

CABINET: THURSDAY, 25 FEBRUARY 2021 at 1.30 PM

A Cabinet Meeting will be held as a remote meeting on 25 February 2021 at 1.30 pm

A G E N D A

- 1 Minutes of the Cabinet Meeting held on 21 January 2021 *(Pages 3 - 6)*

Leader

- 2 Corporate Plan 2021-2024 *(Pages 7 - 126)*
- 3 The Council's Pandemic Response: Immediate Issues and Actions *(Pages 127 - 144)*
- 4 Welsh Language Skills Strategy. *(Pages 145 - 172)*

Education, Employment & Skills

- 5 21st Century Schools Band B: Replacement Willows High School *(Pages 173 - 464)*

Finance, Modernisation & Performance

- 6 Budget Monitoring - Month 9 Report 2020-21 *(Pages 465 - 534)*
- 7 Budget 2021/22 *(Pages 535 - 810)*

Housing & Communities

- 8 Commissioning of the Replacement Building Maintenance Framework and Disabled Adaptations Framework *(Pages 811 - 842)*
- 9 Homelessness - Update on Progress and Further Proposals for Meeting the Needs of Single Homeless People *(Pages 843 - 898)*

Strategic Planning & Transport

- 10 Welsh Government Consultation on 'Llwydr Newydd - A New Wales Transport Strategy' *(Pages 899 - 914)*

PAUL ORDERS
Chief Executive

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

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 21 JANUARY 2021

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

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

17 MINUTES OF THE CABINET MEETING HELD ON 17 DECEMBER 2020

RESOLVED: that the minutes of the Cabinet meeting held on 17 December 2020 be approved

18 CHILD FRIENDLY CITY PROGRAMME

The Cabinet received a report outlining progress made in working towards global recognition for Cardiff as a Unicef Child Friendly city following a monitoring visit and subsequent report from Unicef UK in 2020. The Unicef monitoring report highlighted that there was clear evidence that the Council had made significant progress in establishing, prioritising and implementing a child rights-based approach in the Council's culture and commitments. The Cabinet report outlined a number of key recommendations that would need to be addressed ahead of the evaluation for full recognition in Autumn 2021.

RESOLVED: that Cardiff Council will:

1. Continue to sponsor a Council wide commitment to action to embed a child rights approach across all Council services.
2. Commit to the meaningful involvement of children and young people in COVID-19 city-wide recovery planning.
3. Work towards embedding the Child Rights Impact Assessment into the Policy framework.
4. Receive an Annual Child's Rights Report at Council, to capture progress and areas for improvement annually alongside the Council's Wellbeing report.
5. Develop a sustainable approach to rights based training including mandating child rights training for senior managers.
6. Maintain a meaningful approach to the participation of children and young people in all policy, strategy and decision making where changes will impact upon their lives.
7. Support the evaluation of progress towards the Child Friendly Vision for Cardiff as we embark upon the recognition phase with Unicef in 2021.

19 ARRANGEMENTS FOR MAKING CARE HOME PLACEMENTS FOR OLDER PEOPLE

The Cabinet considered a report seeking agreement for the implementation of a Dynamic Approved Provider List (DAPL) for residential and nursing home placements for Older People and Older People with Dementia from 1st April 2021. The report also provided an update on the regional service specification for care home service and outlined that some minor changes to the Charging Policy were necessary to align with the narrative around third party arrangements set out in the new regional contract and service specification and the Local Authority's responsibilities set out in the Social Services & Well-being (Wales) Act 2014.

RESOLVED: that

1. the procurement of a new Dynamic Approved Provider List (DAPL) to source residential and nursing home placements for Older People and Older People with Dementia be agreed with the intended implementation with effect from 1 April 2021.
2. Authority be delegated to the Corporate Director People and Communities, in consultation with the Cabinet Member for Social Care, Health & Well-being, the Section 151 Officer and the Director of Governance and Legal Services to deal with all aspects of and make all future procurement decisions relating to the new DAPL arrangements and any necessary details of the model of the new DAPL.
3. the progress in relation to the development of a new regional service specification and contract for care home placements for older people, and the

intention to implement the new contracts and specification with effect from 1 April 2021 be noted

4. minor amendments to the Charging Policy, approved by Cabinet in January 2020, (which amendments are shown as tracked changes in appendix 4 to this report) be agreed in order that it explicitly sets out the Local Authority's role in relation to the facilitation of Third Party Agreements in line with its responsibilities set out in the Social Services and Well-being (Wales) Act 2014 and as specified in the new contract for Older People and Older People with Dementia.

20 BUS EMERGENCY SCHEME (BES) - REQUEST TO ALL COUNCILS TO SIGN UP TO BES 2 SCHEME

A report outlining details of the Bus Emergency Scheme (BES) was received, It was reported that the initial BES had been introduced by Welsh Government to provide support to Bus operators during the ongoing COVID19 pandemic. It was proposed that BES 2 would continue to address the loss of farebox revenue and the additional costs associated with responding to the pandemic. Under BES 2 the WG funding would sit alongside local authority funding provided through the Concessionary Travel Scheme and via Revenue Support Grant and the Bus Services Support Grant to make up the shortfall, with Welsh Government a co-signatory to the agreement.

RESOLVED: that

1. the principles of the BES 2 agreement (Appendix 2) to secure (conditional) financial support for the bus sector and to establish a relationship with their regional lead authority and signatory, that ensures that the ongoing emergency funding meets the authority's priorities and is delivered on its behalf be noted
2. authority be delegated to the Director of Planning, Transport and Environment, subject to consultation with the Cabinet Member Strategic Planning and Transport, Cabinet Member Finance, Modernisation & Performance, s.151 Officer and Director Governance and Legal Services to determine and approve the final terms of the BES 2 Agreement and the Umbrella Partnership Agreement (as both are currently in draft form), give the Lead Local Authority (currently proposed to be Monmouthshire County Council) approval to sign the BES 2 agreement on Cardiff Council's behalf and to deal with all ancillary matters relating thereto including any back to back agreement that may be required with the Lead Local Authority.
3. It be noted that there will be further reports on bus reform proposals relating to the future management of bus services in the Region and Wales.

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**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 25 FEBRUARY 2021**

CORPORATE PLAN 2021-24**LEADER (COUNCILLOR HUW THOMAS)****AGENDA ITEM: 2**

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2021-24 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's current obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. Capital Ambition – A 5 year Policy Agenda for the City: In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which set out the Administration's principles, priorities and ambitions for the city. On 23 January 2020, the Cabinet approved a refreshed Capital Ambition document, which provides an updated statement of the Administration's priorities and commitments for the remainder of the municipal term to the next council elections in May 2022. This also provided an opportunity for the Administration to restate and reaffirm its values and ensure that the Council can re-orientate itself to focus on the Administration's political priorities over the next two and a half years.
4. Covid-19 – A Global Health Emergency: On 31 January 2020, the World Health Organisation declared a global health emergency in relation to the novel coronavirus (Covid-19), with the UK Government announcing an initial UK-wide 'lockdown' on 23 March 2020 to limit the spread of the virus. The Council rapidly transitioned to an 'essential services' model in response to the pandemic with a clear focus on:
 - Preventing the spread of infection

- Ensuring the health and safety of staff, service users and citizens
 - Prioritising key frontline services and support for vulnerable people
5. Though restrictions were eased over the summer months, the Council has, subsequently to date, had to transition to an essential services model on a further two occasions, including the ‘fire-break’ lockdown in Wales in October/November 2020 and the current period of lockdown that came into force in Wales from 20 December 2020. This has meant that a range of council services have had to be either adapted, suspended, or, in some instances, established for the first time.
6. Restart, Recover, Renew – A Strategic Framework for Responding to the Covid-19 Crisis: The Cabinet Report of 11 June 2020 set out the Council’s strategic framework for responding over the longer term to the pandemic and the principles which would be adopted when restarting council services, should this be necessary in response to the easing of any national lockdown measures. The Cabinet report set out a three-stage approach to leading Cardiff’s response to the easing of lockdown and to the ongoing Covid-19 crisis:
- **Restart:** Restarting and adapting a wide range of council services in the context of extended stringent social distancing requirements, in tandem with the evolution of national advice.
 - **Recover:** Implementing a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing.
 - **Renew:** Working closely with city partners, staff and citizens to set out the future we want for Cardiff post-crisis and how, together, we will make it happen.
7. The Corporate Plan sets out the Council’s short and medium term recovery priorities in the context of this strategic framework. It makes clear the ongoing priorities for delivering of Capital Ambition whilst setting out a range of measures to respond to the pandemic and support economic recovery.
8. The Cabinet will also be considering an accompanying report on the immediate issues which require focus by the Council prior to the approval and publication of the Corporate Plan 2021-24. This report deals with urgent issues relating to the Covid-19 pandemic and restart of services from February 2021, such as the safe reopening of schools, preparing for the restart of the city’s economy and the continued rollout of the mass vaccination programme in Cardiff in partnership with Cardiff and Vale University Health Board and Public Health Wales.

Issues

A Public Health Crisis and an Emerging Economic Crisis

9. The Council has undergone a significant period of change and innovation in the last 12 months and has been committed to restarting services to function effectively, sustainably and safely in line with government and public health restrictions and guidance. The Council will continue to repurpose its services and priorities, as necessary, in order to prevent the further spread of the virus, to support residents and businesses, and to drive forward economic recovery in the city.
10. The Corporate Plan 2021-24 has been developed at a time of unprecedented challenges and profound uncertainty caused by the continuing Covid-19 pandemic. This has not only affected almost every aspect of service delivery, particularly front facing services and those which rely heavily on income generation and public attendance in person, but it has also had a significant impact on the Council's finances and the deliverability of the Council's policy agenda. Whilst some steps or projects have been delayed in 2020/21, good progress has been achieved in other areas. Crucially, the Corporate Plan 2021-24 re-asserts the administration's commitment to delivering its Capital Ambition policy commitments.
11. The Corporate Plan 2021-24 has been developed alongside the Cabinet's budget proposals for 2021/22 in the context of meeting the immediate and medium term challenges presented by the continuing Covid-19 pandemic, as well as the Council's role in leading both a city-wide and council-wide programme of post-pandemic recovery and renewal. The Plan reflects the clear direction of travel that has been set by the Cabinet and focuses on the following recovery priorities:
 - i. **Leading the city's economic recovery**, doing all we can to support businesses and workers and delivering our ambitious capital investment programme, including major regeneration projects in Cardiff Bay and the city centre; our £284m 21st Century Schools Band B investment programme, and our commitment to build 2,000 new Council homes.
 - ii. **Supporting the people who have been hit hardest by the pandemic** – particularly those in our most deprived communities – and the services upon which they rely, including care for vulnerable children and older people; people suffering poor mental health; those who are homeless and rough sleeping.
 - iii. **Rebuilding the services that have been closed or severely restricted by the pandemic**, including our major events programme, cultural and tourist venues, leisure centres, and public transport.

- iv. **Continuing to modernise our services**, building on service innovations and the increased use of technology throughout the pandemic.
 - v. **Delivering our One Planet Cardiff programme**, delivering a green recovery for Cardiff, including investments in cycling, walking and public transport; a new heat network and a programme of increased tree planting.
12. The Corporate Plan 2021-24 focuses primarily on short and medium term priorities; however, a number of existing commitments will be accelerated and enhanced in order to support the city's recovery from the Covid-19 pandemic, whilst new priorities will be introduced to address the immediate public health challenges and the emerging economic crisis. Each directorate has reviewed the deliverability of previous Corporate Plan steps in the face of the continuing pandemic and has identified what needs to be accelerated, enhanced or newly introduced.
13. A copy of the draft Corporate Plan 2021-24 is attached as **Appendix A** to this report.

Corporate Plan Development

Self-Assessment

14. Each directorate undertook a self-assessment of the steps and Key Performance Indicators (KPIs) included in the Corporate Plan, drawing on the statutory Annual Well-being Report for 2019/20 that was approved by Council on 24 September 2020, Quarterly Performance Reports and any other relevant performance literature, such as reports and recommendations of the Council's Scrutiny Committees or statutory regulators. This formed the basis for, where necessary, amending and updating the Corporate Plan.
15. The Corporate Plan 2021-24 includes a basket of performance measures with clear targets, which consist of Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council will continue to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis will also be placed on selecting measures of success which are relevant for Cardiff.

Well-Being Objectives

16. Each individual Well-being Objective contained in the Corporate Plan has been the focus of a formal discussion between Cabinet Members and Directors with responsibility for delivery. This has allowed the political and managerial leadership of the Council to consider the progress made against the Well-being Objectives and to ensure the sustainable development principles of collaboration, integration and involvement – as identified by the Well-being of Future Generations

(Wales) Act 2015 – characterised the approach. Each session was also attended by the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance to ensure that a clear corporate overview was provided.

17. A new wellbeing objective has been introduced in response to the immediate challenge of managing the pandemic. Whilst a number of steps have been either accelerated, enhanced or introduced across all the Well-being Objectives, the 2021/24 Corporate Plan will include a specific section focusing on the delivery of the Test, Trace Protect Service (TTP), supporting the Mass Vaccination Programme, ensuring the provision of Personal Protective Equipment (PPE) establishing robust Health and Safety Measures in line with Welsh Government legislation and Public Health Wales (PHW) advice and guidance.

Corporate Plan and Budget Alignment

18. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in the refreshed Capital Ambition document, a new Corporate Plan for 2021-24 has been developed in tandem with the process for setting the Council's budget for 2021/22.
19. This has been developed in the context of sustained and severe financial pressures within public services. In balancing the budget for 2021/22, savings of £10.244 million will be required to meet an estimated budget gap of £15.594 million in 2021/22. The Council faces an estimated budget gap of £85 million over the medium term from 2022/23 to 2025/26. This is in addition to over £200 million in cumulative savings that have been made over the past decade.
20. The Corporate Plan 2021-24 will be supported by Directorate Delivery Plans, which will set out in greater detail how objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened performance management framework.
21. Following approval, a copy of the Corporate Plan 2021-24 will be published on the Council's website by 1 April 2021 and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Public Consultation

22. The development of the Corporate Plan 2021-24 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2021/22.

Engagement with the Council's Scrutiny Committees

23. The KPIs and the proposed targets contained in the draft Corporate Plan 2021-24 were considered by the Policy Review and Performance

Scrutiny Committee's Performance Panel on 18 February 2021, which was also attended by the Chairs of the other Scrutiny Committees. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2021-24 on 22-24 February 2021.

24. A copy of the draft version of the Corporate Plan 2021-24 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held on 22-24 February 2021. This enabled consideration of the draft Corporate Plan 2021-24 alongside the Cabinet's budget proposals for 2021/22. Copies of any letter(s) received from the Scrutiny Committees following those meetings are compiled within **Appendix B** to this report.

Delivery Framework

25. A new Capital Ambition document was approved by the Cabinet on 23 January 2020, which restated the Administration's priorities and forms a crucial part of the Council's policy and performance framework. The Corporate Plan 2021-24, and Directorate Delivery Plans, translate the commitments set out in Capital Ambition into deliverable organisational objectives and will include more detailed delivery milestones, key performance measures and targets. The Corporate Plan 2021-24 has been developed alongside the Cabinet's budget proposals for 2021/22.
26. A new delivery framework, strengthening the policy and performance arrangements will be brought forward for consideration by Cabinet in due course. The delivery framework will ensure that the corporate planning, performance monitoring and delivery arrangements are reconstituted to ensure the effective delivery of Capital Ambition and respond in full to the emerging new performance duty and self-assessment requirements, as set out in the Local Government and Elections (Wales) Act 2021.
27. The strengthened delivery framework will also set out how the Council has embedded the Sustainable Development Principles, as set out in the Wellbeing of Future Generations (Wales) Act, within the organisation's planning, monitoring and decision making.

Directorate Delivery Plans

28. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Quarter 1 2021/22. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees.
29. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and

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

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

The Well-being of Future Generations (Wales) Act 2015

30. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

31. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:

- Long Term
- Prevention
- Integration
- Collaboration
- Involvement

32. The Corporate Plan 2021-24 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. It takes account of the Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board (PSB) in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015.

33. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-

being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.

34. The Council must agree and publish Well-being Objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven Well-being Objectives as the Cardiff PSB:
- Cardiff is a great place to grow up
 - Cardiff is a great place to grow older
 - Supporting people out of poverty
 - Safe, confident and empowered communities
 - A capital city that works for Wales
 - Cardiff grows in a resilient way
 - Modernising and integrating our public services
35. These Well-being Objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city. The Council must also publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements are discharged through the Corporate Plan.
36. An integrated corporate approach has been developed in order to combine the Council's Well-being and Improvement Objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the Well-being Goals, what more could be done and what further action could be taken to make progress towards the goals. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.
37. Both the Council and the Cardiff PSB will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

Reason for Recommendations

38. To enable the Corporate Plan 2021-24 to be considered by the Council on 4 March 2021 and published thereafter by 1 April 2021, subject to any consequential amendments that may be required.

Financial Implications

39. This report sets out the Council's Corporate Plan for the period up until 2024. Implementing these strategic priorities and improvement objectives

are in accordance with the amounts set out in the 25 February 2021 Budget Report, which includes both revenue and capital budgets for 2021/22, the indicative Medium Term Financial Plan for the period up to 2025/26 and the indicative Capital Programme for the period up until 2025/26.

40. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The detailed reports and business cases will need to include sufficient financial detail in order to set out the full and robust financial implications, as well as be fully informed of associated risks with particular regard to likelihood and value of funding from external sources such as Welsh Government.

Legal Implications

41. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Well-Being of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 30 of the report); and note that once the Well-Being Objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.
42. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
- Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrated approach to achieving the seven well-being goals;
 - Work in collaboration with others to find shared sustainable solutions; and
 - Involve people from all sections of the community in the decisions which affect them.

Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using this link: <https://gov.wales/well-being-future-generations-statutory-guidance>

43. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard at paragraph 22. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. The protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief.

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

HR Implications

45. There are no direct HR implications for this report.

Property Implications

46. There are no specific property implications in respect of this report. The Strategic Estates Department will assist where necessary in delivery of the Corporate Plan 2021-24. Where there are property transactions required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

RECOMMENDATIONS

Cabinet is recommend to:

1. approve the Corporate Plan 2021-24 for consideration by Council on 4 March 2021;
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2021-24 (Appendix A) following consideration by the Council's Performance Panel on 18 February 2021 and the Council's scrutiny committees during the week commencing 22 February 2021, prior to consideration by Council on 4 March.
3. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2021-24 (Appendix A) following consideration by the Council on 4 March 2021 and prior to publication by 1 April 2021.

SENIOR RESPONSIBLE OFFICER	PAUL ORDERS Chief Executive
	19 February 2021

The following appendices are attached:

Appendix A: Corporate Plan 2021-24

Appendix B: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2021-24 (*to follow*)

The following background papers have been taken into account:

Capital Ambition (January 2020)

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Delivering Capital Ambition

Cardiff Council Corporate Plan 2021-24



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

WORKING FOR CARDIFF,
WORKING FOR YOU
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Leader's Foreword

In January 2020, Capital Ambition, my Administration's five-year policy programme for the city, was refreshed, with a number of bold political priorities reaffirmed, continuing the ambition of creating a greener, fairer and stronger capital city that plays a leading role in creating a better future for Wales.

Delivering new schools, continuing one of the UK's most ambitious Council house-building programmes, leading a low-carbon transition across the city, as well as supporting the creation of new jobs and prosperity through major projects, are just some of the commitments identified in Capital Ambition. Each support the Council's ambition to reduce the large and growing inequalities between communities, and make sure all citizens are able to contribute to, and benefit from, the city's success.

Whilst the Council is accustomed to delivering in the face of adversity – having faced over a decade of UK Government austerity measures – the challenge of responding to a global pandemic has been unrivalled. Our ability to come together – working with common purpose and shared values – has seen Cardiff at its best during what has been an incredibly challenging time. Amazing things have been achieved. A stadium was transformed into a hospital, tens of thousands of food parcels were delivered to school children and our city's most vulnerable residents, and hotels have been repurposed so that nobody need sleep on our city's streets. Approximately £100 million in grant support has been allocated to roughly 10,000 local businesses over the course of the pandemic and the Council has been instrumental in establishing and supporting the Test, Trace, Protect (TTP) service, which helps to trace and control the spread of the virus.

This was made possible thanks to the extraordinary response of Council staff – and other public service colleagues – in responding to the crisis. This period has demonstrated the commitment, resilience and adaptability of our staff who have rapidly adjusted to new ways of working, taken on new roles via short-term redeployment and regularly gone over and above the call of duty. The unwavering support of fellow Councillors, trade union partners and those in the third sector have also been crucial to the city's success in managing the pandemic.

The Council will continue work to prevent the further spread of the virus, building on the firm foundations laid with the TTP service. The Council is working closely with our health service colleagues to deliver a mass vaccination programme for Cardiff; the more effectively that this can be done, the more lives can be saved, and the quicker that Cardiff can begin to recover fully from the impact of Covid-19.

Whilst we are still very much in the midst of a public health crisis, we recognise also that there are long-term challenges which will need to be addressed, and the Council is already planning for recovery. We know that Covid-19 has brought significant economic hardship to bear on people and communities, particularly the poorest and most vulnerable in society. The disruption to children's education, the impact of social isolation on mental health and the reduction in physical activity as a result of lockdown will have adversely impacted many lives. This Corporate Plan sets out how we will respond to all of these issues.

In planning for recovery, we have already established an Economic Recovery Taskforce to ensure that Cardiff will not just 'bounce-back' but 'bounce-forward', as an exemplary post-Covid-19 model for a city, attractive to new investment and talent. This includes continuing to actively support residents who are seeking work or looking to upskill. We are also progressing work within Education to mitigate the impact of the Covid-19 crisis on pupils. This includes supporting schools to adjust to new pupil assessments, as well as ensuring that all children and young people are presented with the same opportunities to engage with remote learning. So far over 20,000 digital devices have been delivered to schools to assist those pupils who are digitally disadvantaged.

We are currently at an extraordinary moment of challenge but also opportunity, to deliver on our long-standing ambitions but to also re-think Cardiff's future as a resilient, inclusive and innovative city. With the right agenda, partners and commitment, I am confident that we can emerge even stronger post-Covid-19, and deliver a better future for our citizens, our businesses, for the Capital Region and for Wales.



Cllr Huw Thomas
Leader of Cardiff Council

Leader's Foreword Page 2

Capital Ambition: Recovery and Renewal Page 5

Cardiff in 2021 Page 6

Well-being Objectives

1. Cardiff is a great place to grow up Page 12

2. Cardiff is a great place to grow older Page 28

3. Supporting people out of poverty Page 36

4. Safe, confident and empowered communities Page 44

5. A capital city that works for Wales Page 58

6. Cardiff grows in a resilient way Page 66

7. Modernising and integrating our public services Page 78

8. Managing the Covid-19 pandemic Page 89

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Capital Ambition: Recovery and Renewal

The 'Restart, Recover, Renew'¹ framework, approved by Cabinet in June 2020, sets out the Council's approach for the safe restart of services alongside the medium- and longer-term priorities for recovery and renewal.

The Restart component of the Council's Covid Response Framework established planning principles to inform the safe resumption of 'business as usual' activities in the event of a Council service being adapted or suspended to contain the spread of the virus. This disciplined and co-ordinated corporate process for reopening services, consistent with legislation and the latest Public Health Wales advice, applied in the release from earlier lockdowns, will once again be adopted by the Council as social distancing restrictions are gradually lifted over the coming months.

Recovery priorities for the year ahead are established within this Corporate Plan. These recovery priorities have been identified through a cross-Cabinet portfolio and department exercise on recovery planning, setting clearly how Covid-19 has changed the operating environment for services, and what needs to be done, by when and by whom over the course of 2021-22 in order to restart and recover Council and partners services.

A programme of 'city renewal' which sets out a Cardiff response to the significant longer-term shifts in the way in which people live, work and travel as a consequence of the pandemic will be published in May 2021.

This Corporate Plan sets out the medium-term response to the following recovery priorities:

- 1) **Leading the city's economic recovery**, doing all we can to support businesses and workers and delivering our ambitious capital investment programme, including major regeneration projects in Cardiff Bay and the city centre; our school investment programme; and our commitment to build 2,000 new Council homes.
- 2) **Supporting the people who have been hit hardest by the pandemic** – particularly those in our most deprived communities – and the services upon which they rely, including care for vulnerable children and older people; people suffering poor mental health; those who are homeless and rough sleeping.
- 3) **Rebuilding the services that have been closed or severely restricted by the pandemic**, including our major events programme, cultural and tourist venues, leisure centres, and public transport.
- 4) **Continuing to modernise our services**, building on the transformational use of technology throughout the pandemic.
- 5) **Delivering our One Planet Cardiff** programme, delivering a green recovery for Cardiff, including investments in cycling, walking and public transport; a new heat network in Cardiff Bay; increased renewables on Council assets and a programme of increased tree planting.

¹ [Restart, Recover, Renew: Next Steps for Cardiff during the COVID-19 Crisis](#)

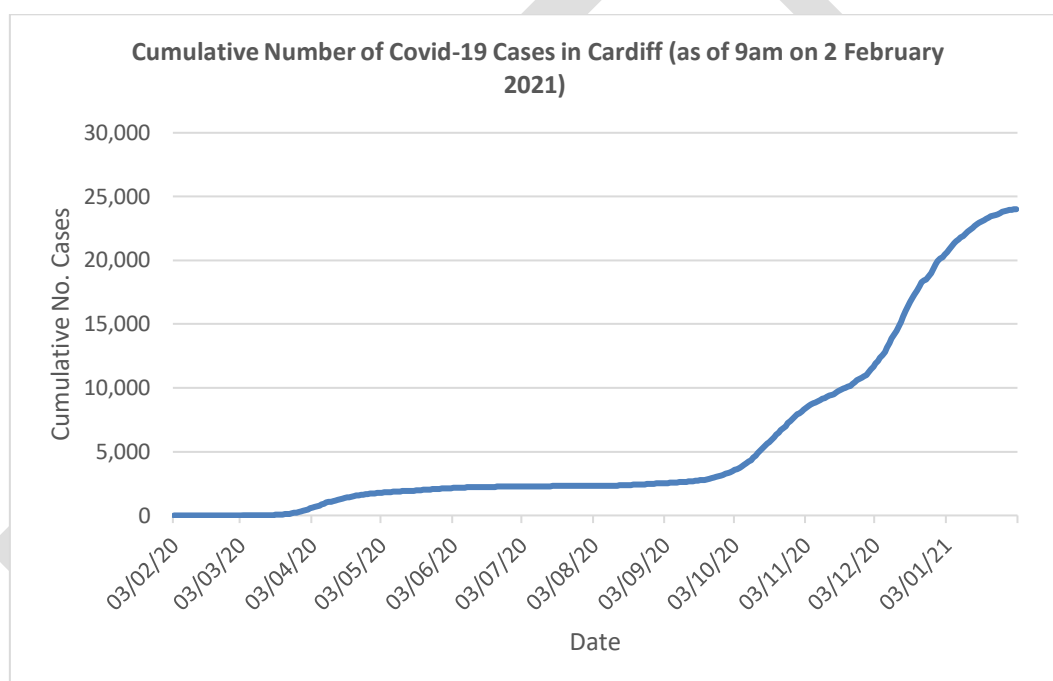
Cardiff in 2021

An ongoing health crisis

The Covid-19 pandemic has had a major impact on every aspect of city life and public services. The scale of this health crisis is unprecedented in our times, placing demands on the city's health and social care staff and key workers, and tragically the loss of life has affected many families across the city.

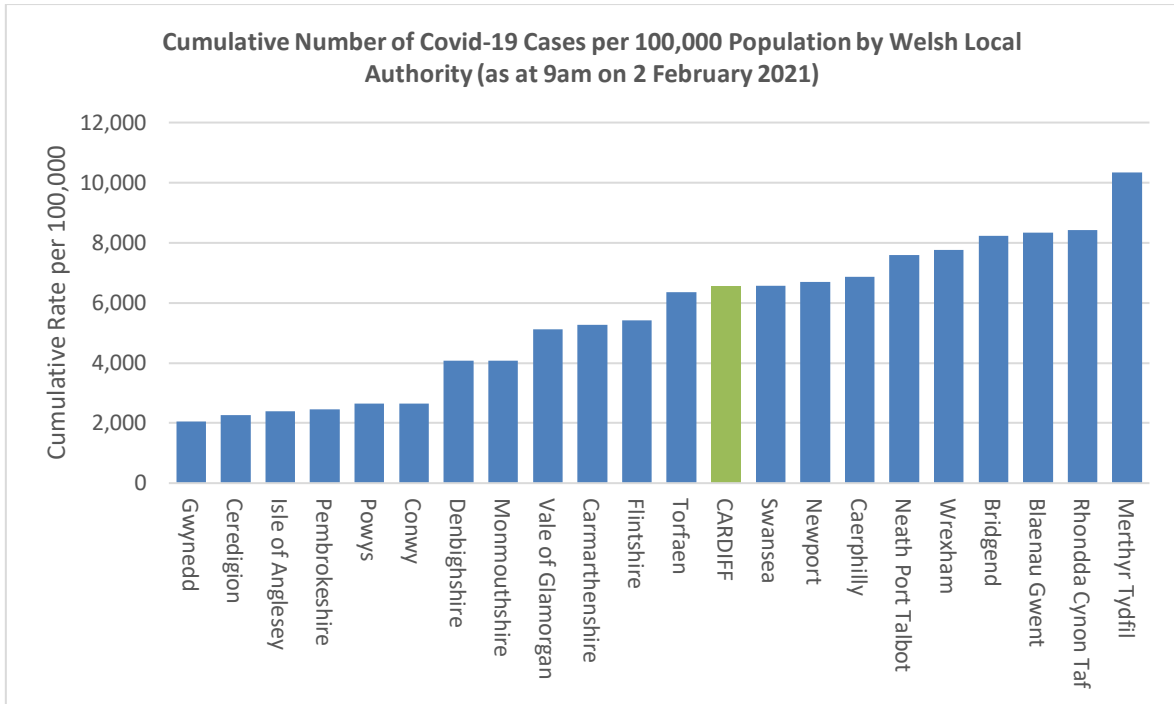
In response to the pandemic, the Council has undergone a significant period of change and innovation, with new technologies introduced, new service models developed and new ways of working implemented, including the distribution of almost 1,500 devices to enable staff to work agilely.

On 2 February 2021, the cumulative number of Covid-19 cases in Cardiff reached 24,006.

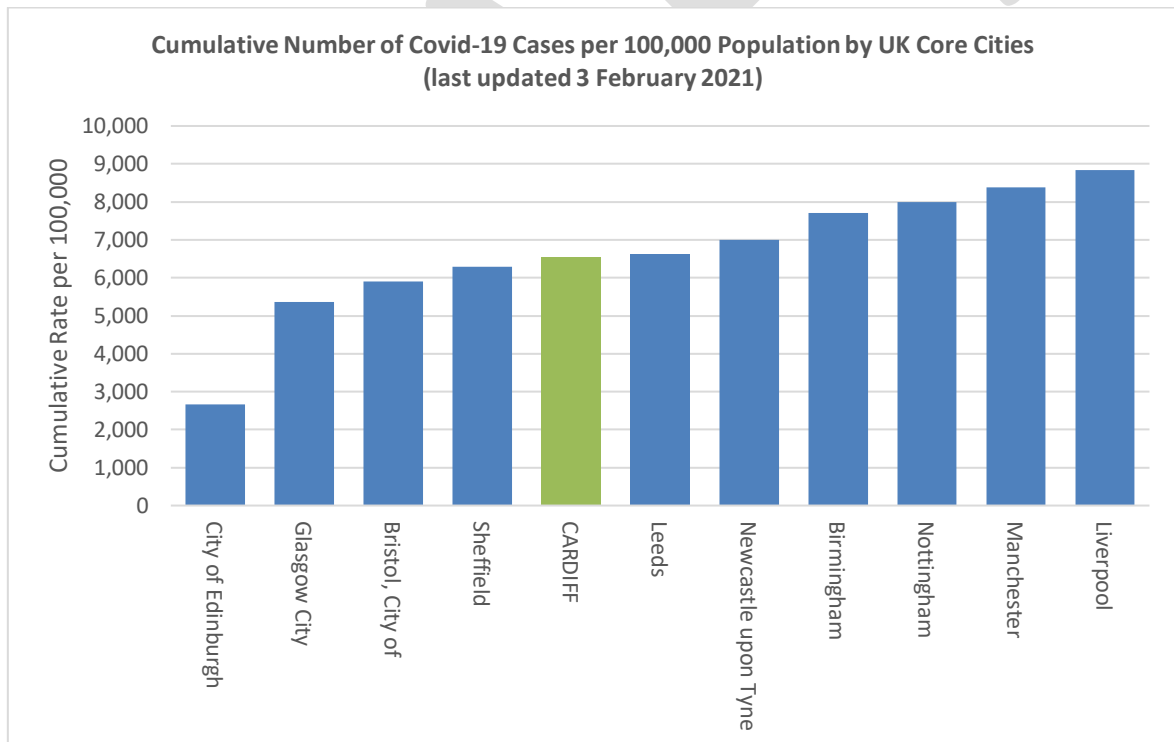


Source: Public Health Wales

Compared with other Welsh Local Authorities. Cardiff's relatively high position in the cumulative number of cases per 100,000 population can be attributed, at least in part, to Cardiff's position as an urban local authority and its population density. When compared to Core Cities across the UK, Cardiff's cumulative number of Covid-19 cases per 100,000 population is mid-ranging.



Source: Public Health Wales



Source: UK Government

In response to both the initial lockdown in March 2020, the ‘fire-break’ lockdown in October 2020, alongside the ‘alert level 4’ restrictions from December 2020, the Council transitioned to an essential services model; this meant that a range of services were either adapted, suspended, or, in some instances, established for the first time. Where and when necessary, the Council has worked to restart or repurpose Council services to function effectively, sustainably and safely, aligning with UK/ Welsh Government and public health guidance.

Moving forward, the Council will continue work to prevent the further spread of the virus, building on the firm foundations laid with the Test, Trace, Protect service, to support the most vulnerable, and to drive forward economic recovery. The Council will also work closely with our health service colleagues to deliver a mass vaccination programme for Cardiff.

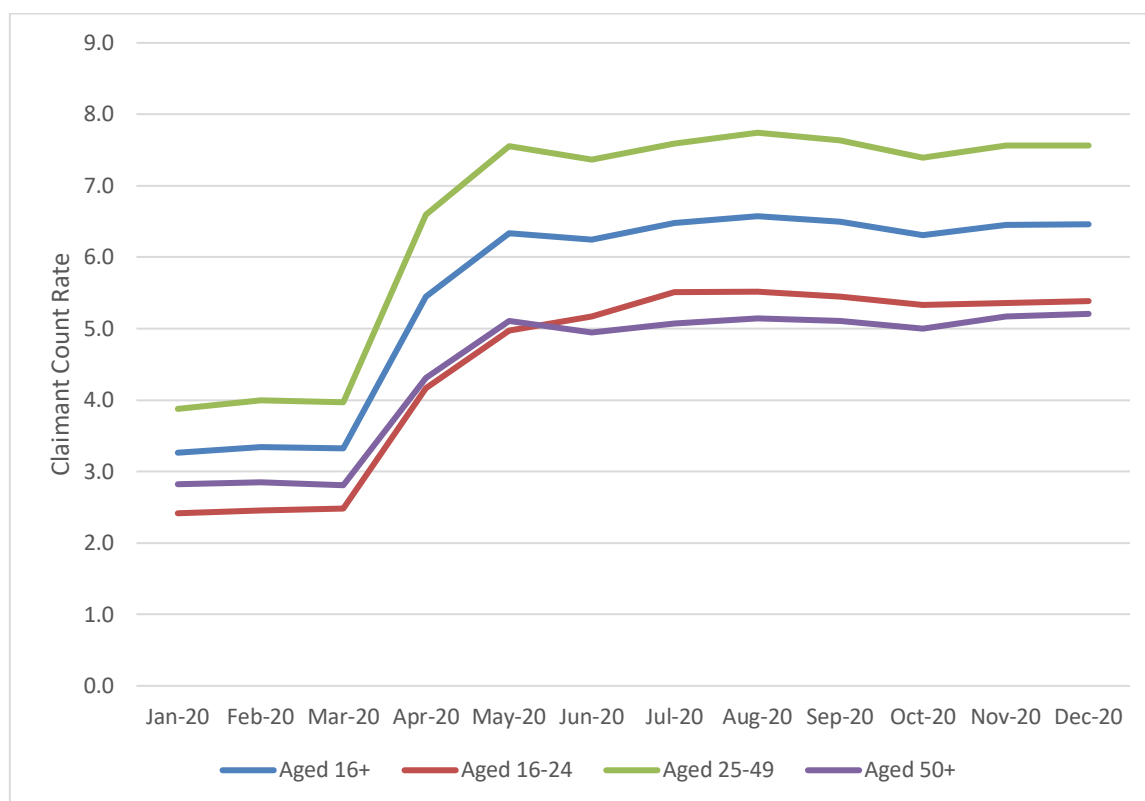
What is also clear is that managing the spread of the virus is anticipated to bring further challenges. The disruption to children’s education, the impact of social isolation on mental health and the reduction in physical activity as a result of lockdown will have adversely impacted many lives. Additionally, delays in planned operations and appointments, and therefore diagnosis and treatments, will bring its own unique issues, with subsequent demand pressures on local authority services. These are just some of the implications of Covid-19. Many of the Council’s services will come under increasing pressure over the coming months, and with others there will be new and emerging challenges which will require a Council response.

A deepening economic crisis

In parallel with the Covid-19 public health crisis, the UK is now facing an unprecedented economic crisis. The UK economy is facing the biggest contraction in three centuries, with the Office for Budget Responsibility projecting that unemployment will be over 50% higher in Cardiff for at least two years.

The economic impact of lockdown has led to young people and those in insecure work being at the greatest risk of unemployment, since the most affected sectors – hospitality, leisure and retail – are those that employ large proportions of young people. The economic crisis can also be anticipated to hit the poorest areas of Cardiff hardest, entrenching deprivation and increasing the gap in outcomes between communities in the city. Data from the Office for National Statistics reveals a clear rise in people claiming unemployment benefits across all age groups since March 2020 and the onset of the pandemic.

Claimant Count Rate in Cardiff by Age Group, January to December 2020



Source: Nomis, Office for National Statistics

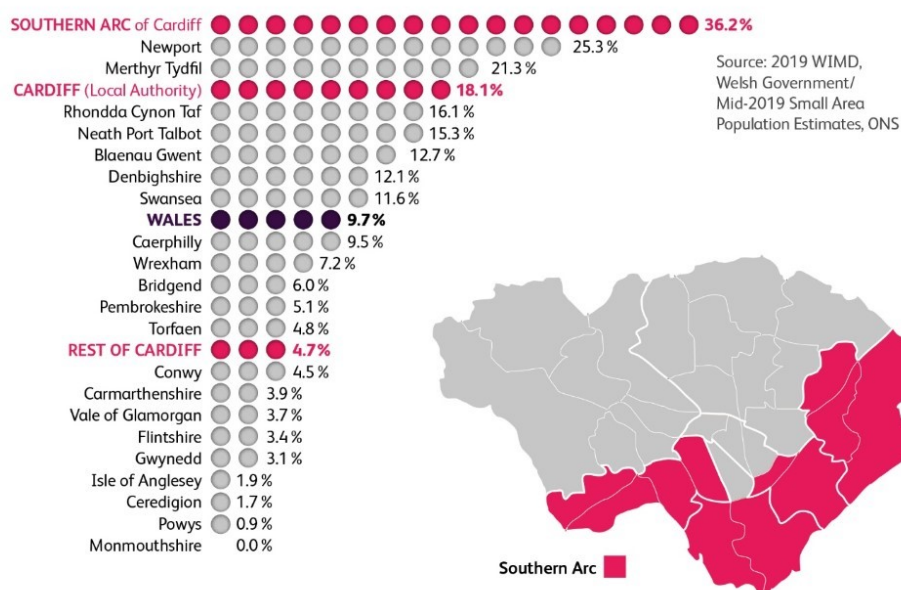
The Council has done all it can to support local businesses, and this will continue to form a key part of the recovery strategy as we move forward. The Council will continue to strike the important balance of protecting public health while preventing a protracted economic decline. This includes mobilising a council-wide Economic Recovery Taskforce, to create opportunities and provide a tailored package of interventions for impacted businesses and employees.

Widening inequalities

The gap between rich and the poor in the city is too wide. For example, unemployment rates in Ely and Adamsdown are around five times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities, and premature death rates from key non-communicable diseases in Splott being around six times higher than in Thornhill.

Across Wales, Covid-19 has hit more deprived communities hard, in terms of direct health outcomes and through bringing further economic hardship to bear, particularly on the poorest and most vulnerable in society. From September 2019 to September 2020, Universal Credit applications increased by 113% in Cardiff, unemployment doubled and food bank usage increased by 47%. These trends are projected to get worse before they get better.

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



Tackling inequalities is central to Capital Ambition, and will be at the heart of the Council’s recovery and renewal strategies. It will involve a programme of major policy initiatives designed to close the gap, which include building new schools, driving up attainment standards for all learners and supporting young people into work. It will involve a radical new approach to tackling homelessness whilst taking forward our ambitious house building programme. It will also include a low-carbon transition programme across the city that seeks to maximise the creation of new jobs and delivering social value. All of this will be supported by the Council’s commitment to using its size and scale to deliver maximum social value, whilst taking forward broader initiatives such as encouraging employers across the city to pay the real living wage.

Narrowing the inequality gap and creating more prosperous communities remains the central aim of Capital Ambition, and this Corporate Plan sets out how that will be achieved.

Climate Emergency

Notwithstanding the depth of the Covid-19 crisis, climate change remains the most significant long-term challenge facing the world, with impacts including rising sea levels, flood risk, extreme weather events, unsustainable energy supplies and ultimately, widespread economic instability.

Recognising the scale of this challenge, the Council declared a Climate Emergency in March 2019, with a One Planet Cardiff Strategy published in October 2020 as a strategic response to this declaration. The strategy analyses the scope and scale of the challenge facing the Council and the city, and highlights the opportunities that could arise from positive action to address this challenge, proposing a wide range of immediate and potential actions that will form the basis of our longer-term response.

Whilst the development of the strategy coincided with the Covid-19 emergency, it is clear that the Council's response to both emergencies cannot be mutually exclusive. The One Planet Cardiff Strategy therefore highlights projects and opportunities that can further 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.

Recovery and renewal in our public services

The Covid-19 pandemic has resulted in a radical transformation to the way in which Council services are delivered; over the course of the past year, a range of services have been adapted, suspended or, in some instances, established for the first time. The Council's response has been characterised by speed and innovation, through the use of digital technologies, cross-Council integration and cross-city partnership working.

As we look towards recovery and renewal, the Council will work to maintain this momentum in public service innovation, by building on the changes made over the past year. Many services will need to be permanently adapted to ensure effective operation in a post-pandemic world, whilst others may have their business models fundamentally challenged.

What is clear is that technology now offers residents greater choice and convenience when accessing services, whilst providing staff with even greater flexibility to deliver. The Council will therefore need to embed new working and delivery practices into its core operating model.

This is within the context of major risks to the Council's budget position having emerged, not least the impact of an anticipated recession and the ongoing costs and lost income associated with responding to Covid-19. These financial challenges follow a decade of austerity over which time the Council has closed a budget gap of almost a quarter of a billion pounds and seen the number of its non-school staff reduce by 22%. Many of the underlying budgetary challenges facing the Council remain and are set out in the Council's Budget Report 2021/22.

Well-being Objective 1:

Cardiff is a great place to grow up

The impact of the Covid-19 pandemic on the lives and well-being of children and young people has been significant. Since March 2020, children and young people have encountered major change, with the restrictions adopted to prevent the spread of the virus leading to lost learning, isolation and mental health challenges for many. Children and young people will have encountered play deprivation and separation from their friends, and many will be experiencing increased poverty as a result of the impact of the virus on family income and jobs. Young people in examination years have seen examinations cancelled and fear what this may mean for their futures, as they contemplate progressing into further education, university or the world of work.

Throughout the course of the pandemic, the Council has worked with schools and partners to make sure that as much support as possible has been available to all children and young people to keep them safe and to ensure that learning can continue. School leaders adopted new blended learning approaches to support children and young people to continue their education at home, and positively, many children have responded extremely well, embracing new technology and demonstrating extraordinary resilience. Schools, colleges, youth services and post-16 providers continue to work hard to ensure that ongoing education, training and employment options are available for young people leaving statutory education, drawing upon the excellent partnership networks formed through the Cardiff Commitment.

It is clear that the pandemic is having a disproportionate impact upon vulnerable children and those from more deprived communities. In response, a significant amount of additional support has been put in place, including the provision of face-to-face education at hub schools, the extension of free school meals over holiday periods and the transformation of the Family Gateway service to ensure continued early help to families in a Covid-secure manner. Cardiff's response to supporting schools and learners during the pandemic has been highlighted as good practice by Estyn.

Whilst we continue to respond to these immediate challenges, we must also focus on our medium- to longer-term ambitions as set out in the Cardiff 2030 vision for education and learning. We will drive forward our commitments to making rights a reality for all and to ensuring that all children and young people in Cardiff experience high-quality education and are able to grow as happy, safe and resilient individuals. We will maintain a clear focus on improving outcomes for our most vulnerable groups, working in partnership with parents and carers to strengthen families, and to build upon the progress made in family learning during lockdown periods. Where necessary, we will place an emphasis on preventative approaches to ensure that fewer children enter the care system, because outcomes for children are best when they are supported to grow and achieve within their own families. This work will be particularly important given the evidence pointing to a national increase in demand.

The voices of children and young people will be central to decision-making in the longer term and in recovery planning. As many of the steps across this Corporate Plan are progressed, they will be done so with the full involvement of children and young people, with each Council Directorate committed to the priorities and values of the Child Friendly City strategy and to making sure that we deliver a Child Friendly Recovery from Covid-19 in Cardiff.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Supporting a Child Friendly recovery**
- **Safely reopening schools and regaining momentum**
- **Continuing to deliver the Cardiff 2030 Vision for Education & Learning**
- **Protecting the well-being of vulnerable children, young people and families**

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Progress Made

- **The Council has ensured continuity of learning for children and young people whilst schools have been closed as a result of the pandemic, with Cardiff's support for children and young people identified as an area of strength by Estyn.**
- In support of the blended learning approach, the Council ensured that learners were provided with the digital devices needed to continue their learning. This work involved the rapid distribution of over 20,000 digital devices, alongside 2,500 new 4G broadband devices, provided to schools since March 2020.
- **Provision for vulnerable learners and the children of key workers has been maintained throughout the pandemic, with schools quickly adapting into Covid-safe spaces for learners and staff.** This has included the development of hub schools, continued free school meal provision and summer holiday support programmes.
- **The local authority worked collaboratively with Cardiff and Vale University Health Board to establish a multi-agency group with professionals from Health, Education and Children's Services to support learners with complex disabilities and medical needs during the pandemic.**
- **Support was provided to schools and learners following the cancellation of exams in the 2019/20 academic year,** including developing and implementing new processes for Centre Assessment and changes to qualification arrangements.
- **Good progress has been achieved in the implementation of Additional Learning Needs (ALN) reform,** with 97% of schools rated Very Good or Strong in relation to strategic preparedness for ALN Reform, compared with a regional average of 85%.
- **Extensive work has been undertaken by the Council's Youth Service to assist school leavers with their transition from statutory education.** Despite the extraordinary challenges of the year, the Youth Service has maintained progress in supporting learners into education, employment or training, and provisional data indicates that numbers have remained stable.
- A review of the **referral pathway for the Barnardo's Well-being service via the Family Gateway** has revealed the success of this approach, with over 99% of the referrals through the Gateway made so far this year being deemed appropriate.
- In the past year, the Council's new scheme, **Bright Futures, has supported 142 care-experienced young people** by facilitating their entry into employment, education, training, volunteering or a Bright Start work placement.

Priorities for 2021/22

Supporting a Child Friendly recovery

Our commitment to becoming a Child Friendly City is now more important than ever. Adopting a child's rights approach, not just into our schools system, but across all aspects of public services and everyday life, will help ensure a recovery focused on the needs of children and young people.

Throughout the year we will continue to work closely with children and families to ensure that their voices are heard and that they are involved in the development and delivery of services. We will develop a participation charter and framework that clearly sets out the actions we will take, which will include implementing an app to better support children and young people in communicating with us. We will also draw on learning from a Council survey of children, families and carers undertaken during the pandemic, which has helped us identify their most pressing needs.

Safely reopening schools and regaining momentum

As restrictions on school attendance have been lifted, the Council has ensured that schools have been able to reopen safely. In doing so, the Council has made sure that school buildings were Covid-secure, that the right health and safety procedures were in place to safeguard well-being spaces and that children, teachers and all school staff were safe and healthy in the learning environment.

Over the year ahead there is an urgent need to support all learners to recover lost learning and to support those suffering with poor personal mental health and well-being. Ensuring that learning routines are re-established, attendance numbers are restored and that any emerging learning issues are quickly identified will be prioritised. A sharp focus will be placed on vulnerable learners to ensure enhanced support is available and that any safeguarding issues emerging as a consequence of the lockdown are immediately identified and addressed.

We will also continue to work with schools and partners to develop robust blended learning approaches, enabling children and young people to grow in confidence as 'independent learners'. Continuing to tackle digital deprivation will be central to this effort, alongside upskilling opportunities for the school workforce and learners, and enabling enhanced teaching and productive, meaningful learner engagement. Work with families will also be essential for developing parental capacity to support their children's education.

Continuing to deliver the Cardiff 2030 Vision for Education & Learning

The Cardiff 2030 Vision will continue to be at the heart of everything we do. Our vision is to ensure that all children and young people in Cardiff experience high-quality education and develop the knowledge, skills and attributes that enable them to become personally successful, economically productive and globally-engaged citizens.

The Council will work closely with schools, Welsh Government and the Central South Consortium to prepare a new assessment method, which will be of heightened importance given the impact of the pandemic on learning. The timelines for Curriculum for Wales 2022 are currently unchanged, with the aim for children and young people to benefit from an inspiring, relevant, real-world curriculum that meets their needs and equips them for their future lives.

Progress in working towards Additional Learning Needs (ALN) reform to transform expectations, experiences and outcomes for learners with ALN has been maintained and will continue in 2021/22, closely linked with blended learning and wider curriculum reform. However, as a result of the pandemic, we anticipate greater pressures on the system as we support children and young people who have been disproportionately affected.

We will continue rolling out our programme of investment in school buildings to transform educational environments in the city. This will deliver modern, flexible learning spaces, with access to the right technology, which are ready to meet the needs of all learners in the city. They will also be safe, inspiring environments for learning, which are strongly connected to their communities and meet the needs of Cardiff's population. This all forms part of our commitment to setting a strategic direction for the planning and delivery of Welsh-medium and Welsh-language education in the city within the context of the Welsh Government's wider strategy for the Welsh language.

If young people are to emerge successfully from the lockdown period, it is more important than ever for schools, education providers and businesses to work together to deliver the essential skills that they will need for work whilst still at school. Work will focus on creating opportunities for young people to access volunteering and accredited training opportunities to help prepare them for a transition to employment where prior learning pathways and transition choices may no longer be viable due to the pandemic. We will also prioritise establishing partnerships with employers, schools and the further and higher education sectors to create and promote the uptake of options available to young people due to leave the education system. This initiative will include the provision of support to apply for college places, guidance on access to university places and information on labour market demand and available jobs.

Protecting the well-being of vulnerable children, young people and families

The Council is adamant that the life chances of our city's most vulnerable children and young people will not be damaged by the pandemic.

Our recovery plans will ensure focus is placed on supporting those children and young people who have been most affected by the pandemic, including those who will need enhanced support with catching up on their learning, dealing with mental health challenges, preparing for transition between school phases, preparing for future assessments and examinations, or leaving school post-16.

We will continue to improve partnership arrangements to support the well-being of key groups of learners, including our Children Looked After and learners educated other than at school (EOTAS).

In supporting children and families during the Covid-19 crisis, the Council made innovative use of technology to ensure that social worker assessments and visits could be done safely, reserving face-to-face interventions for situations involving serious safeguarding concerns. This new hybrid approach has increased children's and parents' access to support services and allowed frontline staff to efficiently, effectively and safely respond to high demand in a time of crisis. Over the coming year, the Council will deliver a Child Friendly Covid-19 recovery, focusing on reinstating face-to-face services as much as possible and engaging with children and families to ensure that our services are designed to meet their complex needs. We will continue working with our partners to deliver timely and tailored services to our residents, with prevention remaining a priority.

To better protect and safeguard our most vulnerable children and young people, we will progress the development and implementation of our Corporate Parenting Strategy and continue work to shift the balance of care, which will help to ensure that children in foster care are in the right place, at the right time, staying as close to home as possible. Delivering on this crucial commitment will entail implementing a Reunification Framework to help children remain living at home with their families where it is safe for them to do so, as well as working with providers to offer a sufficient supply of the types of placements needed to meet demand. Through our Bright Futures and Bright Start schemes, we will also support our care-experienced young people – many of whom have had their paths into training or employment disrupted by the pandemic – to successfully transition into the next phase of their lives. The non-formal and informal education provided by the Youth Service plays a key role in engaging young people, and the development of the street-based Youth Team will continue to support young people at risk of disengagement.

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

Supporting a Child Friendly recovery

Ref	We will:	Lead Member	Lead Directorate
S1.1	Promote and fulfil children’s rights by: <ul style="list-style-type: none"> Achieving recognition as a Unicef Child Friendly City – which will include the development of a participation charter and framework – by December 2021; Increasing the number of Cardiff schools that are designated as Rights Respecting Schools. 	Cllr Sarah Merry	Education & Lifelong Learning

Ref	Key Performance Indicator	Target
K1.1	The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	60%
K1.2	The percentage of children and young people between the age of 8 and 18 who are aware of their rights	85%
K1.3	The percentage of children and young people between the age of 8 and 18 who state they are able to do their best to learn and progress at school all or most of the time	90.9%

Safely reopening schools and regaining momentum

Ref	We will:	Lead Member	Lead Directorate
S1.2	Ensure that all Cardiff schools are able to reopen safely and maintain safe learning environments for all pupils and staff, in line with the gradual lifting of Covid restrictions during 2021/22.	Cllr Sarah Merry	Education & Lifelong Learning
S1.3	Produce a Cardiff Schools Recovery Plan by May 2021, including focused action to: <ul style="list-style-type: none"> • Support pupils to re-engage with school life, including a summer programme of city-wide activities; • Address any safeguarding, emotional or mental health concerns; • Deliver catch-up strategies, for example accelerated learning programmes and extra-curricular activities, with a focus on vulnerable children and young people. 	Cllr Sarah Merry	Education & Lifelong Learning
S1.4	Develop and deliver a sustainable, quality approach to blended learning , that enables all children and young people to access education and learning, both within and outside of school, and grow as confident 'independent learners', building on the lessons learnt from the pandemic.	Cllr Sarah Merry	Education & Lifelong Learning
S1.5	Support the health and well-being of the education workforce as schools reopen and work towards the implementation of a new Workforce Development Strategy by March 2022 , to take forward the goals set out in the Cardiff 2030 Vision.	Cllr Sarah Merry	Education & Lifelong Learning
S1.6	Increase the level of support available to young people to help secure and maintain a positive destination in education, employment or training post-16, whilst also helping to mitigate the impact of the emerging economic crisis and the negative effects of disrupted education in examination years, by utilising the Cardiff Commitment partnership to: <ul style="list-style-type: none"> • Improve the accessibility and range of post-16 learning pathways; • Increase the levels of youth work support and mentoring available to the most vulnerable young people; 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Economic Development

	<ul style="list-style-type: none"> Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme. 		
S1.7	Introduce pre-16 mentoring capacity for Children Looked After to support education recovery and progression, and continue to forge links with the Bright Start programme for care leavers.	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K1.4	Percentage Attendance: Primary	Monitor KPI, but no target set
K1.5	Percentage Attendance: Secondary	Monitor KPI, but no target set
K1.6	Percentage Attendance: Looked after pupils whilst in care in secondary schools	Monitor KPI, but no target set
K1.7	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
K1.8	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

Continuing to deliver the Cardiff 2030 Vision for Education & Learning

Ref	We will:	Lead Member	Lead Directorate
S1.8	<p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to:</p> <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment; • Reshape and enhance specialist provision for pupils with additional learning needs. 	Cllr Sarah Merry	Education & Lifelong Learning
S1.9	Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.	Cllr Sarah Merry	Education & Lifelong Learning
S1.10	Develop a ten-year Welsh Education Strategic Plan (WESP) in line with Cymraeg 2050: Welsh Language Strategy.	Cllr Sarah Merry	Education & Lifelong Learning
S1.11	Deliver up to eight new primary schools and two new secondary schools by 2030 through the Local Development Plan in line with any Section 106 agreements and statutory approvals.	Cllr Sarah Merry	Education & Lifelong Learning
S1.12	Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2022.	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development
S1.13	<p>Invest in digital infrastructure, equipment and new learning technologies for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice:</p> <ul style="list-style-type: none"> • Complete the refresh of the Wi-Fi infrastructure in every school in the city by September 2021; • Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school; • Complete a refresh of all audio-visual equipment in all school classrooms by September 2024; • Ensure that every pupil has access to appropriate Wi-Fi connectivity away from 	Cllr Sarah Merry	Education & Lifelong Learning

	school by working with Welsh Government and the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support.		
S1.14	Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Transformation Programme by 2024.	Cllr Sarah Merry	Education & Lifelong Learning
S1.15	Support Cardiff schools to work towards the introduction of the Curriculum For Wales 2022 , with implementation for nursery through to Year 7 by September 2022, and for all remaining year groups in the period up to 2026.	Cllr Sarah Merry	Education & Lifelong Learning
S1.16	Develop an interim Performance and Evaluation Framework for education in Cardiff that takes account of the national changes to school accountability and assessment arrangements, by September 2021.	Cllr Sarah Merry	Education & Lifelong Learning
S1.17	Continue to deliver the ambitions of the Cardiff Commitment to support children and young people to access careers and work-related experience , with a focus in 2021/22 upon: <ul style="list-style-type: none"> • Delivering the Experiences of Work programme in three secondary school clusters, with a focus on regional economic growth sectors; • Opening up increased Social Value opportunities; • Delivering industry and higher education projects linked to the curriculum with schools. 	Cllr Sarah Merry	Education & Lifelong Learning
S1.18	Develop and embed an approach for Community-Focused Schools to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.	Cllr Sarah Merry	Education & Lifelong Learning
S1.19	Deliver the 'Passport to the City' model with the Children's University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning

Ref	Key Performance Indicator	Target
K1.9	Asset renewal spend in the financial year 2021/22	£10.5m
K1.10	The percentage of Statements of Special Educational Needs replaced by Individual Learning Plans	25%
K1.11	The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	96.0%
K1.12	The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	91.5%
K1.13	The percentage of learners with their own digital device	70%

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Protecting the well-being of vulnerable children, young people and families

Ref	We will:	Lead Member	Lead Directorate
S1.19	Enable all young people – who are known to social services – to play an active and central role in planning for their transition to adulthood during the year.	Cllr Graham Hinchey	Children’s Services
S1.20	Support mental health and emotional well-being for children and young people by working in partnership to deliver an integrated approach to emotional and mental health support by: <ul style="list-style-type: none"> • Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2022; • Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified; • Promoting consistent whole school approaches to well-being through Thrive and Nurture approaches; • Delivering emotional and mental health support for young people through Youth Worker intervention. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Adult Services, Housing & Communities
S1.21	Continue to reduce the impact of adverse childhood experiences on children’s well-being by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.	Cllr Graham Hinchey & Cllr Sarah Merry	Adult Services, Housing & Communities, and Children’s Services

S1.22	<p>Enable more children to be placed closer to home by:</p> <ul style="list-style-type: none"> • Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including: <ul style="list-style-type: none"> – Supporting children to return safely to their own homes during the year using a Reunification Framework; – Re-shaping respite provision to offer flexible short-break opportunities, including emergency provision for children with disabilities; – Developing accommodation sufficiency for vulnerable young people and those leaving care; • Improving the timeliness of the adoption process during 2021/22 by improving linking and matching processes, developing adoption support planning and improving delivery of adoption services. 	Cllr Graham Hinchey	Children's Services
S1.23	<p>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> • Increasing the tailored recruitment campaigns setting out the Cardiff offer; • Ensuring Social Workers are fully supported by using a multi-disciplinary workforce to support them in discharging their duties; • Building on the progress made in stabilising the workforce, through the market supplement, by progressing new permanent contractual arrangements. 	Cllr Graham Hinchey	Children's Services
S1.24	<p>Make use of community resources and work with partners to support families and better understand the impact of poverty on child protection.</p>	Cllr Graham Hinchey	Children's Services
S1.25	<p>Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.</p>	Cllr Graham Hinchey & Cllr Sarah Merry	Children's Services, Education & Lifelong Learning, and Adult Services, Housing & Communities

S1.26	Implement the ‘All Our Futures’ Youth Justice Strategy and Improvement Plan to strengthen governance, performance management and practice.	Cllr Graham Hinchey	Children’s Services
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Ref	Key Performance Indicator	Target
K1.14	The total number of care leavers in categories 2, 3 and 4 ² who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	65%
K1.15	The total number of care leavers in categories 2, 3 and 4 ² who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	57%
K1.16	The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

Ref	Key Performance Indicator	Target
Of the total number of Children Looked After:		
K.1.17	The number of Children Looked After placed with parents	No target, but under constant review
K1.18	The number of Children Looked After in kinship placements	Increase where appropriate
K1.19	The number of Children Looked After fostered by Local Authority foster carers	150
K1.20	The number of Children Looked After fostered by external foster carers	Reduce as a percentage of the overall Children Looked After population
K1.21	The number of Children Looked After placed in residential placements	Reduce whilst increasing provision in Cardiff
K1.22	The number of Children Looked After supported to live independently	No target
K1.23	The number of Children Looked After placed for adoption	No target
K1.24	The number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings and Home Office unregulated placements	No target

² Care Leavers in categories 2, 3 and 4 are those aged 16 or 17, those aged 18 or over and those young people who reconnect to care for education or training purposes. ([Section 104, Social Services and Well-being Act \(Wales\) 2014](#))

Ref	Key Performance Indicator	Target
K1.25	The percentage of children with a Placement Order not placed for adoption within 12 months of the order	35%
K1.26	The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
K1.27	The percentage of children in regulated placements who are placed within a 20-mile radius of Cardiff	78%
K1.28	The percentage of families referred to Family Help, showing evidence of positive distance travelled	75%
K1.29	The percentage of Children's Services social work posts filled by agency staff	24%

Ref	Key Performance Indicator	Target
Early Help:		
K1.30	The number of people supported through the Family Gateway	7,500
K1.31	The number of people supported by the Family Help Team	1,500
K1.32	The number of people supported by the Support4Families Team	2,000

Ref	Key Performance Indicator	Target
K1.33	The number of first time entrants into the Youth Justice System	114
K1.34	The percentage of children re-offending within six months of their previous offence	40%

Well-being Objective 2:

Cardiff is a great place to grow older

The Covid-19 pandemic has represented the greatest risk to, and had greatest impact on, our city's older people. It has also highlighted the importance of Council and partners services for many older people in the city, particularly those who are most vulnerable. To meet the challenge the pandemic has presented, and to make sure that the city's older people can continue to access support safely, Council services have been reshaped and additional care and support measures have been put in place, with partnership working and integration between the city's health and social care services taken to a new level.

As Cardiff recovers from the pandemic, the Council will prioritise supporting our city's older people, particularly those who are most vulnerable.

This will include accelerating the work, with partners, to provide the support necessary to ensure that people can live full and independent lives as they grow older. When it is needed, care and support will be joined up and delivered at home, by default. Support will be anticipatory, preventive but also able to respond to a crisis, around the clock. Digital solutions will help put people in control and when specialist care and support is needed – such as hospital care, specialist children's services – much more of this will be delivered in communities. We will provide older people with greater choice and control over their lives, particularly in relation to how they are supported. Where hospital admission is necessary, the Council will accelerate its partnership with local health colleagues to ensure that people can leave hospital quickly and safely, with the support and interventions necessary to do so.

The city's carers have been on the front line of the pandemic, and their work has been rightly celebrated locally and nationally. As we look to the future, we will ensure that our city's carers who support older people have the support and training to deliver this model of care.

In addition to the greater level of direct risk from Covid-19, older people have often suffered greater levels of loneliness and social isolation as a result of lockdown, with this separation from loved ones being acutely felt by those living with diseases like dementia and their families. As part of our recovery planning, the Council will place a renewed emphasis on tackling loneliness and social isolation, and will regain lost momentum in establishing Cardiff as both an Age Friendly and a Dementia Friendly City.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services**
- **Supporting older people suffering from social isolation and loneliness and deliver our Age Friendly and Dementia Friendly City ambitions**

Progress Made

- **Services have been adapted to support individuals required to shield**, with activities including the provision of food parcels, co-ordinating volunteers to collect prescription medicine and providing support to access online shopping delivery slots.
- Working with the University Health Board, we have helped to ensure that everyone over the age of 70, all care home residents and our city's care workforce **were offered the first dose of the vaccine** by 15th February 2021.
- **Hospital social workers have worked with community teams and care providers to progress the "home first" approach**, by working through complex cases to discharge individuals from hospitals to their homes, or to secure isolation beds away from hospital settings.
- **93% of clients feel able to live independently in their own homes** following support from Independent Living Services.
- **79% of new cases are dealt with directly at First Point of Contact (FPoC), resulting in no requirement for onward referral to Adult Services.**
- **Planning consent has been achieved** for the Maelfa and St. Mellons independent living schemes, and plans for Broadlands Court have been finalised with the residents.
- **A number of virtual groups have been set up to help keep individuals and communities in contact.** The Hubs offer online events including Keep on Moving, Goldies singing group, Coffee and Book Talk; and Adult Learning run a group across Cardiff & Vale offering activities such as creative writing, macro photography, arts and crafts, and cookery.
- A new **Dementia Friendly Cardiff website has been launched**, providing a 'one-stop shop' of valuable information about services and support in the city, to assist people living with dementia to live well in the capital.
- **Over 350 dementia friendly awareness events** have been held throughout the city since April 2020. Digital event options have been developed in response to Covid-19 restrictions, enhancing the ongoing offer for awareness events.

Priorities for 2021/22

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services

We will build on the success of Cardiff's Independent Living Services, providing joined-up, preventative support that empowers older people to age well and to lead their own lives, in their own homes. We will develop Local Community Well-being services to reduce and prevent the need for care and hospital admissions and to facilitate timely hospital discharge.

We will continue to work with the Cardiff & Vale University Health Board and the Regional Partnership Board to integrate services, ensuring that all individuals receive tailored care and support to meet their needs.

More fundamentally, we recognise the importance of communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible. We will therefore increase the provision of Extra Care housing, using this type of housing as an alternative to general residential care beds, alongside the supply of Community Living housing, which allows domiciliary care to be easily provided.

Supporting older people suffering from social isolation and loneliness and deliver our Age Friendly and Dementia Friendly City ambitions

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

By 2030, there are projected to be approximately 7,600 people living with dementia across Cardiff and the Vale of Glamorgan. In line with the Regional Partnership Board's priorities, Cardiff's Public Services Board has committed to making Cardiff a Dementia Friendly City.

The Council will support its workforce to become accredited Dementia Friends. We will build on the launch of the Dementia Friendly Cardiff website in 2020 to enhance access to the information, advice and links to community support on offer for those with dementia, their carers and their families. We will also work to encourage businesses and community groups to become more dementia friendly, creating communities across Cardiff that are supportive and inclusive of people with dementia. Given that our ability to host dementia-focused events across the city was impacted by the Covid-19 pandemic, we will work to re-establish regular 'dementia cafés' held in community centres and look to increase the number of dementia events, which will build upon the virtual solutions developed during the past year.

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

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services

Ref	We will:	Lead Member	Lead Directorate
S2.1	<p>Further develop our independent living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the 'What Matters' conversation within social work and support practice by March 2022; • Developing Local Community Well-being teams by bringing together Independent Living and Homecare Services and delivering these on a locality basis by March 2022; • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021; • Empowering people to commission their own care and support through greater promotion of direct payments by September 2021; • Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.2	<p>Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.</p>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.3	<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish Community Living schemes for older people including: <ul style="list-style-type: none"> - Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but taking an inter-generational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; 	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities

	<ul style="list-style-type: none"> - Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021; - Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older people and those with physical disabilities by June 2021. • Improving the current use of existing Community Living and Extra Care schemes including: <ul style="list-style-type: none"> - Reviewing the current allocation criteria for Community Living and Extra Care, and developing a single waiting list by September 2021; - Promoting Extra Care housing as an alternative to residential care and a step-down from hospital by September 2021. 		
S2.4	<p>Work with partners to prevent hospital admissions and reduce the need for care by:</p> <ul style="list-style-type: none"> • Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and; • Ensuring that all care and support planning considers the possible use of supportive technology by March 2022. 	Clr Susan Elsmore	Adult Services, Housing & Communities
S2.5	<p>Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to re-ablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	Clr Susan Elsmore	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K2.1	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
K2.2	The number of people who accessed the Community Resource Team	2,000
K2.3	The total hours of support provided by the Community Resource Team	50,000
K2.4	The number of people in residential care aged 65 or over per 10,000 population	No target, but reduce
K2.5	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	70-80%

K2.6	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	185
K2.7	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National data collection has been suspended during the Covid-19 pandemic.

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Supporting older people suffering from social isolation and loneliness and deliver our Age Friendly and Dementia Friendly City ambitions

Ref	We will:	Lead Member	Lead Directorate
S2.6	<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none"> • Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities; • Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence; • Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships. 	<p>Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry</p>	<p>Adult Services, Housing & Communities, and Education & Lifelong Learning</p>
S2.7	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022; • Developing a school engagement programme to encourage more inter-generational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council’s awareness and engagement programme; • Delivering dementia friendly events – both digital and face-to-face – when restrictions allow; • Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff. 	<p>Cllr Susan Elsmore & Cllr Sarah Merry</p>	<p>Adult Services, Housing & Communities, and Education & Lifelong Learning</p>
S2.8	<p>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</p>	<p>Cllr Susan Elsmore &</p>	<p>Adult Services, Housing & Communities</p>

	<ul style="list-style-type: none"> • Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation; • Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes; • Providing housing that is safe and adaptable to personal preferences and changing capacities; • Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being. 	Cllr Lynda Thorne	
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Ref	Key Performance Indicator	Target
K2.8	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
K2.9	The percentage of Council staff completing Dementia Friends training	85%
K2.10	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	40
K2.11	The number of digital Dementia Friendly City events held	600

Well-being Objective 3:

Supporting people out of poverty

Despite Cardiff's economic renewal over recent decade, it remains home to the greatest number of people living in the most deprived communities in Wales. The Coronavirus pandemic has hit the poorest, most deprived and most disconnected communities hardest, further exposing these long-standing economic and social inequalities.

The economic impact of the pandemic has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty. Looking to the year ahead, economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Responding to this will require a programme of concerted action across all the well-being objectives contained within this plan. This section of the plan focuses on supporting people into work, promoting the Living Wage and tackling homelessness, recognising their importance in tackling poverty.

A Council-wide Economic Recovery Task Force has been established to bring together a co-ordinated approach to work support, employment support and economic development services, with a particular focus on supporting young people and those most impacted by the pandemic back into work, training and education.

As a greater number of people fall into poverty, so the risk of those suffering extreme poverty and destitution – including homelessness – is likely to rise. Responding to the pandemic has accelerated reforms already being undertaken by homelessness services. During the first three weeks of the initial lockdown in March 2020, 140 people, including some of the most entrenched rough sleepers, were provided with appropriate accommodation where they could safely shield or self-isolate. The goal now is to embed the achievements made into a long-term, preventative approach, with the backing of all public service partners, so that we can permanently reduce the number of people sleeping rough and experiencing homelessness in our city.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Supporting those most impacted by the economic crisis into work, education or training**
- **Continuing our Living Wage City ambition**
- **Embedding our new approach to tackling homelessness and end rough sleeping**

Progress Made

- **Into Work Services have supported large-scale Council recruitment activities in response to the Covid-19 pandemic.** At the end of 2020, 155 people were in post, with 136 recruited to Test, Trace, Protect; 14 as home carers; and five as additional cleaners.
- **124 employers in the city are now accredited Living Wage employers,** with 19 becoming accredited during 2020/21, including Cardiff & Vale University Health Board.
- **A new vision for homelessness, ‘No Going Back’, was approved in July 2020,** which sets out a new pathway for accommodation and support services in Cardiff. Building on the unprecedented engagement with services from rough sleepers during the pandemic, individuals will be provided with support to tackle the underlying causes of their situation, particularly support with mental health issues and substance misuse.
- **Housing First, which enables homeless people to move straight into permanent accommodation, has been expanded from 40 to 55 units.** Of those supported by this scheme, 70% have successfully broken the cycle of homelessness.
- **The Council has agreed to be a pilot for a Welsh Government scheme to lease properties directly from the private rented sector.** This scheme will provide 66 families with a property on a five-year lease, giving them more stability over the medium-term.

Priorities for 2021/22

Supporting those most impacted by the economic crisis into work, education or training

To support the Council’s response to the pandemic and the impact of significant business failures and unemployment, a Council-wide Economic Recovery Task Force has been mobilised. Work streams include:

- Developing a co-ordinated response between the Council’s Into Work Services and the Economic Development team to provide a tailored package of interventions for impacted businesses and employees that:
 - seeks to keep workers in jobs;
 - links displaced workers with new opportunities;
 - helps businesses in responding to potential new ways of working, and;
 - provides support to reskill staff to respond to changes in working practices and the changing needs of the job market.
- Delivering a range of support packages for individuals, including:
 - digital job clubs;
 - online and telephone-based into work training;
 - advice and mentoring, and;
 - financial support to overcome barriers to entering the job market.

Continuing our Living Wage City ambition

A strong economy is vital to tackling poverty, but a focus on job creation alone is not enough. Work to create jobs must go hand-in-hand with concerted efforts to ensure that the jobs created are good jobs that pay the real Living Wage, as well as initiatives aimed at removing the barriers that many people face in getting, and keeping, a good job. Since 2017, the Council's advocacy work has helped ensure that 124 companies are paying the Real Living Wage, putting more money into people's pockets to spend in the local economy.

Embedding our new approach to tackling homelessness and end rough sleeping

The Council will continue to build on the progress made during the pandemic. The new vision for homelessness services aims to prevent homelessness wherever possible, and where it is not possible, for the experience of homelessness to be rare, brief and not repeated. The service also aims to deliver an assessment and triage approach to all those who present as homeless, providing a comprehensive, multi-agency approach to ensure that the accommodation and support solution provided is appropriate to the individual.

Where appropriate, clients will be supported to move rapidly to independent housing, rather than the traditional 'staircase' approach, where clients move from supported accommodation to independence in stages. For those with the most complex needs, it is recognised that longer-term specialist accommodation will be required, but this will be good-quality, self-contained accommodation that can provide a home environment in a supported setting.

What we will do to support people out of poverty

Supporting those most impacted by the economic crisis into work, education or training

Ref	We will:	Lead Member	Lead Directorate
S3.1	<p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2022; • Filling over 3,000 Council posts through placements from Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
S3.2	<p>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> • Providing robust, remote into-work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access; • Reviewing into-work support for care-experienced young people to ensure it is meeting their needs by October 2021; • Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021; • Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker; • Supporting the Council's Economic Recovery Taskforce, ensuring that into work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable. 	Cllr Chris Weaver	Adult Services, Housing & Communities
S3.3	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub and advice line staff are able to provide support with claims for Universal 	Cllr Lynda Thorne	Adult Services, Housing & Communities

	<p>Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions;</p> <ul style="list-style-type: none"> • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund; • Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified; • Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic. 		
S3.4	Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.	Cllr Chris Weaver	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.1	The number of opportunities created for paid apprenticeships and trainees within the Council	125
K3.2	The number of Council posts filled through placements from Cardiff Works	3,000
K3.3	The number of interventions which supported people receiving into work advice through the Employment Gateway	50,000
K3.4	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,000
K3.5	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<15%
K3.6	The number of employers which have been assisted by the Council's employment support service	250
K3.7	The number of customers supported and assisted with their claims for Universal Credit	2,000
K3.8	Additional weekly benefit identified for clients of the Advice Team	£14,000,000

K3.9	The number of hours given volunteering within the Advice & Benefits Service	6,500
K3.10	The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	80%

Continuing our Living Wage City ambition

Ref	We will:	Lead Member	Lead Directorate
S3.5	Play our role in creating a Living Wage City by encouraging and supporting organisations to become accredited Living Wage employers .	Cllr Chris Weaver	Resources

Ref	Key Performance Indicator	Target
K3.11	The number of Living Wage employers in Cardiff <i>(Target to be achieved by May 2022.)</i>	150

Embedding our new approach to tackling homelessness and end rough sleeping

Ref	We will:	Lead Member	Lead Directorate
S3.6	<p>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> • Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including: <ul style="list-style-type: none"> – Briardene by May 2021; – The Gasworks by Winter 2021/22; – Harrison Drive by Winter 2021/22; • Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021; • Taking forward the strategic review of services for single homeless people, including: <ul style="list-style-type: none"> – Implementing full assessment of needs for single homeless people via the new Assessment Centre by May 2021; 	Cllr Lynda Thorne	Adult Services, Housing & Communities

	<ul style="list-style-type: none"> - Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces; - Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022; - Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021; • Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021; • Reviewing the ‘Real Change’ and ‘Give Differently’ campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022. 		
S3.7	<p>Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid-exit strategy prepared by April 2021 and introduced as soon as restrictions allow.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.12	The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%
K3.13	The total number of rough sleepers in the city	<20
K3.14	The number of rough sleepers supported into accommodation	104
K3.15	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	70%
K3.16	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	80%
K3.17	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	75%

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Well-being Objective 4:

Safe, confident and empowered communities

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

We will continue to build new Council homes and to develop and lead community regeneration projects that will transform community centres for years to come as a core part of our city's recovery programme. Our hubs and libraries will be re-opened and adapted so that they can operate safely, and we will put in place recovery plans for those community services, including leisure centres, whose business models have been most impacted by the pandemic.

We will work with community leaders, citizens and partners to build greater community cohesion and focus, and through the recently-established Race Equality Taskforce, we will work with partners to identify opportunities for implementing meaningful and practical changes that address racial inequality in the city.

As a city that champions the Welsh language, delivery of our new bilingual policy will support Welsh in the workplace and will ensure that services are easily accessible in both English and Welsh. Investment in Welsh-medium education across the city will continue, with plans approved to expand Ysgol Y Wern and establish new Cylch Meithrin provision, provide dual-stream provision to serve the Plasdŵr development and increase provision in Central Cardiff.

Cardiff has a rich history of diversity and multi-culturalism with over 100 languages spoken in the city. It is also a safe and inclusive city and we know from our engagement work that this is a big part of Cardiff's appeal. We also know that community safety is important for our residents and the Council has strong partnership arrangements in place to address community safety issues.

Although Cardiff is a safe city, crime and anti-social behaviour remains a problem in some of our most deprived communities, and a small number of people are subject to abuse, violence and exploitation. Working with partners, we will deliver a local and targeted approach to crime prevention and safeguarding, protecting vulnerable people – particularly vulnerable young people – from being drawn into knife crime, County Lines and serious organised crime.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Building new Council homes and invest in community facilities**
- **Ensuring children and adults are protected from risk of harm and abuse**
- **Creating safe and inclusive communities**
- **Working together to support a healthier and more active population**
- **Promoting the Welsh language**

Progress Made

- **396 new Council homes have been delivered, including 80 this financial year, as part of the Council's commitment to delivering 1,000 new Council Homes by 2022.** It is expected that over 500 homes will be completed by March 2021.
- **The Council's Hub programme continues to be rolled out, with a new Butetown Creative Hub and refurbished Whitchurch and Rhydpennau Hubs.** Options are being explored for a Youth Hub in the city centre, whilst the Maelfa Health and Well-being Hub, as well as the new domestic abuse one-stop shop in the Cardiff Royal Infirmary, are close to being ready.
- **A joint Child and Adult Exploitation Strategy has been launched,** reflecting new and emerging themes of child and adult exploitation, such as modern slavery.
- **The Council has continued to help EU citizens apply to the EU Settlement Scheme,** providing digital support to access the scheme online. Between 28 August 2018 and 30 September 2020, 16,710 applications were made to the scheme by EU nationals living in Cardiff.
- **A Race Equality Taskforce has been established** to address racial discrimination and promote race equality in the city, in collaboration with public sector partners and major employers in the city.
- **Following the launch of the 'Together for Cardiff' initiative,** which saw over 1,000 people volunteer to help the most vulnerable access food and medical supplies at the beginning of lockdown in March 2020, high levels of volunteering have continued – as much as ten times higher than the same period last year. Between March and December 2020, 6,212 food parcels were delivered to vulnerable people.
- **The number of the city's parks and green spaces achieving the Keep Wales Tidy international mark of quality continues to rise.** We have achieved the Full Green Flag standard for 14 of our parks and green spaces, with Forest Farm Country Park and Hailey Park both receiving the award for the first time.
- **Work to enhance biodiversity in the city has continued throughout 2020/21.** Important wetland habitats at Forest Farm have been restored as part of the 'No Net Loss' project, funded by Network Rail and more pollinator friendly 'one cut' mowing regimes have been adopted, bringing the total area of native meadows already looked after by the Council to 33.5 hectares.
- The Council provided 1,000 trees for primary schools to plant during the current planting season.
- **Construction work required for the restoration of Lisvane and Llanishen Reservoirs has been completed,** which will become a destination for walking and water sports, as well as a space for improving residents' mental and physical well-being.

- **Welsh-medium education plans have been approved** to expand Ysgol Y Wern and establish new Cylch Meithrin provision, provide dual-stream provision to serve the Plasdŵr development and increase provision in Central Cardiff.

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Priorities for 2021/22

Covid-19 continues to have significant implications for the well-being and safety of our communities. The closure of Hubs and libraries has meant limited access to community services that play a vital role in the health and well-being of residents. Lockdown has further isolated some of the most vulnerable in society, potentially resulting in under-reporting of incidents of domestic violence and abuse. There is also the risk that tensions between communities could increase as the crisis continues to have an impact on lives and livelihoods.

In response, our priorities will be to continue to invest in our communities and improve access to services, to safeguard and support the most vulnerable that will be most impacted by the pandemic and to work together with our partners to deliver healthy communities.

Building new Council homes and invest in community facilities

As part of the largest house building programme in Wales, we will continue the progress made on our 'Cardiff Living' and community housing schemes, including the delivery of 1,000 new Council homes by 2022. By delivering new energy-efficient homes and community facilities, better connectivity to green spaces and improved sustainable transport networks, these developments will transform whole neighbourhoods. The Maelfa scheme, including the Health and Well-being Hub, is near completion and construction has started on 200 high-energy performing, low-carbon homes on the former site of Eastern High school, the first of four schemes designed to meet the needs of the older generation. A planning application for Phase 1 of the Channel View scheme – which will deliver up to 400 new Council homes in Grangetown – is due to be submitted by April 2021.

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

Building on our collaborative efforts in response to the emergence of Covid-19, we will take forward our new joint child and adult exploitation strategy and address new and emerging themes of exploitation, such as modern slavery. In particular, we will work with partners to develop contextual safeguarding, recognising that outside of the family unit, the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.

Creating safe and inclusive communities

Through the city's Community Safety Partnership, the Council and its public and private sector partners will continue to work together to tackle crime and anti-social behaviour and to keep our communities safe, which will involve developing a preventative approach to tackling the emerging threats of knife crime, County Lines and serious organised crime.

We will continue supporting EU nationals in applying to the EU Settlement Scheme, as well as monitoring the impact of Brexit on cohesion through our Community Cohesion Action Plan. As a founding city of the Inclusive Cities Programme, we will also lead on the co-ordination of support for migrant communities, supporting access to legal advice for those

whose immigration status is uncertain and which could place them at additional risk of the pandemic's economic and health impacts.

Working together to support a healthier and more active population

The emergence of Covid-19 has further emphasised the importance of physical and mental well-being and the need to tackle health inequalities. We will continue to invest in our parks and green spaces – which have acted as havens for many communities during the pandemic – with an aim to once again increase the number of Green Flag parks in Cardiff.

Working with partners, we will support the delivery of the Cardiff and Vale 'Move More, Eat Well Plan', improving access to healthy environments in which to be active and make active travel choices, improving access to healthy food and encouraging healthy lifestyle choices. We will also develop Cardiff's Sport, Health and Physical Activity Strategy to maximise the use of the city's parks, green spaces and leisure centres and increase participation in physical activity, particularly in our most deprived communities.

Promoting the Welsh language

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

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

Building new Council homes and invest in community facilities

Ref	We will:	Lead Member	Lead Directorate
S4.1	Deliver a programme to build over 2,000 new Council homes , targeting delivery of the first 1,000 by December 2022.	Cllr Lynda Thorne	People & Communities
S4.2	Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through: <ul style="list-style-type: none"> Enforcement action against rogue agents and landlords letting and managing properties; Intelligence-led enforcement actions for unsafe properties and rogue landlords; Work with Rent Smart Wales to address problem landlords. 	Cllr Lynda Thorne & Cllr Michael Michael	Resources, and Economic Development
S4.3	Invest in the regeneration of local communities by: <ul style="list-style-type: none"> Completing Phase 2 of the Maelfa redevelopment scheme by November 2021; Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22; Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 	Cllr Lynda Thorne	People & Communities
S4.4	Continue to deliver the Community Hubs programme, in collaboration with partners, including:	Cllr Lynda Thorne	Adult Services, Housing & Communities,

	<ul style="list-style-type: none"> Progressing plans for Youth Hubs in the city centre and Butetown; Working with partners to deliver a Community Hub in south Riverside; Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow. 		and People & Communities
S4.5	Further enhance the Bereavement Services Strategy by delivering schemes, including investigating future burial space, digital improvements, carbon reduction, equalities and modernising service delivery.	Cllr Michael Michael	Planning, Transport & Environment
S4.6	Deliver the Northern Cemetery by October 2021.	Cllr Michael Michael	PT & E

Ref	Key Performance Indicator	Target
K4.1	Total number of new Council homes completed and provided <i>(Target to be achieved by December 2022.)</i>	1,000 cumulative
K4.2	The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	100
K4.3	The percentage of residents satisfied with completed regeneration projects	90%
K4.4	The number of visitors to libraries and Hubs across the city	Monitor KPI, but no target set
K4.5	The number of click and collect requests for library books	Monitor KPI, but no target set
K4.6	The number of page views on the Hubs website	Monitor KPI, but no target set
K4.7	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	Monitor KPI, but no target set
K4.8	The number of visits (page views) to the volunteer portal	70,000

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

Ref	We will:	Lead Member	Lead Directorate
S4.7	<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</p> <ul style="list-style-type: none"> • Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements; • Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice; • Embedding the Quality Assurance framework in Children’s Services case management teams; • Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Adult Services, Housing & Communities</p>
S4.8	<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> • Providing easily accessible locations for partners to meet throughout the city; • Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people’s social care into locality practice; • Developing closer relationships with domiciliary care providers, starting with recommissioning; • Developing working relationships and practices with the six health clusters. 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>
S4.9	<p>Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul style="list-style-type: none"> • Developing a whole-system approach for improving and monitoring performance; 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>

	<ul style="list-style-type: none"> • Embedding a rights-based approach into everything we do; • Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not. 		
S4.10	Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for ' A Healthier Wales ' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.11	<p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by October 2021; • Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward; • Reducing the number of people in crisis and acute admissions by using preventative measures. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.12	<p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none"> • All commissioned services in Children's Services, including Young Carers Contract, Independent Foster Panel Chair, Assessment and Therapies, Young Families, Family Group Conferencing, Support with Leisure and Overnight Respite; • Direct Payments (Adults and Children's); • Domiciliary Care Contract. 	Cllr Graham Hinchey & Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.13	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2022; • Completing the corporate safeguarding self-evaluations by March 2022; 	Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver	Adult Services, Housing & Communities

	<ul style="list-style-type: none"> Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. 		
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Ref	Key Performance Indicator	Target
K4.9	The percentage of Council staff completing Safeguarding Awareness Training	85%
K4.10	The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	85%
K4.11	The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	90%
K4.13	The number of adult protection enquiries received	Not appropriate to set target
K4.12	The percentage of adult protection enquiries completed within seven days	99%

Creating safe and inclusive communities

Ref	We will:	Lead Member	Lead Directorate
4.14	Implement with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2021.	Cllr Lynda Thorne	People & Communities
4.15	Work in partnership with the Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by December 2021.	Cllr Lynda Thorne	People & Communities
4.16	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	Cllr Susan Elsmore	Adult Services, Housing & Communities
4.17	Implement the Cardiff PREVENT Strategy by September 2021.	Cllr Lynda Thorne	People & Communities
4.18	<p>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by:</p> <ul style="list-style-type: none"> • Co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021; • Continuing to deliver the Inclusive Cities project. 	Cllr Susan Elsmore	People & Communities
4.19	Progress the Race Equality taskforce and report on progress to Council and Cabinet.	Cllr Lynda Thorne	People & Communities
4.20	Implement the Welsh Government's Community Cohesion Delivery Plan.	Cllr Susan Elsmore	People & Communities

Working together to support a healthier and more active population

Ref	We will:	Lead Member	Lead Directorate
4.21	<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> Working with partners and stakeholders through the joint venture with Cardiff Metropolitan University and Sport Cardiff to identify clubs at most risk and in need of support and to develop post-Covid recovery plans that ensure both short-term and long-term sustainability; Working with partners to develop strategic plans for the development of sport and physical activity through until 2021/22 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; Developing and embedding an approach for Community-Focused Schools to ensure access for local community sports clubs and organisations and increase participation whilst improving opportunities in extra-curricular time. 	Cllr Peter Bradbury	Economic Development
4.22	<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; Working with partners in order to bring forward overarching proposals for increasing Cardiff’s tree canopy, as part of the One Planet Cardiff strategy, by July 2021; Undertaking a fundamental review of the allotment strategy in conjunction with stakeholders of the service to ensure fitness for purpose and to respond to emerging issues; Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community based platforms; Implementing a renewal programme for improving playgrounds through until 2021/22; Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	Cllr Peter Bradbury	Economic Development

4.23	Maintain the long-term future of our leisure centres by: <ul style="list-style-type: none"> • Reviewing the Leisure Services contract with GLL by December 2021 to ensure the sustainable delivery of the contract over the full term; • Developing a plan for Pentwyn Leisure Centre to remove the operational deficit by 2022. 	Cllr Peter Bradbury	Economic Development
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Ref	Key Performance Indicator	Target
K4.14	The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Monitor KPI, but no target set
K4.15	The number of Green Flag parks and open spaces	15
K4.16	The number of volunteer hours committed to parks and green spaces	Monitor KPI, but no target set

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Promoting the Welsh language

Ref	We will:	Lead Member	Lead Directorate
4.24	Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy.	Cllr Huw Thomas	People & Communities
4.25	Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.	Cllr Huw Thomas	People & Communities

Ref	Key Performance Indicator	Target
4.17	The number of staff with Welsh language skills	20% increase by 2021/22
4.18	The number of staff attending Welsh courses	10% increase by 2021/22

Well-being Objective 5:

A capital city that works for Wales

Over the past year, the pandemic has had a significant impact on the city economy, putting many jobs and businesses at risk, particularly in the hospitality, retail and cultural sectors. It has resulted in the doubling of people claiming unemployment benefits and the closure of a number of businesses within the city. Given the scale of the challenge, the Council has moved at an unprecedented pace to support businesses and workers over the course of the pandemic, ensuring that jobs and industries viable before the pandemic will continue to thrive in the future, whilst working to repurpose the city centre as a Covid-secure environment for residents and visitors.

The Council remains committed to delivering the major Capital Ambition projects, including the new Indoor Arena, the ongoing development of Central Square, the next phase of Cardiff Bay's regeneration and the Canal Quarter, all of which will contribute significantly to the protection of jobs and creation of new opportunities in the future.

Over the coming year, we will work to regain any momentum lost due to the pandemic, bringing forward delivery where we can to support the recovery. A new Economic Recovery Taskforce has been launched to respond to the economic challenges facing workers and businesses, which will involve cross-Council working to develop an enhanced support offer to those who have lost their jobs, as well as helping those looking to enter the labour market.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Leading the economic recovery in Wales**
- **Leading a recovery programme for the City Centre and Bay**
- **Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**
- **Supporting the recovery of the Cultural Sector and major events programme**

Progress Made

- Approximately **£100 million in grant support** has been allocated to roughly 10,000 local businesses over the course of the pandemic.
- **The Council's innovative public space and outdoor seating area, the Castle Quarter**, allowed the hospitality industry in the city centre to continue trading within the confines of social distancing regulations over the summer and autumn of 2020. This initiative generated approximately half a million pounds for the local economy and drove a rise in city centre footfall that benefitted the retail sector.
- **A Recovery Taskforce has been established** to support those who have lost their job due to Covid-19 into new employment, help employers recruit and train, and more broadly, to lead the post-Covid economic recovery in Cardiff.
- The Cabinet appointed Live Nation as its preferred bidder for the construction and operation of the **new Indoor Arena in Cardiff Bay**, marking a significant step forward in the delivery of the last major missing piece of infrastructure in the city's culturally-focused economic regeneration programme of the last two decades.
- **A masterplan for the future vision of Atlantic Wharf** was approved by Cabinet in December 2020. The future tramline and heating network linking the city centre and Cardiff Bay will ensure that new developments included in the masterplan have a low or neutral carbon impact, in line with our ambition for inclusive and green growth.
- **The planning application for Cardiff Parkway, a key component of the Industrial Strategy for the East**, has been progressed, which will deliver a new train station, a new business park and real economic opportunity for this long-overlooked area of the city.
- **The Council supported a Cardiff University-led Strength in Places (SIP) bid to UK Research and Innovation (UKRI)** to increase research and development in the city-region's screen and creative industries. This sector – one of Cardiff's key growth industries for the future – has been significantly affected by the pandemic, and ensuring its recovery will be critical to the future success of the local economy.
- Work to expand the city's business infrastructure has continued, with **support from the Town Centre Loan Fund** secured to develop new facilities for fin-tech businesses.

Priorities for 2021/22

Leading the economic recovery in Wales

As Cardiff's economy reopens and recovers from the winter lockdown, we will maintain our focus on creating high-quality sustainable jobs, working closely with partners in the city-region and beyond. We will position the city to compete in the post-Covid world, supporting activity in key sectors and supporting the foundational economy in our communities. We will also prepare for the establishment of the Corporate Joint Committee (CJC) for the Cardiff Capital Region, through which we will collaborate with our city-regional partners to maximise the impact of post-Brexit public investment, ensuring that it supports the creation of a sustainable and inclusive post-Covid economy.

Leading a recovery programme for the City Centre and Bay

The impact of the pandemic on city centres across the UK cannot be understated. A number of large retail chains have been forced to close, whilst the emphasis on home working and the adoption of other lockdown restrictions have had a dramatic impact on footfall. What is clear is that a successful city centre is the cornerstone of recovery and will remain a key component of a successful economy. Cardiff's city centre must continue to represent a regionally significant employment footprint, provide a national and international draw to Cardiff and unlock the economic benefit of agglomeration.

Over the coming year, work to transform Cardiff Bay will continue. With the preferred bidder for the new Indoor Arena now appointed and the masterplan for the future vision of Atlantic Wharf approved, we will progress to the consultation and planning phases for both developments. We will also finalise the masterplan for the Canal Quarter to transform the eastern edge of the city centre with a new public square surrounded by the uncovered dock feeder canals of Cardiff's industrial past.

The Dumballs Road regeneration project and the next phase of development for the International Sports Village will also be brought forward, with a planning application for the former recently submitted to the Council. All of these developments will be supported by investment in public transport to connect people with opportunities, as work on Cardiff Central Station and the Bus Station is progressed.

Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic

Given the impact of Covid-19 on inward investment, the Council will need to play an enhanced role in supporting the development of its key growth industries, namely the fintech, digital and creative sectors. We will also make sure that the benefits of growth in these sectors can be felt across all communities, whether through projects such as Cardiff Parkway in the east of the city or supporting the development of a creative cluster in Butetown.

Supporting the recovery of the Cultural Sector and major events programme

Cardiff's sports offer and cultural scene are two of its major draws for residents and visitors alike, and both play a vital role in the city's economic success. Clearly, these sectors have been hit hard by the pandemic, with our cultural venues closed since the end of March 2020, the new Signature Music Event delayed until autumn 2021 at the earliest and the Guinness Pro 14 Final 2020 cancelled last summer. However, the Council is taking a leading role in recovery efforts and we remain optimistic for the future.

We will continue working with Welsh Government to identify and develop future opportunities in the events sector, which will be crucial in maintaining Cardiff's outward-facing approach in the post-Brexit era. Equally important will be continuing our support for our internationally-renowned live music and theatre offer and positioning this sector to thrive once again in the future. To do so, we will implement our Covid-delayed Music Strategy, Cultural City Compact and Tourism Strategy, ensuring that we maximise the potential of Cardiff's cultural assets and attract the necessary levels of attendance to sustain our venues over the long term.

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

Leading the economic recovery in Wales

Ref	We will:	Lead Cabinet Member	Lead Directorate
5.1	Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements to support the regional Covid-19 recovery strategy.	Cllr Huw Thomas	Economic Development
5.2	Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Cllr Russell Goodway & Cllr Caro Wild	Economic Development

Leading a recovery programme for the City Centre and Bay

Ref	We will:	Lead Cabinet Member	Lead Directorate
5.3	<p>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to:</p> <ul style="list-style-type: none"> • Progress the development of Metro Central; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration for Callaghan Square; • Support the development of new commercial premises that respond to the post-Covid demand for workspace; • Establish arrangements to ensure the recovery of the city centre post-Covid; • Develop a new masterplan for the Canal Quarter area. 	Cllr Russell Goodway	Economic Development
5.4	<p>Write the next chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> • Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; • Progress a development strategy for the next phase of the International Sports Village by October 2021; • Bringing forward proposals to protect and revitalise historic buildings in the Bay. 	Cllr Russell Goodway	Economic Development

Ref	Indicator	Status	Target
5.1	<p>The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (This is a rolling two-year target.)</p>	No change	300,000 sq. ft.

Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic

Ref	We will:	Lead Cabinet Member	Lead Directorate
5.5	<p>Develop a sustainable post-Covid economy by:</p> <ul style="list-style-type: none"> Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city; Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton; Working with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city; Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post-Covid economy. 	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment
5.6	<p>Work with partners to support the retail and hospitality sector in successfully re-emerging from lockdown by:</p> <ul style="list-style-type: none"> Continuing to adapt and re-purpose the city to create a Covid-Safe Space; Enhancing the promotion of Cardiff as a visitor destination; Developing a new pipeline of major events to drive up footfall and visitor numbers; Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery. 	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment

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

Supporting the recovery of the Cultural Sector and major events programme

Ref	We will:	Lead Cabinet Member	Lead Directorate
5.7	<p>Re-establish Cardiff as a centre of creativity and culture by:</p> <ul style="list-style-type: none"> Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2022; Consider development and investment opportunities for St David's Hall by March 2022; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2022. 	Cllr Peter Bradbury	Economic Development
5.8	<p>Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer, reflecting the ongoing Covid-19 challenges, by:</p> <ul style="list-style-type: none"> Developing a new post-Covid Events Strategy with Welsh Government to champion and reinvigorate the event sector; Developing a 'signature music event'; Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid. 	Cllr Peter Bradbury	Economic Development

Ref	Indicator	Target
5.3	The number of staying visitors	Monitor KPI, but no target set
5.4	Total visitor numbers	Monitor KPI, but no target set
5.5	Total visitor days	Monitor KPI, but no target set
5.6	Attendance at Council venues	Monitor KPI, but no target set

Well-Being Objective 6:

Cardiff grows in a resilient way

The Council's One Planet Cardiff strategy sets out our response to the Climate Emergency, which includes our ambition to make Cardiff a Carbon Neutral City by 2030. Over the coming decade, the Council will lead a city-wide programme of action to decarbonise the city's transport, built environment and food systems, while preparing for more extreme weather events. This work will also include a cross-organisation programme to achieve a carbon-neutral Council by 2030.

The delivery of the Council's Transport and Clean Air White Paper will be central to the One Planet ambitions for delivering economic recovery and for Cardiff to grow in a sustainable and resilient way. The Council will continue to invest in the city's active and sustainable travel infrastructure, aiming for achieving the ambitious target of 60% of commuters travelling by these modes by 2026.

Over the past year, the emergence of Covid-19 demanded urgent work to establish Cardiff city centre and a number of district centres as Covid-secure spaces. This effort has not only helped to safeguard residents and visitors, but has also supported local businesses, delivered public realm improvements and improved the local environment. As the city economy reopens and recovers, the Council will continue to work with local communities and businesses to rapidly transform public spaces into safe, socially distanced environments.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Delivering One Planet Cardiff to decarbonise the city and lead a green recovery**
- **Transforming Cardiff's public transport and active travel systems**
- **Putting sustainability and well-being at the heart of the city's growth**
- **Enhancing Cardiff's flood defences**
- **Making Cardiff a world-leading recycling city**
- **Working as one team to keep our streets clean**
- **Building resilience into our Highway Network**

Progress Made

- **The One Planet Cardiff Strategy, our vision for a Carbon Neutral City by 2030, was launched in October 2020.** The 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 businesses and the wider city, as well as the new skills and jobs that will be crucial to create this change.
- **The Council has started delivering the Clean Air Plan, with overall air quality in the city improving significantly** during 2020/21, in accordance with Welsh Government timescales.
- **The Council has delivered four new segregated cycle routes**, including pop-up cycleways, to promote safe and active travel. Routes include North Road, Cycleway 1 (Senghennydd Road), Cycleway 4 (Sophia Gardens) and the Cross-City Pop-Up Route.
- **Through the new Schools Bike Scheme, the Council provided 660 bicycles to over 30 schools in October 2020.** The scheme aims to increase the number of children taking part in cycling by embedding it into school curriculums. Schools are also continuing to receive support in creating bespoke Active Travel Plans; so far, approximately 60 schools have a plan completed or in development.
- **The Council has introduced a School Streets Scheme in order to ensure that children can attend school as safely as possible, as well as to encourage active travel.** During term time, motor vehicles are not permitted to drive in specified streets on weekdays during peak drop-off and pick-up times. To date, 14 School Street Schemes have been implemented.
- **The Council has delivered a 9 Megawatt Solar Farm at Lamby Way**, and has also developed and agreed a business case for an innovative heat network to serve Cardiff Bay and the City Centre.
- The Council has delivered an improvement programme which **resurfaced 135 roads, equating to an approximate total area of 175,000m². In addition, 32,000 m² of localised resurfacing work**, commonly referred to as patching, was carried out to our highway network, achieving a reduction of highway condition complaints, such as potholes.
- **The Council has implemented a new service model for waste and recycling collections in the city in order to provide a better service that is both more efficient and cost effective in the long-term and that will help keep streets cleaner.** This new approach involves re-modelled collection rounds, with an aim to collect all waste from residents' homes by 3.30pm.

Priorities for 2021/22

Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

The One Planet Cardiff Strategy sets out how Cardiff will become a Carbon Neutral Council and a Carbon Neutral City by 2030. It outlines a wide range of activity to reduce carbon, whilst creating economic opportunities and promoting social well-being. The economic impact of Covid-19 has heightened the importance of this approach, and the Council will work to accelerate those carbon reduction projects that will create jobs and reduce living costs for the people of Cardiff and the region. The Council will therefore prioritise a green recovery that delivers on economic, environmental and social goals through a ten-year pipeline of projects to mitigate the impacts of climate change and underpin sustainable and inclusive economic growth.

Transforming Cardiff's public transport and active travel systems

Improving the transport system remains a strategic priority and will form a crucial part of the city's economic recovery. Getting this work right can help tackle congestion, increase active travel and improve air quality. This goal will be more important than ever given the impact that lockdown and travel restrictions will have had on public and municipal transport, meaning that a fast, efficient and safe transport network will be a key component of the city's recovery.

As well as redeveloping the city's main transport hub, including a new central bus station and the modernisation of Cardiff Central train station, we will commence work on the Cardiff Crossrail and Cardiff Circle tramlines. To enhance active travel in Cardiff, we will deliver a fully segregated, safe cycling network across the city. This will be supported by a new Active Travel Network Map, which will indicate future walking and cycling routes. We are also committed to ensuring that all schools develop Active Travel Plans, and we will deliver infrastructure improvements and other initiatives, such as School Streets, where necessary to enable safe walking and cycling to and from school.

Putting sustainability and well-being at the heart of the city's growth

Sustainable communities must be well-planned and well-connected, with infrastructure and public services that are fit for the future. The Council has begun a full review of the current Local Development Plan (LDP) 2006-2026, which will draw on UK best practice to ensure that all new developments meet the highest design quality and are underpinned by sustainable development and well-being principles.

Enhancing Cardiff's flood defences

Our weather is changing, and with it, our environment. Media headlines relating to flooding in Wales and across the UK are becoming more common, with local flooding events becoming more common each year in Cardiff. Recognising the risk flooding presents to the city, as well as the impact that it has on families whose homes and communities experience flooding, the Council has delivered a number of improvement schemes throughout the city.

We will continue to deliver flood defences schemes in East Cardiff, and to ensure we're planning for the long terms, we will develop a sustainable water, flood and drainage strategy.

Making Cardiff a world-leading recycling city

Cardiff is Britain's leading major city for recycling, with rates having increased from 4% to 58% since 2001. However, we still have some work to do to meet the Welsh Government's statutory targets of 64% by 2020 and 70% by 2025. Working with partners, we will implement improvements to drive up recycling rates in the city and promote a circular economy for recycled materials. This includes continuing to explore options for new Household Waste Recycling Centres in the north of the city and working with residents to maximise what we recycle.

Working as one team to keep our streets clean

Clean streets are a top priority for the city's residents. We will take forward an area-based approach to frontline services, focused on tackling all forms of littering and allied to a zero-tolerance approach to those who litter or fly-tip. We will also expand community action on this important issue by extending the successful 'Love Where You Live' campaign. All of this work will be supported by a programme of workforce reforms to improve collections during bank holidays, support permanent staff recruitment and deliver improvements in workplace Health and Safety arrangements.

Building resilience into our highway network

The city's highway network is the largest and most visible community asset for which the Council is responsible. It is used daily by the majority of people who live and work in the city and is fundamental to the economic, social and environmental well-being of the community. Over 80% of journeys to work are made using the highway network, alongside a growing diversity of commercial traffic. The highway network also helps to shape the character and quality of the local areas that it serves and makes an important contribution to wider local authority priorities, including regeneration, social inclusion, community safety, education and health.

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

Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

Ref	We will:	Lead Member	Lead Directorate
S6.1	Approve the final One Planet Cardiff Strategy and associated action plan by June 2021.	Cllr Huw Thomas	*PT & E
S6.2	Finalise the delivery contract for the Cardiff Heat Network by April 2021 and begin construction by December 2021.	Cllr Michael Michael	PT & E
S6.3	Develop a pipeline of potential renewable energy generation projects for subsequent approval and implementation from 2022.	Cllr Michael Michael	PT & E
S6.4	Establish a private wire connection for the Solar Farm at Lamby Way by summer 2021.	Cllr Michael Michael	PT & E
S6.5	Deliver a Housing Energy Efficiency Retrofit programme across all tenures of housing, including 2,000 domestic retrofits per year by 2024.	Cllr Michael Michael & Cllr Lynda Thorne	PT & E
S6.6	Ensure good air quality by: <ul style="list-style-type: none"> • Implementing the Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by the end of 2021; • Implementing the wider Clean Air Strategy and action plan to reduce Nitrogen Dioxide (NO₂) concentrations across the city and establish a city-wide, real-time monitoring network. • Working with the sector to support buses and taxis to achieve the Welsh Government’s target of “Zero Tailpipe” by 2028. 	Cllr Michael Michael	PT & E
S6.7	Support the transition to clean vehicles by: <ul style="list-style-type: none"> • Completing an audit of the Council’s fleet and adopting a Green Fleet Strategy, setting out the Council’s transition schedule to a low emission fleet by December 2021; 	Cllr Michael Michael	PT & E

	<ul style="list-style-type: none"> Developing a new electric by default procurement policy, with a strict “exemptions by exception” basis; Ensuring that a minimum of 90 Council vehicles are replaced by electric vehicles by 2022. 		
S6.8	<p>Promote healthy, local and low-carbon food through delivering the Cardiff Food strategy, including:</p> <ul style="list-style-type: none"> Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by December 2021; Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains; Developing a land use strategy to address inequality of access to healthy fresh food across the city by December 2021. 	<p>Cllr Michael Michael</p>	PT & E

Ref	Key Performance Indicator	Target
K6.1	The Citywide Annual Average Nitrogen Dioxide (NO ₂) concentrations at roadside locations	30µg/m³
K6.2	Nitrogen Dioxide (NO ₂) concentrations within Air Quality Management Areas (AQMA)	35µg/m³
K6.3	Legal compliance with EU Limit Value for Nitrogen Dioxide (NO ₂) on Castle Street <i>(Target for December 2021)</i>	32 µg/m³
K6.4	The number of Council vehicles which are electric	90 by December 2022
K6.5	The percentage increase in on-street public electric charging points in the city	66%

Transforming Cardiff's public transport and active travel systems

Ref	We will:	Lead Member	Lead Directorate
S6.9	<p>Work in partnership with Welsh Government and Transport for Wales to design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2024. It will include key stages of:</p> <ul style="list-style-type: none"> • North West Corridor; • Phase 1 City Centre to Cardiff Bay Metro; • Crossrail; • New stations; • Strategic Park and Ride; • Eastern Corridor Study; and • A Bus Strategy. 	Cllr Caro Wild	PT & E
S6.10	<p>Continue to progress the City Centre (Loop) Network Improvements Upgrade projects, including:</p> <ul style="list-style-type: none"> • The Central Square Transport Project by April 2022; • City Centre East Phase 1 by summer 2022; • Castle Street by summer 2022; • Boulevard de Nantes by late 2022. 	Cllr Caro Wild	PT & E
S6.11	<p>Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme, completing design and planning permissions by the end of 2021 and delivery by 2023.</p>	Cllr Caro Wild & Cllr Lynda Thorne	Economic Development
S6.12	<p>Invest £20m in a new fully segregated, safe cycling network across the city, completing the:</p> <ul style="list-style-type: none"> • Cross City and Bay Pop-ups by summer 2021; • Hailey Park Cycleway by winter 2021; • Cycleway 5 (Lawrenny Avenue) and Tudor Street by spring 2022; • Cycleway 1 (Cathays Terrace) by summer 2022. 	Cllr Caro Wild	PT & E
S6.13	<p>Develop a new Active Travel Network Map by December 2021.</p>	Cllr Caro Wild	PT & E
S6.14	<p>Roll out 20mph speed limits in the areas of Cardiff relating to Welsh Government 20mph Pilot, including Whitchurch & Tongwynlais, Llandaff North, Rhiwbina and Heath, by December 2021.</p>	Cllr Caro Wild	PT & E
S6.16	<p>Complete the rollout of the Ebike fleet by September 2021, delivering a new fleet of 125 bikes in up to 15 rental stations.</p>	Cllr Caro Wild	PT & E

S6.17	Support Schools with Active Travel by: <ul style="list-style-type: none"> Delivering an Active Travel Plan for every local authority-maintained school by March 2022; Ensuring all new schools adopt Active Travel principles; Integrating activities to support walking, scooting and cycling to school through the development and delivery of a Schools Active Travel Infrastructure Programme, including School Streets, by 2024. 	Cllr Caro Wild	PT & E
S6.18	Build on the “Healthy Streets” pilot by: <ul style="list-style-type: none"> Adopting a healthy streets initiative to guide all transport and highway programmes; Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture & child friendly enhancements, through Section 106 contributions and other funding by 2022; Developing a plan for two Low Traffic Neighbourhood schemes by 2022. 	Cllr Caro Wild	PT & E
S.19	Prepare an Intelligent Transport System (ITS) Strategy by October 2021 to establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.	Cllr Caro Wild	PT & E

Ref	Key Performance Indicator	Target
K6.6	Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes	52% (2030 target 76%):
K6.7	Proportion of work journeys made by: <ul style="list-style-type: none"> Walking Cycling Public Transport 	18% 15% 21%
K6.8	The number of schools supported to develop an Active Travel Plan	47

Putting sustainability and well-being at the heart of the city's growth

Ref	We will:	Lead Member	Lead Directorate
S6.20	Conduct a full review of the Local Development Plan (LDP) by late 2024 and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	PT & E
S6.21	Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities , as described by the Council's Master Planning Principle, by: <ul style="list-style-type: none"> Applying place-making principles to major new settlements and developments, as well as existing communities, to support local centres and support the '15-minute city' principle; Utilising Section 106 contributions to help facilitate these improvements. 	Cllr Caro Wild	PT & E
S6.22	Deliver the Council's Green Infrastructure Plan , including: <ul style="list-style-type: none"> Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet objectives and Action Plan; Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches. 	Cllr Caro Wild	PT & E

Ref	Key Performance Indicator	Target
K6.9	The percentage of householder planning applications determined within agreed time periods	>85%
K6.10	The percentage of major planning applications determined within agreed time periods	>70%
K6.11	The percentage of affordable housing at completion stage provided in a development on greenfield sites	30% (LDP)
K6.12	The percentage of affordable housing at completion stage provided in a development on brownfield sites	20% (LDP)

Enhancing Cardiff's flood defences

Ref	We will:	Lead Member	Lead Directorate
S6.23	Develop a sustainable water, flood and drainage strategy for Cardiff by 2022.	Cllr Michael Michael	PT & E
S6.24	Complete coastal defence improvements in Cardiff East by 2024.	Cllr Michael Michael	PT & E
S6.25	Deliver phase 1 of the new Canal Quarter scheme by 2022.	Cllr Michael Michael	PT & E

Building resilience into our highway network

We will:	Lead Member	Lead Directorate
Commence the delivery to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.	Cllr Caro Wild	PT & E
Deliver a programme of over 30,000m ² patching improvements to our roads to reduce potholes by March 2022.	Cllr Caro Wild	PT & E
Deliver a programme of over 150,000m ² of surfacing and surface treatments to our roads by March 2022.	Cllr Caro Wild	PT & E

Making Cardiff a world-leading recycling city

Ref	We will:	Lead Member	Lead Directorate
S6.26	<p>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</p> <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and Welsh Local Government Association (WLGA); Rolling out city-wide separate glass collection in 2021; Preparing a draft waste/recycling strategy for consultation in 2021. 	Cllr Michael Michael	Economic Development
S6.27	<p>Launch an education and enforcement campaign to promote changes in resident behaviour and monitor improvements throughout 2021/22.</p>	Cllr Michael Michael	Economic Development
S6.28	<p>Develop a citizen-based strategic plan for recycling centres to achieve a re-use/recycling rate of above 85% every year.</p>	Cllr Michael Michael	Economic Development
S6.29	<p>Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services.</p>	Cllr Michael Michael	Economic Development

Ref	Key Performance Indicator	Target
K6.13	The percentage of planned recycling and waste collections achieved	99.9%
K6.14	The percentage of municipal waste collected and prepared for re-use and/or recycled	64%
K6.15	The percentage of waste collected at recycling centres that has been prepared for re-use or recycled	85%
K6.16	The number of education and enforcement actions per month relating to improving recycling behaviour by citizens	3,000

Working as one team to keep our streets clean

Ref	We will:	Lead Member	Lead Directorate
S6.26	Deliver a comprehensive programme of improvement to the Council's Street Scene services by September 2021 through integration, digitalisation and the use of data to support the efficient and effective use of resources.	Cllr Michael Michael	Economic Development
S6.27	Engage with citizens and businesses on concerns in their communities through 'Love Where You Live' to encourage volunteering and working in collaboration.	Cllr Michael Michael	Economic Development

Ref	Key Performance Indicator	Target
K6.17	The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness	90%
K6.18	The number of wards in Cardiff where 90% of the highways land inspected is of a high or acceptable standard of cleanliness	All
K6.19	The percentage of reported fly-tipping incidents cleared within five working days	95%
K6.20	The percentage of reported fly-tipping incidents which lead to enforcement activity	90%

Well-being Objective 7:

Modernising and integrating our public services

In the face of rising demand and reducing budgets, Capital Ambition set out a programme of modernisation that would improve efficiency, better support service delivery and promote social and environmental change. The challenge of responding to Covid-19, however, radically accelerated this agenda and necessitated the delivery of service innovation at an unprecedented pace and scale.

The Council wishes to build on this platform, developing a new approach that brings together assets, technology and the workforce to unlock further efficiency saving, achieve productivity gains and deliver an enhanced service offer. It will allow the Council to become a more agile organisation, providing a more responsive and adaptable service for citizens, a more flexible working environment for staff while driving down the Council's assets, energy and transport costs.

The pandemic and the social distancing restrictions in place to control the spread of the virus have also challenged the delivery models of almost every service the Council and its partners provides. Responding to these challenges has seen service innovation applied at a speed and scale not seen before, with greater levels of service integration both within the Council and with partners, and the use of digital technologies and data analysis in service delivery. The Council will seek to embed this culture of service innovation in its approach as each service area continues to adapt its delivery models to the ongoing challenges of the pandemic and to the post-pandemic world.

Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:

- **Developing a comprehensive programme of organisational recovery and renewal**
- **Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance**
- **Delivering fewer and better Council buildings**
- **Supporting a highly skilled and productive workforce with the well-being of staff at its core**
- **Using the power of the public purse to support the city's recovery**
- **Making sure that we are a Council that better talks to and listens to the city that we serve**

Progress Made

- **The Council has seen a significant rise in the level of citizen satisfaction with Council services.** The Ask Cardiff Survey shows an increase of almost 11%, to 67.4%, in satisfaction in 2020. Cardiff was also ranked first for citizen satisfaction with service delivery in the all-Wales Survey, maintaining a consistently high position.
- Responding to Covid-19 has demanded a radical transformation to the way in which council services are delivered, and **the Council has successfully transitioned to a safe and sustainable model of working during the pandemic.**
- **In order to protect staff, the Council rapidly deployed digital devices to support agile and homeworking,** strengthening the Council's position as a modern and resilient digital organisation:
 - Over 850 new laptops and tablets were distributed in the first four months of the pandemic and over 500 existing devices were rebuilt or reconfigured for home use; and
 - 5,200 staff migrated to Office 365 in just three weeks to enable access to council systems from remote and mobile devices.
- **The work of Health and Safety has been crucial to managing the safety of staff and service users, with new practices quickly adopted in line with legislation and Public Health Wales Advice.** The need for personal protection equipment (PPE) and hygiene supplies was instantly recognised as a key priority and, to date, the Council has distributed over 29 million items across the city.
- **The Council has significantly improved its online offer, with an increase in the number of people accessing Council services through digital channels.** The number of citizens downloading the Cardiff App has increased by 54%, with residents able to access services, such as Council Tax and waste collection, online, 24/7.

Priorities for 2021/22

Developing a comprehensive programme of organisational recovery and renewal

Capital Ambition set out a programme of modernisation to improve efficiency, better support service delivery and promote social and environmental change. Covid-19 has radically accelerated this agenda, catalysing a shift to home and agile working and the delivery of service innovation at an unprecedented pace and scale.

The Council wishes to build on this, developing a new organisational recovery and renewal programme that:

- Brings together assets, technology and our workforce to become a more agile organisation, providing a more responsive and flexible service for staff and citizens while driving down the Council's assets, energy and transport costs.
- Enhances the Council's existing digital agenda and shifts made during the pandemic, further applying digital technologies in customer service and in back office functions and the use of real-time data in decision making.
- Delivers recovery plans for the services whose business models have been most impacted by the pandemic.
- Embeds new locality delivery models in key community services, working with partners to deliver integrated services in local areas that make the best use of local assets whilst responding to the specific needs of local communities.
- Continues to drive efficiencies across the Council.

Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

The Council had already established a comprehensive digital agenda prior to lockdown, with the digital strategy setting out a clear direction of travel. Without the progress made in delivering this strategy, namely in enhancing the Council's network capacity and agile working capabilities, the Council would not have been able to support the scale of homeworking that ensured the delivery of services during the pandemic. Equally, the Council has now enabled every member of staff who needs to work in an agile way to do so through a comprehensive upgrade and adaption programme for our ICT devices.

What is clear is that technology now offers residents greater choice and convenience when accessing services, whilst providing staff with even greater flexibility to deliver. An increasing number of citizens are choosing to access services via digital means, and this trend has become more evident during the Covid-19 pandemic, where face-to-face contacts have been minimised. The Council will need to move away from a narrow desk-based delivery model and embed new working and delivery practices into its core operating model.

Delivering fewer and better Council buildings

Following the successful delivery of the Corporate Property Strategy 2015-20, capital receipts amounting to some £35m have already been generated and are being re-invested in delivering the Council's priorities. Major work has also been continued on the long-term commitment to modernise the Council's estate and significant progress has been made across the estate, especially in schools, to ensure our buildings are meeting health and safety compliance standards and that they are managed effectively.

In response to Covid-19, considerable work has been undertaken to ensure our buildings and schools are 'Covid Safe,' and this will remain a priority into 2021 in order to allow children to remain in school and Council services to be provided safely. As working practices have changed during the pandemic, large parts of the organisation have successfully worked from home. Whilst retaining core office accommodation will form an important part of the Council's service delivery model going forward, particularly in supporting economic recovery and footfall in key parts of the city, there are clear opportunities for innovation. The Council's office accommodation must therefore be considered in the context of a highly agile workforce, a diminished requirement for office space and the opportunity to flexibly deploy activity across the city. This provides opportunities to better target service delivery and use allocation of Council accommodation to support economic recovery.

Supporting a highly skilled and productive workforce with the well-being of staff at its core

Council officers have played a crucial role in managing the local response to the pandemic, ensuring the continued delivery of key frontline services and supporting the vulnerable, often in difficult circumstances. Their efforts are testament to the commitment, resilience and adaptability of the Council workforce, and the Council remains committed to investing in its workforce. Our award-winning programme of staff engagement is supported by a package of measures designed to promote their welfare, which includes a range of health and well-being services, such as the 24/7 Employee Assistance Programme and the Employee Counselling Service. Our commitment to staff also includes a range of training opportunities through the Cardiff Academy, though more needs to be done to reduce the number of sickness absences, which remains too high across the Council. The Council is also taking decisive action to ensure that it is representative of the communities it serves, not least by creating more opportunities for young people and increasing Welsh language skills within the workplace.

Using the power of the public purse to support the city's recovery

Capital Ambition makes clear that the power of the Council's spending and investment decisions must be fully leveraged to create local employment opportunities whilst promoting social and environmental improvements. The changes to working practices realised during the emergency response to the pandemic, paired with the urgent need to support the city's economic recovery, means that this agenda must be accelerated.

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

The Council has, over a number of years, placed an emphasis on engaging with residents. The Council's Ask Cardiff Survey has one of the largest sample sizes in Wales and provides invaluable insight into the needs of our communities. Moving forward, further work will be done to engage with, and involve, hard-to-reach groups in decision making and ensure that the Council is alert to the voice of the community.

Overall Organisational Performance

Over the course of recent years, the Council has continued to evidence a broad pattern of high-quality service delivery. Cardiff was ranked as the top local authority in Wales for the "Number of residents who agree that their local authority delivers high quality services" according to a wide-ranging Welsh Government Survey (National Survey for Wales, 2019/20). This level of satisfaction is consistent with the results of the Council's own "Ask Cardiff Survey", with 67.4% of residents stating that they were satisfied or very satisfied with Council services, and citizen satisfaction with Council services increased by almost 11% over the last year. The survey results are of heightened importance as an indicator of relative performance, given that the National Accountability Measures, which normally benchmark local authority performance in Wales, have been suspended for 2020/21.

The Annual Statutory Well-being Report published by the Council in October 2020 draws on a broad body of evidence to inform its assessment of performance, including reports of external regulators. The areas of corporate improvement are identified in the Well-being Report, with the Corporate Plan focusing on delivering rapid improvement in these areas.

What we will do to modernise and integrate our public services

Developing a comprehensive programme of organisational recovery and renewal to adapt Council services for the post-pandemic world

Ref	We will:	Lead Cabinet Member	Lead Directorate
S7.1	<p>Develop a comprehensive programme of organisational recovery and renewal focused on:</p> <ul style="list-style-type: none"> • Adopting agile working across the Council; • Promoting service innovation in response to the new operating environment; • Enhancing digital technologies in customer service and in back office functions; • Delivering recovery plans for the services whose business models most impacted by the pandemic; • Embedding new locality delivery models in key community services; • Continuing to drive efficiencies across the Council. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K7.1	The percentage of devices that enable agile and mobile working across the organisation	67%

Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

Ref	We will:	Lead Cabinet Member	Lead Directorate
S7.3	Improve the Council's digital offer by: <ul style="list-style-type: none"> Increasing the number of citizens accessing Council services via digital channels each year; Developing a new Data Strategy by September 2021. 	Cllr Chris Weaver	Resources
S7.4	Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by adopting the new Smart City roadmap by September 2021.	Cllr Chris Weaver	Resources

Ref	Key Performance Indicator	Target
K7.2	The number of customer contacts to the Council using digital channels	10% increase on 2020/21 outturn
K7.3	The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet)	7,500
K7.4	The number of Facebook followers	5% increase on the 2020/21 outturn
K7.5	The number of Instagram followers	10% increase on the 2020/21 outturn
K7.6	The number of people registered with the Cardiff Gov App	10% increase on 2020/21 outturn

Delivering fewer and better Council buildings

Ref	We will:	Lead Cabinet Member	Lead Directorate
S7.5	<p>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</p> <ul style="list-style-type: none"> Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021; Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts. 	Cllr Russell Goodway	Economic Development

Ref	Key Performance Indicator	Target
K7.7	The percentage reduction in the carbon footprint	6%
K7.8	Reduce the total running cost of occupied operational buildings	To be set in the Property Strategy 2021-26
K7.9	Reduce the maintenance backlog	To be set in the Property Strategy 2021-26
K7.10	Capital income generated	To be set in the Property Strategy 2021-26

Supporting a highly skilled, productive and committed workforce

Ref	We will:	Lead Cabinet Member	Lead Directorate
S7.6	Reduce sickness absence rates by: <ul style="list-style-type: none"> Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health; Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. 	Cllr Chris Weaver	Resources
S7.7	Work towards achieving the Gold Level Corporate Health Standard Award by March 2024 by progressing the initiatives that are set out in the standard.	Cllr Chris Weaver	Resources
S7.8	Ensure that the Council's workforce is representative of the communities it serves by: <ul style="list-style-type: none"> Ensuring that our recruitment processes are not biased; Supporting careers events in our least represented communities; Reviewing current arrangements for Cardiff Works staff. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
S7.9	Build on the Agency Workers Charter by: <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K7.11	The percentage of staff that have completed a Personal Review (excluding school staff)	100%
K7.12	The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence	9.5

Using the power of the public purse to support the city's recovery

Ref	We will:	Lead Cabinet Member	Lead Directorate
S7.10	Get the best social and community value from the Council's £430m annual spend on goods, services and works by fully implementing the TOMs National 'Social Value' Framework on all contracts above £75,000 by December 2021.	Cllr Chris Weaver	Resources
S7.11	Continue to support the foundational economy through the delivery of our Socially Responsible Procurement Policy by working with partners to further promote opportunities for social enterprises in Cardiff and to promote ethical employment.	Cllr Chris Weaver	Resources
S7.12	Strengthen our social partnership approach by updating our Procurement Strategy to promote fair work, the Foundational Economy and One Planet Cardiff objectives by July 2021.	Cllr Chris Weaver	Resources

Ref	Key Performance Indicator	Target
K7.13	The percentage of overall spend with Cardiff-based organisations	52%
K7.14	The percentage of overall spend with Cardiff Capital Region-based organisations.	66%
K7.15	The percentage of overall spend with Welsh-based organisations	70%
K7.16	The percentage of new contracts which include social value commitments	Baseline

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

Ref	We will:	Lead Cabinet Member	Lead Directorate
7.13	Develop a new citizen engagement strategy by December 2021.	Cllr Chris Weaver	People & Communities
7.14	Progress and deliver our customer service agenda with a focus on: <ul style="list-style-type: none"> • Delivering a programme of online-based customer service training; • Progressing the customer and digital champions group across the organisation; • Reviewing customer services satisfaction through biannual benchmarking surveys. 	Cllr Chris Weaver	Resources

Ref	Key Performance Indicator	Target
7.17	Citizen satisfaction with Council services	70%
7.18	The percentage of canvass response (either via automatic verification or direct response)	90%
7.19	The number of wards where the canvass response rate (either via automatic verification or direct response) percentage is over 90%	All

Well-being Objective 8:

Managing the Covid-19 pandemic

The Council and its public service partners have led the response to the pandemic, preventing the spread of the virus whilst ensuring the continued delivery of key frontline services and the protection of the city's most vulnerable people. With the roll-out of the vaccine programme now proceeding at pace and levels of infection in the city falling as a result of lockdown, the Council looks towards 2021 as a year of recovery. Nevertheless, the pandemic will continue, and measures will still need to be taken to control the spread of the virus and protect our citizens.

Having established a successful Test, Trace, Protect (TTP) service with its partners, the Council has played an instrumental role in safeguarding public health. This work will continue, as the TTP will be embedded as an ongoing service for as long as it remains necessary, with the Council also providing surge capacity for the rest of Wales.

The Council will also play a full role in supporting the local NHS roll-out of the vaccination programme over the spring and summer. Logistical support will continue to be provided as the Council makes full use of its assets, services and networks to support the immunisation of all residents.

The safety and well-being of the workforce remains a foremost consideration for the Council, particularly during this time, which is why all staff have been provided with the necessary PPE to ensure that they can deliver services safely and effectively. Moving forward, the Council's procurement team have secured a resilient pipeline of PPE supply through its partnership with Welsh Government, the NHS and its own contractual arrangements. An accelerated testing service is also in place for Council staff. All of these measures will be supported by the adoption and implementation of a robust Covid-19 Health and Safety Policy, in line with Central and Welsh Government legislation and Public Health Wales Guidance.

To ensure compliance with the regulations issued to keep people safe, protect the NHS and prevent the spread of the virus, Shared Regulatory Services will work with Public Health and South Wales Police to effectively target enforcement activity.

Our priorities for leading the recovery in 2021/22 will be:

- **Supporting the delivery of a mass vaccination programme**
- **Continuing to deliver an effective Test, Trace, Protect Service**
- **Embedding robust health and safety practices across all Council buildings and in service delivery**
- **Ensuring the availability of appropriate PPE to protect staff, service users and residents**
- **Enforcing compliance effectively through the Shared Regulatory Services**

What we will do to ensure the Covid-19 pandemic is effectively managed

We will:	Lead Member	Lead Directorate
<p>Support the delivery of the Mass Vaccination Programme by:</p> <ul style="list-style-type: none"> • Repurposing Council Buildings as vaccination centres; • Providing assistance with the logistical management of attendance at vaccination centres; • Supporting the delivery of the appointment booking system; • Supporting the identification of priority cohorts and the targeting of harder-to-reach groups. 	Cllr Huw Thomas	Economic Development, Resources, and People & Communities
Continue to deliver the Cardiff and Vale Test, Trace, Protect service to ensure effective contract tracing capacity.	Cllr Huw Thomas	Resources
Provide a national Test, Trace, Protect surge capacity service.	Cllr Huw Thomas	Resources
<p>Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul style="list-style-type: none"> • Working with partners to implement the latest guidance. • Initiating outbreak management responses as required. 	Cllr Susan Elsmore & Cllr Lynda Thorne	People & Communities, and Economic Development
Ensure the Council has a robust Covid-19 Secure Policy, which remains in line with Central and Welsh Government legislation and Public Health Wales Guidance.	Cllr Chris Weaver	Economic Development
Ensure all services that are located in a Council building or delivering contact services complete the risk assessments identified in the Council's Risk Assessment Guidelines.	Cllr Chris Weaver	Economic Development
Ensure the continued timely access to key worker testing (PCR) for Council and partner staff, and the roll-out of additional asymptomatic Lateral Flow Testing for the Council and partners.	Cllr Huw Thomas	People & Communities

Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Cllr Chris Weaver & Cllr Susan Elsmore	People & Communities
Enforce compliance with all Covid-19 regulations which fall under the authority of Shared Regulatory Services.	Cllr Chris Weaver	Economic Development

Key Performance Indicator	Target
The number of symptomatic tests undertaken for Council and partner staff	Monitor KPI, but no target set
The number of asymptomatic tests undertaken for Council and partner staff	Monitor KPI, but no target set
The number of items of PPE issued	Monitor KPI, but no target set
The number of Enforcement Notices served <ul style="list-style-type: none"> • Improvement Notices • Closure Notices • Compliance Notices • Fixed Penalty Notices 	Monitor KPI, but no target set

Appendix

This appendix sets out how the delivery of the administrations priorities through the Corporate Plan, has been informed by and is compliant with statutory requirements.

Delivering Capital Ambition

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

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

Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate. As a result of this exercise a new Well-being Objective – Managing the Covid-19 Pandemic – was adopted for 2021/22.

This process was designed to ensure that each directorate had due regard to the Sustainable Development Principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).
- **Prevention:** Drawing on the evidence, our Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.
- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.
- **Integration:** The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning and Delivery Framework.
- **Involvement:** In developing the Well-being Objectives we have drawn on the results of the annual Ask Cardiff citizen survey – which received over 4,700 responses in 2020 – and on focus groups with 'seldom heard' groups. We continue to involve residents in

decisions which affect them; a 'child-friendly' version of the City Centre Recovery Strategy was developed in eight different languages and consultation has taken place on specific strategies such as One Planet Cardiff.

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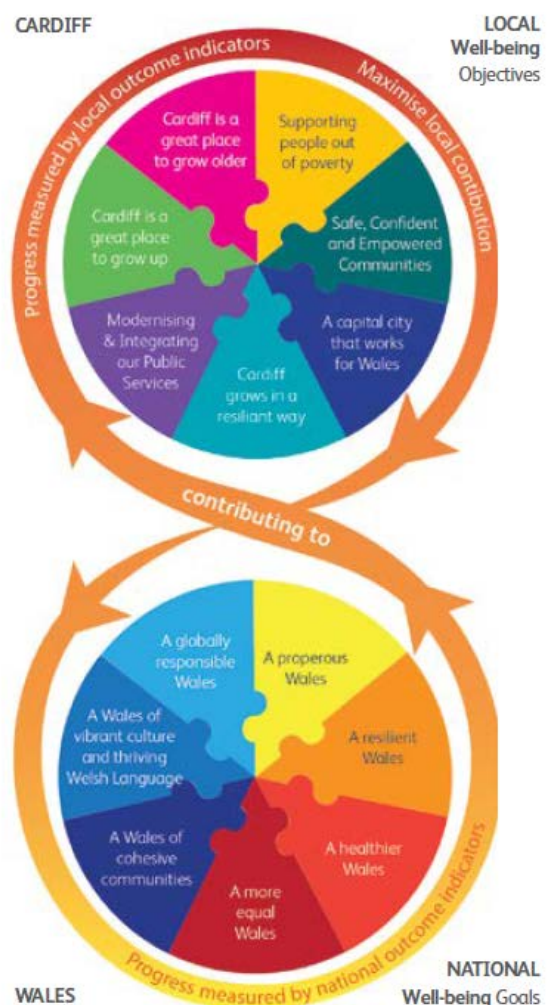
The Council's Policy Framework

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

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

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. In order to measure Cardiff's progress towards achieving the eight Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance. Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the Cardiff in 2019 analysis, which provides an annual snapshot of how the city is performing.



Glossary of Terms

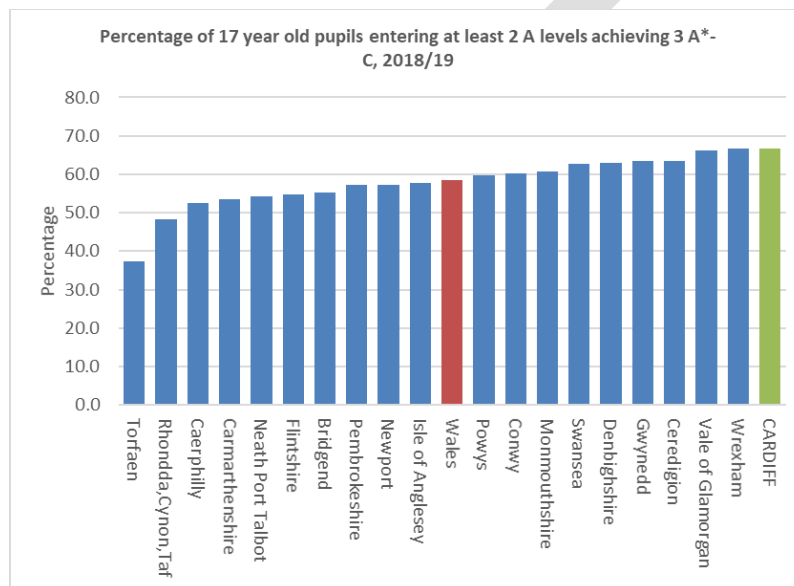
- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that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

Well-being Objective 1:

Cardiff is a great place to grow up

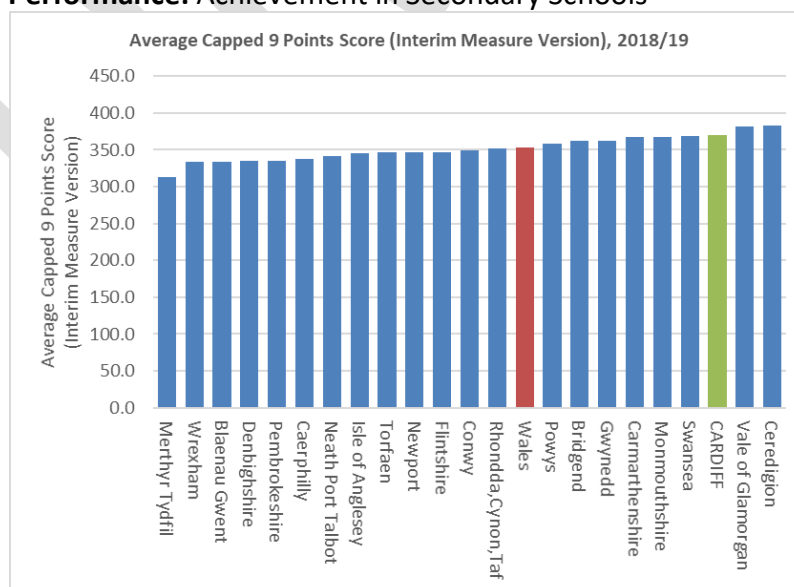
Measuring Progress against the Well-being Objective:
Outcome Indicators

Improving City Performance: Achievement at A level³



Source: Welsh Government

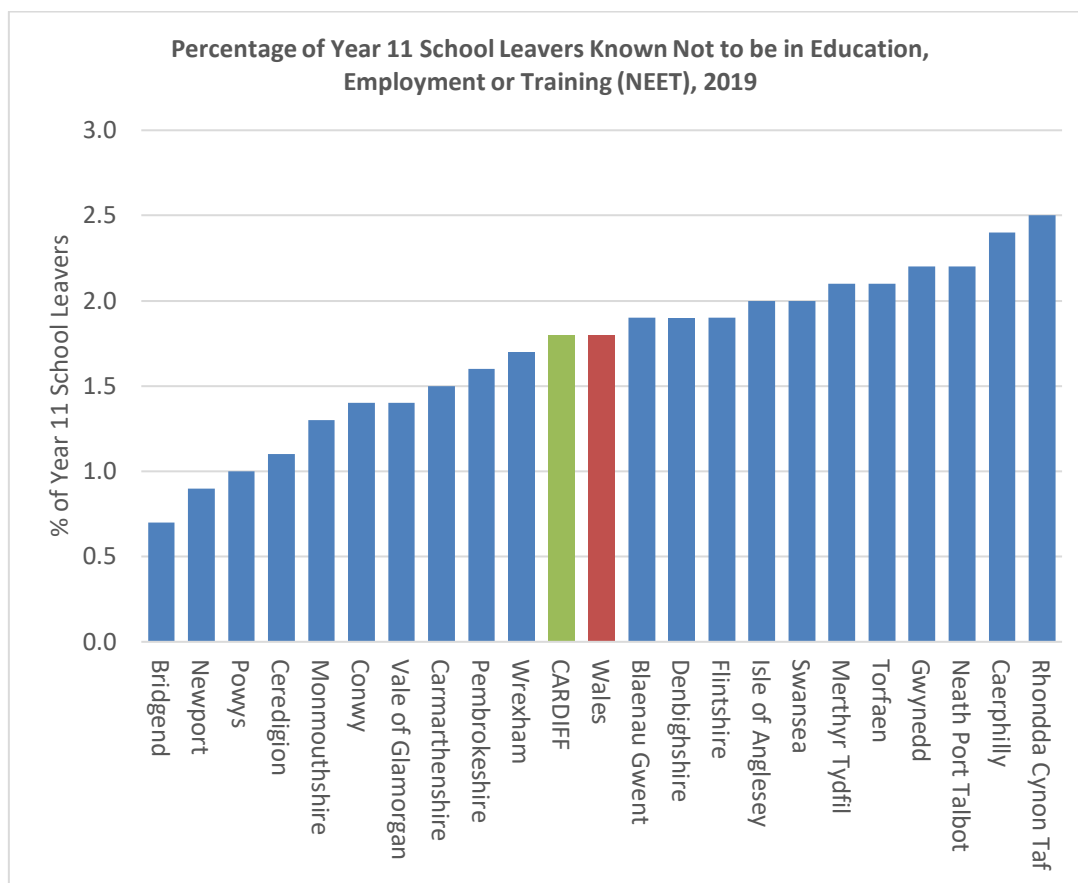
Improving City Performance: Achievement in Secondary Schools³



Source: Welsh Government

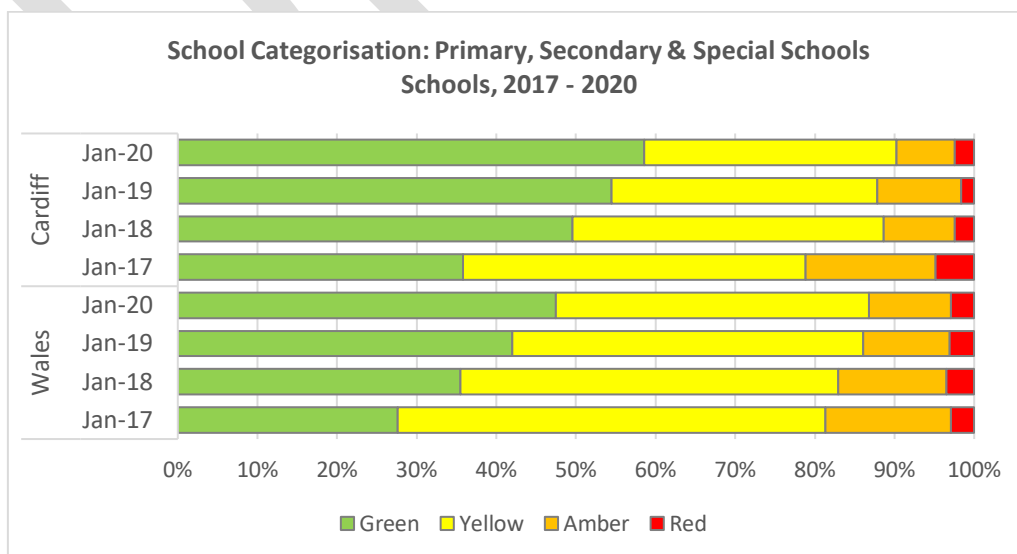
³ This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.

Closing the Inequality Gap: 16 year olds not in education, employment or training



Source: Careers Wales

National School Categorisation: The National School Categorisation System aims to provide a clear structure to review how well a school is performing.⁴

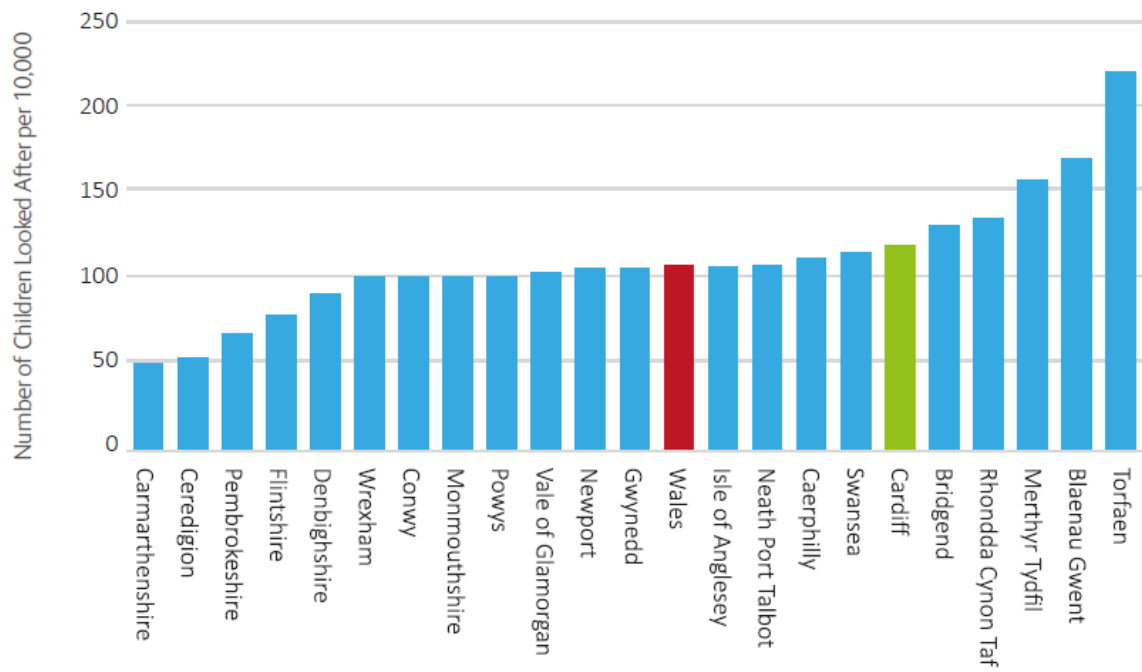


Source: Welsh Government

⁴ Estyn inspections have been suspended due to the pandemic.

Improving City Performance: Number of Children Looked After

Children Looked After per 10,000 Population 2019



Source: Welsh Government

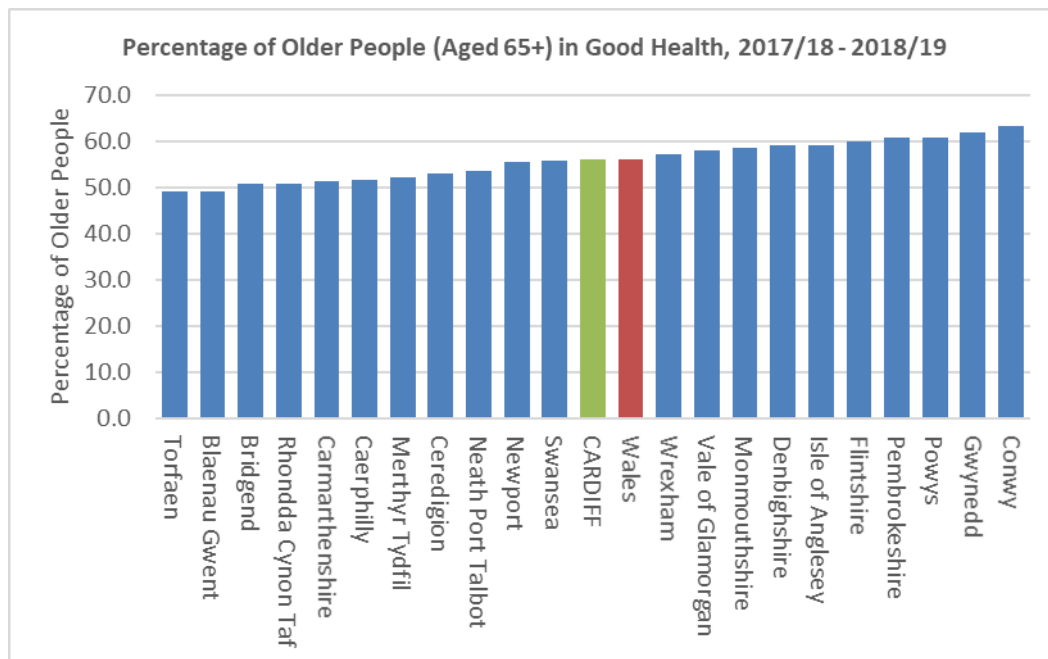
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Well-being Objective 2:

Cardiff is a great place to grow older

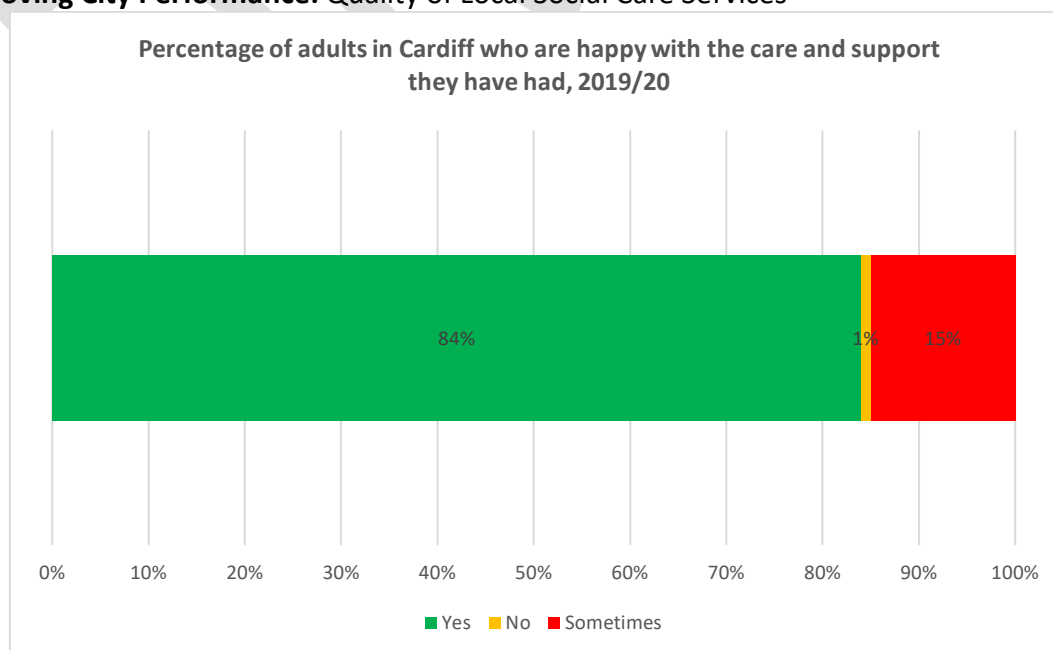
Measuring Progress against the Well-being Objective:
Outcome Indicators

Improving City Performance: Health in older people



Source: Public Health Wales

Improving City Performance: Quality of Local Social Care Services



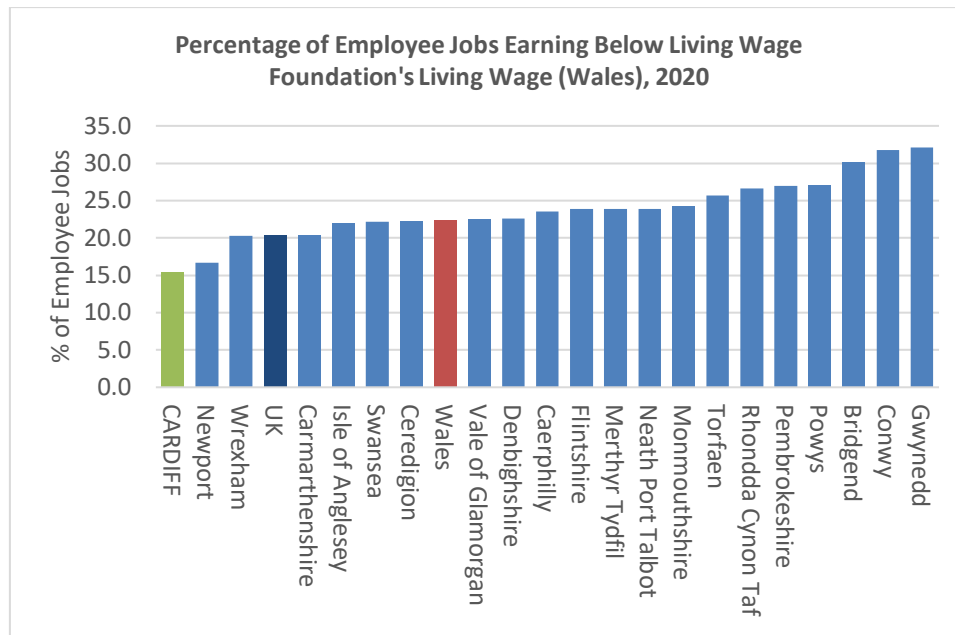
Source: Social Services & Well-being Survey 2019/20, Cardiff Council

Well-being Objective 3:

Supporting people out of poverty

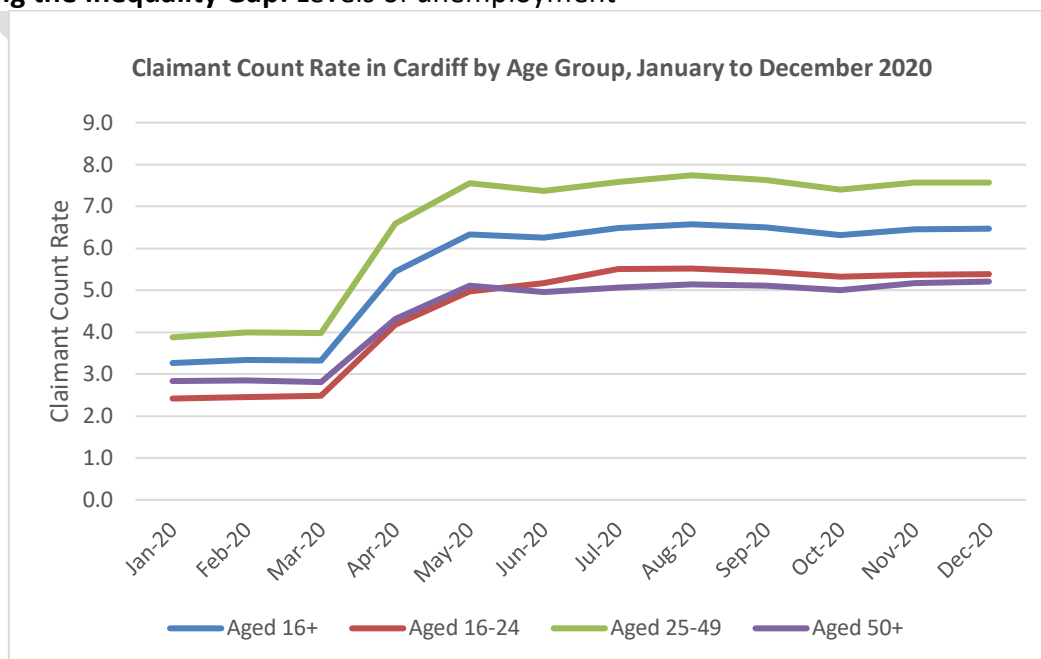
Measuring Progress against the Well-being Objective: Outcome Indicators

Closing the Inequality Gap: Employees Earning Below the Real Living Wage



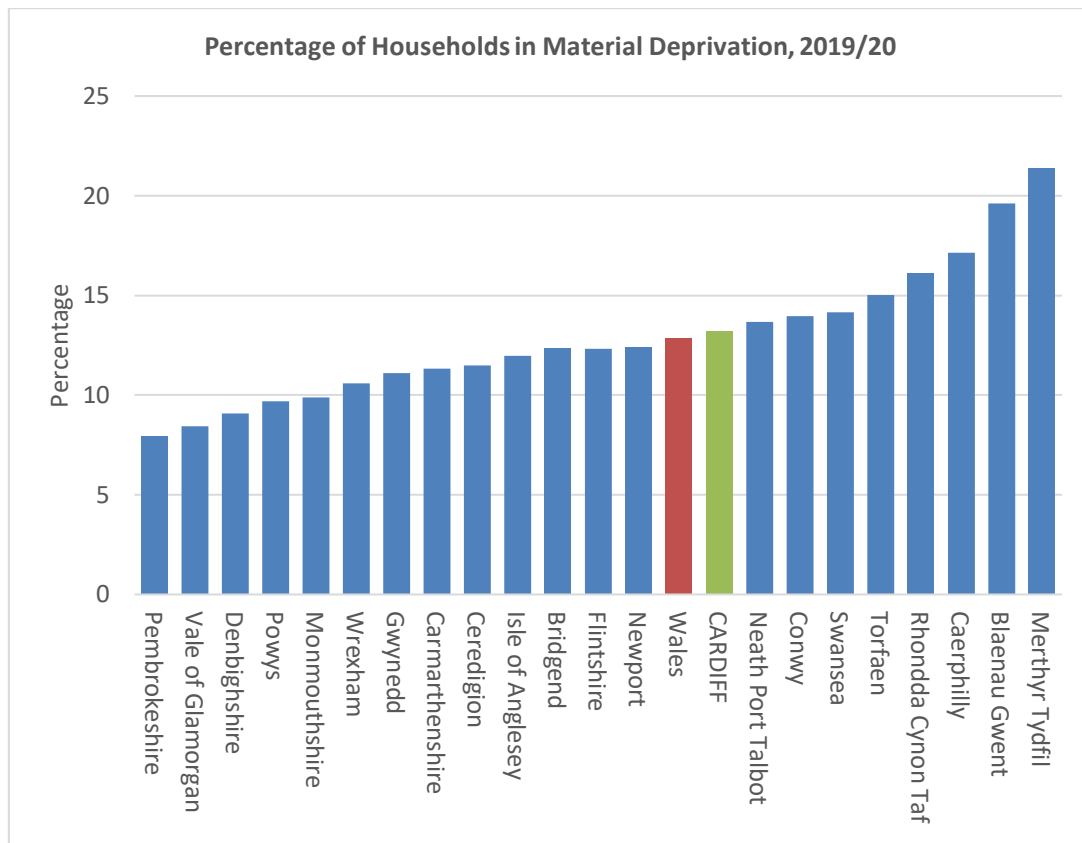
Source: Office for National Statistics

Closing the Inequality Gap: Levels of unemployment



Source: Nomis, Office for National Statistics

Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government

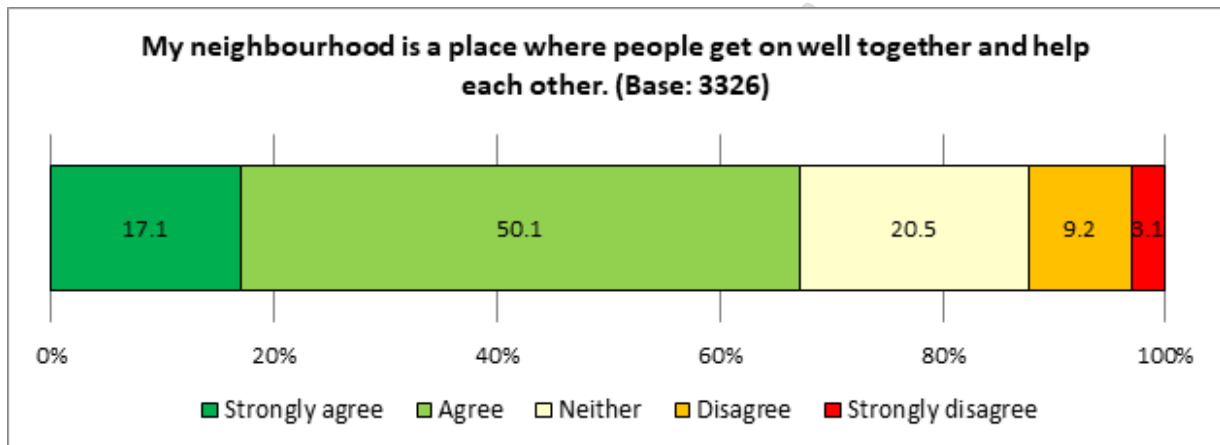
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Well-being Objective 4:

Safe, confident and empowered communities

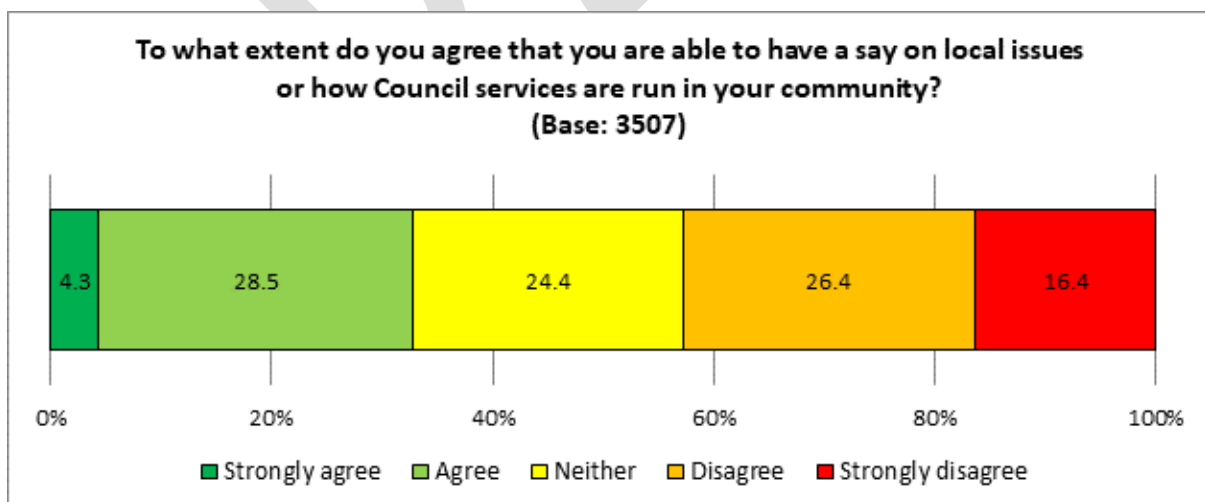
Measuring Progress against the Well-being Objective: Outcome Indicators

Improving City Performance: Community Cohesion



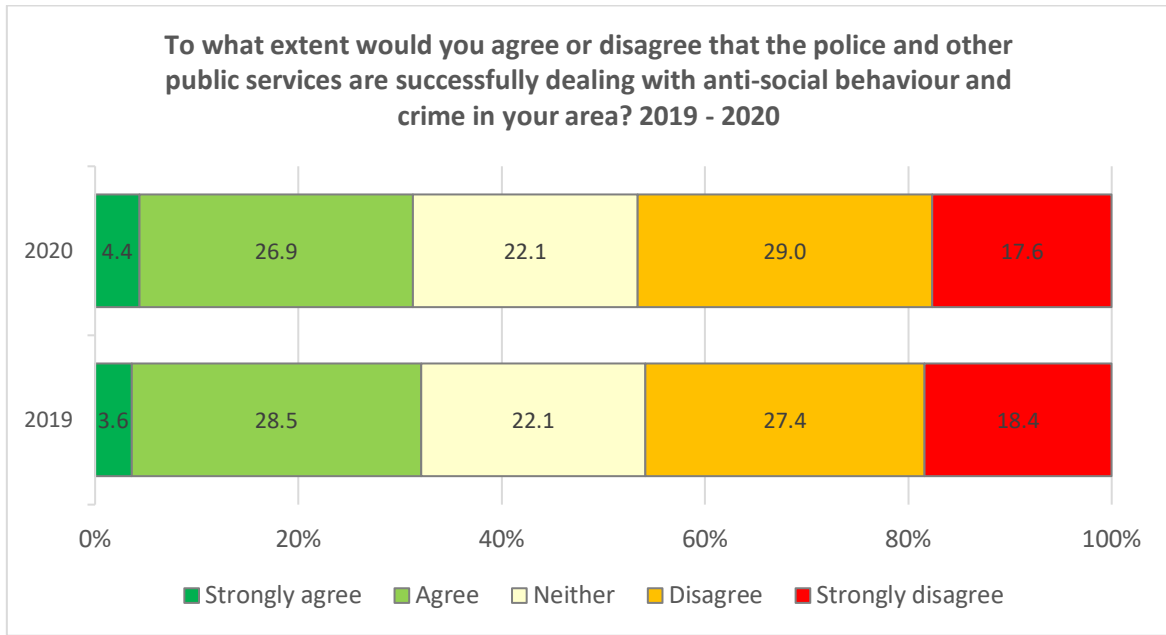
Source: Ask Cardiff 2020

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



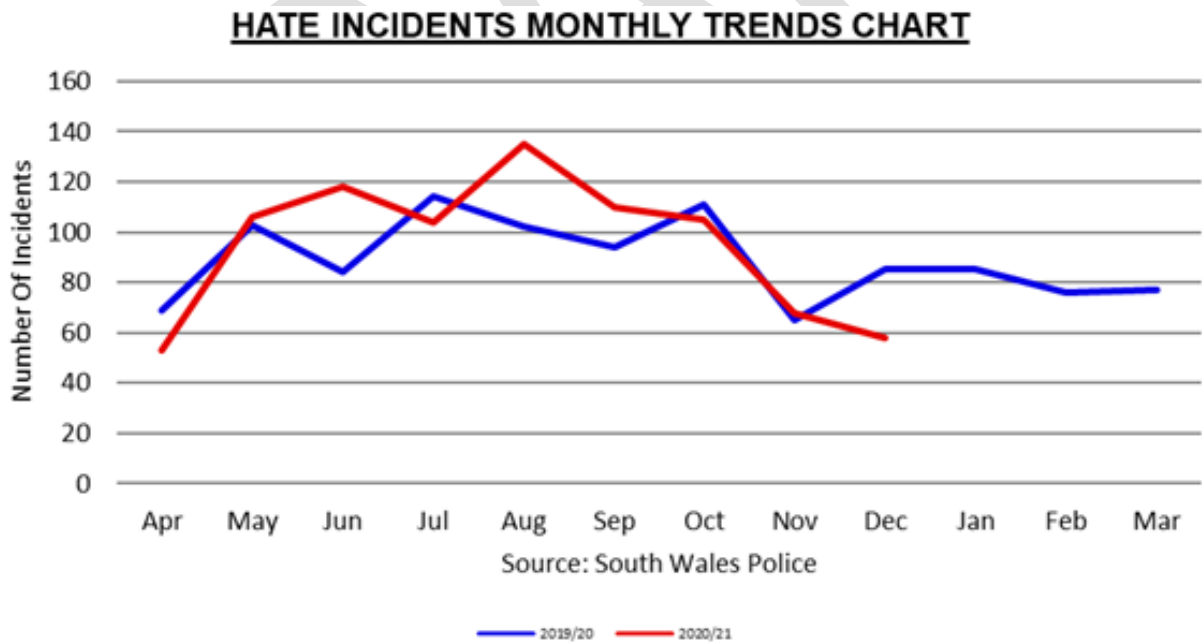
Source: Ask Cardiff 2020

Improving City Performance: Community Safety



Source: Ask Cardiff 2019 & 2020

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



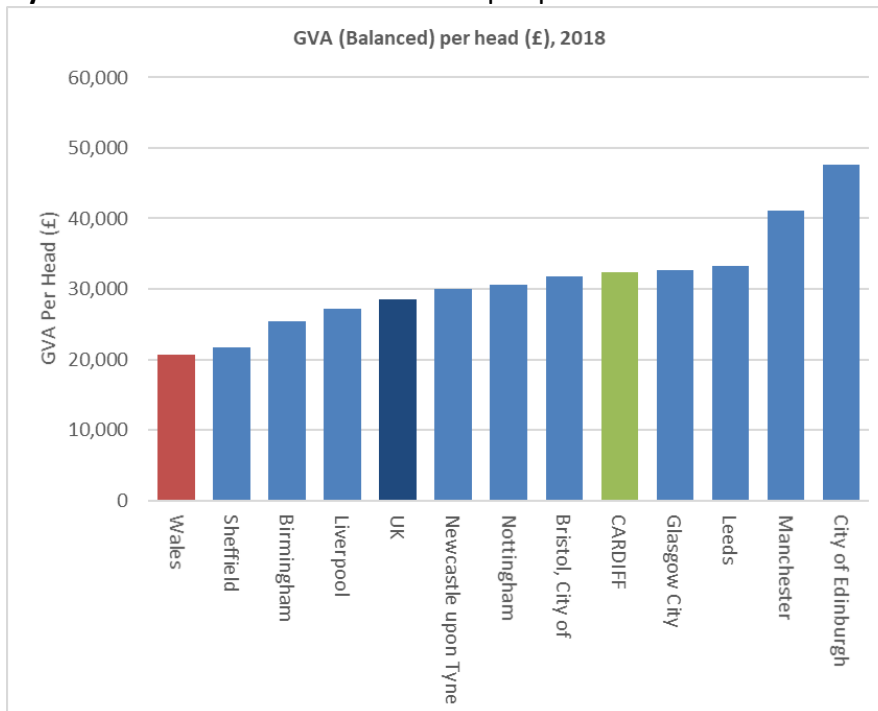
Source: South Wales Police

Source: South Wales Police

Well-being Objective 5: A capital city that works for Wales

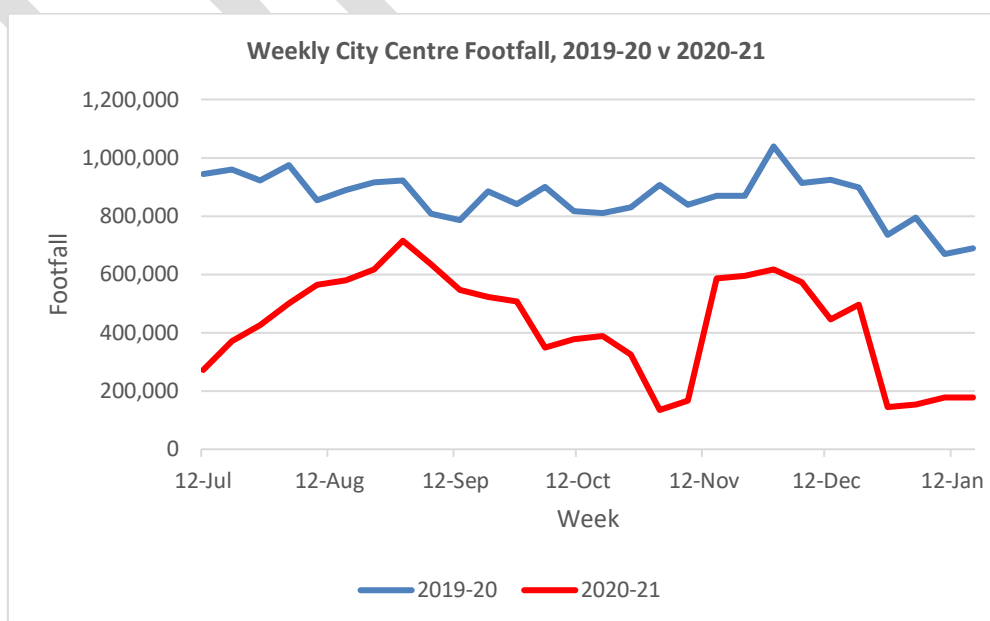
Measuring Progress against the Well-being Objective: Outcome Indicators

Improving City Performance: Gross Value Added per person



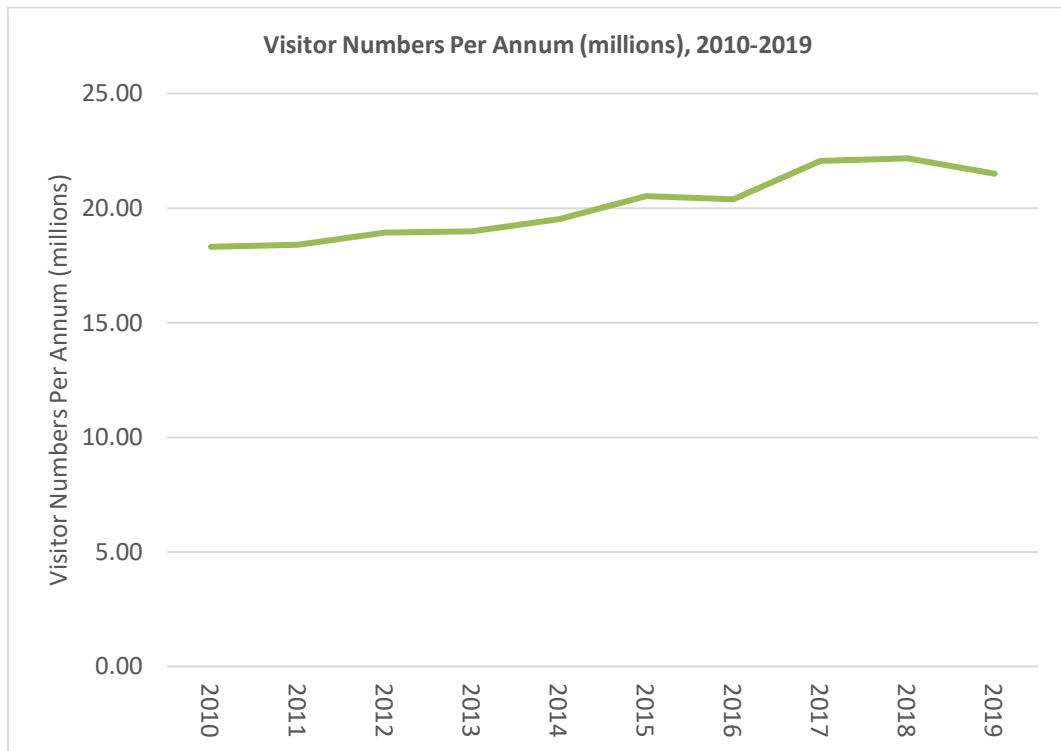
Source: Nomis, Office for National Statistics

Improving City Performance: City Centre Footfall



Source: Cardiff Council

Improving City Performance: Visitor Numbers



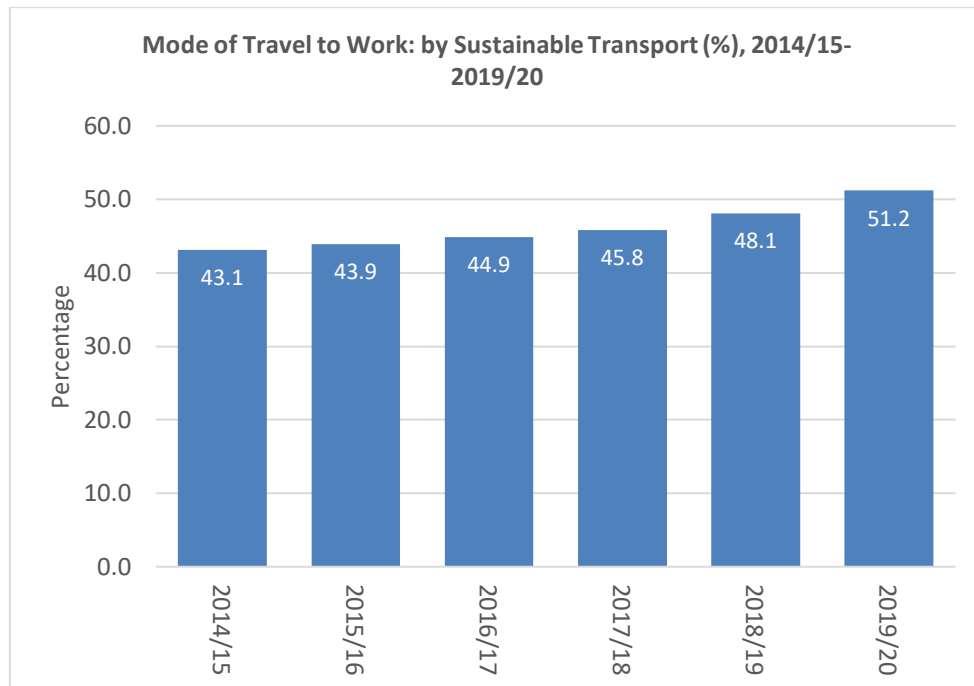
Source: STEAM

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Well-Being Objective 6: Cardiff Grows in a Resilient Way

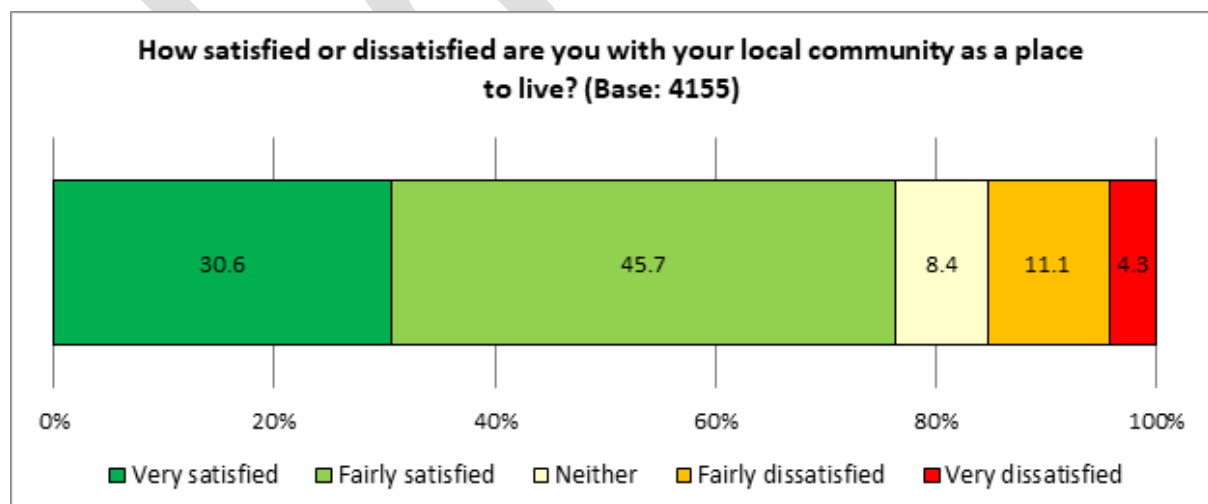
Measuring Progress against the Well-being Objective: Outcome Indicators

Improving City Performance: Commuting by Sustainable Transport



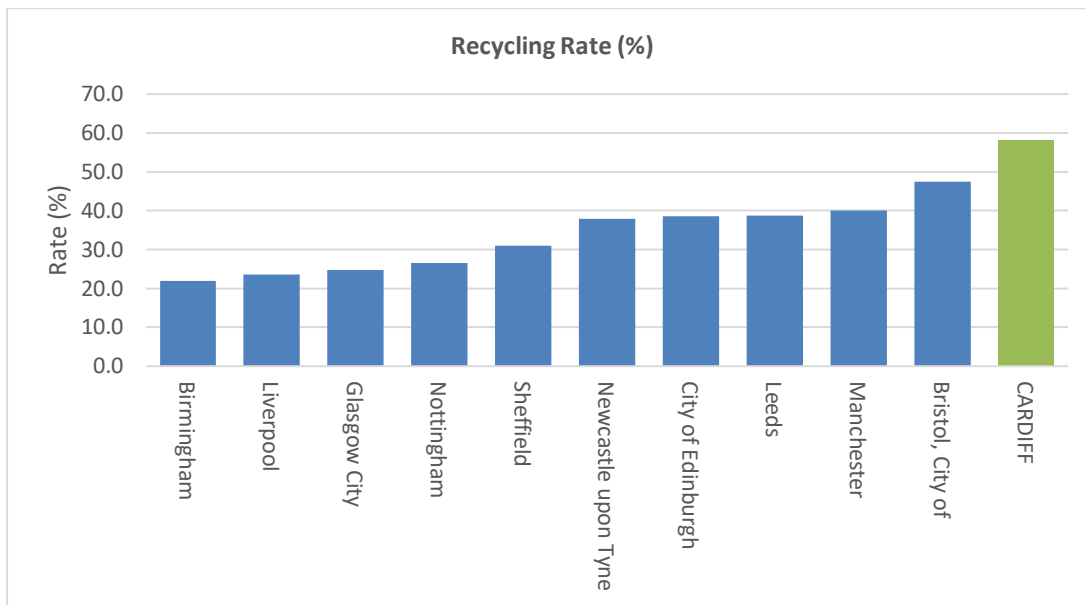
Source: Ask Cardiff

Improving City Performance: Satisfaction with Local Area

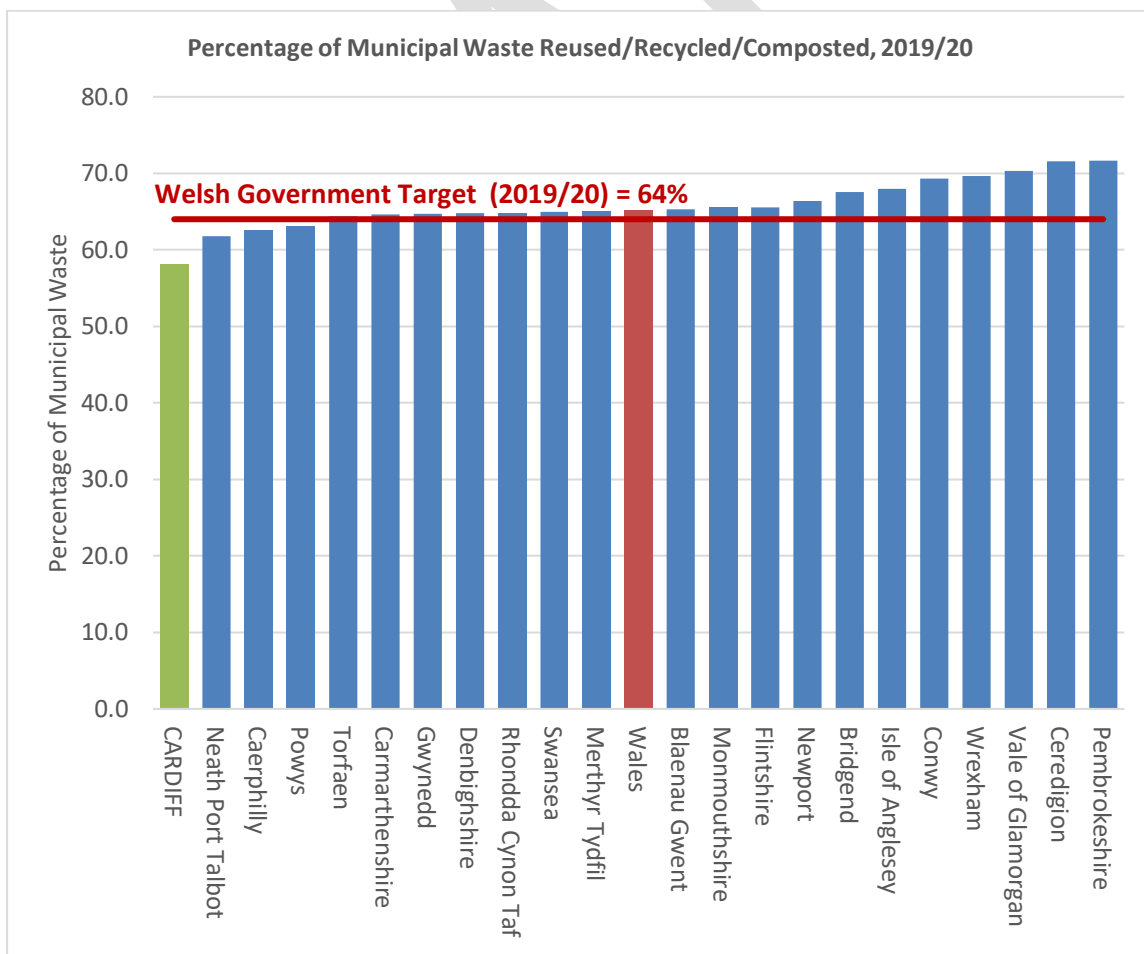


Source: Ask Cardiff 2020

Improving City Performance: Recycling Figures⁵



Source: Welsh Government, DEFRA & Scottish Environment Protection Agency



Source: Welsh Government

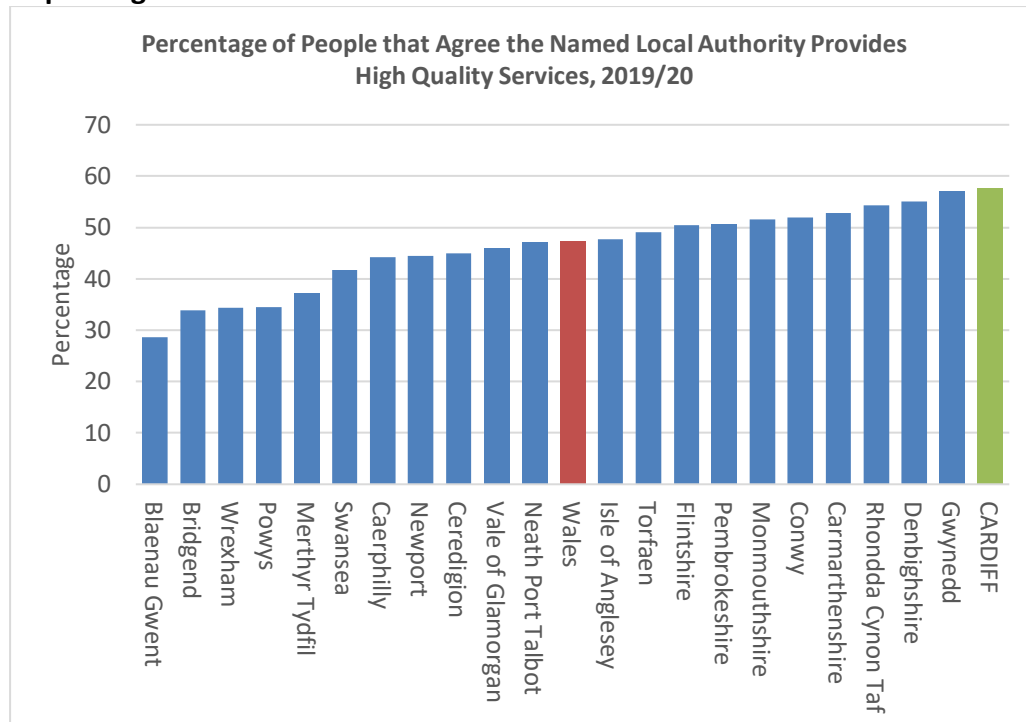
⁵ Latest Available Recycling Rates – 2018/19 for England, 2019 for Scotland, 2019/20 for Wales. The calculation of the recycled rate differs slightly between the three nations.

Well-being Objective 7:

Modernising and Integrating Our Public Services

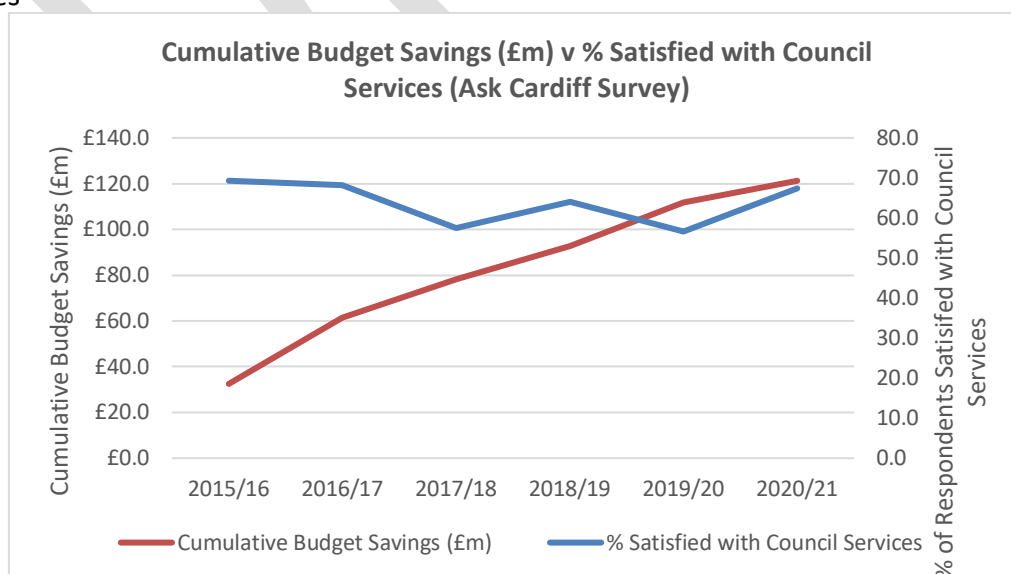
Measuring Progress against the Well-being Objective: Outcome Indicators

Improving Council Performance: Satisfaction with services in the local area



Source: National Survey for Wales, Welsh Government

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



Source: Ask Cardiff/ Cardiff Council Budget Report

**THE COUNCIL'S PANDEMIC RESPONSE: IMMEDIATE ISSUES
AND ACTIONS****COUNCILLOR HUW THOMAS (LEADER)****AGENDA ITEM: 3**

Reason for this Report

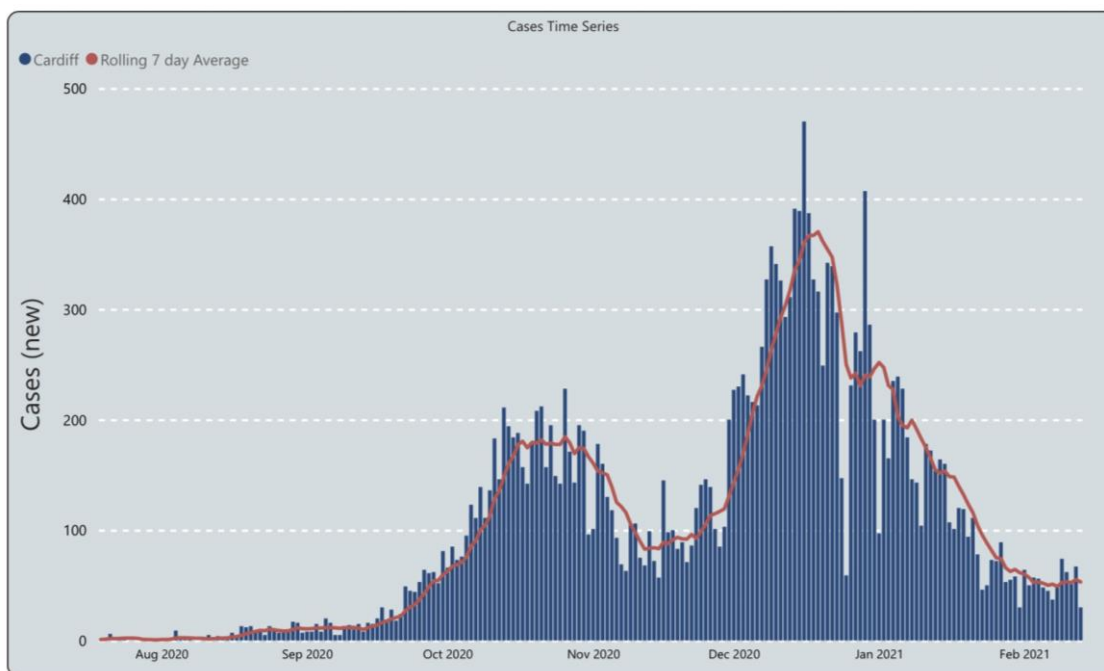
1. To enable the Cabinet to agree an approach which responds to the urgent issues facing the city as lockdown restrictions are eased. These include:
 - Measures to continue to manage the pandemic, to prevent the spread of the virus, keep citizens and staff safe and to support the roll-out of the vaccination programme;
 - Ensuring the safe reopening of schools to all learners; re-engaging pupils; and maintaining access to learning and building the physical, emotional and mental well-being of children and young people.
 - Continuing to support businesses and workers most greatly impacted by the pandemic, particularly young people.
2. To outline a timetable of further strategic reports that deal with long-term city renewal, aligned to the strategic direction of Welsh and UK Governments.

Background

3. At midnight on Saturday 19 December 2020, Wales entered into a national lockdown in response to rising infection rates and the discovery of a new, highly-infectious, strain of Covid-19 circulating in the UK. In response to the restrictions, the Council once again transitioned to an 'essential services' model, with the following three core principles continuing to guide the Council's response:
 - Preventing the spread of infection
 - Ensuring the health and safety of staff, service users and citizens
 - Prioritising key frontline services and support for vulnerable people

- The latest data published by Public Health Wales and the Office for National Statistics (ONS) indicates that as a result of the interventions put in place, daily case numbers have decreased, as depicted in Figure 1. Cases rates in Cardiff have fallen steadily since the beginning of 2021, and now stand at 103.6 per 100,000 population. Test positivity rates have also continued to fall with testing rates currently at 9.9% positivity.

Figure 1: Covid-19 Cases in Cardiff to 13th February 2021



Source: Public Health Wales

- The city's vaccination programme is proceeding at pace and scale. In line with the national picture, by 19 February 2021, over 114,000 vaccines had been administered in Cardiff and the Vale, with all those in priority groups 1 to 4 offered a vaccine.
- In response to the improving position the Welsh Government have indicated that there will be a gradual and cautious lifting of restrictions over the coming months. In preparation for this the Council has been undertaking detailed planning work. In doing so, the Council has continued to use the 'Restart, Recover, Renew¹' framework, approved by Cabinet in June 2020, to plan the restart of council services in response to the easing of national lockdown measures, alongside identifying medium and longer term priorities for recovery and renewal.
- The Restart component of the Council's Covid Response Framework established planning principles to inform the safe resumption of business as usual activities in the event of a Council service being adapted or

¹ [Restart, Recover, Renew: Next Steps for Cardiff during the COVID-19 Crisis](#)

suspended to contain the spread of the virus. This disciplined and coordinated corporate process for reopening services, consistent with legislation and the latest Public Health Wales advice, applied in the release from earlier lockdowns will once again be adopted by the Council as social distancing restrictions are gradually lifted over the coming months.

8. Recovery priorities for the year ahead are established in the Council's new Corporate Plan subject to Council approval in February 2021. These recovery priorities have been identified through a cross-Cabinet portfolio and department exercise on recovery planning, setting out clearly how Covid-19 has changed the operating environment for services, and what needs to be done, by when and by whom over the course of 2021-22 in order to restart and recover Council and partners' services.
9. A programme of 'city renewal' which sets out a Cardiff response to the significant longer-term shifts in the way in which people live, work and travel as a consequence of the pandemic and how the Council will lead a greener, fairer recovery from Covid-19 will be published in May 2021. This will include reports on the following:
 - The future of Cardiff's economy, and how the city should respond to the economic crisis in order to build a stronger, more inclusive and sustainable post-pandemic economy.
 - Delivering a Child Friendly Recovery, including the impact of the pandemic on children and young people's education, rights, well-being, and future pathways into employment and how the Council and city partners will collaborate with school leaders to refocus the Cardiff 2030 priorities for education and learning.
 - A programme of action to address the climate emergency and deliver the One Planet Cardiff vision agreed by Cabinet in autumn 2020.
 - The future of local public services, including the shift towards being an agile organisation, the increased use of digital technologies and data in service delivery, and the application of locality working for front line community services.
10. The Council will run a programme of engagement with the public and with city stakeholders on its proposals for city renewal over the summer. The outcome of this work will be presented to Cabinet in September.
11. In addition to the above, there is a need to take immediate steps in a limited number of areas, including:
 - **Continued management of the pandemic**, including the formalisation of the Council's role as host of the Test, Trace, Protect National Surge Capacity and its support of Cardiff and Vale University Health Board in the roll out of the vaccination programme;
 - **Re-opening schools for all learners and re-engaging children and young people**, including safely re-opening schools and supporting the wellbeing of younger people, particularly the most vulnerable

- **Continuing to support businesses and people, particularly young people**, impacted by the pandemic, including Council engagement in the UK Government Kick-Start scheme

The Council's response to these areas is set out below.

Ongoing Pandemic Management

12. As the lockdown restrictions are gradually released there will be a continuing requirement for the Council and partners to ensure that measures are in place to manage the pandemic, to prevent the spread of the virus and keep citizens and staff safe. Allied to this, the Council will work continue to work in close partnership with the University Health Board on the roll-out of the city's vaccination programme.
13. The increased transmission rate of variant strains of the virus has put further emphasis on infection prevention/control measures in workplaces, particularly open plan offices and communal areas. The Council is working with Public Health Wales and the Health and Safety Executive to maintain Covid-safe workplaces across services. In relation to core office accommodation stringent controls remain in place to regulate numbers of staff in Council buildings that remain open, and it is anticipated that these will continue for the foreseeable future.
14. Following HSE guidance considerable emphasis is being placed on levels of ventilation required in buildings to reduce the risk of transmission of the virus. Due to this change and as a compensatory measure where ventilation is not to the required levels, the guidance on the type of face masks to be worn in Council buildings and when they should be worn has been strengthened, with more widespread use of medical face masks whilst working in communal offices as well as while moving around buildings.
15. School staff have been advised to wear a disposable medical face mask where 2m social distancing cannot be achieved. This advice to Cardiff schools has been in place since autumn half term, due to the rising infection rates at that time. Welsh Government guidelines to support restart of schools on 22nd February states that where social distancing cannot be maintained, face coverings should be worn, including in the classroom by staff.

Test, Trace and Protect – National Surge Capacity

16. Test, Trace, Protect (TTP) is a crucial part of the Welsh Government's approach to limiting the spread of COVID-19 and reducing the need for restrictions on people's lives.
17. Contact tracing is a well-established mechanism to control the spread of infectious disease. It involves contacting and providing advice to people who have tested positive, finding out who their close contacts have been, and reaching those close contacts to advise them on what they need to do. Tracers play a key role in advising people of the importance of self-

isolating and can flag up with wider public services where additional support may be needed.

18. The Cardiff and Vale TTP service is delivered in partnership by Cardiff and Vale Councils and the Local Health Board. The Trace and Advice service is hosted by Cardiff Council bringing together capacity from all partners, including public health and environmental health services. The staff group, some 300 strong, is made up from staff from within the partnership which has been supplemented by external staff as and when required. The service launched in June 2020 and since then (June 2020 – Jan 2021) has managed some 30,000 Index cases and 50,000 contacts.
19. As part of the strategy of Test, Trace and Protect program, Welsh Government have requested that Cardiff Council be the hosting body for a National TT&P (Trace and Advice) Team, initially referred to as the “surge” team. Due to the urgency of the request the team was set up as a subsidiary of the established Cardiff and Vale TT&P team. The team started with 30 contact tracers, 20 contact advisors, 4 team leads and 1 team manager to meet the demand from across Wales, and now consists of 60 contact tracers, 35 contact advisors, 8 team leads, 1 team manager and 2 part time administration roles.
20. The primary work of the team is to provide additional support to regions across Wales when their case demand outstrips capacity. An additional Enforcement Element was added to the surge team in January 2021, through which the four police forces across Wales are able to check whether a “person of interest” should be in isolation by contacting the National Surge Team. The National Surge Team now needs to be expanded to manage Arriving Travellers ensuring that all travellers returning to the UK self-isolate for 10 days.
21. Despite the roll out of the vaccine, there will be a continued requirement for a National Trace and Advice team to support limiting the spread of the virus. The arrangements with Welsh Government in relation to the National Team, including arrangements for the staffing of the service, must now be formalised, and the service put on a sustainable footing. This is based on a full cost recovery model from Welsh Government. Cost recovery will be required not just for the establishment (resource) but for further expenditure including hardware, software and administrative costs.

Supporting the Roll-out of the Vaccination Programme

22. The roll-out of the vaccine programme in Cardiff has been implemented at scale and pace since January 2021. At the time of writing, over 114,000 people in Cardiff and the Vale had been given a vaccine, and all citizens over 70 years old, those who are clinically extremely vulnerable and health and social care workers have been offered a vaccine. The Council has supported the programme, with the two operational mass vaccination centres hosted in Pentwyn Leisure Centre and the Splott Hub and supported by Council staff.

23. The Council will continue to support the University Health Board over the months ahead, in particular in supporting the expansion and acceleration of the programme as more vaccine supply becomes available through the provision of Council buildings and staff to support the city's mass vaccination centres and through the provision of ongoing ICT support on the development of booking systems and public communications and engagement. Planning discussions about the next phase of the roll-out are continuing and highlight the need for the Council to be able to deploy flexibly staff and resources, as appropriate, to facilitate any further acceleration of the programme.
24. National trends suggest that the uptake of the vaccine is lower amongst certain demographic groups, notably those from a Black and Minority Ethnic background, people living in more deprived communities and more vulnerable groups of people such as those who are homeless or rough sleeping. The Council will work in close partnership with the University Health Board to ensure that Council services support the vaccination of vulnerable groups and that the Council's strong links to community leaders, networks and groups is utilised to increase levels of vaccination in all communities across the city.

Re-opening schools for all learners and re-engaging children and young people

25. Whilst children and young people are generally less clinically vulnerable to COVID-19 than the adult population, the wider effects of the pandemic have disproportionately and negatively affected the younger generation. Since March 2020, children and young people have experienced several extended periods of school closures and the routines of their daily lives have been upturned. While the pandemic has impacted upon all children and young people, the greatest impact has been felt by the city's most vulnerable children and young people.
26. The Council is therefore committed to delivering a Child Friendly Recovery that ensures that the well-being of children and young people is at the forefront of the city's approach to recovery and renewal. As noted in paragraph 9, a comprehensive report will be published as part of the Council's wider renewal programme, with engagement with children and young people to take place in the spring and summer. In the immediate future, as restrictions gradually lift and children and young people are allowed to return to school, commencing with the return of Foundation Phase pupils from the 22nd February, the Council's priorities will be:
 - Ensuring that all school buildings and learning environments are safe and COVID secure;
 - Maintaining access to learning for all;
 - Re-engaging children and young people, particularly the most vulnerable, and
 - Building the physical, emotional and mental well-being of children and young people.

Re-opening schools safely

27. Throughout the course of the pandemic to date, the Council has worked with schools and partners to make sure as much support as possible has been available to all children and young people to keep them safe and to ensure that learning can continue.
28. Rigorous health and safety procedures, equipment and resources have been put in place, to ensure the safety of all children, young people and staff when schools and education settings have been able to open. Schools have been equipped with PPE, resources and advice to support social distancing and clear guidance on how to respond should they be faced with positive cases of COVID-19.
29. Pupils eligible for free school meals have been provided for throughout school closure periods. Since January 2021, eligible pupils have been provided for through the Council's Supermarket voucher system which has ensured that every eligible pupil has received a benefit.
30. School leaders have adopted new blended learning approaches, to support children and young people to continue their education at home and positively, many children have responded extremely well, embracing new technology. Some school leaders have reported positive gains in pupils building resilience, learning new skills, developing independence and demonstrating charity, empathy and a sense of community in getting through this period together. In many cases, schools have reported improved relationships with parents and families which will need to be further harnessed and developed when schools re-open
31. The Council has provided over 20,000 digital devices to schools, for distribution to learners and staff without access to equipment at home. The digital skills of both pupils and school staff have rapidly accelerated to support continuity of learning. Some pupils, such as those educated other than at school, have responded very positively to online learning and engagement levels have increased.
32. The Education Welfare Service has continued to complete welfare visits on behalf of schools where they have been unable to contact families.
33. The school workforce has risen to the challenge, showing dedication and commitment to children and young people they support. Teachers and their teams have taken the opportunity to improve their own professional learning, to expand their knowledge, to research new teaching techniques, and to put them into practice.
34. Special schools have reported excellent collaboration with multi agency services, including health and social services, which has enabled the very best levels of care, support and learning for their pupils.
35. Schools, colleges, youth services and post 16 providers continue to work hard to ensure that ongoing education, training and employment options are available for young people leaving statutory education, drawing upon

the excellent partnership networks formed through The Cardiff Commitment.

Examinations and Progression Post 16

36. GCSE and 'A' Level examinations were cancelled in Wales in 2020 and have been cancelled again for 2021. In place of exams, the Welsh Government will work with schools again this year to take forward teacher managed assessments linked to a national approach to provide consistency across Wales. The well-being of learners and ensuring fairness across the system has been central to this decision making process. In the light of these decisions, some young people have expressed anxieties regarding the absence of examinations and are hugely concerned about how the grades awarded to learners in 2020 and 2021 will be perceived by universities and employers. Some fear being labelled as 'the COVID generation' and find it very difficult to remain optimistic about their futures.
37. Due to the significant resource and commitment channelled into supporting the transition of Year 11 leavers into education, employment or training during the summer of 2020, the number of Year 11 'NEETs' in October 2020 were maintained at just below 2% (57 young people). However, concerns are growing regarding the retention of Post 16 destinations, with increasing numbers of young people dropping out of their places or at risk of dropping out. This is being caused by several factors including the loss of jobs, a restricted education experience due to school closure and the lack of access to practical aspects to vocational courses.

Next Steps:

38. As children and young people are allowed to return to school, commencing with the return of Foundation Phase pupils from the 22nd February, the Council will ensure that all school buildings and learning environments are safe and COVID secure.
39. Health and Safety risk assessments will be updated and workforce capacity levels will be carefully monitored to ensure that appropriate pupil/staffing ratios can be maintained. The Director of Education and Lifelong Learning has issued guidance to all schools, based upon the most recent TAG and Welsh Government advice. Health and safety updates will be continually shared with schools through webinars and online materials; and ongoing support to ensure compliance with Track and Trace requirements.
40. The Council is supporting the implementation of regular testing of staff across education and early years settings, using rapid Lateral Flow Device (LFD) test kits. Staff will be provided with a stock of personal testing kits, as well as detailed instructions and on how to undertake the tests and record results. Testing will be undertaken twice per week for those staff working directly or in regular contact with children, this also includes indirect staff such as cleaners, transport provider staff etc.

Those who may be required to attend schools or early years settings on an ad-hoc basis such as central education staff, consortium advisors, Council contractors working inside the school etc. will be required to undertake a test before they attend. Settings will also need arrangements in place to test visitors.

41. A positive LFD test result will require precautionary isolation of the individual, household contacts and cohort/bubble from the school or setting, where relevant, until a PCR test is undertaken via a local testing centre and laboratory test results are confirmed.
42. Schools and day care settings will receive their testing kits directly from the Department of Health and Social Care. For smaller childcare settings Council Officers and Council contract staff tests will be distributed via Central Stores who are increasing their distribution capacity to support the implementation.
43. Consideration will be given to options for safely re-introducing school catering, and continuing to provide free school meals benefits for all eligible pupils. Safe school transport will also need to be remobilised.
44. The well-being of the school workforce will be prioritised. School leaders are calling for vaccinations for all school staff which is subject to decision making by Welsh Government.
45. The Council will fully engage Head teachers and Governors in planning and decision making as schools re-open, to ensure that all staff are supported appropriately to recover from the experiences of the pandemic. School staff will be provided with access to all necessary training to support the physical, emotional and mental wellbeing of children and young people, including training such as Thrive, ACE / Trauma Informed programmes and Domestic Violence awareness.

Re-engaging children and young people

46. Whilst children and young people are generally less clinically vulnerable to COVID-19 than the adult population, the wider effects of the pandemic have undoubtedly disproportionately and negatively affected the younger generation. Since March 2020, children and young people have experienced several extended periods of school closures and the routines of their daily lives have been upturned.
47. Some children and young people are reported to be quite happy at home with their families and are being well supported to engage in learning and maintain their physical and emotional mental health and well-being through family led activities, however many vulnerable children are accessing hub based provision at schools which is also making an important difference in maintaining learning and well-being.
48. Of significant concern is the impact of the pandemic upon the most vulnerable children and young people with many families faced with additional pressures and strains through loss of support networks,

isolation, money worries, housing insecurity, family breakdown and reduced access to health services. Many families will also be coping with bereavement and loss. This all creates 'trauma' in children and families. The second lockdown is reported to be having a far more detrimental impact than the previous lockdown.

49. The Children's Commissioner's national 'Coronavirus and Me' survey January 2021, provides an insight to the views of children and young people at this time. The summary of findings reports that:

'Life has been difficult for all age groups. Strong negative feelings were expressed by many children and young people. They expressed frustration and sometimes anger, about the impact of the pandemic on their lives. 3 – 7 year olds spoke about missing friends, family members and experiences. 7-11 year olds' most common comment at the end of the survey related to missing friends, followed by missing their teacher or school and thirdly enjoying time with their families. From mid-teens on, we saw signs of additional distress potentially compounded by worries about exams and their futures. 30% of 17 and 18 year olds who took part are worried 'most of the time'.

Loneliness rates are high and not being able to see friends is having the biggest impact on children's lives, followed by not being able to see other family members and the impact of school and college closures.

50. Though attendance rates in the autumn term were higher than anticipated, many learners encountered frequent disruption to their education as a result of requirements to self-isolate at home as contacts of positive COVID-19 cases. Between September and December 2020, 23,637 learners were required to self-isolate at intervals. Due to concerns regarding virus transmission, many parents chose not to return their children to the classroom when schools re-opened.
51. Most schools have adapted well to enable the delivery of distance learning to their pupils, with school surveys showing that approximately 62% of schools are engaging over 80% of their learners with the distance learning opportunities offered. However, in some of the more disadvantaged areas of the city, the engagement figures are much lower than this; in a few schools engagement levels are below 50%. Teachers report that the hardest to reach learners are not engaging despite extensive efforts.
52. A similar pattern can be seen in school attendance figures. The average school attendance figures recorded in the autumn 2020 term were – 89% Primary, 81.3% Secondary and 73.1% in Special schools. However, there were 318 learners with attendance below 25%, 84 of these were in Year 11. Furthermore, since September 2020, a further 159 children have become 'Electively Home Educated' in Cardiff. Of these, 58 are due to a fear of COVID-19
53. At present referrals to School based counselling are down. Children and young people are saying that they will wait until they can see a

counsellor face to face. This is reasonably consistent across Wales. A huge spike in requests for counselling services is expected when children and young people aged 11-18 return to school.

54. Child and Adolescent and Primary Mental Health Services have seen a 30% increase to primary services and increased waiting times at present. In October 2020, the 28 days to assessment target were being met but this time is now closer to 56 days. Waiting times have also increased for specialist CAMHS services and have been up to 24 weeks. The Health Board are running waiting list initiatives to recover the position.
55. Children and young people undergoing statutory assessment have been seen by the Education Psychology team where possible and a number of cases have been given advice but this will need to be 'topped up' when it is safe to do so. However, a marked increase in the number of statutory assessment requests is expected as children and young people return to school and parents and staff recognise the adverse impact the pandemic has had upon children and young people's educational, social and emotional development.
56. A backlog of children at 'school action plus' of the SEN Code of Practice is being reported by schools, due to the negative impact upon educational attainment in already vulnerable children. This will place additional demand upon Additional Learning Need support systems.
57. There has also been a rise in the number of children eligible for Free Schools Meals. At the start of the initial lockdown in March 2020 Cardiff provided for 11,500 pupils eligible for Free School Meals. At December 2020 there were 14,003 pupils now eligible for FSM in Cardiff. An increase of 21%. This figure may still be understated as the national furlough scheme has been extended to the end of April 2021 so may be masking the true impact of the economic downturn on this statistic.
58. Increasing numbers of Public Protection Notices (PPNs) are being received by Education Services from South Wales Police, as a result of incidents of children witnessing domestic abuse in the household. The conditions created by COVID-19 including unexpected prolonged periods at home, increased family tensions, unemployment and financial insecurity, anxiety and stress are the same conditions known to aggravate domestic violence.
59. The Council's Early Help and Family Support Services have reported noticeable changes to family need during COVID-19 including an increasing concern with well-being, resilience, child and parental mental health. Parents have reported increased anxiety and stress at home due to school closures, worries about supporting their child's education at home and an increase in unwanted behaviours from children and young people. However, calls to the Family Gateway Service and Cardiff Parenting Services are lower than pre-COVID. Most referrals usually come through self-referral routes, usually as a result of a professional (school teacher; GP; Health Visitor; youth worker etc.) speaking with a family directly and supporting them to make contact. As there are very

few community based services operating (even Health Visitors are making minimum home visits) the number of calls have reduced. Whilst the team has fewer calls, the cases handled are much more complex and difficult to support and there is currently a five week waiting time for a full assessment. A surge in demand is expected when schools re-open, as was experienced when schools returned last autumn.

60. Children's Services have reported an increase in the number of children on the Child Protection Register since March 2020. Some schools in the most disadvantaged areas of the city have reported a doubling of their child protection cases. The numbers of children with a Care and Support Plan has also increased and the numbers of Children Looked After has also steadily increased during the same period.
61. There has been a substantial reduction in the number of young people entering the criminal justice system in Cardiff. A 60% reduction in the number of First Time Entrant's into the criminal justice system and a 59% reduction in the number of outcomes from court when comparing Q1-3 in 2019/20 and 2020/21. However, Youth Justice Services report that there have been issues with engaging young people on offending behaviour work and reparation activities with the duration of sessions being significantly reduced due to lockdown conditions. There are currently 188 cases open to the Youth Justice Service.

Next Steps:

62. Given the picture outlined above, in the immediate term the Council will prioritise supporting children and young people to re-engage in the daily routine of attending school, with a particular focus on ensuring that vulnerable learner are re-engaging with their schools. Learner well-being, confidence, self-esteem and happiness will be a primary focus. Head teachers have outlined a number of priorities for action including:
 - Attaching council workers to schools in areas of high deprivation where it may be particularly difficult to re-engage learners (Youth workers, Social workers, Education Welfare Officers, Family Support workers). The initial priority will be to get all pupils back into school and that may mean people on the ground calling and knocking on doors for a few weeks. Leaving schools to do this alone will be extremely difficult as they will also have to contend with the in school difficulties.
 - Making enhanced levels of specialist support services available to schools, including school counselling services, specialist teachers, access to CAMHS, bereavement and loss counselling and play therapists where needed.
 - Introducing an extensive programme of Summer Holiday provision across the city, which enables children and young people to socialise, to get active again, to access sports, leisure and recreational activities, to enjoy the outdoors, to feel safe and to build their confidence before entertaining a full return to school in September.

- Developing a diverse range of accessible extra-curricular activities which enable children and young people to catch up on time lost with friends enjoying activities that may have been missed for up to a year.
63. The Council will support schools to build upon the significant progress made in advancing digital learning. The programme to equip all learners with their own individual digital devices will continue, alongside ongoing training and support for teachers to deliver distance learning, ensuring the flexibilities of blended learning approaches can be maximised.
 64. The Council will work with Welsh Government and the Consortium to ensure that schools are adequately resourced and supported to provide 'catch-up' programmes for those learners that require it most. This will include essential support for Literacy & Numeracy catch up, for languages including Welsh where there have not been opportunities for children to use the language at home, and for basic skills which will need to be refreshed on a return to school. This could include support for After School Clubs and community learning.
 65. Head teachers have reported the huge significance of positive parental engagement in supporting children and young people to re-engage in school, to stay safe, to maintain their well-being and to catch up on lost learning. The Council will work with schools, governors and communities to improve relationships with parents, carers and families. This will include initiatives to support Family learning, to improve communication methods, family well-being, staying COVID safe and building confidence in re-engaging in city life post pandemic.
 66. The Youth Justice Service will continue to enhance its multi-agency approach to ensure that face to face contact with young people can occur where necessary and to provide a more co-ordinated and streamlined service for those young people assessed as high risk.
 67. In recognition of the challenges faced by some of the most vulnerable young people, the Council is proposing to create additional capacity in the Looked After Children in Education team, to employ Mentors that will support young people in secondary education to recover lost learning in their final years in school, in readiness for progression post 16. Additional capacity will also be deployed in the Youth Service to enable Mentors to identify, track and support the most vulnerable and hard to reach young people who have or are at risk of dropping out of destinations previously secured – for example jobs lost during the pandemic, or vocational training options that have proved inaccessible due to the pandemic.
 68. The steps outlined in this report represent the immediate actions the Council and schools will take to support children and young people as schools begin to re-open to all learners. The Cabinet recognises that, given the significant negative impact of the pandemic on children and young people these represent only the initial actions in what must be a concerted and sustained programme of support for all children and young

people, from early years through to transitioning into employment and education, as part of a Child Friendly Recovery.

Continuing to support businesses and workers impacted by the pandemic

69. Covid-19 restrictions have greatly impacted the city economy. Unemployment has roughly doubled over the course of the past year, and at 31 December 2020 over 18,800 people or 12% of the city's workforce remained on the UK Government's 'furlough' scheme. The impact has been felt most in sectors where there is direct person-to-person contact, such as retail, hospitality and close contact services. These are sectors that are major employers of young people, and form a significant part of Cardiff's city-centre economy.
70. In June 2020, Cabinet agreed to establish an Economic Recovery Task Force in response to the economic crisis, focused on supporting impacted businesses and workers, and supporting people, particularly young people, into employment or training.
71. This has included the scaling up of the Council's Into Work Team, who have delivered a range of employment support activities to business and workers, including: supporting circa 400 individuals into employment; developing industry-specific redundancy support for employers impacted by the current economic climate, such as Debenhams and Arcadia; and innovative digital engagement including Online Pop Up Business School, attended by 125 people, 21% of whom have since begun trading and 68 digital job clubs, which support individuals with Universal Credit applications and pre-employment support, such as CV writing
72. Through the Business Rates Scheme the Council's Rates and Economic Development Teams have supported over 16,000 businesses and paid out almost £100 million in financial support over the course of the pandemic. The Council has also helped deliver 4,000 grants for small businesses, around 800 Freelancer grants for the creative sector, as well as 200 grants for new starters. In total, the Council has provided approximately £10 million in financial support for small business in Cardiff, estimated to have supported circa 10,000 people to remain in employment.
73. A particular focus has been placed on creating additional opportunities for young people. This has included coordinating and promoting the UK Kickstart Scheme, which provides funding to create new six month traineeships for 16 to 24 years olds on Universal Credit who are at risk of long-term unemployment. The Cardiff Commitment Team has also continued their work with young people and employers, including hosting a number of digital Employer Engagement Events since the summer of 2020, with each event attended by over 60 business attendees, and the delivery of the Council's first virtual 'Open Your Eyes' week took place in February 2021, with 500 pupils from Year 7 and 8 at St Teilo's CiW High School.

74. In addition to this work a project to develop the employability of young people, aged 18-24, in Butetown was established in December 2020, with funding provided by DWP. The aim of the project is remove barriers to sustainable employment. Throughout December, the project supported 25 new clients, a number of whom have already completed vocational training schemes. The Council's Youth Service has also expanded its number of mentors, enabling one-to-one support to be provided to 300 more clients a week. 22 Care Workers have been supported into work through mentoring projects and pre-employment training. Additionally, the Council has also commissioned 'One Million Mentors' to expand its mentoring programme for young people in Cardiff.

Next Steps

75. In the immediate term, as the Welsh Government gradually releases restrictions allowing a greater level of economic activity and as the UK Government furlough scheme is wound down, the Council will continue to provide support for impacted businesses and workers.
76. This will include a further expansion of the Into Work Service, including:
- Promoting the DWP's Restart Scheme which will give Universal Credit claimants, who have been out of work for at least 12 months, enhanced support to find jobs in their local area;
 - Delivering an expanded Self Employment Advice service to support the Welsh Government's Barriers Grant which provides unemployed people with up to £2,000 to contribute towards the essential costs of starting a new business, with priority given to those most affected by the Covid-19 outbreak. This includes young people, women, disabled people and people from BAME background;
 - Continuing to deliver tablet gifting and loan schemes for individuals actively seeking employment or looking to upskill, as well as the general provision of online support. So far 110 tablets have been gifted;
 - Take forward sector specific programmes, including a Construction Academy South East Wales project, starting in March 2021, and funded by CITB and delivered by the Into Work Team, that aims to support 750 individuals over 3 years to obtain skills to work within the construction industry.
77. The Council's Economic Development Service will also continue to provide support to businesses, including:
- Delivering a third round of discretionary grant support for businesses. that will provide one off payments of £2,000 for businesses impacted by the pandemic restrictions.
 - To support its workshop tenants the Council will also seek to provide more flexible terms for tenants over the next financial year.
 - Creating a dedicated microsite to highlight and promote business support availability at all levels of government.

78. As part of its work to support young people into employment the Council has applied directly to the UK Government's Kickstart Scheme grant funding, to help create 30 Kickstart Corporate Trainee opportunities for those aged 16-24, claiming Universal Benefit and at risk of long term unemployment. In doing so, the Council has committed to top up the wage of these Kickstart trainees from national minimum wage to the living wage.
79. To increase the uptake of the scheme across the city a dedicated Kickstart landing page will be developed that will provide support and advice to enable young people to access the scheme. The site will be targeted at those aged under 24, but will also provide support for parents, carers, youth support services and businesses. In addition to the UK Kickstart scheme, the page will signpost towards wider support from the Council's Into Work services, our Youth Service and the Department for Work and Pensions. The page will also provide appropriate signposting for businesses who want to take part in the Kickstart scheme. Once the page is established, a dedicated communications plan will be put into place to promote the Kickstart Scheme on a weekly basis via Cardiff Council social media and other channels.
80. The Council is also exploring the potential to employ a dedicated Kickstart coordinator to: facilitate the recruitment of business offering Kickstart placements; support Youth Support Services helping young people to get placements; and develop a communications strategy to raise awareness of the programme for all stakeholders. To support the wider goal of retain as many young people as possible in appropriate education pathways a new Post-16 Project Officer post has also been approved. In the first instance, this Officer will be responsible for engaging all Cardiff 6th forms, Further Education and Work Based learning providers to increase the visibility and transparency of the range of post-16 opportunities available in Cardiff for 16-24 year olds.

Reason for Recommendations

81. To enable the Cabinet to agree an approach which responds to the urgent issues facing the city as lockdown restrictions are eased.

Financial Implications

82. The report sets out a series of actions that have been taken or will be taken as a result of the pandemic crisis. The funding of each of these actions has been identified through a combination of support provided by the WG Hardship Fund, specific WG support through grants, the budgetary allocation of the current year 2020/21 and the proposals taken forward for the 2021/22 budget report. The budget report of 2021/22 sets out the risks associated with the pandemic and this will include the sustainability of WG support and funding and the impact on Council services. There will be a need to regularly review the funding means of these actions over the forthcoming weeks and months in order to maintain a level of financial sustainability. All claims to Welsh

Government will be subject to potential review at a later point and evidence held of spend and additional need.

83. The report also highlights the significant delivery of Grants to businesses and these processes continue to require a level of control to ensure that only those eligible are paid with the appropriate amount.

Legal Implications

84. Directorates continue to seek ongoing legal advice and support in relation to proposals to deal with issues arising from the pandemic, and will continue to do so in relation to proposals set out in this report. Consultation and equality impact assessments will be completed where necessary and decision takers will take consultation responses and any equality impacts into account in taking decisions. This is because the Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of ‘protected characteristics’. The ‘Protected characteristics’ are: • Age • Gender reassignment • Sex • Race – including ethnic or national origin, colour or nationality • Disability • Pregnancy and maternity • Marriage and civil partnership • Sexual orientation • Religion or belief – including lack of belief.
85. Account will also be taken of the Council’s duty under the Well-Being of Future Generations (Wales) Act 2015 which places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff’s Corporate Plan.
86. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives. The well being duty also requires the Council to act in accordance with a ‘sustainable development principle’. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must: • Look to the long term • Focus on prevention by understanding the root causes of problems • Deliver an integrated approach to achieving the 7 national well-being goals • Work in collaboration with others to find shared sustainable solutions • Involve people from all

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

<https://gov.wales/topics/people-andcommunities/people/futuregenerations-act/statutory-guidance/?lang=en>

HR Implications

87. The Trade Unions will be consulted on any employee implications of the detailed work which is set out in this report. Any creation of roles will follow the corporately agreed processes for evaluation and recruitment.

Property Implications

88. There are no specific property implications in respect of this report from a transactional or valuation perspective. Where relevant, any property related elements that are required in respect of the re-opening of the council's estate should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

RECOMMENDATIONS

Cabinet is recommend to authorise the Chief Executive in consultation with the Leader, the Cabinet Member with responsibility for Finance, Modernisation and Performance, and the Section 151 Officer to:

- Allocate resources, within the budgetary framework, to support the Council's continued response to the pandemic and economic crisis, including the provision of staff and buildings to support the ongoing vaccination programme;
- Formalise arrangements with the Welsh Government for the National Surge TTP service to be hosted by Cardiff Council;
- Approve the Council's involvement in the UK Government Kick-Start scheme.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	19 February 2021

The following background paper has been taken into account:

Restart, Recover, Renew: Next Steps for Cardiff during the COVID-19 Crisis
Cabinet report June 2020



WELSH LANGUAGE SKILLS STRATEGY

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 4

Reason for this Report

1. To agree and approve the Council's revised **Welsh Language Skills Strategy** in accordance with Welsh Language Standards **127-140** and **151-154**, and to ensure the provision of high-quality Welsh and English language services to the people of Cardiff.

Background

2. In accordance with Welsh Language Standards **158**, **164** and **170**, Cardiff Council has a statutory duty to provide the following information in its *Annual Report on the Welsh Language Standards*:

Employees Welsh language skills
The number of employees who have Welsh language skills at the end of the financial year in question.
Welsh Medium Training
The number of members of staff who attended training courses offered in Welsh during the year.
If a Welsh version of a course was offered during that year, the percentage of the total number of staff attending the course who attended the Welsh version.
Posts Advertised
The number of new and vacant posts that were advertised during the year which were categorised as posts where: <ul style="list-style-type: none"> • Welsh language skills were essential;

- Welsh language skills needed to be learnt when appointed to the post;
- Welsh language skills were desirable, or
- Welsh language skills were not necessary.

The **Welsh Language Skills Strategy** provides a standard and uniform template to support reporting on the above.

3. The purpose of the Strategy is to enable the Council to maintain an overview of its linguistic skill needs and resources and to coordinate its training and recruitment activities. It brings together staffing, training and recruitment procedures in order to ensure that the people of Cardiff have equal access to services whether they choose to deal with the Council in English or Welsh, whether they are individuals, groups or communities, or the public in general, and whether by correspondence, telephone, at meetings or by any other means.
4. The **Welsh Language Skills Strategy** is a revision of the previous strategy approved by Cabinet in 2014.

Legislative Context

5. The **Welsh Language Skills Strategy** supports the implementation of the Welsh Language Standards. The Standards derive from the *Welsh Language (Wales) Measure 2011* and describe how Cardiff Council ensures that the Welsh language is not treated less favourably than the English language in Wales. The **Welsh Language Skills Strategy** provides procedural guidance for recruitment, Welsh language training, designating and advertising posts as Welsh essential, and recording staffing data. The Council has a statutory duty to record and report on a number of aspects of Welsh language service provision (as described in section 2. above). The **Welsh Language Skills Strategy** provides a standard template for this reporting which can be applied across all Cardiff Council Departments and Service Areas.

Strategic Context

6. The Council's *Bilingual Cardiff Strategy 2017-2022* supports the Welsh Government's target of a million Welsh speakers by 2050, as described in its *Cymraeg 2050* strategy, and includes a target to increase the number of Welsh speakers in Cardiff by 15.9% from the 2011 Census to the 2021 Census.
7. The methodology used for this target was to apply the percentage increase required each year in the number of Welsh speakers to reach a million by 2050 (from 562,016 in 2011 Census). This 1.5% per annum growth rate if applied to Cardiff would increase the number of Welsh speakers to 42,584 by the 2021 Census; an increase of 15.9% on the 2011 Census figure.

8. The **Welsh Language Skills Strategy** supports Cardiff Council's *Bilingual Cardiff Strategy and Action Plan for 2017-2022*. The production and publication of a 5-year action plan to promote and facilitate the use of Welsh is a statutory requirement in accordance with Standard **145** of the Welsh Language Standards.
9. The *Bilingual Cardiff Strategy* sets out our priorities under 3 strategic areas:
 - 1) The Family, Children and Young People
 - 2) Community and Infrastructure
 - 3) Welsh Language Services and the Workplace

The **Welsh Language Skills Strategy** supports the delivery of all three strategic areas. However it is mostly concerned with developing and maintaining Cardiff Council's capacity to deliver high quality Welsh language services and promotion of the Welsh language in the workplace. The Strategy's commitments to provide all staff with the opportunity to access Welsh language training, and the provision of guidance to ensure Welsh Essential posts are identified uniformly across the Council, will work to increase the language's profile and promote a bilingual working culture.

10. The Welsh Language Skills Strategy also supports the target set in the *Bilingual Cardiff Strategy* to increase the number of Welsh speakers in the Council's workforce by 50% by 2022. This number was 776 in the 2019/20 Annual Report which represents an increase of 81.7% since 2017 (427).
11. The **Welsh Language Skills Strategy** also supports Cardiff Council's *A Bilingual Cardiff – A Bilingual Council* strategy. This describes the Council's commitment to promoting and facilitating the use of Welsh within its internal administration. As the Local Authority serving Wales's capital city, Cardiff Council believes in a bilingual working environment where staff using Welsh language skills in work is both valued and actively encouraged.
12. The aims of the *A Bilingual Cardiff – A Bilingual Council* strategy are:
 - developing the formal and social use of Welsh amongst the Council's workforce through the provision of regular learning and social opportunities and greater participation in a variety of formal and informal language networks and events;
 - increasing the number of opportunities available to staff to develop their Welsh language skills, increase confidence, and improve the quality of the bilingual services provided; and
 - promoting and projecting a bilingual workplace ethos to attract greater numbers of bilingual staff.

13. The aims are supported by commitments made in the **Welsh Language Skills Strategy** to:
- provide all staff with the opportunity to learn Welsh to Level 1 in accordance with the ALTE linguistic proficiency framework¹, or improve their Welsh language proficiency, through the provision of training;
 - record and analyse the number of Welsh essential posts throughout the Council to ensure that the people of Cardiff have access to high quality Welsh language services at all times; and
 - meet the Council's statutory reporting requirements in relation to staff Welsh language skills, the number of Welsh essential and desirable posts advertised, and the number of staff who have received Welsh language training.
14. Provision of Welsh language training opportunities for staff, and promoting Cardiff Council as a bilingual employer through these training opportunities and the identification of Welsh Essential posts, will work directly to increase the number of Welsh speakers in Cardiff. It will strengthen the Welsh language as a valuable business skill and create employment opportunities for young people who have engaged with Welsh medium education.

Issues

15. The Strategy (included as **Appendix A**) supports Cardiff Council's implementation of the Welsh Language Standards and other key policy commitments such as the *Bilingual Cardiff 2017-2022* and *Bilingual Cardiff – Bilingual Council* strategies. It provides a framework to assist service areas in developing and maintaining the Welsh language skills profile of employees to ensure the delivery of equally high standard services in both Welsh and English.
16. **25%** of all staff registered on the Digigov system reported some level of Welsh language proficiency as part of the reporting for the *2019/20 Annual Report on the Welsh Language Standards*. However data received from the Council's Human Resources Department demonstrates that only 1.7% of all posts in the Council are designated as Welsh Essential and, of these, only 26.4% are currently filled by qualified Welsh speakers.
17. These percentages are extremely low and the Bilingual Cardiff Member Group wrote to Cabinet to raise their concerns following scrutiny of the Annual Standards Report 2019-20 requesting that this matter was urgently addressed. It was agreed that revising the **Welsh Language Skills Strategy** would be the most effective way of achieving this.

¹ The ALTE Linguistic Proficiency Framework is included as **Appendix 2** in the **Welsh Language Skills Strategy**.

Bilingual Council

18. In the last completed Staff Perception Survey (2018), **74.0%** of respondents were interested in attending a course to develop their Welsh skills. It is proposed that all Council staff should be provided with the opportunity to participate in training to develop or further improve their Welsh language skills.
19. Proficiency in multiple languages is an important business skill and supports the provision of high-quality services to the people of Cardiff in the language of their choice.
20. Research has shown that bilingualism and multilingualism are beneficial in terms of mental health and staff wellbeing, and that bilingualism may delay the onset of conditions such as dementia and Alzheimer's disease (see reference in the ***Welsh Language Skills Strategy*** for further information).
21. Welsh language training will provide Cardiff Council staff with the opportunity to learn the language, or improve their Welsh language skills, so they may support and directly engage with their children's Welsh language education.

Consultation

22. The revised strategy has been considered by SMT, the Bilingual Cardiff Members Group, Cardiff Council's Welsh Language Co-ordinator Network, HR, and the Trade Unions prior to Cabinet consideration.

Reasons for Recommendations

23. The framework put forward in the ***Welsh Language Skills Strategy*** will:
 - facilitate reporting on the number and percentage of Welsh speaking staff in all Council departments, including their level of proficiency;
 - effectively identify roles as Welsh essential to ensure sufficient capacity and expertise to deliver high quality Welsh language services;
 - inform procedures to ensure sufficient Welsh speaking staff members are recruited to maintain Welsh language services;
 - provide all Council staff members with the opportunity to engage with Welsh language training to reach Level 1 proficiency on the ALTE framework; and
 - link up HR platforms such as Talentlink and Digigov across the Council.

This will support the Council's implementation of the Welsh Language Standards, meeting statutory reporting requirements, and contribute to the delivery of key policy documents such as *Bilingual Cardiff 2017-2022* and *Bilingual Cardiff – A Bilingual Council*.

Financial Implications

24. The Welsh Language Skills Strategy sets out a series of proposed actions in accordance with the Welsh Language Standards. In the event of any of these actions resulting in costs then the funding will need to be identified from within the current budgetary allocation of the relevant individual directorates.

Legal Implications

25. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language and the report deals with all these obligations.
26. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
27. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in [*Cardiff's Corporate Plan 2020-23*](#).
28. 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.
29. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- look to the long term;
 - focus on prevention by understanding the root causes of problems;

- deliver an integrated approach to achieving the 7 national well-being goals;
 - work in collaboration with others to find shared sustainable solutions; and
 - involve people from all sections of the community in the decisions which affect them.
30. 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](#).
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
- eliminate unlawful discrimination;
 - advance equality of opportunity; and
 - foster good relations on the basis of ‘protected characteristics’.
32. The ‘Protected characteristics’ are:
- age;
 - gender reassignment;
 - sex;
 - race (including ethnic or national origin, colour or nationality);
 - disability;
 - pregnancy and maternity;
 - marriage and civil partnership;
 - sexual orientation; and
 - religion or belief (including lack of belief).

Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the recommended approach. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.

HR Implications

33. The HR implications arising from the approval of the Strategy are mainly within the areas of training, recruitment and staff management. They include:

- provision of the opportunity for Welsh language training to all Council staff to reach level 1 proficiency in accordance with the ALTE Framework;
- Welsh language and/or Community language skills consistent with level 3 on the ALTE framework as a desirable recruitment requirement for all customer facing roles;
- a regular manager-led audit to discern the number and percentage of Welsh speaking staff in every department and their level of proficiency;
- regular reporting on the number of Welsh essential posts within each department and the number currently filled by qualified Welsh speakers;
- a regular comparative analysis of the number of Welsh speaking staff and the number of Welsh essential posts in each department. This analysis will provide a foundation to inform recruitment decision to ensure capacity to provide high quality Welsh language services is maintained or improved as required;
- provision of Welsh language awareness training to all staff; and
- continuation of Welsh language training for all staff who wish to improve their Welsh language skills.

Property Implications

34. The Strategic Estates implications arising from this recommendation is mainly around the communication of surplus and disposal of assets where all document and use of any form of external communication will require translation. This will also apply to appointed advisers acting on behalf of the Council.
35. The translation of internal documentation and publications will continue as per the existing regulations.

RECOMMENDATIONS

Cabinet is recommended to approve the Welsh Language Skills Strategy (attached as Appendix A).

SENIOR RESPONSIBLE OFFICER	SARAH McGILL Corporate Director People & Communities
	19 February 2021

The following appendix is attached:

Appendix A Cardiff Council's revised *Welsh Language Skills Strategy 2021*



Cardiff Council

Welsh Language Skills Strategy

1. Introduction

Cardiff Council's vision is to become a bilingual organisation that values and supports the use of Welsh among its staff; projecting a bilingual ethos where both languages are used, and staff feel supported to use their Welsh language skills. As a city, we are on a journey to becoming a truly bilingual capital city. As an organisation, we want to lead by example and encourage the use of Welsh internally, and to increase opportunities to see, hear and use the language when conducting our business.

Cardiff Council believes that all its staff should be provided with the opportunity to participate in training to develop or improve Welsh language skills. Proficiency in multiple languages is an important business skill and supports the provision of high-quality services to the people of Cardiff. Research has shown that bilingualism and multilingualism are beneficial in terms of mental health and may delay the onset of dementia and Alzheimer's disease¹. Welsh language training will also provide Cardiff Council staff with the opportunity to learn the language so they may support and directly engage with their children's Welsh language education. Welsh language provision may therefore be viewed as beneficial for the provision of services to the people of Cardiff, staff well-being, and engagement with Welsh language and bilingual education.

The Council is committed to promoting and facilitating the use of Welsh within its internal administration, as described in its [**Bilingual Cardiff – A Bilingual Council**](#) strategy:

The aims of this strategy are as follows:

- develop the formal and social use of Welsh amongst our workforce through regular learning and social opportunities, and greater participation in a variety of formal and informal language networks and events;
- increase the opportunities for staff to develop their Welsh language skills, increase their confidence, and to improve the bilingual services we provide; and
- externally promote and project a bilingual workplace ethos with the view of attracting more bilingual staff.

¹ <https://www.alzheimers.org.uk/news/2018-05-15/bilingual-brains-are-more-resilient-dementia-cause-alzheimers-disease>

2. What is the *Welsh Language Skills Strategy*?

The ***Welsh Language Skills Strategy*** supports the Council's commitment to the Welsh language and the implementation of the Welsh Language Standards. It presents actions to maintain a Council-wide overview of staff Welsh language skills and inform training and recruitment assessments and requirements to ensure that the people of Cardiff have access to high quality Welsh language services.

Written and spoken Welsh language proficiency is rated in accordance with the ALTE Framework included as **Appendix 2** and ranges from Level 1 to Level 5. This is also the framework used by Cardiff Council to assess levels of language proficiency on the Digigov HR platform.

Supporting actions presented by the ***Welsh Language Skills Strategy*** are as follows:

- all recruited customer facing posts to include proficiency (Level 3 or above) in Welsh as a desirable requirement;
- all recruited customer facing posts will also include proficiency (Level 3 or above) in a Community Language as a desirable requirement;
- the provision of the opportunity for all Cardiff Council staff to engage with Welsh language training and reach a level of proficiency equivalent to Level 1;
- manager-led assessments to confirm Service Area and Departmental Welsh language staffing requirements and identify posts designated as Welsh Essential;
- staff to provide up to date information about their Welsh language skills on the Digigov platform to provide a snapshot of current Welsh language capacity and allow the Council to meet its statutory reporting requirements;
- a regular exercise to be conducted on the Digigov platform to compare the information collected by the manager assessments and collection of staff information detailed above - this will allow Cardiff Council to identify skills gaps and identify and/or confirm posts as Welsh Essential; and
- the information collected on the Digigov platform to assist managers in identifying possible skills gaps resulting from a member of staff leaving a particular Department or post.

3. Implementing the Strategy

The Strategy offers a simple and objective method to assess and identify possible skills gaps and inform recruitment and training requirements. It is not intended as a static document and includes commitments to conduct regular assessments to discern the Council's continued capacity to deliver Welsh language services, and the number and proficiency of its Welsh speaking staff. It is anticipated that the number of Welsh speakers in Cardiff will increase, and continue to increase, during the life of this Strategy and therefore the data underpinning decisions must be updated and actioned regularly.

Guidance on conducting assessments is provided later in this document. However in order to support and promote the visibility of the Welsh language within the Council, the following two actions will be implemented with immediate effect.

- **Welsh Language Desirable Posts**

The first step in supporting the implementation of the **Welsh Language Skills Strategy** is recognition that linguistic fluency is a business skill. Employees with the capacity to work in more than one language offer value to the Council and this should be reflected within the recruitment process.

The first presented action is to include proficiency in Welsh as a desirable requirement in job specifications and descriptions for all identified customer facing posts.

A customer facing post is defined as any post that features, or is likely to feature, direct engagement with the public for the purpose of providing services. They include reception services, Hub services, the Connect to Cardiff service, support staff for public meetings, social workers, and any other post where it is necessary to deal with the public directly.

Proficiency will be set at Level 3 and above on the ALTE Framework scale. Customer facing posts will be identified as part of the manager-led assessment of capacity described below. Once identified all recruitment information for these posts will be updated to include proficiency in Welsh as a desirable skill.

This action will not make it a requirement that Level 3 proficient Welsh speakers are appointed to all customer facing posts - it will only confer an advantage in instances where a recruitment decision needs to be made as there are two (or more) candidates of equal quality.

- **Welsh Language Training**

Cardiff Council's ambition to become a truly bilingual organisation will be supported by the offer of free Welsh language training to all staff. Staff

members are to be given the opportunity to participate in training so they may reach a level of proficiency equivalent to Level 1. Following completion of this training members of staff may decide whether they wish to continue on their journey to becoming fully bilingual by engaging with the more advanced Welsh language training courses provided, or supported, by Cardiff Council.

Level 1 proficiency will allow all staff to:

- Understand and use familiar everyday expressions if the speaker is talking slowly and clearly and is prepared to help.
- Introduce yourself and others and can ask and answer questions about basic personal details, e.g. where someone lives, works, what they like doing, things they have and what they did.
- Understand very short texts where people are giving basic information about themselves or others, e.g. on forms.
- Pass on a simple message or make a simple request, e.g. by e-mail.

Training will be provided to support all staff members to develop this level of proficiency. It is anticipated that all current Cardiff Council staff members will be working towards Level 1 training by the end of the 2021/22 Financial Year. Newly recruited staff will be expected to engage with the training within the first 12 months of their employment. All staff will also be encouraged to partake in more advanced Welsh language training sessions to further improve Welsh language skills.

A menu of options to facilitate Welsh language training will be developed in partnership with The Academy (Cardiff Council's in-house training platform) and the Council's Welsh language tutor. Training providers will include The Academy and external providers such as the National Centre for Learning Welsh. The training offer to staff will be compiled from the menu of options below and tailored to staff and Team requirements. Proposed training formats include:

- tutor-led on-line courses;
- trainee-led e-learning courses;
- hybrid courses - a combination of tutor-led and trainee-led on-line and e-learning courses;
- tutor-led face to face courses²; and

² Dependent on the relaxation of social distancing measures introduced to manage the Covid-19 emergency.

- residential courses³.

A menu of training options will be developed and published by the end of the 2020/21 financial year. Staff will be given the opportunity to discuss their preferred training programme with their managers and will be supported to undertake the training within a specific timeframe. It is anticipated that all current Cardiff Council staff will be provided with the opportunity to participate in Level 1 Welsh language training by the end of 2021/22. Newly recruited staff will be provided with this opportunity within the first 12 months of their employment.

- **Assessment and Planning**

Cardiff Council has a central role in providing leadership and an example to follow when planning and delivering bilingual services. In order to fulfil these commitments it is vital that the Council maintains an up-to-date overview of staff capacity and the level and proficiency of Welsh language skills. This information provides the foundation for assessments of the Council's capacity to deliver high quality Welsh language services and meet the requirements of the Welsh Language Standards.

- **Manager-led Assessment of Welsh language capacity**

A manager-led assessment will be conducted annually to identify the Council's current Welsh language requirements. Reporting will include:

- confirmation of the number of customer-facing posts within the manager's team;
- confirmation of the number of Welsh Essential posts within the manager's team;
- the number of Welsh Essential posts currently filled by a qualified Welsh speakers (proficiency of Level 3 or above);
- an assessment of the total number of Welsh Essential posts required to safeguard the provision of high quality Welsh language services by the team;
- proposed actions to meet any identified skills gaps through training and recruitment; and
- all data collected as part of this Council-wide assessment to be recorded on the Digigov platform.

³ As previous footnote.

- **Council Staff Assessment of Welsh Language Skills**

Each year Council staff provide information about their level of Welsh language skill on the Digigov platform. This data confirms individuals' ability in both written and spoken Welsh and allows the Council to meet its statutory duty to report on staff Welsh language proficiency in the ***Annual Report on the Welsh Language Standards***.

In order to create a Council-wide snapshot of staff Welsh language capacity this exercise will continue and all staff with access to the Digigov platform will be encouraged to record their proficiency in the Welsh language.

- **Comparative Analysis**

The information collected as a result of manager-led assessments and staff reporting provides the foundation for a comparative analysis of Cardiff Council's capacity and the number of Welsh speaking staff required to support the delivery of high quality Welsh language services. This analysis will be conducted on the Digigov platform to provide an accessible Council-wide overview of current requirements and staff capacity. This overview will allow managers to make objective decisions concerning the following:

- number of posts in their team to be designated as Welsh Essential;
- number of Welsh Essential posts currently filled by qualified Welsh speakers;
- current number of qualified Welsh speakers in their team and therefore the number of Welsh Essential posts that could be filled without further recruitment;
- identification of staff members who wish to develop their Welsh language skills to Level 3 or above so they are qualified to work in a Welsh Essential post; and
- recruitment required to fill Welsh Essential posts.

This comparative analysis will inform the denotation of posts as Welsh Essential throughout the Council and will require that they are advertised as Welsh Essential if gaps in provision have been identified which cannot be filled by training or current staff capacity. This information will feed into the post assessments conducted by managers when recruiting through the Talentlink and Digigov platforms.

4. Recruitment

The Council's recruitment process is administered through the Talentlink and Digigov platforms. This has conferred responsibility on individual managers to assess each post's essential and desirable requirements (including the need for Welsh language skills in accordance with identified skills gaps and required capacity). It is the intention, through the implementation of this Strategy, to provide guidance to managers on identifying Welsh Essential posts and this will be based on the capacity and skills assessments detailed above. The Digigov platform will provide an accessible overview for managers and identify posts to be designated as Welsh Essential based on the tasks involved, or in order to provide sufficient capacity to support Welsh language services at all times. It will also inform managers of the number of Welsh Essential posts currently filled by Welsh speakers within their team. This will allow for Welsh language requirements to be applied objectively and ensures that the level of Welsh language capacity required is maintained.

In cases where a post has been identified as Welsh Essential but it has not been possible to source a qualified Welsh speaking candidate through the recruitment process then the following steps may be undertaken:

- advertising the post as a temporary appointment and reviewing methods of meeting the need in a different way – e.g. changes to delivery of the service or re-advertising the post after a specific period of time; or
- provision of Welsh language training to the person appointed to the post.

Welsh Essential posts may be re-designated as Welsh Desirable if they have been advertised twice and it has not been possible to recruit a Welsh speaker. However managers must ensure that their Team's capacity to provide high-quality Welsh language services is not adversely affected by the re-designation of individual posts as Welsh Desirable rather than Welsh Essential. In order to support continued capacity and the provision of Welsh language services – a statement to learn Welsh to an agreed level of proficiency and within an agreed period of time may be included in the description of the re-designated Welsh Desirable post.

The Council will also utilise all available opportunities to advertise and promote itself as a bilingual employer. This will include the presentation of a bilingual corporate image, the promotion of a bilingual ethos and the availability of Welsh speaking staff in events, exhibitions, career fairs and any other examples of its engagement with the public.

All Council recruitment material and services are offered bilingually to support its image as an organisation that welcomes applications from Welsh speakers. This includes its online recruitment system which offers applicants the opportunity to complete application forms, attend interviews, and receive notifications in the language of their choice. Provision of this kind ensures

equality of opportunity for all applicants within the Council's recruitment process and support its commitment to increasing the number of its bilingual staff to support the provision of services of equal quality to the people of Cardiff in both Welsh and English.

5. Welsh Language Training

The Council encourages and supports its employees through the provision of training to learn Welsh or to improve Welsh language skills. Welsh language courses are provided by the Council's dedicated internal Welsh language tutor or by selected external partners. These courses are offered to all staff, however there may be an element of prioritisation in the case of frontline or customer facing staff or those individuals who must learn Welsh to a certain level for entry into a Welsh Essential post.

It is the Council's aim to ensure that every Directorate and service builds and develops its capacity to provide Welsh language services by improving the skills and confidence of its staff. In accordance with the commitments made in this Strategy a comprehensive training programme to ensure all staff provided with the opportunity to reach Level 1 Welsh language proficiency will be rolled out as part of its implementation. Following participation it is hoped that Council staff will subsequently engage with more advanced Welsh language courses to improve their skills further.

The Council will support staff attending Welsh language training and Welsh language vocational courses by releasing them from their usual duties so they may attend. The Council also encourages and supports staff who wish to work bilingually through the provision of bilingual resources (e.g. software) and regular opportunities to use their Welsh at work.

6. Welsh Language Awareness Training

Welsh language awareness training is mandatory for all staff. This encourages a more bilingual work environment and provides context demonstrating the importance of high quality Welsh language services. The updated and current bilingual [Welsh Language Awareness e-module](#) is available through the Academy.

Appendix 1
Welsh Language Skills Strategy Action Plan

Actions	Responsibility	Date for Completion	Progress to Date
1. Council-wide assessment of every team and service area's capacity to provide Welsh language services.	HR to provide data Directors to make assessment	31/03/2021	
2. Directors and Assistant Directors to monitor and confirm all Welsh language skills assessments made as part of recruitment initiation.	Directors and Assistant Directors	Ongoing commitment	
3. Results of the assessment described in Action 1 to be recorded in Digigov to enable the comparison exercise described in Action 4 .	HR	30/04/2021	
4. Staff self-assessment of Welsh language skills through the Digigov platform.	Self-assessments to be provided by Council staff members. All communications to be managed by the Council's Human Resources Department.	31/03/2021 Staff without PC access – TBC	
5. Comparison exercise based on Actions 1 & 3 to identify requirements and Welsh Essential posts.	Data provided by HR	30/05/2021	
6. Establishment of Welsh Desirable as a minimum requirement for all customer facing recruited posts.	SMT Communications to be provided from the CEX to	31/05/21	

	all Line Managers		
7. Communicate that Level 1 Welsh language skills (in accordance with the ALTE framework) training is available to all Council staff.	<p>Communications to be provided from the CEX to all Line Managers and staff members.</p> <p>Details to be communicated by Cardiff Council's Academy.</p>	31/03/2021	
8. Inclusion of Welsh language as a desirable requirement for customer facing posts in all recruitment material and resources.	<p>Post descriptions and person specifications to be adapted on DigiGOV.</p> <p>Adapted information to be provided to applicants as posts are advertised for recruitment.</p>	<p>31/03/2021</p> <p>Ongoing</p>	
<p>9. Development of a menu of training options for Council staff to assist in reaching Welsh language proficiency Level 1 in accordance with the ALTE framework.</p> <p>Options will include:</p> <ul style="list-style-type: none"> ▪ digital tutor-led courses ▪ digital trainee-led courses; ▪ a mixture of both tutor-led and trainee-led courses; ▪ face-to-face courses (when available); 	Lead by The Academy and the Council's Welsh language tutor.	31/03/2021	

<ul style="list-style-type: none"> ▪ provision of online and digital Welsh language learning resources; and ▪ informal Welsh language discussion groups (such as Paned a Chlonc). <p>Courses will be provided by The Academy (the Council's in-house training provider), the National Centre for Learning Welsh, or a combination of both.</p>			
<p>10. Presentation of the Welsh language training offer to all Council staff</p>	<p>The Academy and shared by all Line Managers.</p>	<p>30/06/2021</p>	
<p>11. Completion of Welsh language training by all current Council staff.</p>	<p>All staff.</p>	<p>31/03/2022</p>	
<p>12. Completion of Welsh language training by newly recruited Council staff.</p>	<p>All newly recruited staff.</p>	<p>Within 12 months of commencing employment.</p>	

Appendix 2
ALTE Welsh Language Framework

Entry - Level 1

General description

You can:

- Understand and use familiar everyday expressions if the speaker is talking slowly and clearly and is prepared to help.
- Introduce yourself and others and can ask and answer questions about basic personal details, e.g. where someone lives, works, what they like doing, things they have and what they did.
- Understand very short texts where people are giving basic information about themselves or others, e.g. on forms.
- Pass on a simple message or make a simple request, e.g. by e-mail.

Listening

You can:

- Understand everyday expressions, and very basic phrases if the speaker is talking slowly.
- Understand conversations about basic personal information, e.g. where someone lives, works, what they like doing, what they did.
- Guess what is being said when someone is giving details about events, such as time and place.

Speaking

You can:

- Use some familiar everyday expressions, e.g. greetings, thanks.
- Pronounce place names and names of people.
- Talk about basic personal things in an informal situation, e.g. interests, family, work, what you did yesterday.
- Talk about basic topics, e.g. the weather, time, prices.

Reading**You can:**

- Understand very short phrases, and can guess what some notices mean.
- Understand short texts where people are giving basic information about themselves or others.
- Usually find details, such as time and cost, in advertisements or notices.

Writing**You can:**

- Write very simple phrases or sentences about yourself or others.
- Pass on a simple message or make a simple request, e.g. by e-mail.

Foundation – Level 2**General Description****You can:**

- Understand sentences when people talk slowly about everyday situations e.g. basic personal and family information, shopping, local area, employment, and what they have done or would do.
- Hold a basic conversation with someone else on a common everyday topic e.g. work, hobbies, preferences, things which have happened or future plans.
- Understand messages about everyday things and basic letters/emails.

- Write short notes to friends/colleagues e.g. to pass on a message.

Listening

You can:

- Understand when people talk about everyday situations, e.g. personal information, work, what they have done or would do, provided they talk slowly.
- Understand when people ask you or others to do something, and when they're asking about future plans, e.g. requesting a meeting.

Speaking

You can:

- Hold a basic conversation with someone else on a common everyday topic, provided the other speaker helps.
- Ask and answer questions on familiar topics, e.g. work, hobbies, preferences, things which have happened or future plans.

Reading

You can:

- Understand messages about everyday things, and some very basic letters or e-mails, e.g. asking for something, or asking to pass a message on.
- Understand short pieces of texts or very simple books, e.g. books for children.

Writing

You can:

- Write a short note to a friend or colleague, asking for something, thanking them or explaining something, e.g. absence from work.
- Write a short text about a familiar topic, e.g. personal experience, or work-related experience.

Intermediate – Level 3

General description

You can:

- Understand the main points when someone talks about common or everyday topics, or when things to do with work are discussed e.g., in conversation, or in a small group meeting.
- Hold an extended conversation with a fluent speaker on a familiar topic to do with everyday life e.g. hobbies, travel or immediate work-related topics.
- Describe experiences and events, hopes and ambitions and briefly give reasons and explanations for opinions and plans.
- Understand straightforward short articles or emails on everyday topics to do with work.
- Write a letter/email on most topics, asking for things, giving information, inviting someone or organising an event.

Listening

You can:

- Understand information being given about common or everyday topics, or when things to do with work are being discussed, e.g. in conversation, or in small group meetings.
- Usually understand the main message and details, provided people speak clearly, e.g. when announcements are made or when listening to news bulletins.

Speaking

You can:

- Hold an extended conversation with a fluent speaker on a familiar topic, e.g. interests or work.
- Express a view and exchange information on a range of topics to do with everyday life, e.g. hobbies, travel or immediate work-related topics.

Reading

You can:

- Understand straightforward short articles on everyday topics of interest, or to do with work.
- Guess what words mean from the context, when the topic is familiar.

- Understand most e-mails and work-related documents.

Writing

You can:

- You can write a letter on most topics, asking for things, giving explanations, describing experiences, inviting people, or organising an event.
- You can write fairly accurately on most familiar topics, e.g. related to interests or work-related.

Advanced – Level 4

General description

You can:

- Usually follow most conversations or discussions, even on topics you're not familiar with, unless someone is speaking with a strong unfamiliar accent e.g. in a conference.
- Talk confidently with fluent speakers on familiar topics related to everyday life or work, and can express your views, engage in discussion, and speak at length about general topics e.g. in a meeting, or in a one-to-one situation.
- Understand most correspondence, newspaper articles and reports aimed at fluent Welsh speakers with the aid of a dictionary, and scan through long texts to find detail.
- Write short articles, reviews or reports on a variety of subjects of a general nature, or which are work-related, and respond accurately to most types of correspondence from internal or external sources.

Listening

You can:

- Usually follow most conversations or discussions, even on topics you're not familiar with.
- Understand most TV and radio programmes for first language speakers, unless they're speaking with a strong unfamiliar accent.

Speaking

You can:

- Talk confidently with fluent speakers on familiar topics related to everyday life or work.
- Express views, engage in discussion, and speak at length about general topics, e.g. in a meeting, or in a one-to-one situation.

Reading

You can:

- Understand most correspondence, and scan through long texts to find details.
- Understand most newspaper articles and reports aimed at first language speakers, with the aid of a dictionary.
- Understand novels and other texts, provided they are not written in a very formal or very colloquial style.

Writing

You can:

- Write a short article, review or report on a variety of subjects of a general nature, or which are work-related.
- Write detailed and well-structured texts, which are appropriate for the reader.
- Respond accurately to most types of correspondence from colleagues or external contacts.

Proficiency – Level 5

General description

You can:

- Understand with ease virtually everything heard or read.
- Speak at length about complex issues, present arguments, and lead discussions.
- Summarise information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation.
- Express yourself spontaneously, very fluently and precisely, adapting your style according to the audience e.g., in an informal or formal context.

Listening

You can:

- Easily follow all conversations and discussions between others, on all sorts of topics.
- Understand all kinds of spoken Welsh, including lectures or complex discussions.

Speaking

You can:

- Express myself fully and precisely, even when discussing complex issues.
- Adapt your language style according to the audience, e.g. when speaking in a formal context or talking to colleagues.
- Speak at length about a complex issue, presenting arguments, and leading the discussion.

Reading

You can:

- Read and understand nearly all written texts with ease, with only occasional reference to a dictionary.
- Read long texts, e.g. reports, articles, to find relevant details and understand nearly all types of writing, e.g. formal or informal.

Writing

You can:

- Write extended texts, reports, articles, minutes or other types of writing in a style appropriate to the reader.
- Write in formal or informal Welsh as necessary.
- Write with a high degree of accuracy on a wide range of topics.

DRAFT

CABINET MEETING: 25 FEBRUARY 2021

**21st CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS
HIGH SCHOOL**

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

AGENDA ITEM: 5

Appendices 6, 7, 8 & 9 to this report are not for publication as they contain exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A to the Local Government Act 1972.

Reasons for this Report

Cabinet to:

- (i) Acquire the freehold interests for land at Lewis Road, Splott, in line with Heads of Terms and an independent valuation to deliver the replacement Willows High School, subject to Ministerial approval of the Welsh Government Business Justification Case, and delegate authority to conclude the acquisition.
- (ii) Note that a non-statutory public engagement on the relocation of Willows High School will commence following the acquisitions.

Background

1. The Council has set out its vision to invest in its education estate to deliver “Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential”. The rebuild and relocation of Willows High School to Lewis Road forms a critical part of delivering on this vision for the children, young people and communities of Adamsdown, Splott and Tremorfa.
2. A Cabinet report outlining the strategic investment in the city’s education estate through its Band B 21st Century School Programme was approved on 12 October 2017 (attached as **Appendix 1**).

3. This report outlined the challenges and opportunities facing Cardiff in the development of the education estate specific to the sufficiency, suitability and condition issues in Cardiff as assessed in 2017, which provided the basis of the funding request from Cardiff to Welsh Government under the Band B programme.
4. As part of the prioritisation of schools within the Band B capital investment programme, all properties across the school estate were given a rating from A to D for the following issues, with D being the worst category:
 - Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
5. Willows High School is rated as a “D” category for condition, which means the buildings are life-expired. The Welsh Government is committed to removing all “D” condition schools from Wales. As a result, Willows High School was automatically prioritised for investment under Band B.
6. The school is also rated ‘D’ for suitability, with ‘unsuitable’ learning environments, which seriously inhibit the school’s capacity to deliver the curriculum.
7. The current Willows High School site is within the flood zone and is therefore not viable to be developed for a school at this time. It is anticipated that, following construction of the proposed new coastal defence wall, surveys would be commissioned for the flood boundary to be reassessed by Natural Resources Wales.
8. At its meeting on 11 July 2019 the Cabinet received a report requesting officers be authorised to consult on proposals for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splott.
9. The original proposals involved the expansion and transfer of secondary provision for 11-16 to 8 forms of entry (FE) and the establishment of a post 16 provision on the secondary site. It also proposed the closure of St Alban’s RC Primary School at the request of the Catholic Archdiocese and the expansion of Baden Powell Primary School to 3FE with investment to expand Tremorfa Nursery to become an integrated children’s centre. A copy of the 11 July 2019 Cabinet Report is included at **Appendix 2**.
10. The outcome of the consultation showed that the majority of stakeholders that responded opposed the Catholic Archdiocese’s proposed closure of St Alban’s RC Primary School.
11. The other key concerns raised by stakeholders during the consultation in response to these proposals raised included:

- Loss of Tremorfa Park and building on treasured open space, children's play facilities and sports pitches accessed by the community and local sports clubs;
 - Expansion of the secondary school in an area of deprivation with complex needs and whether families benefit from bespoke support and trusted relationships;
 - Co-location of the primary and secondary schools on a single site;
 - Traffic and transport concerns owing to the access and egress roads into the proposed site.
12. The children and young people that responded to the consultation echoed many of the concerns raised by other stakeholders particularly with regard to the perceived loss of parkland.
13. In addition, they were keen to record their views regarding how the site would look, feel and the facilities on offer to support learning. Key concerns specifically raised by school pupils included:
- the need to relocate the school off the floodplain as they were aware building was limited/could not take place on their existing site;
 - stressed the importance of larger rooms and wider corridors to allow for 'active learning' and to move around the school more easily together with a range of specialist facilities to prepare them appropriately as they were aware that this is going to be very important in helping to gain future employment;
 - keen to avoid any negative impact on the environment and wanted to know if there was an Eco-plan to produce something positive, such as sustainable lighting, which they also felt this would be beneficial to the wellbeing of the pupils and the environment.
14. During the consultation period, the Catholic Archdiocese advised that they no longer wished to progress the proposal to close St Alban's RC Primary School. As a result of the Archdiocese decision to withdraw the proposal, the proposed enlargement of Baden Powell Primary School would no longer be necessary, and the utilisation of buildings that would have been vacated following the closure of St Alban's RC Primary School to enlarge Tremorfa Nursery School would not be possible.
15. At its meeting on 23 January 2020, Cabinet received a report setting out the outcome of the consultation (**Appendix 3**). Following consideration of the decision of the Archdiocese and taking into account the key concerns raised by stakeholders, the Cabinet resolved to not progress the proposals. Cabinet also authorised officers to bring forward a further report setting out details of revised proposals for the provision of education places in Adamsdown and Splott.
16. Consistent with the decision made by Cabinet on 23 January 2020, the Council has taken into account the feedback from the consultation and changing projection data in bringing forward this proposal for relocating Willows High School at the appropriate size in new build facilities. This

proposal located at the new site available at Lewis Road will provide considerably improved facilities and exciting opportunities to build links with local businesses and sports facilities.

Issues

Sufficiency of mainstream secondary school places / population changes and impact on provision required

17. When considering likely demand for places across the area, a number of factors have been used to inform projections and forecasts, including:
 - Recent and historic numbers on roll taken from verified PLASC (Pupil Level Annual Census) for Cardiff schools;
 - Recent and historic populations known to be living in each area utilising NHS data;
 - Recent and historic numbers and percentages of children attending English-medium and Welsh-medium community and faith places in Cardiff;
 - Recent and historic numbers and percentages of children transferring from primary schools in Cardiff to secondary schools elsewhere.

18. Forecasts have been prepared based on:
 - Current residential populations;
 - Likely child populations from the future residential developments currently in construction and proposed;
 - Likely demand if parental take-up patterns were to remain consistent with the most recent years applying these trends to the relevant populations in future years;
 - Likely demand if parental take-up patterns at entry to secondary schools were consistent with the type of primary school (English-medium community, Welsh-medium community or Faith) attended, applying this information to the relevant populations in future years.

19. Additional information, regarding projections and forecasts prepared relevant to the area, and the methodologies used to establish likely demand are set out in **Appendix 4**.

Summary of recent and forecast demand for places at entry to secondary education

Take up of secondary school places city-wide

20. The five secondary schools included in Cardiff's Band B 21st Century schools programme, including Cathays High School, were proposed to expand from a combined capacity of c35.5FE to c44FE. These proposals took account of the projected increasing intakes to secondary education

in a number of areas of Cardiff in the period until 2024, and the continuing need for these places in the period that follows.

21. Cardiff's expected level of growth in this period, in existing communities, is significant. It is evident that, separate to pupil forecasts based on existing housing, additional secondary school places will be required to accommodate children from new housing developments in the catchment areas of some existing schools.
22. Dwelling completions in Cardiff have significantly increased in recent years. The 1,444 completions in 2018/19 (43% higher than 2017/18) contrast with the previous 9 years where completions averaged 725 units per annum, with no year above 1,000 units for this period. Construction has now started or is about to start on most of Cardiff's strategic housing sites and it is expected that housing completions over the remaining 6 years of the Local Development Plan period will increase significantly.
23. The 2019 landbank for housing in Cardiff numbered 24,944 dwellings. Approximately 1,600 additional dwellings in Butetown, 1,800 in Grangetown, 800 in Canton, 600 in Llandaff and 700 in Cathays (mainly in the city centre) have planning permission or are on sites allocated in the LDP. Each of these communities lie within the catchment areas of the schools included within the Band B programme.
24. As detailed in **Appendix 4**, the city-wide forecast demand for places at entry to secondary education from existing housing will increase by circa 150 children per year group within the Band B investment period, until 2024, as a consequence of larger cohorts promoting from primary education, and reduced outflow to out of county provision. City-wide intakes from existing housing are at lower levels in the years that follow.
25. The current and projected demand for places at entry to secondary school within the neighbouring catchment areas of Cardiff High School and Fitzalan High School exceed the number of places available at each school.
26. Planned housing developments within the Fitzalan High School catchment area, including those with outline or full planning permission, will impact neighbouring English-medium community schools and must be considered when planning provision.
27. The Cabinet has authorised officers to consult on a separate proposal to permanently expand Cathays High School to 8FE to meet the projected demand for places from within its catchment area and to also accommodate excess demand for places from other neighbouring catchment areas.
28. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time in order to provide a suitable balance in the supply of and take-up of places. Catchment areas are only part of the school admission oversubscription criteria and being resident within a catchment area is not a guarantee of

admission. The Council has to ensure sufficient place in the secondary sector regardless of catchment boundaries.

Take up of places - Willows High School catchment area

29. The Willows High School catchment area comprises the primary school catchment areas of Adamsdown Primary School, Baden Powell Primary School, Moorland Primary School and Stacey Primary School, which serve Adamsdown and Splott. The area is also served by St Albans RC Primary School, Tredegarville Primary School, Ysgol Glan Morfa. St Peter's Catholic Primary School, located within the Plasnewydd ward, also serves the area and is in close proximity to Adamsdown. A map of the Willows High School catchment area is attached as **Appendix 5**.
30. The Adamsdown and Splott areas are within the catchment area of Ysgol Gyfun Gymraeg Bro Eder, and are also served by St Illtyd's Catholic High School and St Teilo's Church in Wales High School.
31. Earlier proposals for the replacement of Willows High School identified that an English-medium community secondary school of 6FE to 7FE, providing 180-210 places per year group, would be sufficient to serve the existing Willows High School catchment area alone. This took account of the take up of places in English-medium and Welsh-medium community primary schools, and in faith-based primary schools, and the proportion of children transferring to each type of secondary school in previous years, and projections which took account of this.
32. The more recent take-up of English-medium community primary school places by children who are resident within the existing Willows High School catchment area has averaged 199 per year group. This has fluctuated between 166 and 225 pupils in the period 2016 - 2020.
33. Take up of Welsh-medium Reception places in the area increased from 34 children in 2018/19 to 47 children in 2019/20, accounting for 13% of children in the NHS GP dataset. The Welsh Government has set transformational targets within its Cymraeg 2050 policy, which require an increase in the proportion of each school year group receiving Welsh-medium education from 22 per cent nationally in 2015/16 to 25-29 per cent by 2031, and then to 40 per cent by 2050. It is implicit within the aims and targets in the strategy that Cardiff is expected to increase the take up of Welsh-medium places in all areas of the city.
34. The average intake over the last 3 years at entry to Reception year within the Willows High School catchment area is 206 pupils (approximately 7FE). Consistent with populations elsewhere, there is a significant fall in projected Reception intakes in 2023/24, in the cohort that would promote to secondary education in 2030/31. Data is not yet available for cohorts that would enter primary education in 2024/25 and beyond.
35. On average, 158 children per year group have transferred to English-medium community secondary schools and 80 children per year group have transferred to English-medium faith-based secondary schools in

recent years. The remaining young people transfer to Welsh-medium secondary schools.

36. There is no significant difference in the number of children in Year 6 cohorts and in the following year's Year 7 cohorts in this area - i.e. almost all children resident in the area continue to attend community or faith schools in Cardiff when they transfer to secondary education.
37. Forecasts indicate that, in the Band B investment period, 150-189 English-medium community secondary school places will be required to serve the existing Willows High School catchment area, either at the school or at other English-medium community schools. This takes account of c80 places being taken up within Faith-based schools by pupils resident in the area. Intakes are projected to peak at 189 in 2023 but reduce thereafter to 171 in 2024 and no more than 165 in the period 2024 - 2029.
38. Intakes to secondary education from 2028 are based on NHS data for pre-school children and reflect the recent parent preferences for English-medium community, Welsh-medium or faith schools as a proportion of the primary school intakes, and could therefore change.
39. Pupil preference patterns in the Willows High School area indicate that a significant proportion of applicants state a preference for, and gain admission to, other community secondary schools. Parental preferences for other neighbouring schools in the most recent intakes have meant that less than 70% of pupils in the area, who have enrolled at an English-medium community school, are at Willows High School.
40. The future planning of places must take into account the impact of a new-build 21st Century school in the Willows High School catchment area, and Band B proposals for other secondary schools, and how this may affect parental preferences. The distribution of capacity between Willows High School and neighbouring schools must take account of parental preference patterns and should also retain sufficient surplus capacity across the wider area to respond to potential future population changes.
41. There are no large planned residential developments within the Willows High School catchment area that would significantly increase the child population within the area. There are also no significant housing developments currently planned nor included with in the adopted LDP for the Willows High School catchment area.
42. Taking the above information into account, an English-medium community secondary school of 6FE, providing 180 places per year group, would be sufficient to serve the existing Willows High School catchment area during the Band B investment period and beyond.
43. The existing Willows High School buildings are assessed as having a capacity of 1,121 places, allowing for up to 224 pupils to be enrolled in each year group. Reducing the school to 900 places would enable up to 180 pupils to be enrolled in each year group.

44. The School Organisation Code allows Local Authorities to reduce the physical capacity of a mainstream school, without the need to publish a statutory proposal, where the proposed capacity will be greater than the highest number of pupils on roll at the school at any time in the previous two school years. The number of pupils enrolled in 2018, 2019 and 2020 was 518, 619 and 665 respectively.
45. Local Authorities must ensure that proposals take account of capacity in other schools serving the area, including faith-based schools, and should not result in excess surplus capacity overall. Consolidating Willows High School at 6FE of entry whilst expanding Cathays High School to 8FE, each in new-build 21st Century school buildings, would provide a reasonable level of surplus places locally and over the combined area to respond to an uplift in parental preferences for admission to each of the schools.
46. In summary, based on the population projections, historic take up of places in the area and the potential for an uplift parental preference following investment, 6FE capacity (180 places per year group for pupils aged 11-16) is expected to be sufficient to meet the demand for places from within the existing catchment area of Willows High School in the Band B period. Capacity of 6FE would:
- Create an efficient class organisation.
 - Provide sufficient capacity to allow the projected number of local children requiring a place in an English-medium community high school to attend.
 - Ensure that citywide capacity would be balanced in light of proposed changes to school capacities in other parts of the city, and pupil numbers entering secondary education reducing from 2024.
47. The city-wide transfer rate in English-medium secondary schools, from Year 11 into sixth forms within schools, averages 54%. This suggests that that the number of sixth form places that would serve a fully subscribed secondary school of 6FE would be fewer than 200 places.
48. Research suggests that the minimum size of sixth form provision should be no less than 200 places, and that a sixth form of fewer than 250 places may not provide sufficient funding to support a broad range of relevant courses and qualifications without the need for financial subsidy from 11–16 funding or alternative sources.
49. There was a largely positive response to the question posed during consultation regarding the concept of introducing post 16 provision on the site with the high school provision, although there were few responses overall. However, there were limited views regarding what was missing currently from the offer that students are able to access from the Adamsdown, Splott and Tremorfa areas; what was needed to add to existing opportunities available nearby and how new facilities would impact positively and make a tangible difference.

50. The reduced of the school size of 6FE, as a result of decreased forecasted take up of places in area, combined with the options already available to the community for Post 16 in neighbouring areas, could mean that any on-site Post 16 provision could struggle to attract sufficient students to ensure its viability. Priority would be given to developing stronger partnerships with post 16 providers to improve careers and options guidance signposting, and enhanced support would be put in place to improved transitions.

The proposed new school

51. The new school would be located on Lewis Road, Splott, and would have easy access to high quality new sports facilities locally. These facilities would be available for use by the whole community outside of core school hours.
52. Pupils would remain at the existing Willows High School site until the new school build is complete to minimise the potential for disruption.
53. The new school would have a reduced capacity of 900 places for learners aged 11 to 16, which exceeds the number of pupils enrolled at the school in recent years.
54. The proposal:
- Provides a permanent solution to the educational and business needs;
 - represents good value-for-money by addressing longer-term condition issues;
 - provides sustainable, local facilities designed to achieve a high quality effective educational environment;
 - provides facilities aligned with strategic aims of the Council;
 - provides facilities which are energy efficient, mitigating running costs and detrimental environmental impact.

Forming partnerships and improving outcomes

55. Willows High School is currently categorised as yellow and has been removed from Estyn monitoring. Recent results show an improvement on previous years. However, progress is still required regarding the outcomes for pupils, attendance, support for vulnerable pupils and transition arrangements.
56. In 2019/2020, from a potential 9.2FE of eligible pupils resident in the Willows catchment, c5.6FE (60%) choose to take up places in EM community schools. Of these, Willows succeeded in attracting 3.7FE (40% of its total catchment population). A further 1.4FE attended the school who were resident elsewhere.

57. In the September 2020 intake, from a potential 9.6FE of eligible pupils in the Willows catchment, Willows has succeeded in attracting 3.2FE in 2019/20 (33%). A further 0.9FE attend the school who are resident elsewhere.
58. A consistent message that has come through pre-consultation with schools in the area and latterly the public during the formal consultation, is that there is a the need to build confidence in Willows High School as a trusted local education provider that is welcoming to all, delivers inspiring high quality learning opportunities, is trusted to deliver good education outcomes for its pupils and further improve standards.
59. The wider school community has spoken about the challenges of working in the area in terms of achieving parental buy in and trust. There are also more unique complexities presenting in the cohort, including the particular needs of the traveller community located within the catchment area.
60. The Council is keen to support Willows High School develop a new aspiring vision that may include opportunities to work with one or more partner schools from within the city.
61. Community access to the new build facilities, and opportunities for use of these by third party organisations, will be a key consideration when designing the new site. These will be developed to enable maximum flexibility, including allowing for opportunities to deliver some satellite post 16 classes where appropriate in partnership with current providers to expand/further enhance the existing offer in the city.

The importance of transformational change

62. The new learning campus delivered on Lewis Road, combined with the benefits derived through collaboration with local industry partners, would create the challenging, supportive and stimulating opportunities, which engender aspiration and achievement. The aim of the proposal is to transform the aspirations and achievements of learners in the area.
63. The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2030 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.
64. Cardiff is well placed to develop innovative partnerships between schools, businesses, universities and other bodies in the city. In recent years such partnerships have strengthened with considerable potential for further impact.
65. This has been evidenced locally with the successful establishment of the 'Creative Partnership' (which comprises of school representatives together with creative industry leaders) that is integral to how the new Cardiff West Community High School (CWCHS) plans and educates their

learners. This partnership was developed to harness the potential to provide an exciting new offer to young people and to respond to the employment opportunities presented by expanding 'creative economy' as one of Wales' fastest growing sectors.

66. Cardiff is a growing city in both population and economic terms. The creative economy is just one of the growing sectors that is presenting fresh opportunities that may not have been present in the past.
67. The evolution and embedded partnership approach is by no way exclusive to CWCHS. It is a model of partnership which could be replicated and developed further, with other sectors in the regional economy e.g. science, technology, and engineering.
68. The proposed investment to develop and deliver an improved education offer for Adamsdown and Splott that would look to build on the principles behind the successful Creative Partnership at CWCHS and maximise the fresh approach to developing and delivering a specialised range of learning opportunities in purpose-built facilities.
69. Industry partnerships mean that learners in Cardiff are able benefit from a rich curriculum which delivers 'real world' learning opportunities. The curriculum and subjects offered are designed to maintain a strong focus on competencies which support young people to become work ready, e.g. focus on communication; team working; flexibility; adaptability; and entrepreneurialism.
70. This model also ensures that students benefit from an improved understanding of the careers available within the sector to make more informed choices with a bias towards innovation and problem solving, encouraging students to take managed risks and developing their confidence to enter a fast changing employment market.
71. The new school will demonstrate its firm commitment to working in partnership with an industry (to be determined and agreed) from the outset in order to:
 - Put industry at the heart of learning, developing problem solving, tenacity, resilience and innovation, and promoting creativity through links between schools and the designated sector economy.
 - Broaden horizons so all young people have the opportunity to fully engage in the cultural, social and economic life of Cardiff.
 - Ensure business activity that fully reflects the changing face of Wales is at the core of its offer.
72. In doing this we would expect to realise the following benefits:
 - Young People would be inspired by opportunities designed to foster their independence and develop their skills to be resilient, innovative and problem solving learners.

- Communities would be empowered through meaningful projects and activities with employers and partners in the designated sector.
- The city would be enhanced by a dynamic economy underpinned by a vibrant education system.

Admissions and Catchment areas

73. The relevant changes to the Council's policy on the admission of children to schools as a result of these proposals relate to the proposed change in the Published Admission Number of Willows High School from 224 places to 180 places.
74. Consultation on the 2023/24 admission arrangements for community schools will take place in autumn 2021 – spring 2022 in accordance with the requirements of the Admissions Code. This consultation would include the proposed changes to Published Admission Numbers.
75. It is proposed that the admission number of 180 places would be implemented from September 2023, in accordance with the requirements set out in the School Organisation Code.
76. Detailed information regarding admission arrangements is contained in the Council's Admission to Schools booklet, and this information can be viewed on the Council's website (www.cardiff.gov.uk).
77. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time, when 21st Century school proposals are sufficiently progressed, in order to provide a suitable balance in the supply of and take up of places.

Land Matters

78. Land requirements for a 6FE school is 65,000m² - 83,265m² (c16 acres – 20.35 acres) following Building Bulletin Guidelines 98 for Secondary Schools in Wales.
79. The Council has considered a number of sites to include the existing school site, Tremorfa Park and other Council owned sites across the immediate wards to include Adamsdown, Splott and Tremorfa. Given the land requirement to deliver a school compliant with BB98, the search has been expanded to land not currently in within the ownership of the Council.
80. Following an initial assessment of the long list, Tremorfa Park was originally put forward as a short list option for the new school, as noted in the previous consultation. This is a large site, with a central location in the catchment. The land is owned by CCC, which means there would be no capital expenditure to purchase the land. However, it was clear from the consultation that there were significant concerns about building on this community asset and keeping the park land available for future users.

81. The land required to support the preferred option outlined in this paper is enclosed in Confidential **Appendix 6** 'School Land'.
82. A schedule of the land assembly is outlined within the confidential **Appendix 7** together with a brief summary of the heads of terms agreed with each party.
83. As part of the Council's due diligence on acquisition, external valuer's reports are included in confidential **Appendix 8** together with the agreed Heads of Terms. Delegation to officers is required to agree final detail of the heads of terms through to legal completion.
84. A summary of the Land Assembly costs are included in confidential **Appendix 9**.
85. The proposed school location to the south west of the existing Willows High School catchment area is easily accessible for the catchment population with a range of active transport routes already upgraded to support the recent new-build primary school which is in close proximity. The school is within 3 miles for all homes within the catchment area. There are public transport options should families prefer their children to use a public bus to get to school.
86. The Planning Department are aware of the emerging proposals and are very supportive of the principle of a school in this brownfield location, and recognise the wider potential regeneration, community and place making benefits of the scheme, subject to further discussion. Formal processes are in place with Planning colleagues in advance of any formal application. The development has the opportunity to deliver wider community and economic regeneration "uplift" as well as promoting active travel and supporting the emerging SW Metro proposals.
87. Ministerial approval has been given for the allocation of funds, subject to an approved Welsh Government Business Justification Case, which is currently under consideration by the Education Minister.

The current Willows High School site

88. The transfer of Willows High School to the new site would mean that its current site would be vacated.
89. The current Willows school site has been considered and discounted for redevelopment. Under Planning Policy Wales TAN15, it has been noted as a highly vulnerable development, such as a school, should not be permitted at this site. Refurbishment of the current building has been discounted as in the most recent property survey, by Faithful and Gould in 2017 it was rated as Condition D (End of life) and Condition C for Suitability, with a backlog of maintenance set at £3,842,505 in 2017.

90. The Council is undertaking flood consequence assessments and a feasibility to establish the use of the existing Willows High School site following the construction of the new school buildings. If the site is not suitable for development, the Council is keen to create open access space, continue the use of sporting opportunities and recreational facilities investigate opportunities and to improve the cycle superhighway.
91. The emerging Coed Caerdydd Project, which seeks to increase tree canopy across the city from 19% to 25 % by 2030 provides an opportunity for woodland creation and there is scope to maximise community involvement in delivery of such using the Willows High School as a candidate site.
92. Formal arrangements exist at present for facilities at Willows High School to be used by Bridgend Street Football Club. These facilities would be retained and a new agreement made.
93. The Council is investigating whether Flying Start services provided on the Willows High School site could be transferred to an alternative location, ideally before the closure of the Willow High School buildings.

Community Engagement

94. A public engagement exercise, with stakeholders including school staff, pupils, governors and the wider community served by Willows High School, would be undertaken following the acquisition, to help shape the proposals for replacing the existing school buildings with a new 21st Century School.

Local Member consultation

95. Local members have been consulted on the proposals.

Scrutiny Consideration

96. The Children and Young People's Scrutiny Committee will consider these proposals on 23 February 2021.

Reason for Recommendations

97. To progress the acquisition of the site as outlined in **Appendix 6** in order to facilitate the development of new-build secondary school facilities school for the Adamsdown, Splott and Tremorfa areas in order to contribute toward the Council's aspiration of delivering inspiring, sustainable, community-focused schools in which children and young people can achieve their potential.

Financial Implications

98. This report recommends the acquisition of sites in readiness for use in a future 21st Century Schools project. This decision would enable officers

to proceed with land acquisitions and commit the Council to capital expenditure as per the Willows Site Summary in **Appendix 9**.

99. At present, the preferred funding strategy for the Willows High scheme remains the WG's revenue funded Mutual Investment Model (MIM). This will mean the new building will be constructed on the acquired sites via a Special Purpose Vehicle, with the Council making a net contribution of 19% (with WG providing 81% of the revenue funding required) towards the annual unitary charge for a period of 25 years.
100. Whilst the funding required for the Council's contribution to the new build will be made available via the SOP Revenue Reserve, there is currently no identified funding for the recommended land transactions set out in this report.
101. Welsh Government are considering a business case to initially fund these acquisitions, but then utilise the Band B capital programme to fund these acquisitions. In principle the Council will fund the Capital intervention rate of 35% and will reprioritise the current Band B schemes to make the funding available.
102. As noted within the report one of the sites is currently opted to tax. Further work will be required to determine the impact of VAT on each of the sites in relation to whether the site is opted, if this status can be disapplied and the impact of future planned use or commercial arrangements in each case. This could impact the Council's partial exemption calculation or result in irrecoverable VAT payments on construction or future income streams and requires consideration prior to acquisition.
103. Specialist tax and VAT advice has been sought to establish the implications of purchase options. The VAT risks will remain until the site acquisitions are complete and tenants are in place.

Legal Implications

Property

104. Section 120 of the Local Government Act 1972 enables the Council to acquire land for either (a) the benefit, improvement or development of its area or (b) for any of its functions under any enactment. The Council's Disposal and Acquisition of Land Procedure Rules requires the decision maker to have regard to advice from a qualified valuer, to ensure value for money.
105. External legal advice has been obtained in connection with this matter and contained in Confidential **Appendix 8**.
106. The Cabinet needs to take account of the Council's fiduciary duties to the local residents and taxpayers. As such, proper consideration needs to be given to the risks, rewards and potential future liabilities of the proposals

which are the subject of this report. The issue concerns whether the potential risks and liabilities described in the report and in Confidential Appendix 15 are proportionate to securing the stated school development objectives and thereby in the best interests of the local taxpayers and residents.

Equalities & Welsh Language

107. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. 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.
108. An equalities impact assessment is attached to this report in Appendix 10 and the decision maker should have regard to the same in reaching its decision.
109. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

The Well-being of Future Generations (Wales) Act 2015

110. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2020 -23.
111. 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.
112. 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
113. 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 on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Policy and Budget Framework

114. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

Traffic Regulation

115. The Council as the 'Traffic Authority' has a discretionary power to make 'traffic regulation orders' where it appears to the Council expedient to make the order for any of the purposes specified under Section 1 of the Road Traffic Regulation Act 1984 Act ("the 1984 Act").
116. Full legal advice should be sought on the proposed traffic regulation orders, as the same are developed but it should be noted that in making any traffic regulation order the Council must comply with the procedure set out in the Act and the regulations made there under. This process involves at statutory consultation exercise, with associated rights of objection. If objections are received, they must be duly considered and following such consideration the potential exists that the traffic regulation order may be made, be made but in modified form or not proceeded with at all.

HR Implications

117. Whilst the proposal for replacement of Willows High School at 6FE, represents a reduction in the published admissions number for the school, the current data suggests that the school is not currently at full capacity and may increase in size over the coming year given local pupil projections.
118. In light of this, the Governing Body will need to consider this potential expansion and ensure their staffing structure is sufficient to address this. Where this results in a need to recruit additional members of staff, these vacancies should be redeployment opportunities for any staff on the

redeployment register in line with the School Redeployment and Redundancy Policy.

119. Further HR implications of the new school will be determined as the project develops. The Governing Body and the school's leadership team may require HR advice, guidance and support to ensure that its staffing structure is appropriate for a new build school, and in particular this will include the consideration of estates and facilities requirements linked to community use.
120. There will need to be high levels of consultation with staff and trade union colleagues to support a smooth transition to the new school site.

Property Implications

121. The Strategic Estates Department have been closely involved in considering the proposals in particular the property requirements. Much of the property matters and implications are identified and discussed in the body of this report and also in further detail in the Confidential Appendices.
122. Where there are resultant land transactions, or further negotiations or valuations required to deliver these proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

Traffic and Transport Implications

123. The Council's policy is to increase the overall share of daily journeys that are made by sustainable modes of transport – walking, cycling and public transport. Many journeys to school are very short. 75% of journeys to education in Cardiff are within 3km of people's homes. More of these journeys could be made by active modes if improvements could be made to the safety of roads and routes for walking and cycling within school catchment areas. The health and wellbeing benefits of enabling children to travel actively and independently to school, as opposed to being escorted by car, are well documented and evidenced.
124. The adopted Local Development Plan sets a target to achieve a 50:50 split between journeys by car and journeys made by foot, cycle and/or use of public transport by 2026.
125. The Council's Transport White Paper, published earlier this year sets more ambitious modal shift targets and seeks to achieve over 60% of daily work trips to be made by sustainable modes of travel by 2025 with this share increasing to around 75% by 2030.
126. The Transport White Paper includes the commitment to "Develop Active Travel Plans and accessible walking and cycling routes for all schools by working with children, teachers, parents and governors to promote walking, scooting and cycling to and from schools".

127. The new school developments being brought forward as part of the Council's Band B programme provide the opportunity to deliver on this commitment and provide examples of best practice in terms of integrating new schools and active travel infrastructure.
128. Key to this will be ensuring that the design and layout of buildings and the site access arrangements prioritise travel by active and sustainable modes. Other critical elements will be the location of access points in positions which take account of the alignment of the surrounding network of roads and pathways and which serve to minimise walking and cycling distances and avoid unnecessary detours for people travelling. In terms of the proposed site, a key challenge will be ensuring that safe and attractive active travel routes can be integrated within the dense network of streets in Adamsdown, Splott and Tremorfa which form a large part of the school catchment area.
129. Whilst it is less than one mile from the existing school to the proposed site, the new school would be slightly further away from parts of the existing catchment area where there is the highest concentration of current pupils. This potentially lengthens the school journey for slightly more pupils and underlines the necessity of providing new and improved routes to maximise opportunities for active travel and to encourage pupils to travel to school by walking, cycling and scooting.
130. The provision of on-site facilities, such as secure cycle parking spaces and lockers for storage of cycling clothes and equipment will also be essential.
131. Cycle and scooter parking provision must meet the minimum requirements set out in the Council's Managing Transport Impacts SPG and the site must be able to accommodate increases in scooter and cycle parking to meet future demand.
132. Cycle parking must be covered and secure and be sited in a convenient location within the site which is easy for pupils for access and where it benefits from surveillance. Sheffield stands are recommended. Tiered cycle parking will not be acceptable.
133. Vehicular access to the school site will need to be limited to staff and vehicles requiring access for essential servicing. The SRB pupil learner transport will need appropriate facilities for drop-off and pick-up. However, facilities for general pick up and drop off of other pupils by car should not be provided.
134. On-site car parking should be in accordance with the Council's Managing Transport Impacts Supplementary Planning Guidance (2018). The maximum car parking requirements for schools within the SPG is one parking space per 30 pupils and this would apply to the mainstream school provision at the site. Parking on street near the school will be discouraged through the introduction of appropriate parking restrictions. The Council is currently introducing School Streets in selected suitable locations; the use of Traffic Regulation Orders to restrict vehicular access on streets outside schools at morning drop-off and afternoon pick-up times. This approach

could potentially be used to restrict parking and access associated with a new school at the site.

135. Transport mitigation for the development will be identified through the Transport Assessment (TA) process, which will inform the proposals submitted for planning permission.
136. The traffic impact on the highway network including potential changes to the road layout will need to be fully assessed. Potential closures may be required over parts of Lewis Road, Titan Road, Keen Road and Portmanmoor Road where they cross or encroach on the site. A closure to a through route with appropriate restrictions is likely to reduce existing traffic volumes and speeds and prevent traffic taking short cuts. Changes to the local road network may require specific mitigation measures to accommodate existing walking and cycling routes as well as for facilitating new desire lines for school-related journeys. The opportunity for use as active travel routes to connect to adjacent amenities and sports facilities at Cardiff Central Sport and Community Centre (CCSCC) for use by the school should be maximised.
137. Proposed changes to the local road network require mitigation to accommodate localised alternatives to existing neighbouring business access routes, to be confirmed as part of the TA process.
138. Road closures and other changes would involve traffic orders and associated legal processes, both requiring sufficient lead-in time and financial resources.
139. Mitigation measures may be required to address potential increased traffic levels around school start and end times past the neighbouring Ysgol Glan Morfa and on East Tyndall Street and Walker Road which are already heavily trafficked.
140. The TA will identify necessary works associated with required vehicular access onto the site and off-site highway measures including any safety measures, traffic calming and facilities for pedestrians, cyclists and scooting including crossing facilities for all active travel modes. The transport team will require very early engagement with the designers and transport consultants for the project to ensure that appropriate facilities to support sustainable travel are considered at the outset of the project and incorporated into the site master plan.
141. In addition to highways measures within the immediate vicinity of the school gates, this work will need to identify other off-site improvements, including linkage with existing active travel routes and the provision of new routes, necessary to maximise opportunities for pupils to travel to school by walking, cycling and scooting, and for those using public transport.
142. Improved routes required for the existing catchment are likely to include links through Moorland Park (with Moorland Primary School adjacent) and with Ysgol Glan Morfa and beyond to the wider area.

143. Opportunities to make existing roads and streets safer for active travel by managing vehicle speeds and filtering out through traffic will be investigated as part of the Transport Assessment. Work to develop the new Active Travel Network Map for Cardiff as required under the Active Travel Act is now underway. This will identify measures and schemes to expand Cardiff's existing active travel network and provide better off road and on road active travel routes to key trip destinations including schools. The outputs of this work will be useful in informing the infrastructure measures required off-site to maximise access to the new school by active modes.
144. Both main walking routes to the proposed site from the concentrated distribution of pupils' homes in the existing catchment involve going under railway bridges which have been subject to flooding in the past. Improvements would be required to ensure flood-resistance is designed in to these routes for pedestrians and cyclists.
145. Learner Transport is currently provided by a number of taxis transporting pupils with Additional Learning Needs (ALN/SLN). Consideration will be required to where these can pick up and drop off on the proposed site in a safe area segregated from the main stream pupil entrances to avoid pedestrian and vehicle conflict.
146. Currently no pupils (other than the SRB and main stream pupils with special needs) are eligible for Learner Transport and so appropriate provision would need to be made for use of public transport services to access the school site. This would include safe waiting facilities for pupils and staff using scheduled and additional school bus services with safe pedestrian access to bus stops at locations convenient to the school, and crossings appropriate to the desire lines, type and level of use.
147. The new school would potentially serve pupils from the Butetown area. The Council is developing a segregated cycle route along the Tyndall Street corridor which could form part of a safe cycling route to school for pupils living in Butetown. However additional segregated cycling infrastructure would be required to enable pupils cycling from Butetown to safely navigate the area around the 'Magic Roundabout' and to provide an onward segregated route along the Ocean Way corridor. This needs to be investigated through the TA process.
148. The Council is committed to ensuring that every school in Cardiff has an Active Travel Plan by 2022. Such a plan identifies actions by the school to support and encourage active travel to school and will also identify any improvements to on-site and off-site infrastructure required to facilitate active journeys.
149. All schools developed under Band B will need to have such a plan in place from the outset of their operation. The Active Travel Plan for the replacement Willows school site should be informed by the Transport Assessment and developed with full involvement of the pupils and staff at the existing school site and pupils and staff in the feeder school populations. The Active Travel Plan for the new school should be linked to

the Active Travel Plans for the feeder or cluster schools. This will help to encourage active travel across each age group and ensure that all pupils entering the new school are equipped with the skills they need to travel to school by active modes. The Council's Active Travel Plans officers can support the development of the Active Travel Plan.

150. Other support can be offered through the Council's Road Safety Team which delivers National Standards Cycle Training to schools in Cardiff.

Equality Impact Assessment

151. An initial Equality Impact Assessment has been carried out. It concluded that the proposed changes would not negatively affect a particular group in society. Where particular groups are identified as being impacted, mitigating actions have been identified. This assessment will be reviewed after the consultation. Further equality impact assessments would also be carried out if the proposal goes ahead.
152. A Statutory Screening Tool including Equality Impact Assessment is attached as **Appendix 10**.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Agree that the freehold interests for the land at Lewis Road, Splott be acquired in line with Heads of Terms and an independent valuation, subject to Ministerial approval of the Welsh Government Business Justification Case.
2. delegate authority to the Director of Economic Development (in consultation with Director of Education) for all matters relating to the acquisition of land.
3. Note that officers will bring forward a report advising Cabinet of responses received following a public engagement exercise.

SENIOR RESPONSIBLE OFFICER	Melanie Godfrey Director of Education & Lifelong Learning
	19 February 2021

The following appendices are attached:

- Appendix 1: Cabinet Report, 12 October 2017
 Appendix 2: Cabinet Report, 11 July 2019
 Appendix 3: Cabinet Report, 23 January 2020
 Appendix 4: Projected availability of and demand for primary school and secondary school

Appendix 5: Map of English-medium community primary and secondary school catchment areas

Confidential Appendix 6: School Land (**confidential item**)

Appendix 7: Schedule of the land assembly (**confidential item**)

Appendix 8: Due Diligence, Valuer's Report and Heads of Terms (**confidential item**)

Appendix 9: Land Assembly Acquisition Costs summary (**confidential item**)

Appendix 10: Statutory Screening Tool including Equality Impact Assessment

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DEVELOPING THE EDUCATION ESTATE IN CARDIFF

EDUCATION, EMPLOYMENT & SKILLS (COUNCILLOR SARAH MERRY)

AGENDA ITEM: 4

DIRECTOR OF EDUCATION AND LIFELONG LEARNING

Reason for this Report

1. To outline the challenges and opportunities facing Cardiff in the development of the education estate and to highlight aspects which require proposals to be brought forward to subsequent Cabinet meetings in the following areas:
 - Cardiff priority schemes for Band B of the 21st Century Schools Programme
 - An approach to the development of provision for learners with additional learning needs (ALN), including the development of new provision and the remodelling of existing provision in Cardiff schools

Context

2. The Council and its partners outlined in 2016 a clear vision for education in the city in Cardiff 2020: a renewed vision for education and learning in Cardiff

“All children and young people in Cardiff attend a great school and develop the knowledge skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens.”
3. There are five key goals to deliver Cardiff’s aspiration:
 - Excellent outcomes for all learners
 - A high quality workforce
 - 21st Century learning environments
 - A self-improving school system
 - Schools and Cardiff in partnership
4. The Council’s Capital Ambition strategy has made a clear commitment to continuing the investment in, and improvement of, Cardiff schools to

make sure every child has the best possible start in life. The delivery of 21st century learning environments will ensure that there are appropriate, high quality school places for young people which meets the needs of Cardiff's growing and changing population.

5. In recent years there has been significant investment in the development of the education estate in Cardiff, both prior to, and then as part of, the Band A phase of the Welsh Government 21st Century Schools Programme. Cardiff has benefitted greatly from the initial "Band A" investment programme of the 21st Century Schools programme, with circa £164 million to expand the number of both English and Welsh medium places. Band A will deliver two new High Schools: Eastern High in collaboration with Cardiff & Vale College and Cardiff West Community High School as well as six new primary schools.
6. However significant challenges remain as a result of the rapid growth in the school age population, and against a background of many of the existing school buildings requiring significant further investment to bring them up to an acceptable standard.
7. The first part of this report outlines the:
 - Sufficiency needs of the school population;
 - Condition of the school estate;
 - Suitability of the estate to meet the demands of 21st Century Learning;
 - Projected growth in education provision resulting from the Local Development Plan.
8. **Sufficiency** refers to the capacity of the school estate to meet the numbers of young people who require school places.
9. There are four categories used to define the **condition** of school buildings.

These are:

 - A - Performing as intended and operating efficiently;
 - B - Performing as intended but exhibiting minor deterioration;
 - C - Exhibiting major defects and not operating as intended;
 - D - Life expired and risk of imminent failure.
10. The factors that influence **suitability** of use for the delivery of 21st Century learning are:
 - Age of school (c.50% of Cardiff schools built 1945-1976; 25% Victorian schools);
 - Building design;
 - Pedagogy;
 - Best use of facilities.

The report then sets out the challenges facing Cardiff in relation to:

- Cardiff priorities for Band B of the 21st Century Schools Programme
- Funding for the management and maintenance of the existing education estate
- An approach to the development of provision additional learning needs (ALN), including the development of new, and the remodelling of existing, provision in Cardiff schools.

Analysis of Need

Sufficiency Issues in the Mainstream

11. The Council, as the Local Education Authority, has a statutory duty under the Education Act 1996 to ensure that it provides sufficient school places in Cardiff. This requires the Council to ensure that it has local schools for local children and an appropriate balance of school places in primary, secondary, and special sectors and through the mediums of both English and Welsh for the young people of Cardiff.
12. The significant factors that influence the sufficiency of school places in Cardiff include:
 - A rapidly growing population in the city that has seen growth by 1.1% per annum, which is equivalent to around 4,000 individuals for the past 10 years;
 - This has resulted in successive, large reception age cohorts of 4,200 children entering the system and significantly exceeding the intakes in the last 10-year period. The most recent reception intake represents an increase of 28%, with over 800 more children, compared to the 2006 intake of 3,381;
 - The large primary cohorts are now reaching secondary school age and by September 2019, they will exceed the numbers of places available across the city at entry to Year 7;
 - As Cardiff's population has grown, so has the number of children with Additional Learning Needs (ALN). At present, 23.4% of pupils in Cardiff schools have an Additional Learning Need (ALN). There are currently appropriately 1,800 statements of ALN across the authority. There are a range of schools and settings located across Cardiff which meet the educational needs of this cohort of young people. However the demand for places exceeds the number of places available and this trend is set to continue into the future.
 - The Local Development Plan adopted by Cardiff maps the infrastructure required to facilitate and sustain the city's growth up to 2026. This involves the potential building of 41,415 homes over the period of the plan, including sizeable strategic sites in the north and west of the city. There will be up to 5000 homes in each area. This will generate significant increases in the demand for school places across the city over the next 10 years.

Primary Sector Sufficiency

13. 4,339 children entered reception in September 2016. There was a 5% surplus of places at reception and a 6.4% surplus in the other year groups of the mainstream primary sector (ages 4-11). The Council has delivered:
 - 6% surplus in English Medium primary schools (age 4-11);
 - 9% surplus in Welsh Medium primary schools (age 4-11).
14. An analysis of levels of surplus in the primary school sector indicate that a broad balance in the supply of, and demand for, English Medium places may be achieved through changes to catchment areas and/ or other organisational changes. There remain some localised sufficiency issues in Butetown and in Fairwater.
15. In accordance with the Welsh Government Policy aspirations and the Cardiff Council's Welsh in Education Strategic Plan (WESP), some additional investment is necessary to increase Welsh medium places in primary phase.

Secondary Sector Sufficiency

16. The rising primary aged school population will lead to a shortage of English medium secondary school places in 2019.
17. There are currently 134 forms of entry for Year 7 combining Foundation, Faith and Community secondary schools across both English and Welsh language mediums.
18. The most recent secondary school projections suggests that demand for:
 - English-medium places at entry to secondary education (Year 7) will exceed places available by September 2019;
 - English-medium places throughout the whole secondary age range (11-16) will exceed places available by September 2022;
 - Welsh-medium places at entry to secondary education will exceed places available by September 2021.
19. The projections indicate that there will need to be an additional 8 Forms of Entry (equating to 240 pupil places more per year) over and above the existing 114 form of entry city-wide at entry to Year 7 in the English-medium sector, in order to accommodate the existing residential population and known migration patterns. The central areas of the city have the most acute need for additional schools places.

Bilingual Cardiff 2017-202 and Welsh in Education Strategic Plan 2017-2020

20. The Welsh Government's Welsh Language Strategy sets out the vision of a million Welsh speakers across Wales by 2050. Cardiff Council has developed a five-year Bilingual Cardiff strategy to increase the number of Welsh speakers within Cardiff that builds upon the work already undertaken to meet the needs of Welsh speakers, learners and communities across the city.
21. Cardiff Council believes that the education system is a key element in ensuring that children are able to develop their Welsh skills, and for creating new speakers. Cardiff's Welsh in Education Strategic Plan (WESP) supports both strategies. The WESP also contributes to the seven national well-being goals within the Well-being of Future Generations Act. In particular to a prosperous Wales providing high quality education and training to children and young people in the language of their choice and creating a vibrant and thriving Welsh culture.
22. Between 2016/17 and 2021/22, there is a projected increase of total pupils taught through the medium of Welsh in Cardiff to 15.2% making a significant contribution to meeting the targets set in the Council's Bilingual Cardiff Strategy.
23. It is recognised that the continued growth in the Welsh-medium primary sector will necessitate an increase in provision in the Welsh-medium secondary sector, however it is not anticipated that this will be required until after 2022. There is currently a 16% net surplus capacity within the secondary sector due to the 3rd Welsh Medium High School, Ysgol Bro Edern, opening in the 2013/13 academic year. Therefore, adaptation to existing provision can be utilised until after 2024, taking the need for additional Welsh secondary provision outside of the timescales of Band B. For Reception applications in September 2017, there was 12% surplus capacity across 10 Welsh medium primary schools, as Cardiff has invested heavily in primary sufficiency as part of its Band A capital programme.
24. The Council will continue to monitor pupil projections, conduct feasibility studies and undertake planning and development work to ensure that the Council will be in a position to ensure the sufficiency of Welsh medium secondary places when necessary. Additional provision will be required to accommodate the residential population generated by the Local Development Plan (LDP) major housing sites in the North and West of the City.

Sufficiency Issues in the special sector

25. There has been a significant growth in the numbers of young people with Additional Learning Needs (ALN) since 2012. This can be attributed to the general population growth but it is also related to other factors, such

as the improved survival rates for children with complex disabilities and increased incidence/identification of autism spectrum conditions.

26. The need for special school places is projected to grow over the next 5-10 years. Increased need is anticipated in all areas of ALN and particularly in:
 - Behaviour emotional and social needs (BESN);
 - Complex learning needs (CLN); The term CLN is used here as a generic term for a range of primary need labels, including severe learning difficulties (SLD), physical and medical needs (PMED), profound and multiple learning disabilities (PMLD).
 - Autism spectrum conditions (ASC).
27. Between 2017 and 2022 an additional 220 places for pupils with autism spectrum conditions and complex learning needs, and approximately 70 additional places for pupils with behaviour emotional and social needs, will be required in order to meet growing demand.
28. The rate of growth over the last 5-10 years has exceeded earlier projections. Over the last two years, the Local Authority special school provision has been unable to meet fully the current need. The additional provision, afforded by the development of Ty Gwyn and the Marion Centre, are now at capacity, with no further scope to extend specialist places within the current accommodation.
29. Cardiff has been obliged to turn to the independent sector in order to comply with statutory duties. In 2017-18, Cardiff will be funding 113 pupils in independent special school places at a total cost of £2.5M. The cost of these places ranges from £28K to £57k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. The reliance on independent schools is a significant financial challenge for Cardiff.
30. Ty Gwyn Special School expanded and transferred to a new building in 2009. It is now at maximum capacity and provides 170 places for young people who have profound and multiple learning difficulties or autism spectrum conditions.
31. The Marion Centre, on the site of the Bishop of Llandaff School, provides 55 places for young people with autism. There has been successive growth year-on-year and this specialist provision is now at maximum capacity.
32. Over the same period, Cardiff has expanded places in other Specialist Resource Bases (SRBs) located in mainstream schools, particularly for pupils with autism spectrum conditions. Since 2012, 40 additional places have been provided through the development of new SRBs.

Condition & Suitability Issues

33. Cardiff has a very large education estate, with over 127 school properties. Many sites comprise of multiple blocks, constructed during

different decades. A large number of primary, secondary and special schools are in a poor state of repair.

34. Using a detailed and robust methodology, a prioritisation matrix has been developed to classify all properties across the school estate from A to D, with D being the worst category for the following issues:
 - Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
35. The sufficiency ratings for all schools were prepared using the corporate population database and methodology used for the planning of school places. The condition and suitability rating were prepared independently, using Welsh Government approved methodology.
36. Approximately £17m, or 14%, of maintenance and condition issues of the estate have been addressed through Band A of the 21st Century Schools investment programme. There has been significant investment in the construction of two new high schools in the East and West of the City and suitability works undertaken in primary schools.
37. This nonetheless leaves a significant maintenance backlog of approximately £68M, of which circa £8M is Equality Act 2010 compliance. The Local Authority's current spend on school asset renewal has been circa £3m per annum. This resource is allocated on a priority basis and is predominantly limited to keeping properties safe and watertight.
38. Works to address the compliance issues in a number of secondary schools in 2016-2017 required an additional investment of approximately £5 million. A complete review of electrical compliance issues across the city's entire education stock resulted in additional compliance works, estimated to have cost approximately £350K.
39. Electrical works completed in response to condition surveys have resulted in a much reduced asset management budget for the medium term. Resources have been brought forward from future years to address the immediate problems and during the summer vacation in 2017 further asset management works have been completed.
40. The electrical compliance works, and the significant backlog in condition and suitability works, require the Council to explore ways of securing significant additional investment in the education estate. This investment is required to ensure that its ageing educational properties remain safe and are fit-for-purpose into the future.
41. In order to understand fully the current condition and suitability of the school estate, Project Management Consultants were engaged in 2017 to update the 2010 conditions surveys. The focus of the 2017 analysis was the top 15% of the school estate in the worst condition, or properties with significant suitability issues. It is intended that the entirety of the

education estate is resurveyed by the end of the year. Table 1 shows the proportion of schools classified as C and D.

Table 1: C and D Condition Properties

C Condition Property	D Condition Property
42% Primary Sector (41 schools) 56% Secondary Sector (10 schools) 88% Special Sector (6 schools)	16% of Secondary Sector (3 schools)

42. There are now three High Schools in Cardiff that are classed as “D”, which means that they are at the end of life in terms of their condition. These are Cantonian High, Willows High and Fitzalan High.
43. A large proportion of primary, secondary and special schools are classified as “C” condition, which means that they are exhibiting major deterioration. This represents 46% of the overall estate. There are two schools, which are in the sub-classification of “C-“. This means that the buildings are nearing their end of life and will require urgent attention in the very near future. These are the Court Special School and Riverbank Special School.

Suitability

44. In a number of Cardiff schools, teaching is inhibited by the suitability of both internal and external accommodation. Factors such as the flexibility of the space, its size and shape, levels of light, accessibility, ventilation and acoustics are restricting the access of young people to a broad and balanced curriculum.
45. From the suitability surveys, it was found that the majority of secondary and primary schools surveyed were classed a “C”. This means that their environments are poor, inhibit 21st Century teaching and learning and have an adverse impact on the school organisation.
46. Four schools in the special sector are classified as “D” for suitability (Table 2). These properties have poor environments, with the buildings seriously inhibiting the schools’ ability to deliver the curriculum.

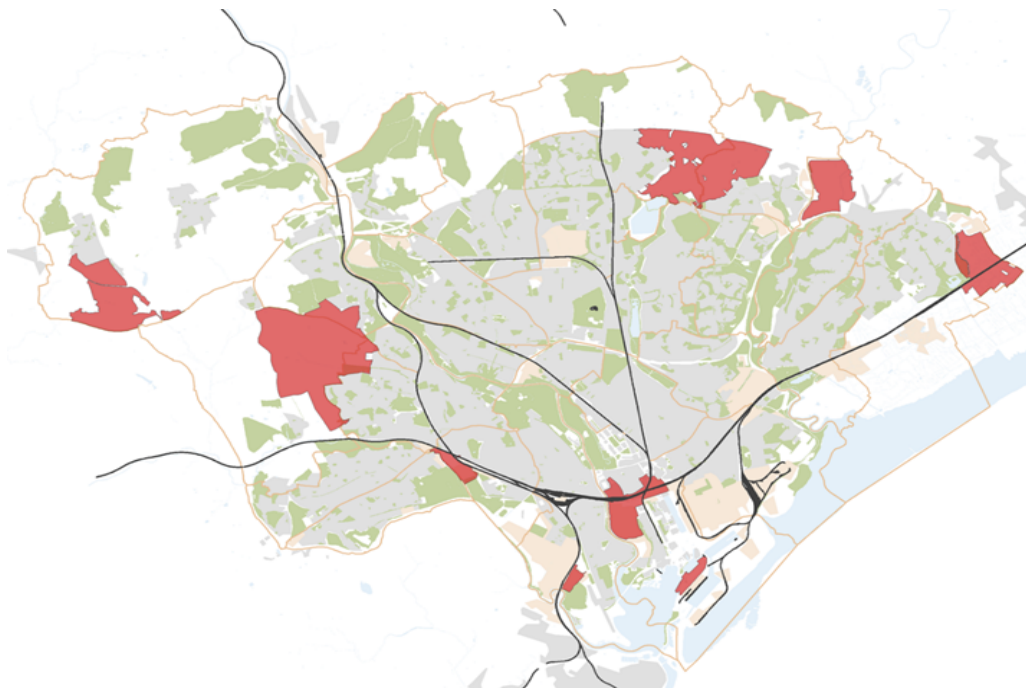
Table 2: D Suitability Properties

D Suitability Property	ALN Category
The Court Special School	BESD (4-11)
Greenhill Special School	BESD (11-16)
Riverbank Special School	CLN (4-11)
Woodlands Special School	CLN (11-19)

Local Development Plan & Major Housing Sites

47. The current northeast housing site is expected to generate demand for a 8-form entry high school, with the same demand situation projected in the west of the city. Current indications are that these will not be required until 2022/23 onwards. However, some temporary measures may be required to accommodate demand from the early phases of housing.
48. Determining the type of educational provision and the time-frame for delivery will be a significant aspect of the planning of educational places in the new housing sites. There will also be special school provision included in these new areas. The proportion of education provision in each medium and denomination will vary according to demand within particular communities at the time of the building development. The nature of the demand will be monitored throughout the build periods to ensure that there is a sufficiency of places in all mediums and school categories across the city.
49. The provision of new schools serving newly established communities, in the Local Development Plan major housing sites in the North East and North West provides Cardiff with the opportunity to provide new Welsh-medium provision. It may also provide opportunities to re-organise existing English-medium and Welsh-medium provision, where appropriate, in adjacent communities to deliver the aims of Cardiff's Welsh in Education Strategic Plan (WESP), Bilingual Cardiff Strategy and the Welsh Government Welsh Language strategy.

Map 2: Local Development Plan, Housing Areas



Action required to address the needs in the education estate in Cardiff

50. The city has already responded to the statutory duties to provide a sufficiency of school places through the delivery of the Band A 21st Century Schools and Education Programme and through other investment as outlined earlier in this report. However it is clear that the growth of the pupil population, the age and condition of much of the existing education estate and the marked growth in the need for further special additional learning needs provision, require action to be taken both within the timespan of Band B, 2019-2014 and prior to it.

21st Century Schools Programme

51. The 21st Century Schools and Education Programme is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and Local Authorities. It is a major, long-term and strategic, capital investment programme with the aim of creating a generation of 21st century schools in Wales. The programme focuses resources on the right schools in the right places, from early years through to Post-16. Band B of the programme runs for 2019-2024. Councils have been invited by Welsh Government to outline their priorities in the allocation of this funding, which in Band B draws on two funding models.
52. The Band A programme for 21st Century Schools was predicated on a 50:50 funding split with each local authority. The funding provided by Welsh Government took the form of either capital grant funding passed directly to each local authority or revenue funding provided to each local authority to fund the capital financing costs associated with prudential borrowing undertaken in respect of the Welsh Government's 50% share. The Council's 50% share was funded through a combination of capital receipts, released as a result of certain schemes undertaken, Section 106 funding and prudential borrowing. The prudential borrowing undertaken was funded through the SOP Revenue Reserve, set up to manage the revenue expenditure associated with Band A, which was itself funded from revenue release savings from the School Delegated Budget.
53. Welsh Government's approach to Band B is slightly different, in that an additional option has been made available to local authorities. Whilst the traditional capital grant funding model, predicated on a 50:50 cost sharing arrangement, continues to be available, the WG introduced the Mutual Investment Model (MIM) as an alternative option. The MIM is a revenue funded option and is based on a 75:25 cost sharing arrangement in the favour of local authorities. The basic premise of the model is that any new schools created would be initially funded by the private sector through Special Purpose Vehicles, in which Welsh Government would be represented, and local authorities would then lease the assets created over a period of 25 years. As such, local authorities would pay an annual lease payment for use of the new school facilities, rather than incurring the upfront capital costs associated with

constructing and then owning the facilities. Welsh Government's proposal would be to provide revenue funding towards 75% of the annual lease payments for the 25 year period. At the end of the 25 year period, the assets would transfer over to the respective local authorities.

54. Cardiff Council's proposed vision for its Band B 21st Century School Strategy is to deliver:

"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential"

55. This vision can be realised through the achievement of four Key Educational Aims that directly link to the Welsh Government's National Programme Objectives.

Aim 1: To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.

Aim 2: To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.

Aim 3: To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.

Aim 4: To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.

56. A Stakeholder Reference group was formed in March 2017 to secure views of stakeholders on the priorities for Cardiff's school organisation programme for 2019-2024, including the Band B submission. Chaired by Chris Taylor, Professor of Education at the Wales institute of Social and Economic Research, the group had a wide range of headteacher and some governor representation from the primary, secondary and special schools and early years' representatives. The purpose of the group was to:

- Review the population projections for the city;
- Comment on the Local Development Plan (LDP) Education Strategy;
- Review the methodology for the Band B 21st Century Schools Programme.

57. The Stakeholders Reference Group met on six different occasions between March and June 2017. The group covered the funding context, population projections, the LDP, condition and suitability, the theory and design underpinning 21st Century Schools, Additional Learning Needs, Sixth Form provision, the influences of, and upon, parental preference and explored principles for prioritization of schemes. The outcome of the work of this group was disseminated to all headteachers at the citywide meeting in July 2017.

58. The Stakeholders' Reference Group proposed some guiding principles to inform the priorities for Band B in Cardiff. These are:

- Every school should be secure, safe and be fit for purpose for 21st Century learning;
 - Meeting the needs of learners should determine priorities;
 - Proposals should ensure/maximise equality of opportunity and accessibility (and conversely not worsen equality of opportunity).
59. The sufficiency, suitability and condition issues in Cardiff outlined in the first part of this report are the basis for the request for funding from Cardiff to Welsh Government under the Band B programme. Funding is required to enable the Council to:-
- Remove “D” condition, end of life, school properties;
 - Address the 8 form of entry sufficiency issue in the English medium secondary sector in the central area of the City;
 - Address the sufficiency, condition and suitability issues in the Special Sector, in both primary & secondary settings;
 - Address local sufficiency issues in Welsh medium primary schools in the East & West of the City;
 - Address local sufficiency issues in English medium primary schools in Cardiff Bay & West of the City.
60. The Band B phase of the 21st Century Schools Programme will commence in April 2019 and is scheduled to run until 2024.
61. The outline programme will address a significant proportion of the asset maintenance backlog within the school estate. It is not possible, however, to address all issues within Band B and other options will be considered for those schools not within the outline of this programme.
62. The funding required by the Council to match fund the 21st Century Schools will depend on clarification of the amount of funding available from Welsh Government and of the most viable funding model. It is anticipated that indicative allocations of funding will be announced in late October or early November 2017. Following this notification, proposals for specific schemes would be developed and would be outlined in a subsequent paper to Cabinet for decision.
63. Any specific project to increase the size of a school establishment, or change its location will require statutory consultation and Cabinet determination. The statutory consultation would set out the detailed proposals and proposed location for each scheme. It would also indicate whether there were any proposed co-locations with other educational establishments. It is important that these are considered in full, alongside any collaborative opportunities, in order to optimise the economies and educational benefits that can be delivered from the projects.

Asset Management

64. The Band B submission for 21st Century funding will only address some of the condition and suitability issues. The 46% of the overall school estate in a “C” condition, which is exhibiting major deterioration, will need attention in the near future.

65. The need to increase funding within the capital programme for school asset renewal will be progressed as part of the Council's future capital programme.
66. Schools comprise a very significant proportion of the Council's overall estate. Strengthened alignment between the management of school buildings and of the wider Council estate will be delivered through a refreshed approach to the exercise of the Council's responsibilities as "landlord" across all aspects of the estate, with, in particular, an enhanced focus on ensuring health and safety compliance.
67. Whilst Band B will significantly reduce the asset maintenance backlog, a limited number of schools will experience the benefit of the Welsh Government and Cardiff Council investment. As a result, a large number of schools will continue to experience issues in respect of the condition of their building. The pressure upon the annual asset renewal budget, approved as part of the Council's annual capital programme, will continue to be high.
68. In the Council's Budget Strategy Report, approved by Cabinet at the meeting of 27 July 2017, the approach to the capital programme was outlined for the next financial year. The need to address funding within the capital programme for school asset renewal will be progressed as part of the Council's process for developing the next iteration of the capital programme, and in light of funding allocation announcements from Welsh Government in relation to Band B. Proposals will be included in the February 2018 Budget report.

Developing provision to meet Additional Learning Needs

69. In order to address some of the immediate pressures related to the shortfall in the sufficiency of special school places, there is a need to implement short-term, interim measures in addition to planning for longer term expansion of provision.
70. With regard to the needs of children and young people with behavioural emotional and social needs (BESN), the Council has taken steps to provide additional 'revolving door' places for primary pupils, expand the Pupil Referral Unit (PRU) and secure alternative curriculum provision for secondary pupils from September 2017. A further 50 new places are likely to be needed between 2018 and 2022.
71. In the short-term, additional places could be provided by developing 6-8 additional Specialist Resource Bases (SRBs) across the city. The current geographical distribution of Specialist Resource Bases (SRBs) is unbalanced, with for example one area of the city hosting eight SRBs in six schools and no SRB provision in other areas. As far as possible, the Council will seek to open new Special Resource Bases (SRBs) in areas where there are gaps in provision in order to:
 - Reduce the need for Additional Learning Need (ALN) transport;

- Ensure a more balanced distribution of ALN expertise across the City.
72. There is therefore a need for proposals to be brought forward to Cabinet outlining options available as to how the above developments could be secured.

Reason for Recommendations

73. To inform Cabinet of the challenges and opportunities facing Cardiff in the development of the education estate and to highlight aspects which require proposals to be brought forward to subsequent Cabinet meetings.

Financial Implications

74. This report outlines a range of challenges in respect of the school estate, including the need to reduce the asset maintenance backlog, increase the amount of provision for pupils with additional learning needs and invest in the Council's school estate as part of the Welsh Government's 21st Century Schools Band B Programme. There are no direct financial implications arising from this report, however the future reports outlined as part of the recommendations will have significant financial implications. These implications will be considered and addressed as part of those reports and reflected in the Council's annual budget report, where appropriate.

Legal Implications

75. As stated within the report, the Council has a specific obligation under section 13 of the Education Act 1996 to secure efficient primary and secondary education to meet the needs of the population of the area, in order to do so the Council has to maintain the schools in its area. The Council also has legal obligations as owner of educational premises and contractual employer of staff, as well as a duty of care to ensure the wellbeing of pupils who attend maintained schools within Cardiff. In accordance with the Welsh language Standards the Council also has to consider the impact on the Welsh Language of any policy decisions and the Council must consider the Wellbeing of Future Generations (Wales) Act 2015.
76. Under section 88 and schedule 10 of the Equality Act the Council has to prepare and implement accessibility strategies and plans to increase disabled pupils' access to the curriculum and improve the physical environment and the provision of information. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are:
- Age
 - Gender reassignment

- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

77. As the proposals are developed and future reports are presented, the Council will have to consider all of the legal issues and where relevant statutory consultation processes will be followed and appropriate consultation undertaken.

HR Implications

78. There are no specific HR implications arising from this report. As proposals for improvements across the Education estate are progressed each will be assessed for HR implications.

RECOMMENDATIONS:

The Cabinet is recommended to note the matters outlined in this report and to receive for subsequent decision further Cabinet reports in the following areas:

- Proposed schemes for Cardiff under the Band B phase of the C21 schools programme in light of budget allocations from Welsh Government
- Proposals for the adaptation and enhancement of Additional Learning Needs provision in Cardiff.

NICK BATCHELAR

Director of Education & Lifelong Learning
6 October 2017

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CABINET MEETING: 11 JULY 2019

21st CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SPLOTT

EDUCATION, EMPLOYMENT & SKILLS (COUNCILLOR SARAH MERRY)

AGENDA ITEM: 6

Reason for this Report

1. To enable the Cabinet to consider a recommendation to hold public consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splott.
2. To enable the Cabinet to consider the request of the Archdiocese of Cardiff to bring forward a proposal to discontinue St Albans R.C. Primary School.
3. It is proposed to:
 - Close St Albans R.C. Primary School, from August 2021;
 - Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
 - Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build accommodation;
 - Increase the capacity of Willows High School from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry) for pupils aged 11-16;
 - Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation;
 - Establish post-16 provision for up to 250 pupils within the new buildings;

- Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including the relocation of Flying Start childcare (currently located on the Willows High School site) and parenting support, within an Integrated Children’s Centre on the existing Tremorfa Nursery School site and the vacated St Albans R.C. Primary School site;
- Upgrade community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community.

Background and opportunities

4. The Adamsdown and Splott areas are served by a number of nursery, primary and secondary schools, including the following schools located within these areas:
 - Tremorfa Nursery School;
 - Adamsdown Primary School;
 - Baden Powell Primary School;
 - Moorland Primary School;
 - Stacey Primary School;
 - St Alban’s R.C. Primary School;
 - Tredegarville Church in Wales Primary School;
 - Ysgol Glan Morfa;
 - Willows High School.
5. St Peter’s Catholic Primary School, located within the Plasnewydd ward, also serves the area and is in close proximity to Adamsdown.
6. The Adamsdown and Splott areas are within the catchment area of Ysgol Gyfun Gymraeg Glantaf, and are also served by St Illtyd’s Catholic High School and St Teilo’s Church in Wales High School.
7. At its meeting on 12 October 2017, the Cabinet received a report that outlined the challenges and opportunities facing Cardiff in the development of the education estate. This included:-
 - Sufficiency needs resulting from population growth;
 - Condition of the current school estate;
 - Suitability of the current estate to meet the demands of 21st Century learning.
8. That report set out the Council’s proposed vision for its Band B 21st Century School Strategy in that it was to deliver:

“Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential”

9. This vision was to be realised through the achievement of four key educational aims that directly link to the Welsh Government's national programme objectives:-
- Aim 1:** To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision;
- Aim 2:** To provide high quality educational facilities that will meet the diverse requirements of the 21st Century;
- Aim 3:** To optimise the use of education infrastructure for the benefit of the wider community across Cardiff;
- Aim 4:** To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.
10. The report outlined the sufficiency, suitability and condition issues in Cardiff as assessed in 2017, which provided the basis of the funding request from Cardiff to Welsh Government under the Band B programme. A copy of the 12 October 2017 Cabinet Report is included at Appendix 1.
11. At its meeting on 14 December 2017, the Cabinet approved the prioritised scheme under Band B of the Cardiff's Band B 21st Century Schools Programme. A copy of the 14 December 2017 Cabinet Report is included at Appendix 2.
12. The proposed replacement and expansion of Willows High School within the Band B phase of the 21st Century Schools Programme sought to:
- Replace a "D" condition, end of life, 11-16 secondary school;
 - Contribute towards addressing sufficiency issues in the secondary sector in the central area of the city.
13. Since the submission of the Council's Band B 21st Century Schools Programme was approved in principle by the Welsh Government in November 2017, surveys of school buildings in Cardiff have identified condition issues at Baden Powell Primary School which would require investment within and beyond the Band B investment period.
14. The Archdiocese of Cardiff has also indicated in correspondence with the Council in April 2019 that, in light of concerns around the continued viability of St Alban's R.C. Primary School, it can no longer sustain the school. This correspondence is attached as Appendix 3.
15. The Archdiocese has therefore requested that the Council consider a proposal be brought forward to close St Alban's R.C. Primary School, in the context of wider proposals for school provision serving Adamsdown and Splott.
16. Through new 21st Century facilities and enhanced partnerships the proposal for Adamsdown and Splott is expected to provide an opportunity to achieve the Council's vision of inspiring, sustainable and community-

focused schools in the local area, whilst also transforming opportunities for the wider community. This is a once in a generation opportunity to maximise the potential of Adamsdown and Splott.

Issues

Sufficiency of school places

17. When considering likely demand for places city wide, and within Adamsdown and Splott, a number of factors have been used to inform projections and forecasts, including:
 - Recent and historic numbers on roll taken from verified PLASC (Pupil Level Annual Census) for Cardiff schools;
 - Recent and historic populations known to be living in each area utilising NHS data;
 - Recent and historic numbers and percentages of children attending English-medium and Welsh-medium community and faith places in Cardiff;
 - Recent and historic numbers and percentages of children transferring from primary schools in Cardiff to secondary schools elsewhere.

18. Forecasts have been prepared based on:
 - Current residential populations;
 - Likely child populations from the future residential developments currently in construction and proposed;
 - Likely demand if parental take-up patterns were to remain consistent with the most recent years applying these trends to the relevant populations in future years;
 - Likely demand if parental take-up patterns at entry to secondary schools were consistent with the type of primary school (English-medium community, Welsh-medium community or Faith) attended, applying this information to the relevant populations in future years.

19. Additional information, regarding projections and forecasts prepared relevant to the area, and the methodologies used to establish likely demand are set out in Appendix 4.

Take up of primary and secondary school places city-wide

20. The demand for places at entry to primary education city wide increased city-wide in the period 2006 to 2016, from c3,400 pupils in January 2006 to a peak of 4,368 pupils in January 2016. In January 2017 and 2018, the number of pupils entering primary education amounted to 4,366 and 4,128 respectively.

21. Projected intakes from existing housing, based upon the most recent school census data (PLASC) received in 2018, indicate that the number

of pupils entering Reception Year in English-medium community schools city-wide will remain at similarly high levels of c4,150 pupils until at least January 2021, the latest year for which data is available.

22. However, it is anticipated that, as a result of the yield of pupils from the new housing developments, additional school provision will be required to provide school places local to the new housing.
23. Following a period of sustained growth within the primary sector, there has been an increased demand for places at entry to secondary education city wide in the past five years. City-wide projections indicate that the demand for places in English-medium secondary schools will exceed the combined capacity of such schools in future years.
24. The number of pupils in each of the Year 2 to Year 6 cohorts in English-medium primary schools exceeds the combined Admission Numbers of 3,431 places at entry to English-medium secondary schools.
25. Intakes to the Year 7 year group are projected to exceed the Published Admission Numbers of the English-medium secondary schools from September 2020.
26. Projections, based upon the most recent school NHS data update and on census data (PLASC) received in 2018, indicate that the number of pupils entering Year 7 in English-medium community schools city-wide will continue to increase and will exceed the number of places currently available until at least September 2023.
27. The 2018 data also indicates a projected reduction in demand for places from existing housing in September 2024. However, it is anticipated that, as a result of the yield of pupils from the new housing developments including those within the Local Development Plan, and changes to pupil preferences, there will continue to be a shortfall of places beyond 2024.
28. The areas that are presenting as having the most acute shortage of places requiring a strategic solution, taking account of neighbouring catchment capacity, are those concentrated in the central area of the city. These are primarily the catchment areas of Fitzalan High School, Cantonian High School, Willows High School, Cathays High School and Cardiff High School.

Primary and secondary school places serving Adamsdown and Splott

29. The geographical unit that is most suitable to analyse the demand for English-medium secondary school places serving Adamsdown and Splott is the Willows High School catchment area.
30. The geographical units that are most suitable to analyse the demand for English-medium primary school places serving Adamsdown and Splott are the primary school catchment areas of Adamsdown, Baden Powell,

Moorland and Stacey Primary School which, when taken together, form the Willows High School catchment area. A map of these catchment areas, and local schools, is attached as Appendix 5.

31. The recent take-up of primary school places at entry to Reception year by children who are resident within the existing Willows High School catchment area has averaged 348 per year group. This fluctuated between 334 and 356 pupils in the period 2013-2018. A similar number of children are projected in future years from the existing housing, however, data is not yet available for cohorts that would enter primary education beyond 2021/22.
32. Whilst the overall demand for primary school places is stable, demand fluctuates between individual primary school catchment areas.
33. Projections indicate that the demand for places in English-medium community schools amounts to c207-233 pupils per year group, for Welsh-medium community places amounts to 38-43 pupils and for places in faith schools amounts to c91-103.
34. When compared to the total number of places serving the area, there is a sustainable balance in the supply of and demand for primary school places (age 4-11) overall.
35. On average, 148 children per year group have transferred to English-medium community secondary schools and 80 children per year group have transferred to English-medium faith-based secondary schools in recent years. The remaining young people transfer to Welsh-medium secondary schools. Overall numbers will increase during the Band B investment period as the number of pupils in future cohorts is greater than in recent years.
36. There is little difference in the number of children in Year 6 cohorts and in the following year's Year 7 cohorts in this area – approximately 97% of children resident in the area continue to attend community or faith schools in Cardiff when they transfer to secondary education.
37. Forecasts indicate that, in the Band B investment period, 248-283 English-medium secondary school places (community and faith) per year group will be required to serve the existing Willows High School catchment area. Approximately 76 places would be taken-up within faith-based schools by children resident in the area. The remaining 172-207 children would take-up places within English-medium community secondary schools, each year.
38. There are few significant residential developments planned within the Willows High School catchment area, which have outline or full planning permission that would significantly increase the child population.

39. Taking the above information into account, an English-medium community secondary school of six to seven forms of entry, providing 180-210 places per year group, would be sufficient to serve the existing Willows High School catchment area alone.

Secondary school places serving other areas

40. The five secondary schools included in Cardiff's Band B 21st Century schools programme, including Willows High School are proposed to expand from a combined capacity of c35.5 forms of entry to c44 forms of entry. These proposals take account of the projected increasing demand for places in a number of areas of Cardiff.
41. Cardiff's expected level of growth in this period, in existing communities, is significant.
42. In the neighbouring catchment area of Fitzalan High School, a number of developments are planned which would significantly increase the demand for places in the wider area, if these developments are completed.
43. Forecasts based on existing housing within the neighbouring Fitzalan High School catchment area indicate that school capacity of 14 to 15 forms of entry would be necessary to meet the demand for places within an English-medium community secondary school in Cardiff.
44. Proposals to replace the existing Fitzalan High School with a new, 21st Century School would also be expected to have a positive impact on parental preferences within its existing catchment area, further increasing demand for places at the school. Fewer children are expected to state a preference for schools outside of Cardiff. Planned housing developments within the Fitzalan High School catchment area, including those with outline or full planning permission, would exacerbate this shortfall of places further.
45. In order to meet the forecast demand in the Fitzalan catchment area for places in English-medium community secondary schools, some places must therefore continue to be provided in other schools serving the south and central parts of Cardiff.
46. As detailed in Appendix 4, the city-wide forecast demand for places at entry to secondary education from existing housing will increase by approximately 200 children per year group within the Band B investment period.
47. Dwelling completions in Cardiff have averaged 733 per year in the past 5 years and this level of growth is expected to continue. Whilst much of Cardiff's future growth will be in new communities on greenfield developments, with new schools proposed, housing completions on Brownfield land have exceeded completions on Greenfield land for nineteen consecutive years.

48. The 2018 land bank for housing in Cardiff numbers 26,203 dwellings, including 10289 on Brownfield sites. Approximately 4,300 additional dwellings in Butetown, 1,600 in Grangetown, 750 in Canton and 600 in Llandaff have planning permission or are on sites allocated in the LDP. Each of these communities lie within the catchment areas of the schools included within the Band B programme.
49. It is evident that, separate to pupil forecasts based on existing housing, additional secondary school places will be required to accommodate children from new housing developments in the catchment areas of existing schools.
50. The replacement of Willows High School at eight forms of entry, providing 240 places per year group at entry, would provide an opportunity to meet the projected demand for places from within its catchment area and to ensure that a sufficient margin of surplus places are created to accommodate the excess demand for places from other catchment areas.
51. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time in order to provide a suitable balance in the supply of and take-up of places. Catchment areas are only part of the school admission oversubscription criteria and being resident within a catchment area is not a guarantee of admission. The Council has to ensure sufficient place in the secondary sector regardless of catchment boundaries.

Nursery school/ class places serving Adamsdown and Splott

52. Each of the four English-medium community primary schools in Adamsdown and Splott (Adamsdown, Baden Powell, Moorland and Stacey Primary School) operate a nursery class.
53. Welsh-medium nursery places are provided at Ysgol Glan Morfa, which serves a catchment area similar to that of Willows High School and the combined catchment areas of the four English-medium community primary schools.
54. Nursery places are also provided, serving the wider area, at Tredegarville Church in Wales Primary School, St Peter's Catholic Primary School, and Tremorfa Nursery School. Tremorfa Nursery School is located within the catchment area of Baden Powell Primary School.
55. Although St Alban's R.C. Primary School does not provide nursery places, the school site is adjacent to that of Tremorfa Nursery School and the majority of pupils who are admitted to St Albans R.C. Primary School have attended Tremorfa Nursery School prior to entering primary education.
56. Overall, there are sufficient nursery class and nursery school places to meet the current and projected need across the Adamsdown and Splott

areas, with some surplus available to respond to any future change in take up of nursery education places.

Proposed reorganisation of schools

Tremorfa Nursery School – capacity and demand for places

57. Tremorfa Nursery School is currently operating as a stand-alone English-medium community nursery school. The school is located at Mona Place, Tremorfa, CF24 2TG, on a site adjacent to St Alban's R.C. Primary School and Tremorfa Park.
58. The school currently provides nursery education for up to 112 places for children aged 3 – 4. In addition, the school offers wrap around childcare on site, along with courses for parents and a weekly community café in the school community room.
59. The school was inspected by Estyn in February 2019. The school's standards, leadership and management were assessed as good. Wellbeing and attitudes to learning, teaching and learning experiences, and care support and guidance were assessed as excellent.
60. As part of this reorganisation, it is proposed that Tremorfa Nursery school becomes an integrated children's centre. It would continue to be a stand-alone nursery school providing nursery education for children age 3-4 that has been recognised as being of excellent quality, but to an increased number of pupils.
61. In addition to this, it would offer a significantly expanded range of services to families with young children from the Splott/Tremorfa area. This would include the relocation of the Flying Start childcare and parenting support currently located on the Willows High School site. The integrated children's centre would be located in the current Tremorfa Nursery School buildings together with the adjacent St Alban's R.C. Primary School accommodation/site.
62. These proposals would complement the enhancement of early years' provision at Moorland Primary school which has already been agreed.

Baden Powell Primary School and St Alban's R.C. Primary School – capacity and demand for places

63. Baden Powell Primary School is located at Muirton Road, Tremorfa and provides 420 places (2FE) for children aged 4 – 11 and 56 nursery places for children aged 3 – 4. At October 2018 there were 360 pupils enrolled in full-time education at the school, and 32 pupils enrolled in the nursery class. In recent years, the nursery class has been fully subscribed in the summer term.

64. The Council previously brought forward proposals in 2012 to increase the capacity of the school from 2 form entry to 2.5 form entry with additional nursery places, however following a change of circumstances it was agreed that the proposal would not be progressed.
65. Proposals brought forward in 2015 including an option in which Baden Powell Primary School would transfer into new build accommodation on the existing Willows High School site, but this option was not progressed.
66. Despite fluctuations in the pupil population within the catchment area of the school, if no changes were made to the organisation of schools a two form entry Baden Powell Primary School would be sufficient to meet projected demand for places. The demand and supply of places across its catchment, combined with that of the neighbouring Moorland Primary School catchment area, are appropriately balanced.
67. The school was inspected by Estyn in July 2017. At that time the school's performance was judged as good (many strengths and no important area requiring significant improvement. The school's prospects for improvement were judged as adequate (strengths outweigh areas for improvement).
68. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
69. St Albans R.C. Primary School is a Voluntary Aided School located at Mona Place, Tremorfa, on a site adjacent to Tremorfa Nursery School and Tremorfa Park.
70. The school buildings and land on which the school sits is held in trust by the Governing Body, which also employs the staff and deals with admission arrangements. The Council, via the school budget share, provides revenue funding.
71. The school provides 210 places (1FE) for children aged 4 - 11. At October 2018 there were 172 children at the school. The most recent information supply by the Catholic Archdiocese in June 2019 indicates that 17% of the children at the school are Catholic.
72. The number of pupils enrolled at St Alban's exceeded capacity in 2012. Since 2013, the number enrolled has fluctuated between c170 and 180 pupils.
73. The school was inspected by Estyn in May 2019. The report of Estyn's findings is awaited and is expected to be published in July 2019. Any proposals taken forward in respect of St Alban's would need to take account of the most recent Estyn findings.

74. The school was previously inspected by Estyn in November 2011. At that time the school's performance was judged as unsatisfactory (important areas for improvement outweigh strengths). The school's prospects for improvement were judged as unsatisfactory. The school was judged to be in need of special measures.
75. The school was required to draw up an action plan, showing how it was going to address the recommendations from the 2011 inspection. A follow up Estyn Monitoring visit took place in July 2013. Estyn decided the school had made sufficient progress against the specific recommendations from the 2011 inspection. The school was then removed from any further follow-up activity.
76. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
77. The Council and Archdiocese are seeking to bring forward a proposal to discontinue St Alban's R.C. Primary School.
78. The Catholic Archdiocese is of the view that the school should close as a Catholic primary school. This is based on the low number of Catholic pupils at the school together with issues of concern regarding quality, standards and leadership which have not been sustainably addressed despite significant inputs over recent years.
79. The Governing Body of St Albans R.C. Primary School has sought to appoint a substantive Headteacher for almost ten years but has been unable to make a permanent appointment. The Archdiocese has considered the professional advice of experienced Headteachers who have supported the school, and is of the opinion that there is a need for a full-time permanent Headteacher to provide the required support and stability to the school. An Executive Headteacher within a federation of schools would not be well placed to provide the level of support necessary.
80. It is therefore proposed that St Alban's R.C. Primary School would close in August 2021.
81. In the event of the proposal to close St Alban's R.C. Primary School being progressed the nearest Roman Catholic school for families living within the vicinity of the school wishing to access a Catholic school would be St Peter's Catholic Primary School which is 1.6 miles from the St Alban's site.
82. Sufficient places would be made available to accommodate those pupils displaced from St Albans, and local demand for English-medium places, at an enlarged Baden Powell Primary School.

83. It is proposed that Baden Powell Primary School would operate across the two school sites for a transition period until the new school building is completed. Any children remaining on roll at St Alban's would be offered the opportunity to apply to transfer to Baden Powell Primary School or to other schools if this is their parents' preference. All children from St Alban's R.C. Primary School would be able to continue to attend school provision on the St Albans or Baden Powell Primary School site during the transition period, if this is parents' preference.
84. Those children seeking to continue a faith based education within a Catholic school would need to apply to alternative primary schools. The nearest Catholic primary school to St Alban's R.C. Primary School is St Peter's R.C. Primary School, however this school is fully subscribed in some year groups. A small number of places are available in some year groups in other Catholic schools, including St Cuthbert's, St Patrick's, St John Lloyd and St Cadoc's primary schools.
85. The closure of St Alban's R.C. Primary School would mean that those pupils seeking to continue a faith based education would, in most cases, travel further to school and in some cases would require home to school transport.
86. The table below indicates the number of surplus places available at other Catholic schools in Cardiff.

School	PAN	Year group								Total	Capacity	Surplus	% Surplus
		Rec	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6					
Christ The King	30	21	27	31	30	30	30	42	211	210	-1	-0.5%	
Holy Family	35	19	24	15	15	23	18	24	138	247	109	44.1%	
St Alban's	30	17	30	27	23	28	28	17	170	203	33	16.3%	
St Bernadette's	30	30	30	31	30	30	30	30	211	205	-6	-2.9%	
St Cadoc's	45	45	36	42	51	39	46	44	303	253	-50	-19.8%	
St Cuthbert's	22	16	15	21	22	22	19	13	128	149	21	14.1%	
St Francis	45	36	40	51	55	30	51	53	316	386	70	18.1%	
St John Lloyd	45	34	39	49	31	47	47	41	288	315	27	8.6%	
St Joseph's	30	25	19	28	28	25	29	29	183	210	27	12.9%	
St Mary's	37	33	27	26	38	30	39	37	230	261	31	11.9%	
St Patrick's	45	44	45	42	44	43	45	39	302	315	13	4.1%	
St Peter's	75	54	59	73	65	74	72	73	470	540	70	13.0%	
St Philip Evans	52	47	52	48	47	54	63	54	365	365	0	0.0%	
Total	521	421	443	484	479	475	517	496	3315	3659	344	9.4%	

87. The city-wide proportion of surplus places in Catholic primary schools, at 9.4%, is at an appropriate level although surplus varies greatly between schools.

Meeting future demand for places in Catholic primary schools

88. The Catholic Archdiocese has noted that the number of baptised Catholic children in some schools including St Alban's R.C. Primary School is proportionately low.
89. In this context, the Catholic Archdiocese has indicated that there would continue to be sufficient places available at Catholic primary schools in Cardiff to serve families who wish to access a Catholic education in the future.
90. The Catholic primary schools which serve neighbouring areas to Adamsdown and Splott include St Cuthbert's RC Primary School, Butetown, and St Peter's RC Primary School, Roath.
91. The Catholic Archdiocese has indicated that arrangements would be made to ensure that the admission policies of other schools give equal priority to children from the current St Alban's catchment for admission in future years.

Willows High School – capacity and take up of places, age 11-16

92. The capacity of Willows High School is assessed as being able to provide 1120 places (7.4 Forms of Entry) for children aged 11 – 16. However, the specialist teaching spaces available within the school would be insufficient for the school to admit pupils to its capacity.
93. The school was most recently inspected by Estyn in April 2018. Whilst care, support and guidance at the school was judged as good (good strong features, although minor aspects may require improvement), standards, wellbeing and attitudes to learning, teaching and learning experiences and leadership and management were judged as adequate and needs improvement (strengths outweigh weaknesses, but important aspects require improvement).
94. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
95. The most recent PLASC data in January 2018 indicates that the overall take up of Year 7 places at any English-medium community school by pupils living within this catchment area is c5.3 Forms of Entry.
96. However, there are larger numbers of children in the local population in the year groups promoting through the primary age phase at present. This means that the intakes to Year 7 at Willows High School in the foreseeable future are projected to be higher as these larger primary cohorts promote to secondary school.

97. Projected intakes to Year 7, as the larger cohorts within the primary phase promote to secondary school, indicate demand for c6 to 7 Forms of Entry from within the existing catchment area over the period from 2022 – 2026.
98. The Council would not seek to replace Willows High School at the existing capacity of 7.4 Forms of Entry as this would not allow efficient organisation of year groups in the school. Reducing the capacity of Willows High School to 7 Forms of Entry or lower may not provide sufficient places for the number of pupils within the catchment area of the school who may require places.
99. As outlined in paragraph 44, in order to meet the forecast demand in the Fitzalan catchment area for places in English-medium community secondary schools, some places must therefore continue to be provided in other schools serving the south and central parts of Cardiff.
100. The Council therefore proposes to marginally expand the school to 8 Forms of Entry, creating an efficient class organisation, ensuring there is sufficient capacity to allow the projected number of local children requiring a place in an English-medium community high school to attend, and contributing a proportion of the additional places required to meet the projected demand from the wider area.

Post-16 provision

101. At present, Willows High School is an 11-16 school with no post-16 education provision on-site. Pupils who complete secondary education at Willows transfer to a wide range of academic and vocational providers.
102. In 2017/18, 34% of pupils leaving the school enrolled in further education at Cardiff & Vale College, 29% to St David's College, 21% to ACT and 6% to other education or training providers. Within this cohort, only 2% (two pupils) transferred to a sixth form place within a secondary school in Cardiff.
103. The Council is seeking to enable a greater number of learners to progress to education, employment or training when completing secondary education.
104. A comparison of Year 11 and Year 12 school census data for 2017 and 2018 indicates that:
 - The percentage of learners attending Willows High School, who promote to sixth form provision in a school (2%) is very low when compared to the city-wide average (c50%). The vast majority commute to a sixth form college or training provider.
 - The percentage of learners that reside within the Willows High School catchment area and promote from any English-medium secondary

school to sixth form provision in a school (c30%) is also lower than the average.

105. School admission (parental preference) information and school appeal submissions in recent years indicate that a number of parents within the Willows High School catchment area cite the presence of sixth form provision as a factor when nominating alternative schools as preferences to their local catchment secondary school.
106. Taking the above information into account it is proposed that a post sixteen provision of 250 places would be a positive development for the area and could enable c52% of Year 11 pupils to remain within education on the new site, (if the school was fully subscribed).
107. It is proposed that post-16 would be commissioned from an existing post-16 provider, and that the age range of Willows High School would remain at 11-16.
108. The new post-16 provision for pupils resident in Splott and Adamsdown would support the Council's desire to provide 21st Century learning environments and improve the opportunities available for young people equitably across the city. The new environment and collaboration with partners would create the challenging, supportive and stimulating environments, which engender aspiration and achievement. The aim of the proposal is to transform the aspirations and achievements of learners in the area.
109. Establishing a post 16 offer on the Tremorfa site would provide the opportunity to consider how to build on the current post 16 offer available locally and what gaps could be addressed which add value to the city as a whole. In doing this, the proposed development has the potential to maximise education investment in a particular part of the city, benefitting learners in Adamsdown and Splott whilst attracting additional learners through specialist options available.
110. Establishing post 16 provision on the Tremorfa site would allow for a significantly greater proportion of pupils to progress to academic and/ or vocational post 16 provision following completion of their statutory education, without compromising the viability of other academic and vocational training providers that serve the area at present.

Building on success - Creative Partnership, secondary and post-16

111. The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training.

112. To date over 120 businesses have pledged to support Cardiff Commitment and provide opportunities to schools and young people, better preparing them for the world of work, contributing to the future economic growth of the city.
113. The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.
114. Cardiff is well placed to develop innovative partnerships between schools, businesses, universities and other bodies in the city. In recent years such partnerships have strengthened with considerable potential for further impact.
115. This has been evidenced locally with the successful establishment of the 'Creative Partnership' (which comprises of school representatives together with creative industry leaders) that is integral to how the new Cardiff West Community High School (CWCHS) plans and educates their learners. This partnership was developed to harness the potential to provide an exciting new offer to young people and to respond to the employment opportunities presented by expanding 'creative economy' as one of Wales' fastest growing sectors.
116. At the outset the rationale for the partnership between education and the creative economy in Cardiff assumed the following:
 - Some of our communities need support to raise aspirations and create a culture of achievement and success, underpinned by a high quality education.
 - There is a need to develop the relationship between business and education so that young people leave education with the skills and competences to be work ready.
 - The growth in the creative economy in Cardiff presents an exciting opportunity to connect young people and their communities to a vibrant and innovative sector.
117. Cardiff is one of the UKs fastest growing cities in both population and economic terms. The creative economy is just one of the growing sectors that is presenting fresh opportunities that may not have been present in the past.
118. The evolution and embedded partnership approach is by no way exclusive to CWCHS. It is a model of partnership which could be replicated, with other sectors in the regional economy e.g. Science, technology, and engineering.
119. The proposed investment to develop and deliver a local post 16 for Adamsdown and Splott would look to build on the successful Creative Partnership and maximise the fresh approach to developing and

delivering a specialised range of learning opportunities in purpose-built facilities that has been applied at CWCHS. In doing so it would introduce a new and bespoke range of exciting opportunities into an area where young people have traditionally had to travel out of their area to access post 16 provision and some have expressed they are underwhelmed by the choices on offer.

120. Industry partnerships mean that learners in Cardiff are able benefit from a rich curriculum which delivers 'real world' learning opportunities. The curriculum and subjects offered are designed to maintain a strong focus on competencies which support young people to become work ready, e.g. focus on communication; team working; flexibility; adaptability; and entrepreneurialism.
121. This model also ensures that students benefit from an improved understanding of the careers available within the sector to make more informed choices with a bias towards innovation and problem solving, encouraging students to take managed risks and developing their confidence to enter a fast changing employment market.
122. Any post 16 provider commission to deliver education on the Tremorfa site would therefore need to demonstrate its firm commitment to working in partnership with an industry (to be determined and agreed) in order to:
 - Put industry at the heart of learning, developing problem solving, tenacity, resilience and innovation, and promoting creativity through links between schools and the designated sector economy.
 - Broaden horizons so all young people have the opportunity to fully engage in the cultural, social and economic life of Cardiff.
 - Ensure business activity that fully reflects the changing face of Wales is at the core of its offer.
123. In doing this we would expect to realise the following benefits:
 - Young People would be inspired by opportunities designed to foster their independence and develop their skills to be resilient, innovative and problem solving learners.
 - Communities would be empowered through meaningful projects and activities with employers and partners in the designated sector.
 - The city would be enhanced by a dynamic economy underpinned by a vibrant education system.

Condition & Suitability

124. Cardiff has a very large education estate, with over 127 school properties. Many sites comprise of multiple blocks, constructed during different decades. A large number of primary, secondary and special schools are in a poor state of repair.

125. Approximately £17m, or 14%, of maintenance and condition issues of the estate have been addressed through Band A of the 21st Century Schools investment programme. There has been significant investment in the construction of two new high schools in the East and West of the City, new primary school provision and suitability works undertaken in primary schools.
126. This nonetheless leaves a significant maintenance backlog of approximately £68m, of which circa £8m is Equality Act 2010 compliance. The Local Authority's current spend on school asset renewal has been circa £4.7m per annum. In 2018-2019, the Council allocated an additional £25 million of funding over the next 5 years to the school's asset renewal budget. This resource is allocated on a priority basis and is predominantly limited to keeping properties safe and watertight.
127. As part of the prioritisation of schools within the Band B programme, all properties across the school estate were given a rating from A to D for the following issues, with D being the worst category:
- Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
128. Willows High School is rated as a "D" category for condition, which means the buildings are life-expired. The Welsh Government is committed to removing all "D" condition schools from Wales. As a result, Willows High School automatically prioritised for investment under Band B.
129. The school is also rated 'D' for suitability, with 'unsuitable' learning environments, which seriously inhibit the school's capacity to deliver the curriculum.
130. The Willows High School site is within the flood zone and is therefore not able to be developed for a new build school.
131. The most recent condition survey of Baden Powell Primary School undertaken in 2018 rates the school as C condition overall and identified essential maintenance issues that would need to be resolved in the next five to ten years, at significant cost. If these issues were not mitigated, it is likely that the school would be rated as D for condition within this timescale.
132. However, whilst prioritising the significant investment needs through the Council's asset renewal budget would resolve these issues, this would not necessarily create a 21st Century learning environment.
133. The most recent condition survey of St Alban's R.C. Primary School rates the school as B for condition overall.

134. The most recent condition survey of Tremorfa Nursery School rates the school as B for condition overall.

Transformative enhancement of facilities and opportunities

135. The key focus of this proposal is to deliver an ambitious programme of reorganisation and investment designed to fundamentally transform the education offer currently available in the Splott and Adamsdown. New school buildings can play a pivotal role not only as places to inspire and educate our children, but also as vibrant and dynamic learning centres in which all ages are able to learn and grow that are embraced and used not only by their pupils but also by their wider communities and the families within them.
136. The proposals and associated investment would be developed to maximise the impact of the high quality provision and best practice that already exists for children, young people from birth through to adulthood by challenging and supporting the schools and other providers to work together to put 21st Century learning spaces at the heart of their communities.
137. This proposed programme of change to the organisation and facilities, alongside the delivery of the forthcoming new curriculum for Wales, would enable the Council and local education providers to build on its recent success in raising standards across the city. Eastern High School and Cardiff West Community High School which have benefitted from similar transformational investment. These schools have seen an improvement in outcomes for their pupils associated with organisational restructure and investment in the learning facilities. These same facilities are also operating well beyond the traditional school day with communities, charities and other community groups maximising the opportunities to offer an enhanced range of learning and sport.
138. The Willows High School project included within the Band B 21st Century School focused investment on the replacement and marginal expansion of Willows High School to benefit pupils aged 11-16. This revised proposal aims significantly higher, seeking to embrace a wider range of ages and stages with a view to having an impact on children, families and communities from birth into adulthood. Education, play and leisure opportunities have the potential to benefit each and every member of their communities, adding to the investment at Splott Hub and pool facility, by uplifting the outdoor sports facilities, investing in a reshaping of parkland and public open space to serve residents and learners alike.
139. The addition of post 16 provision located on the site of the Willows High School would provide new opportunities for local young people keen to progress into further education and access vocational education in their neighbourhood. Learning from the positive lessons of working with the Creative Partnership at Cardiff West Community High School, this investment would present an opportunity to explore and respond to

exciting developments in other specialist areas. In doing so, it would allow post 16 providers in the city the opportunity add to their existing offer to cater to for aspirations in Splott, Adamsdown and across the city and preparing young people to become part of a vibrant economy and ensure they have the skills to engage with an enhanced range of employment opportunities.

Land Matters including upgrading of public open space

140. The Willows High School site is within the flood zone and is therefore not viable to be developed for a school at this time. It is anticipated that, following construction of the proposed new coastal defence wall, surveys would be commissioned for the flood boundary to be reassessed by Natural Resources Wales.
141. Whilst the site could potentially be available to accommodate a replacement school building in future, proposals for new school buildings could not be brought forward until at least 2023. If new buildings were to be constructed on the existing school site, it is unlikely that pupils in Adamsdown and Splott would benefit from occupying these until 2026 or 2027.
142. Tremorfa Park site is located adjacent to the existing Tremorfa Nursery School and St Alban's R.C. Primary School sites. The site presents an opportunity to locate extended primary and secondary school provision on the same site with nursery provision being provided at Tremorfa Nursery. The proposed site for primary and secondary school provision would require the majority of Tremorfa Park within the boundary of the schools, and the remaining parkland would be retained for shared school and recreational use, and as public open space. Access would be available for community use of the pitches.
143. Formal arrangements exist at present for Tremorfa Park to be used by St Albans Rugby Club. The park is also used for informal recreation, including dog walking. Concerns have been raised in the local community regarding anti-social behaviour on the park and in other public open space.
144. The transfer of an enlarged Willows High School to Tremorfa Park would allow for St Albans Rugby Club to continue to make use of formal marked pitches during and beyond the period of construction, and to benefit from access to grass pitches and to a 3G pitch within the school site when complete.
145. The redevelopment would allow St Albans Rugby Club to retain access to their existing clubhouse. Consideration would be given within the design of the school site to efficiently use car parking spaces to serve both the schools and club needs.

146. Formal arrangements exist at present for facilities at Willows High School to be used by Bridgend Street Football Club.
147. It is anticipated that the new Willows High School and Baden Powell Primary School buildings would be located at the North Eastern end of Tremorfa Park as this area is outside of the flood zone. Vehicular access to the school site would be planned from Ffordd Pengam.
148. As an integral part of the proposal, following construction of the new school buildings and demolition of the existing Willows High School, a linear park would be created extending from Tremorfa Park adjacent to the existing Willows High School site. This would support pupils, parents and other members of the local community who wish to travel between the sites by active means including cycling, scooting and walking.
149. The existing Willows High School site was previously held in charitable Trust and restricted to "Public Recreation and Pleasure Ground" use. Following independent valuation, this was exchanged for land at Tremorfa Park, which is now held in trust.
150. In order to facilitate the transfer of Willows High School to Tremorfa Park, arrangements would need to be made to exchange Tremorfa Park, placing commensurate open space into trust. The Council would therefore seek to place the vacated Willows High School site and the existing linear parkland, of commensurate value, into trust for use by the local community as public open space.
151. In the event that the proposal to close St Alban's R.C. Primary School is taken forward, the Catholic Archdiocese anticipates that a capital receipt would be realised and that this would be invested in further developing Catholic school provision within Cardiff.
152. The Council would, following the closure of St Albans R.C. Primary School, operate an enlarged Baden Powell Primary School across the two existing sites of the schools during a transition period until the new school buildings are completed.
153. Following the transfer, at the end of the transition period, of the Baden Powell pupils to the completed new buildings, it is proposed that the vacated St Alban's site would accommodate enhanced early years provision. It is anticipated that the Baden Powell Primary School buildings would be demolished shortly after vacation.
154. The facilities on the existing Willows High School site presently used by Bridgend Street Football Club would be retained and a new agreement made.
155. The existing playground facility at the north eastern end of Tremorfa Park, displaced by the new school buildings, would be replaced within the linear park.

Benefits of the proposals

156. The proposals would:

- Inspire and regenerate the schools and local community through the new 21st Century facilities and enhanced partnerships
- Provide new facilities on a shared site, equipped to provide all pupils from age 4-18 with a broad and balanced curriculum in high quality facilities
- Enable closer working relationships to improve transition between key stages and help to avoid the traditional dip in achievement at the time of transition from the primary to the secondary sector that some pupils experience
- Ensure an additional range of resources, services, and facilities that pupils of primary and secondary age can share in different locations on the same site
- Give all in the community an improved opportunity to make use of the resources and facilities
- Enable collaboration across the sectors on the same campus, facilitating the link between education and children's services, children and young people's health services and other agencies involved with children and young people
- Increase the proportion of secondary school pupils in Adamsdown and Splott taking up places at a school within their local community
- Reduce the length of journeys taken by secondary school and post 16 learners commuting to other schools, education and training providers
- Enable some pupils in the secondary sector to accompany their young siblings to the primary school on a shared site.

Admissions and Catchment areas

157. There are no plans to change the Council's policy on the admission of children to schools, as a result of this proposal.
158. As the admissions authority, Cardiff Council would continue to be responsible for the admission of pupils to Baden Powell Primary School and Willows High School.
159. Admission arrangements for the 2021/22 school year, in which the revised arrangements would take effect, would be subject to consultation in Autumn 2019/ Spring 2020 in accordance with the requirements of the Admissions Code.
160. The Published Admission Number for Baden Powell would increase from 60 places to 90 places per year group. The Published Admission Number for Willows High School would increase from 221 to 240.
161. There are no changes proposed to primary school catchment areas to take effect from September 2021. The supply of and take up of school

places would be kept under review and consideration would be given to future changes if deemed necessary.

162. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time, in order to provide a suitable balance in the supply of and take up of places.
163. The Archdiocese has indicated that admissions arrangements for other Catholic primary schools within the local cluster, namely St Peter's, St Patrick's, St John Lloyd and St Cadoc's would give equal priority to those children within the current 'catchment' which St Alban's serves.
164. Arrangements would also be made with St Illtyd's High School to ensure that there would be no negative impact on pupils unable to secure in year transfers to alternative Catholic primary schools.
165. Detailed information regarding admission arrangements for 2019/20 is contained in the Council's Admission to Schools booklet, and this information can be viewed on the Council's website (www.cardiff.gov.uk).

Impact of the proposal on the Welsh Language

166. It is not anticipated that there will be any differential impact on the Welsh Language, as a result of this proposal.
167. The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school. This proposal does not seek to change the number of Welsh-medium primary or secondary school places available in the area.
168. The Council works closely and constructively with partners on its Welsh Education Forum, which includes representatives of nursery, primary, secondary and further education, childcare, RhAG and the Welsh Government. The Forum actively informs the planning of Welsh-medium places, to continue to drive the Council's plan to sustainably increase the number of learners within Welsh-medium schools and those learning Welsh in English-medium schools.
169. The council monitors birth rates, the yield from proposed housing and the patterns of take-up in Welsh-medium provision at primary and secondary age, with a view to bringing forward appropriate plans to meet any increased demand.
170. Whilst forecasts, based on the number of children in the Welsh-medium primary, indicate that additional capacity will be required to meet the demand for places in Welsh-medium secondary schools, separate proposals will be brought forward at the appropriate time to ensure there are sufficient places available.

171. The Council, and its partners on the Welsh Education Forum, are committed to driving the increase in number of pupils educated through the medium of Welsh, to meet the targets within Cardiff's WESP, and to meet the targets set out in the Welsh Government's Cymraeg 2050 strategy.
172. The Council must ensure that the expansion of school provision is brought forward in a strategic and timely manner, which does not compromise existing provision. Expanding Welsh-medium secondary school provision would, inevitably, have an impact on the take-up of places in other schools, and in turn on the ability of schools to balance budgets and to attract or retain staff.

Community Impact

173. The following are taken into account when considering a proposal: Public Open Space, parkland, noise and traffic congestion. Officers will work with schools and any community group to make sure that proposals avoid negative impacts and have a positive impact overall wherever possible.
174. The new school facilities for pupils aged 4 – 16, as part of an overall site that aims to provide education opportunities from birth to adulthood, would be developed for the wider benefit throughout the local community in the sharing of facilities outside of school hours. The improvements to public open space are anticipated to have a significant, long term positive impact on the community.
175. The schools that might be affected by the proposals are existing schools. Some offer after school activities and some have community organisations offering services from the school. It is not thought that there would be a negative impact on any of these activities.
176. Whilst the Flying Start services provided on the Willows High School site would be provided, there is no reason that the services would be negatively impacted.
177. With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. Welsh Government's aim for shared facilities in community-focussed school are to:
 - Provide opportunities for the local community and sports organisations to participate in sport and physical activity for health improvement and development of their skills, particularly amongst low participant groups;
 - Operate in line with the national agenda for sport taking into account nationally adopted strategies;
 - Generate positive attitudes in sport and physical activity by young people and reducing the dropout rate in sports participation with age;

- Increase the number of people of all ages and abilities participating in sport and physical activity including people with disabilities;
 - Use the facilities to encourage the range, quality and number of school sports club links and to stimulate competition that is inclusive of young people and adults;
 - Provide affordable access to the facilities and to be self-financing and cost neutral in the first instance, generating sustainable income for the school in the future.
178. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.
179. The redevelopment of Tremorfa Park will allow St Alban's Rugby Club to make use of better facilities in the longer term and interim arrangements will be made to ensure that the club retains access to pitches during the construction period.

Wellbeing of Future Generations

180. In line with the Well-being of Future Generations Act Cardiff's Band B programme is committed to providing Local Schools for Local Children, together with encouraging use of sustainable modes to travel to schools, such as walking and cycling. Each school project takes into account key transport issues when they are being designed and the firm need to provide safer routes to encourage walking, cycling and other active travel modes to schools.
181. With the current investments in ICT across the city, student movements may be further reduced as mobile technology develops further allowing for flexible teaching methods. These have the potential to result in a more efficient Travel Plan and further contribute to the Council's targets to reduce its carbon emissions.
182. In order to maximise the long-term impact of this significant investment, any design taken forward for each school included in this proposal would be developed to ensure the delivery of high quality modern facilities that are able to respond to the current pupil populations needs and support the delivery of effective teaching and learning methods. They would also incorporate the flexibility to take account of changes depending on need as time progresses; such as changing demographics and pupil numbers, changing curriculum and changing types of pupil needs.

Local Member consultation

183. Local members have been consulted on the proposals.

Scrutiny Consideration

184. The Children and Young People's Scrutiny Committee will consider these proposals on 9 July 2018. The letter from the Chair of the Scrutiny will be circulated at the Cabinet meeting.

Reason for Recommendations

185. To meet the demand for English-medium early years', primary and secondary school and post 16 places in Adamsdown and Splott.

Financial Implications

186. This report recommends that a consultation process is commenced in respect of a number of proposals regarding educational provision to serve Splott and Adamsdown. Any decision to consult will not commit the Council, at this stage, to any significant financial commitments. However, should the proposed scheme ultimately proceed as outlined in this report, there are a number of financial implications to be noted and these are described in the following paragraphs.
187. The largest element of this scheme is the construction of a new build, and enlarged, Willows High School and a new and enlarged Baden Powell Primary School.
188. A new build Willows High School formed part of the outline 21st Century Schools Band B Programme, approved by Cabinet in December 2017 and, at that stage, was to be funded via Welsh Government's traditional capital route, where grant funding would be provided for 50% of the total cost and the Council would meet its 50% share via a combination of external borrowing and capital receipts.
189. However, as outlined in the Cabinet report of 21 March 2019, regarding the funding strategy for the 21st Century Schools Band B Programme, the preferred option is now for this particular scheme to be funded via the WG's revenue funded Mutual Investment Model (MIM). This will mean that, ultimately, the new building will be constructed via a Special Purpose Vehicle and the Council will make a net contribution of 19% (with WG providing 81% of the revenue funding required) towards the annual unitary charge for a period of 25 years. The funding required for the Council's contribution will be made available via the SOP Revenue Reserve, which also meets revenue costs arising in relation to programme delivery and capital financing.
190. In addition to the main new build element of this scheme, there will be other capital costs arising that cannot be met from within the scope of MIM. These costs will include those directly connected to the new school, such as FFE and ICT, as well as other costs not directly connected to the new building, such as the required reinstatement of park land.

191. These costs are still within the scope of the 21st Century Schools Programme and will be funded via the traditional capital route, with WG contributing towards 65% of the costs, following a recent change in the intervention rate, reducing the level at which the Council will need to contribute towards the scheme.
192. Further work is required to understand the full extent of these particular costs, however the SOP Revenue Reserve currently includes an estimated allocation for these works and they are considered affordable within the current parameters of the financial model.
193. Any costs arising that are not directly or indirectly linked to the scheme, but proposed as part of this overall development, will need to be funded from within existing allocations in the Council's capital programme. In addition, any capital required for maintaining the affected schools in the interim will need to be met from within existing resources.
194. Other capital costs arising from this proposed development include the acquisition of, and adaptations to, the current St Alban's R.C. Primary School building. The buildings are currently outside of Council ownership and funding will need to be identified for the total cost of the acquisition, less any existing outstanding liabilities between the Council and the Archdiocese.
195. Any adaptations required to create the Integrated Children's Centre will need to be funded from within resources already approved as part of the Council's capital programme.
196. In addition to the funding required to acquire and adapt St Alban's R.C. Primary School, a clear strategy for the existing Baden Powell Primary School site will need to be determined. Should a decision be made to dispose of the site, it will be necessary for the proceeds to contribute towards the current capital receipts target for the Council, of which the affordability of the Band B Programme is partly reliant upon. Should the site be retained and developed upon by the Council, it will be important that the cost of this can be met from within existing approved resources, external resources or is progressed on an invest to save basis.
197. There are also a number of financial implications arising from a revenue perspective.
198. The first of these is the funding required for the additional 11-16 pupils at Willows High School, due to the fact that the majority of school funding is driven by pupil numbers. If overall pupil numbers increase within Cardiff, as expected, the funding required will be factored into the Council's medium term financial plan and subsequently provided as growth to the overall school budget as part of the annual budget process.
199. Whilst the proposed closure of St Alban's R.C. Primary School will result in savings arising, it is assumed that the pupil-led funding attached to that

school will be required to fund the increase in pupil numbers at the expanded Baden Powell Primary School. However, certain elements of school funding are provided to individual schools on a lump sum basis and, therefore, the closure of St Alban's will result in certain savings arising. It is assumed, at this point, that these savings will either be absorbed into the wider school budget or extracted and added to the SOP Revenue Reserve. Savings may also arise from the reduced age range of Baden Powell Primary School, however it is assumed that these would be required to fund the increased capacity of Tremorfa Nursery School.

200. Other revenue implications include the proposed extension of the age range of Willows High School. Because funding for post-16 education is provided in the form of WG grant, the Council cannot directly control the overall level of funding provided. Whilst WG will use learner numbers as the basis of distributions to each local authority, it cannot be guaranteed that funding will increase in direct correlation with pupil numbers. On that basis, there is a risk that the introduction of post-16 provision at Willows High School will have a financial impact upon both the school itself and other schools with post-16 provision in Cardiff, due to the potential for a dilution of the per pupil funding levels.
201. A further consideration will be the potential for redundancy costs to be incurred as a result of the closure of St Alban's R.C. Primary School. Should this be the case, it will be necessary for any costs arising to be met from within the SOP Revenue Reserve.

Legal Implications

202. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to provide sufficient school places for pupils of compulsory school age.
203. Parents have a right to express a preference for the school they wish their child to attend under section 86 of the School Standards and Framework Act 1998. This does not provide a right to attend a certain school, as applications can still be refused for admission where this would prejudice the provision of efficient education or the efficient use of resources.
204. A local authority can make school organisation proposals, including the discontinuation of a voluntary school or making regulated alterations to a community school or maintained nursery school, under sections 42-44 of the Schools Standards and Organisation (Wales) Act 2013. The proposals set out in the report must be considered having regard to the provisions of the 2013 Act and the School Organisation Code 2018, which sets out factors to be considered in respect of different proposals, the statutory procedures, legal requirements and guidance.
205. The Council is required, prior to publishing its proposals, to undertake a consultation on its proposals in accordance with section 48 of that Act and

the School Organisation Code 2018. The recommendations seek authority to carry out that statutory consultation.

206. Case law has established that the consultation process should:
- (i) be undertaken when proposals are still at a formative stage;
 - (ii) include sufficient reasons and information for particular proposals to enable intelligent consideration and response;
 - (iii) provide adequate time for consideration and response; and;
 - (iv) ensure that the product of consultation is conscientiously taken into account when the ultimate decision is taken.
207. The Schools Organisation Code sets out further detailed requirements and guidance in relation to the statutory consultation, including the requirement for publication of a consultation document (and the contents of that document), a minimum 42 days consultation period including at least 20 school days, and a list of statutory consultees, including parents, pupils, governing bodies, religious bodies, the Welsh Ministers and Estyn.
208. Following the public consultation, the Council is required to issue a consultation report, setting out the issues raised by consultees and its response to those issues. At this stage, a further report would be submitted to the Cabinet to decide how to proceed.
209. It should be noted that proposals affecting sixth form provision require the approval of the Welsh Ministers in accordance with section 50 of the Schools Standards and Organisation (Wales) Act 2013 and paragraph 5.2 of the School Organisation Code 2018.
210. Land at Tremorfa Park is currently held for recreational purposes under a trust which has the Council as its corporate trustee. To comply with charity law, a release of the relevant land from the trust will need to be in exchange for a dedication of alternative recreational land which is of no less benefit to the trust. For the purpose of resolving to carry out the proposed exchange of land, the Council as trustee will need to obtain a valuation report from an independent surveyor confirming that the proposal represents no less than equality of exchange to the trust in terms of value.
211. If the proposals are taken forward, the admission arrangements, including admission numbers and catchment areas, will need to be determined, following consultation, in accordance with the School Admission Code and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006.
212. In considering the proposals, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific

Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. An Equalities Impact Assessment should be carried out to identify the equalities implications and due regard should be given to the outcomes of the Equalities Impact Assessment.

213. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.
214. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
215. Further legal advice will be provided as proposals are progressed.

HR Implications

216. These proposals present significant HR implications for all of the schools affected. Firstly, the proposed expansions of both Willows High School and Baden Powell Primary School will require the respective Governing Bodies to plan for the workforce requirements in readiness for the expansion. The Governing Body of Baden Powell Primary School will also need to consider the impact of the proposal to reduce the age range of the school. The Governing Bodies will be encouraged to undertake this work in line with the SOP HR Framework and relevant HR Policies which means that any vacancies which arise should be considered as redeployment opportunities for staff on the school redeployment register.
217. The proposal to close St Alban's R.C. Primary School places school staff at a potential risk of redundancy and this will need to be managed in line with the School Redeployment and Redundancy Policy, which has been adopted by the school governing body. In the period leading up to the school closure the Council will work with the Headteacher and Governing Body to ensure that staff continue to be supported and motivated during what may be a potentially difficult situation. Full consultation with staff will need to take place following the outcome of this report and it will also be necessary to fully investigate the consequences of the closure of St Alban's R.C. Primary School in light of the expansion of Baden Powell Primary School and Tremorfa Nursery. In particular, as the staff at St Alban's R.C. Primary School are employed by its Governing Body, and not the Council, consideration will need to be given to the Transfer of

Undertakings (Protection of Employment) legislation to determine the extent to which it may apply in this case.

218. The consequences of the proposed changes to Tremorfa Nursery School will need to be fully considered and discussed with the Governing Body, to include any changes to school governance arrangements to take account of the proposal to include an integrated children's centre. This will require full consultation with staff and trade union colleagues when known.
219. Full support will be offered to all school staff and Governing Bodies by HR People Services throughout this reorganisation, which will involve attendance at consultation meetings, meetings with school staff if appropriate, and the circulation of Frequently Asked Questions documents.

Traffic and Transport implications

220. In line with the Wellbeing of Future Generations Act, the Council is committed to providing Local Schools for Local Children, together with encouraging use of sustainable modes to travel to schools, such as walking, cycling and scooting. Each school project takes into account key transport issues when they are being designed and the firm need to provide safer routes to encourage walking, cycling and other active travel modes to schools.
221. The Council's Local Development Plan (2006-2026) includes a target of 50% of all journeys to be made by sustainable transport. Minimising the proportion of school journeys made by car and maximising opportunities for travel to school by active and sustainable modes can make an important contribution to achieving this target and reducing pressures on the transport network at peak times. Increasing travel to school by active modes will have a positive impact on children's health and wellbeing and will support the delivery of key actions and outcomes under Goal 5 of the Council's Child Friendly City Strategy (2018), which relates to ensuring access to safe outdoor environments for formal and informal play, walking, cycling and scooting and active travel to school.
222. The Council's current Corporate Plan includes a commitment to every school in Cardiff developing an Active Travel Plan. Such a plan will identify actions by the school to support and encourage active travel to school and also any improvements to on-site and off-site infrastructure required to facilitate active journeys.
223. The provision of new schools and the relocation of existing schools provides a clear opportunity to address travel behaviour in the context of a new setting. The Council's approach to this for the new Willows High School site, also incorporating primary school provision, will need to address the following issues:

- The introduction of a large school community onto an existing park will potentially generate significant additional vehicular trips to the site, which could increase traffic pressures on the adjacent highway network. The potential extent of these will be identified when the Transport Assessment is commissioned. These impacts will need to be mitigated through:
 - the design and layout of the school site;
 - the design of the site access and parking arrangements including minimising on-site car parking;
 - the provision of on-site facilities, such as cycle parking;
 - development and improvement of off-site routes and engineering measures to facilitate travel to school by walking and cycling including speed management measures, new crossing facilities and parking restrictions on adjacent streets;
 - the development of an Active Travel Plan and a firm commitment for the new school to implement and sustain it.
 - A new vehicular access to the Tremorfa Park site from Ffordd Pengam would need to be provided to supplement the existing access to the park. This will provide a visible main vehicular access to the school from the highway network.
224. The mitigation measures will be best placed to minimise any vehicular impact on the highway network with quality cycleway network connections across the catchment, linking beyond to the citywide cycleway network and combined with direct and convenient pedestrian routes and comprehensive public transport services.
225. The Transport Assessment work will be progressed once confirmation of the education recommendations is received, and could identify further issues which would need to be addressed.
226. Data from the annual Hands Up survey (2017) for Willows High School, Baden Powell Primary School and St Albans R.C. Primary School gives results obtained from 349 primary school pupils and 386 Willows High School pupils as in Table 2.

Table 2: Modes of travel to school by surveyed pupils in annual Hands Up survey 2017		
Travel mode	Willows High School (386 pupils)	Baden Powell Primary School and St Albans R.C. Primary School (349 pupils)
Walk	56%	52%
Cycle	4%	6%
Skate	2%	2%
Bus	15%	3%
Car	17%	36%

Car share	1%	1%
Park and walk	0	1%

227. The new school site is located slightly further away from the homes of some of the existing pupils which could be approximately an additional half mile, but others will be closer. It is possible some parents may feel a greater inclination to drive their children to school.

Walking, scooting and cycling routes

228. The new school site is located on the site of Tremorfa Park, with the most direct pedestrian access onto the new site approximately 500m from the nearest existing Willows High School access gate. It will therefore be within reasonable walking, scooting or cycling distance for most pupils. Measures to encourage pupils, parents and staff to use active travel to the school will need to be built into the design of the access arrangements for the new school.

229. The site of Tremorfa Park and St Alban's Rugby Club has its main access from Kenyon Road and this entrance would form a main walking and cycling route to the front of the building. The existing access would need to be modified to provide safe routes for walking, scooting and cycling whilst also being available as an emergency and delivery access.

230. The main vehicular access into the school site would be via a new access road from Ffordd Pengam and would also incorporate an access route for walking, scooting and cycling.

231. Other potential routes for pedestrians and cyclists will link from the surrounding areas into the site for good quality, direct and convenient routes to school to encourage walking, cycling and scooting. Accesses to be confirmed are expected to include the existing routes into Tremorfa Park. Walking and cycling access will also be maintained to the proposed Linear Park.

232. The primary and secondary schools will have separate access routes once inside the overall site.

233. The Transport Assessment work will identify and inform proposed measures to support active travel routes. The Council's transport team will work closely with planning and education colleagues to develop the right solutions and support the development of the site travel plan which will incorporate an Active Travel Plan.

Active Travel Plan

234. The Active Travel Plan will be developed in conjunction with the planning, design and delivery of the new school facility and is expected to be made a condition of the planning consent.
235. In developing the Active Travel Plan, officers from the transport, planning and education teams will work together to ensure it is fully tailored to the setting of the school and its future needs. Development of the plan is likely to include the following activities:
- Early engagement with the school's head teachers, governing bodies and ward councillors to identify key issues and potential solutions;
 - Engagement with parents, pupils and staff including help with personalised travel planning;
 - Identification of essential facilities and infrastructure within the school site to support active travel, such as bicycle and scooter stands;
 - Specification of supporting off-site engineering measures to facilitate walking and cycling to the site;
 - Support from the Council's Road Safety Team to deliver active travel-supporting activities including national standards cycle training, Junior Road Safety Officers, Kerbcraft and Streetwise, and working with Welsh Cycling Go Ride team to deliver cycling skills.
236. On-site car parking must not exceed limits included in the Council's adopted parking standards included in the Managing Transport Impacts Supplementary Planning Guidance (2018).

Learner Travel Arrangements

237. There are no plans to change the Council's transport policy for school children.
238. Any pupils affected by the proposals would be offered the same support with transport as is provided throughout Cardiff in line with the same criteria that apply across Cardiff.
239. The Council's transport policy for school children can be viewed on the Council's website www.cardiff.gov.uk/schooltransport.
240. Under the Council's current Home to School Transport Policy pupils attending St Alban's R.C. Primary School and resident in Cardiff wishing to continue attending a Catholic primary school, who are unable to access a Catholic primary school within 2 miles of their home address, would be provided with free home to school transport to the nearest available Catholic primary school.
241. Although there are 179 pupils enrolled at St Alban's (most recent Number on Roll data), it is not known how many children would remain on roll in August 2021 nor is it known how many would opt to travel to an alternative Catholic primary school should St Alban's R.C. Primary School close.

242. The Council would not be liable for the cost of transporting any younger siblings who subsequently attend these other schools, should a place be available at a Catholic school in closer proximity.
243. At present, there are three pupils are provided with home to school transport to St Alban's R.C. Primary School and these children would continue to be provided with free home to school transport to the nearest school of the preferred type of school as there is not a safe home to school walking route available.

Equality Impact Assessment

244. An initial Equality Impact Assessment has been carried out. It concluded that the proposed changes would not negatively affect a particular group in society. Where particular groups are identified as being impacted, mitigating actions have been identified. This assessment will be reviewed after the consultation. Further equality impact assessments would also be carried out if the proposal goes ahead. A Statutory Screening Tool including Equality Impact Assessment is attached as Appendix 6.

RECOMMENDATIONS

The Cabinet is recommended to authorise officers to consult on proposals to:

- Discontinue St Albans R.C. Primary School from 31 August 2021;
- Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
- Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build facilities with capacity to provide 630 places (3 Forms of Entry).
- Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation, increasing the capacity of the school from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry)
- To establish post-16 provision for up to 250 pupils within the new buildings;
- Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including Flying Start childcare and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans R.C. Primary School site;

- Upgrade community facilities in the Splott Ward through the replacement of public open space at the former Willows High School site, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community at Tremorfa Park.
- Note that officers will bring a report on the outcome of the consultation to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013.

SENIOR RESPONSIBLE OFFICER	NICK BATCHELAR Director of Education & Lifelong
	5 July 2019

The following appendices are attached:

- Appendix 1: Cabinet Report, 12 October 2017
- Appendix 2: Cabinet Report, 14 December 2017
- Appendix 3: Correspondence from Director of Schools & Colleges, Archdiocese of Cardiff, 17 April 2017
- Appendix 4: Projected availability of and demand for primary school, secondary school and post 16 places
- Appendix 5: Map of English-medium community primary and secondary school catchment areas
- Appendix 6: Statutory Screening Tool including Equality Impact Assessment

**EARLY YEARS, PRIMARY AND SECONDARY SCHOOL
PROVISION TO SERVE ADAMSDOWN AND SLOTT**

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

AGENDA ITEM: 6

Reason for this Report

1. The purpose of this report is to inform Cabinet of the responses received following consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splot.

Background

2. At its meeting on 11 July 2019 the Cabinet authorised officers to consult on proposals to:
 - Discontinue St Albans R.C. Primary School from 31 August 2021;
 - Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
 - Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build facilities with capacity to provide 630 places (3 Forms of Entry);
 - Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation, increasing the capacity of the school from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry);
 - To establish post-16 provision for up to 250 pupils within the new buildings;
 - Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including Flying Start childcare and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans R.C. Primary School site;

- Upgrade community facilities in the Splott Ward through the replacement of public open space at the former Willows High School site, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community at Tremorfa Park.

Issues

3. The consultation period ran from 16 September until 4 November 2019.
4. The consultation process involved:
 - Publication of a bilingual consultation document outlining background, rationale and implications to parents, local childcare providers, Headteachers and Chairs of Governors of nearby schools, all Members of local wards and other stakeholders (a copy of the consultation document can be seen at Appendix 1);
 - Publication of a bilingual summary document setting out the main points of the consultation document which was distributed to parents at St Albans R.C. Primary School, Baden Powell Primary School, Willows High School and Tremorfa Nursery School, Adamsdown Primary School, Moorland Primary School and Stacey Primary School (a copy of the summary document can be seen at Appendix 2);
 - Distribution of a summary document in community languages including Albanian, Arabic, Bengali, Cantonese, Dari, Kurdish, Polish, Punjabi and Somali on request;
 - Meetings with Staff and Governors at St Albans R.C. Primary School, Baden Powell Primary School, Willows High School and Tremorfa Nursery School (notes from the meetings can be seen at Appendix 3);
 - Meetings with pupil representatives from St Albans R.C. Primary School, Baden Powell Primary School and Willows High School (notes from the meetings can be seen at Appendix 4);
 - Presentations to school assemblies at Adamsdown Primary School, Moorland Primary School and Stacey Primary School;
 - Online pupil surveys for pupils at St Albans R.C. Primary School, Baden Powell Primary School and Willows High School;
 - Online pupil surveys for pupils at Adamsdown Primary School, Moorland Primary School and Stacey Primary School;
 - Public meetings at St Albans R.C. Primary School and Willows High School at which the proposal was explained and questions answered (notes from the meetings can be seen at Appendix 5);
 - Drop-in sessions at STAR Hub, St Albans R.C. Primary School, Baden Powell Primary School, Willows High School, Tremorfa Nursery School, Stacey Primary School, Moorland Primary School, Adamsdown Primary School, St Alban's Church Hall, and Central Library Hub, where officers were available to answer questions (notes from the drop in sessions can be seen at Appendix 6);
 - Officers from the School Organisation Planning Team and the Traveller Education Service, visited Traveller families known to have children of school age. They outlined details of the proposal and completed consultation response forms on their behalf ensuring that

they views recorded were an accurate record of the points made by the individuals;

- A consultation response slip for return by post or e-mail, attached to the consultation document;
- An online response form at www.cardiff.gov.uk/AdamsdownSplottschoools

5. The views expressed at Council organised meetings, and on paper or electronically through the appropriate channels, have been recorded.

Responses received regarding the proposal during the consultation period

6. In total 342 responses were received.

7. Formal responses were received from:

- Local Member- Cllr Stubbs
- Estyn
- Willows High School Governing Body
- Willows High School Headteacher
- St Alban's R C Primary School Governing Body
- St Alban's R C Primary School Headteacher
- St Alban's R C Primary School Staff
- Baden Powell Primary School Governing Body
- Baden Powell Primary School Governing Body
- Tremorfa Nursery School Governing Body
- Tremorfa Nursery School Staff
- Tredegarville Primary School Headteacher
- Save St Albans School Committee
- St Alban's Parish Council
- St Albans RFC
- Future Generations Commissioner for Wales
- The Parish Priest of St Alban's Church

8. The response from Estyn set out its view that the proposal is likely to maintain at least the current standards of education and provision in the area. Estyn noted that there would be disruption to pupils attending St. Alban's RC Primary School following the proposed closure in August 2021, and that pupils enrolled at Willows High School and Baden Powell Primary School would remain on their current sites until the new build facilities are completed.

9. Full copies of the formal responses can be seen at Appendix 7.

10. A 1,987 signature "Save the Future of Catholic Education in our Community" petition was also received.

11. The signatories "oppose the proposal to close St Alban's Catholic Primary School" The petition set out that "we are the only Catholic school

within the area serving our community and the roots of our faith school have been embedded in the locality for over one hundred years.

By having St Alban's Catholic Primary School in our society and within the community of Tremorfa, we have been given the opportunity to nurture each child through the teaching of the virtues which are rooted in the Gospel of Christ".

12. Views were sought from interested stakeholders via an online survey and a hard copy version of the survey within the consultation document. Separate online surveys were carried out to specifically gain the views of the pupils from Willows High School, St Alban's RC Primary School, Baden Powell Primary School and from the three English-medium community primary schools within the Willows High School catchment area, Adamsdown, Moorland and Stacey Primary School.
13. In addition to seeking views on the proposed changes to the schools, the pupil surveys also sought additional information in respect of how pupils currently travel to school, and how they may wish to travel to the new school provision by active means.
14. Of the responses to the wider stakeholder survey 21.4% responses were received from stakeholders who identified themselves as parents, and 19% who identified as staff. Over half (53.8%) identified as 'other'. Of the 113 respondents who identified as other, 52 of these were local residents.

Wider stakeholder survey

15. A summary of the responses received from all stakeholders, and appraisal of views expressed, can be seen at Appendix 8.
16. A summary analysis of the responses received are included in Appendix 9.
17. Of those who responded to the relevant question, over half (57.6%) of respondents were in favour of the proposal to expand and move Willows High School. The majority (72.6%) of those who responded to the question supported the proposal to establish sixth form provision. The majority (76.6%) of those who responded to the question were against the proposal to close St Albans Catholic Primary School. Opinion was split in relation to the proposal to expand and move Baden Powell Primary School with 45.1% of respondents in favour. The removal of nursery provision from Baden Powell Primary School was supported by 37.6% of respondents whilst over half (64%) of respondents answering the question supported the proposal to increase the number of nursery places at Tremorfa Nursery School and to expand the range of services available.
18. Concerns raised related to:
 - the perceived loss of parkland and natural habitat;

- the loss of children's play areas;
- increased traffic;
- the proposed expansion of Willows High School;
- the colocation of primary and secondary provision;
- the proposed removal of nursery provision from Baden Powell Primary School;
- the validity of data with regard to the number/percentages of Catholic children attending St Alban's RC Primary School;
- the loss of Catholic primary school provision from the area;
- the impact on children and families with regard to logistics and transport costs;
- children being split from their peers;
- the availability of catholic school places in neighbouring areas and standards.

19. Reasons for supporting the proposed changes included:

- addressing the suitability and condition of the existing buildings;
- the potential advantages of post-16 provision being available locally;
- the potential for a greater number of children being able to access the excellent provision available at Tremorfa Nursery School.

20. A number of alternative suggestions were put forward. These included:

- retaining and investing in St Alban's Catholic Primary School;
- investment in schools on their existing sites;
- the co-location and expansion of services for young children and families.

21. The provision of wraparound childcare, holiday clubs and better/safer play areas was also suggested.

Willows High School Pupil representation and Pupil Survey

22. Officers met with members of the Willows High School, School Council to discuss the proposals and gather their opinions.

23. The points raised by the pupils included the following:

- The school needs to be moved as they know that it is currently on a floodplain and building cannot take place on the existing site;
- They were keen to have 6th form provision, but felt that it would need to have a reasonable amount of options to be a success – the more choice, the better;
- A number of children had gone to Baden Powell and St Albans primary schools but did not have any strong opinion on these schools moving or closing;
- They did not like the idea that the Tremorfa Park would be used for the build as it was parkland;
- The new location for accessing the school was not an issue, and there was no strong opinion that it would be difficult to get to;

- They felt that the pupils would greatly benefit with larger rooms and wider corridors to allow for 'active learning' and to move around the school more easily;
- IT facilities need to be improved greatly as current facilities are not good. They were aware that this is going to be very important in helping to gain future employment;
- They were concerned about any negative impact on the environment and wanted to know if there was an Eco-plan to produce something positive such as sustainable lighting. They felt this would be beneficial to the wellbeing of the pupils and the environment.

24. Notes of the meeting can be seen at Appendix 4.

St Alban's R.C. Primary School – Pupil representation and Pupil Survey

25. Officers met with members of the St Alban's R.C. Primary School Council to discuss the proposal and gather their opinions. Pupils gave clear feedback that they were all strongly against the proposal to close the school.
26. The pupils were concerned about the loss of Catholic education, the impact on children and families, being separated from teachers and friends and having to travel further.
27. The pupils of St Alban's R.C. Primary School also wrote 80 letters of objection against the proposal to close the school. Feedback from the meeting with the school council can be seen at Appendix 4; details of the pupil letters can be seen at appendix 8.

Baden Powell Primary School – Pupil representation and Pupil Survey

28. Officers met with members of the School Council at Baden Powell Primary School to discuss the proposal and gather their opinions.
29. Pupils liked the idea of a new school building/facilities and the proposed establishment of a sixth form.
30. However whilst supportive, the pupils were concerned that the new school may be too big, and that there may be too many places at Baden Powell Primary School if children from St Alban's RC Primary School choose not to attend the school. They also expressed concerns about sharing a site with older children, the loss of nursery provision and the loss of parkland at Tremorfa Park.

Pupil Surveys

31. Online pupil surveys sought the views of pupils on the proposed changes, any changes or alternatives to the proposals, what pupils like and dislike about their current schools and what pupils would like to see in any new build school.

32. The pupils from Willows High School, Baden Powell Primary School and St Alban's Catholic Primary School who completed the survey supported the proposal to expand and move Willows High School and the proposal for post-16 provision.
33. There was overwhelming disagreement with the proposal to close St Alban's Catholic Primary School with 97.1% of those who completed the survey disagreeing with the proposal.
34. The proposal to expand and move Baden Powell Primary School was supported by a quarter of respondents, with less than a third in favour of the proposal to remove nursery provision from the school. A third supported increasing the number of places at Tremorfa Nursery School.
35. The pupils would like to see additional services such as sports clubs, breakfast clubs and holiday clubs.
36. A number of children were concerned about the proposed closure of St Alban's Catholic Primary School.
37. The pupils from Adamsdown Primary School, Moorland Primary School and Stacey Road Primary School who completed the survey supported the proposal to expand and move Willows High School and the proposal for post-16 provision.
38. Opinion of these pupils was split regarding the proposal to St Alban's Catholic Primary School with slightly more than half in favour of the proposal. More than half of these pupils (57.4% supported the proposal to expand and move Baden Powell Primary School however the majority (78.7%) are against the removal of nursery provision from Baden Powell Primary School. The provision of additional places at Tremorfa Nursery School was supported by three quarters (75.3%) of these pupils.
39. The pupils would like to see additional services such as breakfast clubs, sports clubs, movie clubs, holiday clubs and extra curricula clubs provided.
40. A number of these children were concerned about the loss of parkland and the potential loss of friendships.
41. Details of the pupil surveys can be seen at Appendix 9.

Response to views expressed

42. The proposed changes were developed as part of the Council's commitment to making changes in Adamsdown and Splott in line with its vision to deliver inspiring, sustainable, community focused schools that transform opportunities.
43. As part of this, the Catholic Archdiocese requested the proposal to close St Alban's RC Primary School be included in wider proposals for the area.

44. The Archdiocese's reasons for proposing the closure of St Alban's RC Primary School were based upon the low numbers of Catholic families' pupils choosing to attend the school, together with long standing issues regarding recruiting and retaining a permanent Headteacher to lead the school.
45. Information regarding the number of children recorded as being Catholic is supplied by the school to the Catholic Education Service (CES) as part of its annual census. This information is collated and supplied to respective Archdioceses to support planning and support for schools.
46. In response to the consultation, a number of stakeholders suggested that the number of Catholic children at the school stated in documents was incorrect. The school census information provided by St Alban's RC Primary School to the CES was reviewed during the consultation period, and verification of the revised information supplied by the school was undertaken by the Archdiocese. This identified a higher percentage of Catholic children attending the school than previously reported.
47. Concerns were also raised during the consultation around the perceived failure of the Archdiocese, the Local Authority and the Central South Consortium to ensure appropriate leadership arrangements for the school.
48. The Catholic Archdiocese has subsequently reiterated that the primary reason for requesting the closure of St Alban's was the rapidly falling number of Catholics in the school, as had been reported by the school in successive Census returns to the Catholic Education Service. As the Census figures reported had been erroneous, and the actual figure of Catholic pupils was similar to that of several other Catholic schools in Cardiff, the main imperative for closure is no longer valid.
49. The Catholic Archdiocese is also assured that, if the school were to remain open and the Headship advertised on a permanent basis, a credible candidate has expressed an interest in the role.
50. In light of these developments the Archdiocese has requested that the closure of St Alban's Catholic Primary School, is not progressed. Correspondence outlining this request is attached as Appendix 10.
51. If the Council does not progress the proposal to close St Alban's Catholic Primary School, it would no longer be appropriate to expand Baden Powell Primary School from two forms of entry to three forms of entry. The proposed expansion of Tremorfa Nursery School, utilising the St Alban's buildings that would have been vacated, is no longer feasible.
52. Taking the above information into account, it is recommended that the proposals as outlined at paragraph 2 are not progressed.
53. It is therefore proposed that further work is undertaken to develop modified proposals for consideration by Cabinet in early 20120. The

points raised during the consultation will be further appraised prior to bringing forward revised proposals for early years, primary and secondary school provision to serve Adamsdown and Splott.

Local Member consultation

54. Local members were consulted as part of the consultation. A formal response from Cllr Stubbs is included in Appendix 7.

Scrutiny Consideration

55. The Children & Young People's Scrutiny Committee is due to consider this item on 21 January 2020. Any comments received will be circulated at the Cabinet meeting.

Reason for Recommendations

56. The Catholic Archdiocese have stated that they no longer wish to progress the proposal to close St Alban's RC Primary School.
57. In view of the Archdiocese decision to withdraw the proposal to discontinue St Alban's RC Primary School, the proposed enlargement of Baden Powell Primary School would no longer be necessary, and the utilisation of buildings that would be vacated following the closure of St Alban's RC Primary School to enlarge Tremorfa Nursery School would not be possible.
58. It is therefore considered advisable for additional work to be undertaken to bring forward revised proposals which address the issues that informed the original proposal but which also take account of the changing circumstances.

Financial Implications

59. This report recommends authorisation of officers to explore the viability of modified proposals to provide for early years, primary and secondary school provision to serve Adamsdown and Splott. This recommendation does not commit the Council to any capital expenditure commitments or any specific course of action.
60. The current property condition (Category D) of Willows High School is of a level that to deal with reactionary building pressures and maintenance costs that it will require significant amount of capital funding from the Asset Renewal Budget.
61. This report recommends a further report to be presented to Cabinet which will set out revised proposals for the areas of Adamsdown and Splott. The current funding arrangement agreed with Welsh Government needs to be reviewed regularly in order to ensure that there is no risk to it remaining available.

62. Further financial implications will be provided when details of how the provision of early years, primary and secondary school places in Adamsdown and Splott are reported to Cabinet.

Legal Implications

63. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to provide sufficient school places for pupils of compulsory school age. Parents have a right to express a preference for the school they wish their child to attend under section 86 of the School Standards and Framework Act 1998. This does not provide a right to attend a certain school, as applications can still be refused for admission where this would prejudice the provision of efficient education or the efficient use of resources.
64. A local authority can make school organisation proposals, including the discontinuation of a voluntary school or making regulated alterations to a community school or maintained nursery school, under sections 42-44 of the Schools Standards and Organisation (Wales) Act 2013 ('the Act'), subject to compliance with the Act and the School Organisation Code 2018 ('the Code').
65. The Council must consult on its proposals (in accordance with section 48 of that Act and the Code). The report sets out the public consultation process that has been duly undertaken.
66. Following the public consultation, the Council is required to publish and circulate to all interested parties (listed in the Code) a consultation report:
- (i) summarising each of the issues raised by consultees;
 - (ii) responding to these by means of clarification, amendment to the proposal or rejection of the concerns, with supporting reasons;
 - (iii) setting out Estyn's response to the consultation in full; and
 - (iv) responding to Estyn's response by means of clarification, amendment to the proposal or rejection of the concerns, with supporting reasons.
67. The consultation report may also make recommendations to the Cabinet about how to proceed, i.e. to publish the proposals as consulted on with any appropriate modifications, to abandon the proposals and retain the status quo or to significantly recast the proposals and re-consult.
68. This Cabinet report, together with the appendices, constitutes the required consultation report. In considering this matter, the Cabinet is required to review the proposals, having regard to all further relevant information put forward during the consultation period (and otherwise).
69. The report recommendation, in light of the consultation responses and new circumstances set out in the report, is to discontinue the current

proposals, to instruct officers to explore the viability of modified proposals and bring a report back to a future Cabinet meeting. Members need to be satisfied that the proposed way forward is reasonable and appropriate having regard to the consultation responses and changed circumstances. It should be noted that any significantly revised proposals brought forward in due course will be subject to a further consultation process in accordance with the requirements of the Act and the Code.

70. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. An Equalities Impact Assessment should be carried out to identify the equalities implications and due regard should be given to the outcomes of the Equalities Impact Assessment.
71. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.
72. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting its wellbeing objectives (set out in the Corporate Plan). Members must also be satisfied that the Council's decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
73. Further legal advice will be provided as proposals are revised and progressed.

HR Implications

74. The report recommends not progressing the proposals at this stage but any revised proposals will require individual consideration at the appropriate time. HR People Services will continue to offer support to the schools in the proposals.

Property Implications

75. The proposals for the new school provision to serve Adamsdown and Splott have been reviewed and at this stage in the process there are no significant concerns from a property perspective.
76. Any future requirement to value or transfer land and or property into Council ownership to deliver the objectives of this new school provision

should be done so in accordance with the Council's Asset Management process and in consultation with County Estates and relevant service areas.

Traffic and Transport implications

77. The Council's policy is to increase the overall share of daily journeys that are made by sustainable modes of transport – walking, cycling and public transport. Many journeys to school are very short. 75% of journeys to education in Cardiff are within 3km of people's homes. More of these journeys could be made by active modes if improvements could be made to the safety of roads and routes for walking and cycling within school catchment areas. The health and wellbeing benefits of enabling children to travel actively and independently to school, as opposed to being escorted by car, are well documented and evidenced.
78. The current target for journeys by sustainable modes of transport (contained in the adopted Local Development Plan) is to achieve a 50:50 split between journeys by car and journeys made by foot, cycle and/or use of public transport by 2026. This will be achieved by ensuring that new development is fully integrated with transport infrastructure which mitigates the transport impacts and maximises opportunities for travel by sustainable modes. It is important that any future new school facility fully reflects the Council's transport policies and makes a positive contribution to modal shift.
79. This can be achieved by ensuring that the design and layout of buildings and the site access arrangements prioritise travel by active and sustainable modes. Other critical elements will be the location of access points in positions which take account of the alignment of the surrounding network of roads and pathways and which serve to minimise walking and cycling distances and avoid unnecessary detours for people travelling on foot and by bicycle or scooter. The provision of on-site facilities, such as secure cycle parking spaces and lockers for storage of cycling clothes and equipment will also be essential.
80. Cycle and scooter parking provision must meet the minimum requirements set out in the Council's Managing Transport Impacts SPG and the site must be able to accommodate increases in scooter and cycle parking to meet future demand.
81. Cycle parking must be covered and secure and be sited in a convenient location within the site which is easy for pupils for access and where it benefits from surveillance. Sheffield stands are recommended. Tiered cycle parking will not be acceptable.
82. Vehicular access to the school site will need to be limited to staff and vehicles requiring access for essential servicing. The SRB pupil learner transport will need appropriate facilities for drop-off and pick-up.

However, facilities for general pick up and drop off of other pupils by car should not be provided.

83. On-site car parking should be in accordance with the Council's Managing Transport Impacts Supplementary Planning Guidance (2018). The maximum car parking requirements for schools within the SPG is one parking space per 30 pupils and this would apply to the mainstream school provision at the site. Parking on street near the school will be discouraged through the introduction of appropriate parking restrictions. The Council is currently piloting the use of Traffic Regulation Orders to restrict vehicular access on streets outside schools at morning drop-off and afternoon pick-up times. This approach could potentially be used to restrict parking and access associated with the new schools at the site.
84. Transport mitigation for the development will be identified through the Transport Assessment (TA) process, which will inform the proposals submitted for planning permission.
85. The TA will identify necessary works associated with required vehicular access onto the site and off-site highway measures including any safety measures, traffic calming and facilities for pedestrians, cyclists and scooting including crossing facilities for all active travel modes. The transport team will require very early engagement with the designers and transport consultants for the project to ensure that appropriate facilities to support sustainable travel are considered at the outset of the project and incorporated into the site master plan.
86. In addition to highways measures within the immediate vicinity of the school gates, this work will need to identify other off-site improvements, including linkage with existing active travel routes and the provision of new routes, necessary to maximise opportunities for pupils to travel to school by walking, cycling and scooting, and for those using public transport.
87. Provision would need to be made for use of public transport services to access the school site. This would include safe waiting facilities for pupils and staff using scheduled bus services and safe pedestrian access to bus stops at locations convenient to the school, with crossings appropriate to the desire lines, type and level of use.
88. The Council is committed to ensuring that every school in Cardiff has an Active Travel Plan by 2020. Such a plan identifies actions by the school to support and encourage active travel to school and will also identify any improvements to on-site and off-site infrastructure required to facilitate active journeys.
89. All schools developed under Band B will need to have such a plan in place from the outset of their operation. The Active Travel Plan for the new Willows school site should be informed by the Transport Assessment and developed with full involvement of the pupils and staff at the existing school sites and pupils and staff in the feeder school populations. The Active Travel Plan for the new schools should be linked

to the Active Travel Plans for the feeder or cluster schools. This will help to encourage active travel across each age group and ensure that all pupils entering the new schools are equipped with the skills they need to travel to school by active modes. The Council's Active Travel Plans officers in this report can support the development of the Active Travel Plan.

RECOMMENDATIONS

Cabinet is recommend to

1. Not progress the proposal to discontinue St Albans RC Primary School
2. Authorise officers to bring a further report to Cabinet for consideration, setting out details of revised proposals for the provision of education places in Adamsdown and Splott.

SENIOR RESPONSIBLE OFFICER	Nick Batchelar Director of Education & Lifelong Learning
	17 January 2020

The following appendices are attached:

- Appendix 1 – Consultation document*
- Appendix 2 – Summary document*
- Appendix 3 – Notes of meetings with staff and governors*
- Appendix 4 – Notes of meetings with pupils*
- Appendix 5 – Notes of public meetings*
- Appendix 6 – Notes of drop in sessions*
- Appendix 7 – Formal responses*
- Appendix 8 – Summary of consultation responses*
- Appendix 9 – Summary analysis of responses*
- Appendix 10 - Correspondence from Director of Schools, Archdiocese of Cardiff, 17 December 2019*
- Appendix 11 – Statutory Screening Tool and Equality Impact Assessment*

Adamsdown and Splott

Appendix 4 – Projected availability of and demand for primary and secondary school places

Projection and forecasting methodology

Cardiff employs a robust projection methodology for planning school places which takes account of NHS GP registration data and school census data submitted by and verified by all Cardiff schools. As projections can only take account of historic and current information the Council also identifies trends within projections, and analyses school preference data and other contextual information to produce forecasts on a city wide basis and in each locality.

Data analysis allows projections to be prepared based on localised patterns at primary school catchment area level, by secondary school catchment and on a city-wide basis. Each of these provide differing contextual information to inform the forecasting on the number of places that may be needed to meet the requirements of each area and of Cardiff as a whole.

The geographical units that are most suitable to analyse the recent and future demand for primary school places in each area are primary school catchment areas. A wider range of geographical information including aggregated primary school catchment areas, secondary school catchment areas, city-wide information and outflow to other admissions authorities informs planning for meeting the demand for secondary school places.

School catchment areas in Cardiff are not coterminous with ward boundaries and often serve all or part of several ward areas.

The geographical unit that is most suitable to analyse the demand for English-medium secondary school places serving Adamsdown and Splott is the Willows High School catchment area.

Separate to forecasts for existing housing in Cardiff, projections are prepared for new housing planned on large scale housing developments, including the strategic Greenfield and Brownfield housing sites identified in the Local Development Plan. These projections take account of census and housing information in Cardiff and allow a calculation of average numbers of pupils in each type of property.

The Education Supplementary Planning Guidance adopted in 2017 sets out the following average yields in each type of property, taking account of the most recent census data.

Year group	Yields from Flats / Apartments					Yields from Houses / Bungalows				
	1 bed	2 bed	3 bed	4 bed	5+ bed	1 bed	2 bed	3 bed	4 bed	5+ bed
Nursery	0.0102	0.0390	0.0567	0.0470	0.0102	0.0210	0.0507	0.0579	0.0610	0.0555
Primary	0.0155	0.0749	0.1793	0.2329	0.0649	0.0501	0.1247	0.2290	0.2947	0.3059
Secondary	0.0058	0.0287	0.1125	0.1179	0.0373	0.0336	0.0604	0.1666	0.2553	0.2806
6th Form	0.0007	0.0079	0.0345	0.0280	0.0116	0.0092	0.0165	0.0513	0.0864	0.1049

Projection data based on average yields cannot, however, be used to accurately forecast the impact of new housing on the demand for places in each year group.

As a significant proportion of families moving to new housing developments are moving within their local area, the increase in the number of school places required locally and city-wide may be less than would be the case if families have moved into Cardiff. Families moving a short distance to a new development may not wish to transfer their child(ren) to a new school. Consequently, families moving into established housing may therefore have greater difficulty in accessing a local place in an established school.

The rate at which housing on planned new developments is built and occupied depends on a number of market-related factors.

Capacity of existing secondary schools

Table 2 sets out the number of places available in each secondary school in Cardiff in, and the most recent Number on roll data in January 2020 for the entry year (Year 7).

School Name	Type of School	Age Range	Total Capacity (including sixth form)	Capacity - Years 7 -11	Published Admission Number (2020/21)	Number On Roll – Year 7 (January 2020)
Cantonian High School	Community - English-medium	11-18	1,046	905	181	153
Cardiff High School	Community - English-medium	11-18	1,635	1,200	240	240
Cardiff West Community High School	Community - English-medium	11-18	1,520	1,200	240	211
Cathays High School	Community - English-medium	11-18	1,072	825	165	175
Corpus Christi Catholic High School	Voluntary Aided - faith	11-16	1,075	930	215	214
Eastern High	Community - English-medium	11-16	1,200	1,200	240	240
Fitzalan High School	Community - English-medium	11-18	1,725	1500	300	298
Llanishen High School	Community - English-medium	11-18	1,800	1500	300	303
Mary Immaculate High School	Voluntary Aided - faith	11-16	795	795	159	161
Radyr Comprehensive School	Community - English-medium	11-18	1,365	1,050	210	207
St Illtyd's Catholic High School	Voluntary Aided - faith	11-16	879	879	176	205
St Teilo's C.W High School	Voluntary Aided - faith	11-18	1,440	1,200	240	249
The Bishop Of Llandaff C.W High School	Voluntary Aided - faith	11-18	1,085	900	180	189
Whitchurch High School	Foundation – English-medium	11-18	2,400	1,950	390	400
Willows High School	Community - English-medium	11-18	1,121	1,120	224	154
Ysgol Gyfun Gymraeg Bro Eder	Community- Welsh-medium	11-18	1,114	900	180	182
Ysgol Gyfun Gymraeg Glantaf	Community- Welsh-medium	11-18	1,500	1,200	240	243
Ysgol Gyfun Gymraeg Plasmawr	Community- Welsh-medium	11-18	1,310	1050	210	182
English-medium community places/ pupils					2,100	1,981
Foundation places/ pupils					390	400
Faith School places/ pupils					970	1018
Welsh-medium community places/ pupils					630	607
Total permanent places					4,090	4,006

Recent city-wide take up of places of pupils entering secondary education

Tables 3 and 4 (below/ overleaf) set out the most recent verified PLASC (Pupil Level Annual School Census) data as supplied by primary schools in January 2019 and by secondary schools in January 2020. This confirms the number of pupils in each of the English-medium secondary school catchment areas who were enrolled in English-medium, Welsh-medium and faith-based primary and secondary schools in Cardiff.

Comparison of Year 6 and Year 7 census data allows forecasting of the likely proportions of pupils within each catchment area that are likely to promote to English-medium, Welsh-medium and Faith-based secondary schools.

Table 3: Year 6 pupils enrolled in English-medium, Welsh-medium and Faith-based secondary schools in each English-medium secondary school catchment area (data source: PLASC 2019)				
Catchment area	English-medium Community and Foundation school pupils	Welsh-medium Community school pupils	Faith-based school pupils	Total pupils
Cantonian High School	119 53.4%	41 18.4%	63 28.3%	223
Cardiff High School	246 81.2%	32 10.6%	25 8.3%	303
Cardiff West Community High School	297 66.4%	56 12.5%	94 21.0%	447
Cathays High School	88 60.7%	22 15.2%	35 24.1%	145
Eastern High	380 60.4%	81 12.9%	168 26.7%	629
Fitzalan High School	394 60.0%	124 18.9%	139 21.2%	657
Llanishen High School	476 67.1%	72 10.2%	161 22.7%	709
Radyr Comprehensive School	173 75.9%	49 21.5%	6 2.6%	228
Whitchurch High School	333 74.5%	99 22.1%	15 3.4%	447
Willows High School	169 61.2%	25 9.1%	82 29.7%	276
Total Number of pupils	2675 65.8%	601 14.8%	788 19.4%	4064

Table 4: Year 7 pupils enrolled in English-medium, Welsh-medium and Faith-based secondary schools in each English-medium secondary school catchment area (data source: PLASC 2020)

Catchment area	English-medium Community and Foundation school pupils	Welsh-medium Community school pupils	Faith-based school pupils	Total pupils	Net increase/loss
Cantonian High School	113 51.6%	39 17.8%	67 30.6%	219	-4
Cardiff High School	254 82.2%	26 8.4%	29 9.4%	309	6
Cardiff West Community High School	268 58.4%	54 11.8%	137 29.8%	459	12
Cathays High School	100 64.5%	23 14.8%	32 20.6%	155	10
Eastern High	274 44.2%	87 14.0%	259 41.8%	620	-9
Fitzalan High School	384 63.7%	119 19.7%	100 16.6%	603	-54
Llanishen High School	348 51.9%	77 11.5%	245 36.6%	670	-39
Radyr Comprehensive School	161 71.9%	45 20.1%	18 8.0%	224	-4
Whitchurch High School	308 69.4%	101 22.7%	35 7.9%	444	-3
Willows High School	157 59.5%	27 10.2%	80 30.3%	264	-12
Combined Published Admission Number	2,505	600	970	4,075	
Total Number or pupils	2367 59.7%	598 15.1%	1002 25.3%	3967	-97
Surplus places	138	2	-32	108	
Difference: Year 6 / 7	-308	-3	214	-97	

Comparing Table 3 and Table 4 it is evident in that:

- The proportionate take up of English-medium places in each secondary school catchment area varies significantly across Cardiff ranging from 44.2% to 82.2% at secondary level and to a lesser extent at primary level were the range is between 53.4% and 81.2%.
- The variation of Welsh-medium take- varies less, at both primary and secondary level, ranging from around 9%-22% across the city.
- Faith-based take-up also varies significantly from area to area: the catchment area of Whitchurch High School has the lowest level at both primary and secondary levels as a percentage of the catchment. The highest at primary level is in the catchment area of Willows High School and at secondary level is in the catchment of Eastern High.
- There is an overall citywide reduction in the number of pupils enrolled in Year 6 in primary education, and the number of pupils enrolled in Year 7 at secondary level the following year. The decrease in cohort survival ratio (CSR) is observed

every year, but there are some areas with a significant reduction. The most evident reduction is in the catchment area for Fitzalan High School with a net loss of 54 pupils largely as a result of pupils taking up places in the Vale of Glamorgan. This catchment area also had the largest reduction, between Year 6 and Year 7 pupils, when reviewing the data from the previous two years.

- There is a marginal increase in percentage terms for the CSR in Welsh-medium education (from 14.8% of the cohort, to 15.1%) whereas the increase in the percentage of pupils opting for Faith-based education between Year 6 and Year 7 (from 19.4% to 25.3%) is significant.
- Faith-based secondary schools, for which the Council is not the admissions authority, admitted 32 Cardiff pupils in excess of their Published Admission Number in 2019/20. A further 16 pupils living outside of Cardiff were also admitted.

The parental preference for and take-up of places in each type of school is dependent on number of variables including, but not limited to, the number of places available in each school type relative to the local population, the admission arrangements for that school, and parental perception.

Within the Willows High School catchment area, there is little change in the number of pupils transferring to English-medium community secondary schools compared to those attending English-medium community primary schools. (61.2% at primary level reducing to 59.5% at secondary level).

Forecast city-wide demand for places – existing housing

Each of the Faith-based and Foundation secondary schools has been fully-subscribed or over-subscribed at entry to Year 7 in recent years. The number of children taking up places in these schools has been consistent, and they have operated at or near full subscription whilst total pupil populations were relatively high or low.

As there are no proposals to permanently increase the number of places available in faith-based secondary schools during the Band B period (2020-2024), the relative proportion of the population able to gain admission to faith-based schools will fall as the overall population increases during this period. Consequently the proportionate take-up of places in English-medium community and Foundation secondary schools would increase, in order to accommodate all pupils requiring a place.

It is expected that faith-based schools would continue to have high levels of take up when city-wide populations are projected to fall, in the later part of the decade, and the take up of places within English-medium community schools would proportionately decrease.

The number¹ of pupils taking up places in Faith-based secondary schools in the years 2017-18, 2018-19 and 2019-20 totalled 1006, 1001 and 1018 respectively. In each of

¹ PLASC Citywide data – Projections 2020

these years, the Faith-based secondary schools were fully subscribed (combined Published Admission Number of 970²), and there was little fluctuation in the number of pupils allocated places in each area of Cardiff.

By analysing the take up of places in recent years in each part of the city, forecasts can be produced for the numbers and resident catchment areas of pupils who may gain admission to Faith-based secondary schools. In turn, this allows forecasting for the number of pupils who require English-medium community places in those area.

Table 5: forecast take up of places at entry to Year 7 in faith-based secondary schools in each English-medium secondary school catchment areas. (data source: PLASC Jan 2020 – 3 year average)	
Catchment Area	Approximate forecast take up of places at faith school places within area
Cantonian High School	59
Cardiff High School	33
Cardiff West Community High School	148
Cathays High School	33
Eastern High School	255
Fitzalan High School	93
Llanishen High School	237
Radyr Comprehensive School	14
Whitchurch High School	34
Willows High School	80
Total projected demand	986

As set out in Table 4, there is a significant difference between the number of pupils enrolled in Year 6 in primary education and the number of pupils enrolled in Year 7 the following year. There are various reasons for this including attendance at secondary schools outside of Cardiff, private education, or education at home.

Parental preference data also indicates that some of these pupils had stated a preference for Cardiff schools, but having failed to gain admission to their preferred school, opted for alternatives at a later date. It would therefore be reasonable to conclude that, to accommodate the latent demand for English-medium community school places, additional places may be required.

Although the highest oversubscription criteria for admissions to faith-based and foundation secondary schools are not geographical based, the number of pupils admitted from each area in recent years is relatively stable and allows approximate forecasting of the number of pupils who may gain admission in future.

² School Admissions 20/21

Table 6 therefore sets out the net number of places that may be required to meet the demand for English-medium community and foundation places in each secondary school catchment area of the city (existing housing only), having taken account of the forecast take-up of places at faith-based schools in each area.

Table 6: Forecast net demand for places at any English-medium community secondary school in each English-medium secondary school catchment area (at entry to Year 7), allowing for consistent take-up in faith-based schools								
Catchment Area	Forecasts based on PLASC data - Pupils enrolled in primary education				Forecasts based on NHS data			
	2023	2024	2025	2026	2027	2028	2029	2030
Cantonian High School	98	106	113	85	78	77	71	70
Cardiff High School	285	252	268	282	281	270	236	195
Cardiff West Community High School	221	200	193	219	173	177	171	150
Cathays High School	68	105	87	89	82	69	69	68
Eastern High School	326	269	323	283	313	278	298	274
Fitzalan High School	384	309	328	317	343	265	257	241
Llanishen High School	330	308	302	330	302	281	265	238
Radyr Comprehensive School	180	176	170	191	159	146	139	132
Whitchurch High School	353	313	327	320	347	276	295	267
Willows High School	189	171	150	148	165	142	144	108
Total demand for English-medium and Community/ Foundation places	2429	2266	2308	2323	2299	2094	2058	1918

The above forecasts take account of the most recent take-up of places but do not yet allow for changes of pupil preference patterns expected as a result of planned changes to secondary schools in Cardiff.

Forecast demand for places – existing housing in the Willows High School catchment area

Tables 5 and 6 indicate that, in the Band B investment period, 150-189 English-medium community secondary school places will be required to serve the existing Willows High School catchment area, either at the school or at other English-medium community schools. This takes account of c80 places being taken up within Faith-based schools by pupils resident in the area.

Whilst city-wide pupil populations are relatively stable within the mid part of the decade, pupil numbers decline significantly from 2028 onwards. This pattern is evident within the Willows High School catchment area, with forecasted numbers requiring English-medium provision in this area falling from approximately five forms of entry to

below four forms of entry at the latest data point available in 2030. This data takes account of the most recent (June 2020) NHS GP registration data for the cohort of children born in the 2018/2019 school year, who are resident in each area of the city.

Intakes to secondary education from 2028 are based on NHS data for pre-school children and reflect the recent parent preferences for English-medium community, Welsh-medium or faith schools as a proportion of the primary school intakes, and could therefore change.

Pupil preference patterns in the Willows High School area indicate that a significant proportion of applicants state a preference for, and gain admission to, other community secondary schools. Parental preferences for other neighbouring schools in the most recent intakes have meant that less than 70% of pupils in the area, who have enrolled at an English-medium community school, are at Willows High School.

The future planning of places must take into account the impact of a new-build 21st Century school in the Willows High School catchment area, and Band B proposals for other secondary schools, and how this may affect parental preferences. The distribution of capacity between Willows High School and neighbouring schools must take account of parental preference patterns and should also retain sufficient surplus capacity across the wider area to respond to potential future population changes.

This suggests that capacity of six forms of entry (180 places) is appropriate to meet the demand for places at Willows High School from within the existing catchment area of the school in the Band B investment period, until 2024, and beyond this period.

Forecast demand for places – planned/ proposed housing including strategic LDP sites within/ in close proximity to the Willows High School catchment area

There are a number of planned residential developments in close proximity to the Willows High School catchment area, including those with outline or full planning permission which would significantly increase the pupil population:

- International Sports Village, Grangetown
- Clive Lane Embankment
- West of Dumballs Road, Butetown
- Bessemer Fruit Market, Grangetown
- Gas Works site, Ferry Road, Grangetown
- Porth Teigr (Roath Basin), Butetown

Whilst developer contributions have been secured via s106 agreement to accommodate the secondary school age pupil yield from some of these residential developments, others are at earlier stages of planning and would be expected to further increase the number of pupils in the area.

Forecasts based on existing housing within the Fitzalan High School catchment area, allowing for a indicate that school capacity of up to 12 forms of entry would be necessary to meet the demand for places within an English-medium community secondary school in Cardiff. Changes to the catchment area of St Cyres Comprehensive School are expect to increase the demand for places within the

Fitzalan High School catchment area by approximately 2 forms of entry, as fewer children from the area would gain admission to St Cyres.

The planned replacement of Fitzalan High School with a new, 21st Century School of 10 Forms of Entry would also be expected to have a positive impact on parental preferences within its existing catchment area, further increasing demand for places at the school and in effect reducing the area that the school directly serves. Planned housing developments within the Fitzalan High School catchment area, including those with outline or full planning permission would exacerbate this shortfall of places further. This could impact other English-medium community schools including Cathays High School and Willows High School and must be considered when planning provision.

Whitchurch High School, currently 13 FE is to reduce to 12 FE at the end of the Band B investment period whilst the expansion of Cardiff High School from 8FE to 10FE and Cathays High School from 6FE to 8FE is also included in the Band B programme.

It is therefore essential that citywide provision is also considered. Within the context of these planned changes in provision, there would be sufficient provision city-wide, and within in the catchment area of Willows High School to serve pupils in the area.

Summary – Secondary demand

In summary, consolidating Willows High School at a capacity of 6 FE (180 places) from September 2023 would be sufficient to meet the projected demand for places from within the existing catchment area of Willows High School in and beyond the Band B period. This proposed capacity takes account of the existing proportions of pupils that

- (i) Take up places in English-medium community secondary schools
- (ii) Take up places in English-medium faith-based secondary schools
- (iii) Take up places in Welsh-medium community secondary schools

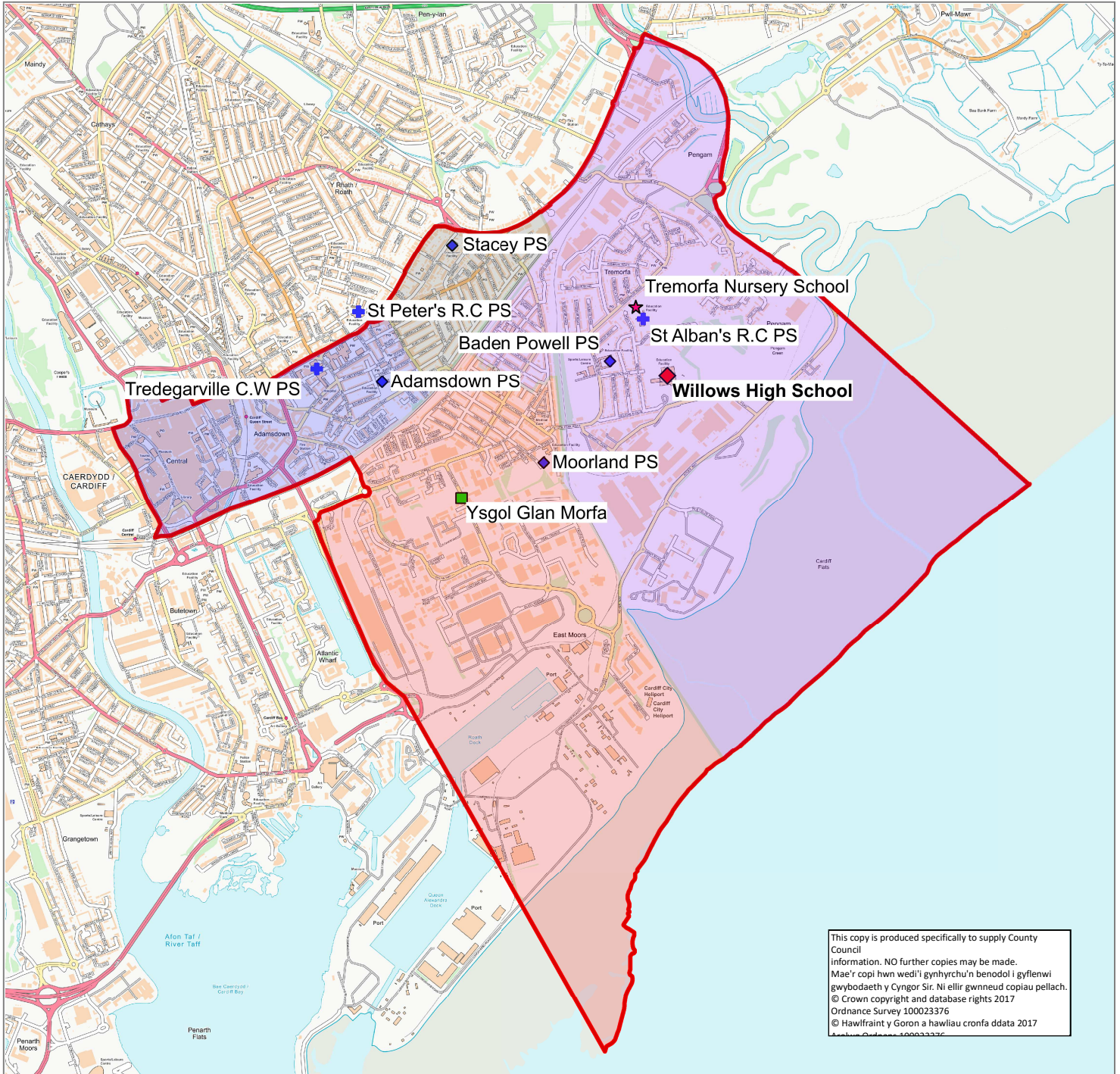
and allows for similar preference patterns in future.

The existing capacity of 7.4 FE would not allow for efficient organisation of year groups in the school. Rebuilding Willows High School at a greater capacity would either create excess surplus at the school or could draw pupils from faith-based or Welsh-medium education and create excess surplus in those sectors and is therefore not proposed.

In summary, a marginal reduction to 6 FE would:





- Create an efficient class organisation.
- Provide sufficient capacity to allow the projected number of local children requiring a place in an English-medium community high school to attend.
- Ensure that citywide capacity would be balanced in the context of projected reductions in secondary school pupil numbers.

English-medium community primary and secondary school catchment areas




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Primary School Catchments

 Baden Powell PS Catchment	 Moorland PS Catchment
 Adamsdown PS Catchment	 Stacey PS Catchment

Secondary School Catchments

Willows High School Catchment Boundary 

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Appendix 10

Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - Equality Impact Assessment**
- **Welsh Government's Sustainable Development Bill**
- **Welsh Government's Statutory Guidance - Shared Purpose Shared Delivery**
- **United Nations Convention on the Rights of the Child**
- **United Nations Principles for Older Persons**
- **Welsh Language Measure 2011**
- **Health Impact Assessment**
- **Habitats Regulations Assessment**
- **Strategic Environmental Assessment**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: siadavies@cardiff.gov.uk. Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**



Statutory Screening Tool

Name of Strategy / Policy / Activity:	Date of Screening:
SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS HIGH SCHOOL	January 2021
Service Area/Section: Education & Lifelong Learning - Schools Organisation Programme	Lead Officer: Richard Portas
Public Engagement on revised proposals	

What are the objectives of the Policy/Strategy/Project/Procedure/ Service/Function	Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]
<p>Page 442</p> <p>To enable the Cabinet to consider a recommendation to</p> <ul style="list-style-type: none"> (i) Delegate authority for officers to acquire the acquisition of land interest at Lewis Road, Splott to deliver the replacement Willows High School. (ii) Note that a non-statutory public engagement on the relocation of Willows High School will commence in February 2021. 	<p>On 23 January 2020 the Cabinet resolved to not progress proposals consulted on during 2019 for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splott.</p> <p>Cabinet authorised officers to bring forward a further report setting out details of revised proposals for the provision of education places in Adamsdown and Splott.</p> <p>Consistent with the decision made by Cabinet on 23 January 2020, this report sets out the revised proposal for relocating Willows High School at the appropriate size in new build facilities. This takes into account the most recent population projection data; a new site available within the catchment area of the school; building condition improvements where relevant and reflects the consideration given to the key concerns raised by stakeholders during the 2019 consultation.</p>

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 443	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i> <i>vulnerable citizens and areas of multiple deprivation</i> <i>Addressing instances of inequality in health</i> 	x				- See 1.2 below – encouraging walking, cycling and use of public transport
	1.2 People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>the causes and consequences of Climate Change and creating a carbon lite city</i> 	x				N/A
	<ul style="list-style-type: none"> <i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i> 	x				<ul style="list-style-type: none"> - In line with the Well-being of Future Generations Act Cardiff's Band B programme is committed to providing Local Schools for Local Children, to encourage use of sustainable modes to travel to schools, such as walking and cycling. School projects take into account transport issues when they are being designed and the need to provide safer routes to encourage walking to schools - Promotion of initiatives such as Kerbcraft training, training in cycling skills and the Local Authority's implementation of Active Travel measures
	<ul style="list-style-type: none"> <i>reducing environmental pollution (land, air, noise and water)</i> 	x				- Implementation of an effective travel plan would minimise the need for non-sustainable transport to and from schools
<ul style="list-style-type: none"> <i>reducing consumption and encouraging waste reduction,</i> 	x				- Proposals are progressed in line with Welsh Government	

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<i>reuse, recycling and recovery</i>					Community Benefit Measurement Tool which encourages reduced consumption, waste reduction and recycling.
	<ul style="list-style-type: none"> <i>encouraging biodiversity</i> 			x		- Site surveys will be undertaken to establish levels of biodiversity and will explore opportunities to develop appropriate initiatives.
1.3	People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>reducing crime, fear of crime and increasing safety of individuals</i> <i>addressing anti-social behaviour</i> <i>protecting vulnerable adults and children in Cardiff from harm or abuse</i> 	x				- All schools in Cardiff have policies in place to ensure safeguarding and the wellbeing of staff, children and young people.
1.4	Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i> <i>Assisting those Not in Education, Employment or Training</i> <i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i> <i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i> 	x				- The school provides employment.
1.5	People in Cardiff achieve their full potential; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>promoting and improving access to life-long learning in Cardiff</i> <i>raising levels of skills and qualifications</i> <i>giving children the best start</i> <i>improving the understanding of sustainability</i> <i>addressing child poverty (financial poverty, access poverty, participation poverty)</i> <i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i> 	x				<ul style="list-style-type: none"> - The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement. - With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed. - Cardiff's Child Friendly City strategy places the rights and

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
						<p>voices of children and young people at the heart of Cardiff's policies, strategies and services; involving them in decision making and addressing the barriers which limit their life chances. As such the public consultation on the proposal will include representation from children and young people.</p> <p>- Subject to approval any future design work would also include representation from children and young people.</p>
Page 7 445	1.6 Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>promoting the cultural diversity of Cardiff</i> <i>encouraging participation and access for all to physical activity, leisure & culture</i> <i>play opportunities for Children and Young People</i> <i>protecting and enhancing the landscape and historic heritage of Cardiff</i> <i>promoting the City's international links</i> 	x		x		<p>- With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.</p>
	Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>the elimination of discrimination, harassment or victimisation for equality groups</i> 	x		x		<p>- See Equality Impact Assessment below and attached.</p> <p>- The Council's recruitment process ensure that good practice is followed, including the application of the Council's policies on equal opportunities.</p>
	<ul style="list-style-type: none"> <i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i> <i>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</i> 	X				<p>- The public engagement will include engagement with all relevant stakeholders.</p> <p>-</p>
	EQUALITY IMPACT ASSESSMENT (This is attached on page 13) <i>Will this Policy/Strategy/Project have a differential impact on any of the following:</i>					

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.8	<p>The Council delivers positive outcomes for the city and its citizens through strong partnerships</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>strengthening partnerships with business and voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 	x				<p>The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training.</p> <p>To date over 120 businesses have pledged to support Cardiff Commitment and provide opportunities to schools and young people, better preparing them for the world of work, contributing to the future economic growth of the city.</p> <p>The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.</p> <p>The Council is keen to assist with the development of opportunities between schools and businesses, to help create a sustainable pool of talent for future workforce needs, and spread skills across the city. An example of this is the Creative Education Partnership that has been established between Cardiff West Community High School and partners from the creative industries to provide opportunities for young people to leave education with skills and competences and to be work ready</p> <p>The significant school developments proposed would provide opportunities for strong partnerships with businesses and employers from a range of sectors in the Cardiff economy. Opportunities for further partnerships are being explored and will be progressed in line with the priorities set out in the Cardiff Commitment</p>

SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how

it contributes to the economic, social and environmental sustainability of the city):

Economic

Investment in new build facilities that would support the delivery of a broad and balanced curriculum. The new accommodation and expansion of provision would provide employment opportunities. Consideration would be given to using local contractors and suppliers.

Social

There could be the potential for community use of school facilities outside of school hours.

Environmental sustainability

This proposal would result in the pupils attending a new build, fit for purpose 21st Century schools. The schools would be designed to be in compliance with the BREEAM Excellent specification, minimising running costs and detrimental environmental impact.

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS

APPRAISAL:

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If the proposal were to proceed, an equality impact assessment would be carried out to identify accessibility to the new build school.

The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

Is a Full Strategic Environmental Assessment Screening Needed? <ul style="list-style-type: none"> ▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes ▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below) 	Yes	No
		X An SEA has been undertaken (attached)

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If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 or sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email biodiversity@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government’s Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff’s own integrated plan; “What Matters”.*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*



Policy/Strategy/Project/Procedure/Service/Function Title: Proposal: SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS HIGH SCHOOL
(i) the acquisition of land interest at Lewis Road, Splott to deliver the replacement Willows High School. (ii) non-statutory public engagement on the relocation of Willows High School, to commence in February 2021.

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Richard Portas	Job Title: Programme Director
Service Team: School Organisation Programme	Service Area: Education and Lifelong Learning
Assessment Date: January 2021	

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1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

- 1. Please provide background information on the Policy/ Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

See Page 2

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
3 to 11 years		x	
11 to 18 years	x		
18 - 65 years		x	
Over 65 years		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The impact will be positive as the proposals will support the sufficiency of places in high quality learning environments.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:

Disability and Access

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition			x
Mental Health			x
Substance Misuse			x
Other			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
--

What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<p>Accessibility of the accommodation</p> <p>An equality impact assessments would be carried out to identify the accessibility of the new school building. The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.</p>

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<p>Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)</p>		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<p>The Council’s procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council’s policies on equal opportunities.</p> <p>The proposal would need to ensure compliance with the Council’s policies on equal</p>

opportunities.
 An equality impact assessments would be carried out to identify the accessibility of the new school building. The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			X
Civil Partnership			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
N/A

Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy			
Maternity			N/A

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
The Council's procedure for managing staffing changes would be used in implementing any

changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

An equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal would not have a differential impact upon one particular ethnic group as the provision would be available to all.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A

Buddhist		X	
Christian		X	
Hindu		X	
Humanist		X	
Jewish		X	
Muslim		X	
Sikh		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
The proposal would not have a differential impact upon people with different religions, beliefs or non-beliefs as the provision would be available to all.
The senior staff in a school would be best placed to manage diversity in terms of belief. (e.g. provision of a space for prayer).

Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
Maintained school provision admits pupils of both sexes and this would continue to be the case.

The Council's procedure for managing any staffing changes would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

If no differential impact, explain the reason(s) for this assessment:

(Fears that recruitment opportunities could be affected by sexual orientation)

Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment.

The Council's procedure for managing staffing changes would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.10 Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		x	

Other languages		x	
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<p>Language support</p> <ul style="list-style-type: none"> The proposal will not directly impact on the level of support provided. The allocation of teachers and BTAs is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand. <p>Impact of the proposal on the Welsh Language</p> <ul style="list-style-type: none"> It is not anticipated that there will be any differential impact on the Welsh Language, as a result of this proposal. The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school. This proposal does not seek to change the number of Welsh-medium primary or secondary school places available in the area. The Council works closely and constructively with partners on its Welsh Education Forum, which includes representatives of nursery, primary, secondary and further education, childcare, RhAG and the Welsh Government. The Forum actively informs the planning of Welsh-medium places, to continue to drive the Council's plan to sustainably increase the number of learners within Welsh-medium schools and those learning Welsh in English-medium schools. The council monitors birth rates, the yield from proposed housing and the patterns of take-up in Welsh-medium provision at primary and secondary age, with a view to bringing forward appropriate plans to meet any increased demand.

- Whilst forecasts, based on the number of children in the Welsh-medium primary, indicate that additional capacity will be required to meet the demand for places in Welsh-medium secondary schools, separate proposals will be brought forward at the appropriate time to ensure there are sufficient places available.

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

The Council's Accessibility Officer would be given the opportunity to comment on the scheme.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By: Rachel Burgess Willis	Date: January 2021
Designation: Schools Organisation Planning Officer	
Approved By:	
Designation:	
Service Area:	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council. For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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Background

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21st Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

To request a copy of the assessment on the Strategic Framework please contact Rachel Burgess-Willis, Rachel.Burgess.Willis@cardiff.gov.uk

Proposal

SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: : REPLACEMENT WILLOWS HIGH SCHOOL

SEA objective	SCHOOL ORGANISATION PLANNING: 21 ST CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS HIGH SCHOOL		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<p>parent drop off and pick up times would help with health & safety.</p> <ul style="list-style-type: none"> - Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to: <ul style="list-style-type: none"> o manage transport efficiently o improve access by all means of travel for employees, visitors, patients and students o encourage sustainable transport – walking, cycling, public transport and car sharing o reduce car use. - A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school. <p>School safety zones would be set up to address health and safety concerns from increased traffic flows in the school vicinity.</p>		
3. <i>Promote health and wellbeing</i> by protecting and enhancing Public Open Space (POS) and improving access to POS	0	With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.	x	See comments next to SEA Objective 1 above
4. <i>Minimise</i> air, light and noise pollution associated with building development and traffic congestion	0 0	a) <ul style="list-style-type: none"> ▪ 	x	See comments next to SEA Objective 1 above

SEA objective	SCHOOL ORGANISATION PLANNING: 21 ST CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS HIGH SCHOOL		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
5. <i>Protect</i> and enhance biodiversity, flora and fauna	0	Any proposal taken forward would be subject to full planning requirement including consideration of biodiversity, flora and fauna	x	See comments next to SEA Objective 1 above
6. <i>Protect</i> and enhance the landscape (habitats/visual amenities)	0	Any proposal taken forward would be subject to full planning requirement including consideration of landscape – (habitats/visual amenities)	x	See comments next to SEA Objective 1 above
7. Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems	0	Any proposal taken forward would be subject to full planning requirement including consideration of water conservation and SUDS	x	See comments next to SEA Objective 1 above
8. <i>Promote</i> regeneration by delivering inclusive schools that will improve equality of opportunity and access for all	0	Achieved by making schools community focused - opening facilities to the public e.g. evening classes and extended learning opportunities. If the proposal were to proceed, an Equality Impact Assessment (EqIA) would be carried out to consider the accessibility of the new building site. The EqIA would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building	x	See comments next to SEA Objective 1 above

SEA objective	SCHOOL ORGANISATION PLANNING: 21 ST CENTURY SCHOOLS, BAND B: REPLACEMENT WILLOWS HIGH SCHOOL		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		Bulletins.		
9. <i>Protect and enhance</i> designated historic assets	0	There are no registered historic assets on the proposed new school site.	x	See comments next to SEA Objective 1 above

Conclusion

The proposal has been assessed to be compatible with the environmental objectives used to assess the goals and principles of the “21st Century Schools: A Strategic Framework for A School Building Improvement Programme” that underpins school organisation proposals.

Where the assessment has identified a potential negative environmental impact in terms of an increase in the volume of traffic (Objective 4), measures to mitigate the effect are detailed.

Cabinet is recommend to:

- (i) Delegate authority for officers to acquire the acquisition of land interest at Lewis Road, Splott to deliver the replacement Willows High School.
- (ii) Note that a non-statutory public engagement on the relocation of Willows High School will commence in February 2021.

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BUDGET MONITORING - MONTH 9 REPORT 2020/21**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)****AGENDA ITEM:6**

Reason for this Report

1. To provide the Cabinet with details of the financial monitoring position for the authority as projected at the end of December 2020, compared with the budget approved by Council on 27th February 2020. This report includes the financial impact arising from the ongoing response to the COVID-19 crisis. It should be noted that this report reflects some recent changes to the Council's management structure.

Background

2. Due to the ongoing COVID-19 pandemic, the financial context within which the Council is operating is significantly different when compared to previous years. Because of this, and in line with the approach taken at Month 4 and Month 6, this report takes a different format than in previous years, by setting out the pressures arising from responding to the crisis separately from those relating to operational service delivery. As such, the first part of the report addresses the financial impact of the crisis, both in terms of additional expenditure and reduced income generation, as well as the Welsh Government (WG) funding response to this. The report then provides details of the overall revenue position, including any unfunded impacts of COVID-19 and any emerging operational issues that have arisen for reasons other than the pandemic. An update on the actions taken by the Council in response to the emerging financial position is then provided, followed by an update on the position in relation to the Capital Programme.

Issues**COVID-19 Financial Impact**

3. The ongoing COVID-19 pandemic continues to have a significant financial impact on the Council. This is being evidenced through both additional expenditure pressures and reduced income generation across services. These additional expenditure pressures have varied in nature, but have included the procurement of personal protective equipment (PPE), social distancing and infection control measures, support for providers and suppliers, support for vulnerable citizens and staffing costs to provide cover

for employees who have had to shield or self-isolate. In relation to income, losses have been experienced in a number of directorates, due to, for example, venues being closed to the public, car parks not being used and services, such as school catering and trade waste, not being in operation for the entire year.

4. In response to these financial pressures, the Welsh Government (WG) has made various funding commitments to local authorities across Wales. To date, a total of up to £557 million has been committed via the Local Government Hardship Fund. Within this fund are earmarked sums for homelessness provision (£12m), free school meal provision (£52m), adult social care (£76m), excess deaths (£7m) and school cleaning (£25m). Also within this fund is £198 million to support ongoing income losses being experienced by local authorities, although it is expected that part of this particular sum will also be used by the sector to take advantage of opportunities for change that have arisen as a consequence of the pandemic. Other specific issues, such as school holiday childcare provision and financial support for self-isolating individuals are being provided for, with the balance of funding available for more general financial support. This funding commitment is intended to cover the remainder of this financial year and in order to access funding, local authorities have been required to submit monthly expenditure claims and quarterly income claims.

5. This financial year to date, the Council has submitted expenditure claims to WG totalling £41.004 million, with the table below providing an overview of claims made to December 2020:

	April (£000)	May (£000)	June (£000)	July (£000)	Aug (£000)	Sept (£000)	Oct (£000)	Nov (£000)	Dec (£000)	Total (£000)
PPE	1,937	949	2,078	264	24	80	260	285	74	5,951
Free School Meals	721	1,220	785	629	1,061	199	13	648	1,110	6,386
Body Storage Costs	749	30	773	122	44	809	0	35	91	2,653
Homelessness	482	111	669	666	(213)	449	122	143	268	2,697
Adult Social Care	579	1,281	3,409	1,046	789	806	981	985	943	10,819
Waste	309	370	647	581	191	223	153	120	67	2,661
Supplier Relief	0	0	1,505	0	0	0	0	0	0	1,505
Self-Isolation	0	0	0	0	0	0	0	202	228	430
Other	424	566	2,773	167	687	1,058	949	826	452	7,902
Total	5,201	4,527	12,639	3,475	2,583	3,624	2,478	3,244	3,233	41,004

6. It can be seen from the table above that the expenditure incurred peaked during June 2020 and has reduced to a broadly consistent level since then. This is partly due to the Council moving beyond the initial crisis phase of the response, and some costs reducing as a consequence, but is also due, in part, to the WG reducing the scope of the general element of the Hardship Fund from July onwards. The table below provides an overview of the status of claims to November 2020, showing the amounts reimbursed by WG. The December claim is excluded as this has only recently been submitted and feedback from WG has not yet been received.

	April (£000)	May (£000)	June (£000)	July (£000)	Aug (£000)	Sept (£000)	Oct (£000)	Nov (£000)	Total (£000)
Total value of original claim	5,201	4,527	12,639	3,475	2,583	3,624	2,478	3,244	37,771
Amendment to claim	(376)	0	(505)	0	0	0	0	0	(881)
Funded/pursued via alternative source	0	(125)	(21)	(4)	0	0	0	0	(150)
Revised claim	4,825	4,402	12,113	3,471	2,583	3,624	2,478	3,244	36,740
Amounts currently held by WG	0	0	0	0	0	(53)	0	(1,296)	(1,349)
Amounts disallowed by WG / withdrawn	(41)	(58)	(1,150)	(237)	(78)	(18)	(9)	(7)	(1,598)
LA Contribution (e.g. 50% ICT)	0	(84)	(412)	(1)	(1)	(6)	(12)	0	(516)
Total reimbursed to date	4,784	4,260	10,551	3,233	2,504	3,547	2,457	1,941	33,277
Potential amount to be funded by LA	41	142	1,562	238	79	77	21	1,303	3,463

7. As can be seen from the table above, with the exception of June, each claim has largely been paid in full, with only some smaller items being disallowed by WG. Those items that have been disallowed by WG have been so because these were items that did not fit within the scope of the fund. In addition, an agreement was reached with WG that local authorities would contribute towards the cost of any new ICT equipment purchased, on the basis that this equipment would provide a benefit to the Council beyond the period of crisis. A similar principle has been applied to costs incurred in relation to communications, such as public signage. The June claim contained more items that were ultimately disallowed by WG, including some supplier relief paid, which is still being pursued via an alternative funding stream. Currently, only two items, in relation to free school meal provision, are being held by WG. It should also be noted that some items have been retrospectively withdrawn from the Council's claim, because alternative funding sources have become available.
8. In addition to the expenditure claims submitted between April and December, the Council has also submitted two claims for lost income, net of any expenditure savings made, covering the first two quarters of this financial year. As well as this, WG requested details on any income that may have been delayed in its receipt, but not permanently lost.
9. The table below provides an overview of the status of both claims, including details of the most significant income losses experienced. As can be seen, the majority of each claim has been reimbursed. The first claim was reimbursed in four tranches, with the first tranche covering an early payment in relation to income issues being commonly experienced across all local authorities. As part of the Tranche 1 response, confirmation was provided

that the claim made in relation to Arts Venues (St David's Hall and New Theatre) was to be considered under a separate scheme being administered by the Arts Council for Wales. This separate claim was ultimately successful. Three further tranches covered income losses that were more specific to individual councils or items that WG required more information on. In the case of the Quarter 2 claim, the majority of the losses were reimbursed in the first tranche, with all residual items reimbursed in the second tranche, following the provision of further information to WG on queried items. The total balance currently being held by WG (£405,000) relates to income that WG believe is delayed, rather than permanently lost, and has therefore partially funded, with the balance to be reviewed later in the year.

	Quarter 1 (£000)	Quarter 2 (£000)	Total (£000)
Total value lost income	16,554	10,419	26,973
Savings on lost income	(3,203)	(1,559)	(4,762)
Net income lost	13,351	8,860	22,211
Pursued via alternative funding route:			
Art Venues	(889)	0	(889)
Balance of income claim to WG	12,462	8,860	21,322
Breakdown of lost income reimbursed:			
Parking	(3,517)	(1,558)	(5,075)
Venues	(1,820)	(1,423)	(3,243)
School Catering	(1,749)	(1,208)	(2,957)
Sport & Leisure	(1,216)	(1,971)	(3,187)
Waste Services	(767)	(426)	(1,193)
Highways & Transport	(536)	(200)	(736)
Disabled Facilities Grants	(440)	0	(440)
Music Service	(356)	(218)	(574)
Schools	(324)	(242)	(566)
Property	0	(473)	(473)
Other	(1,547)	(926)	(2,473)
Balance currently held by WG	190	215	405

10. Any additional expenditure or income losses that the WG has decided not to fund will need to be met from existing Council resources and the relevant amounts are reflected within the projected directorate outturn positions that are outlined later in the report. Despite the various announcements that have been made regarding funding for local authorities, there remains an element of risk that WG will not cover all additional expenditure and losses of income. Because of this, the projected directorate positions included within the report do not incorporate the potential COVID 19-related pressures that may occur during the last few months of the year. Instead, because of the range of potential scenarios that could occur, the table below

has been prepared to provide an indication of the financial impact that may result:

	Estimate (£000)	25% Council Cont (£000)	50% Council Cont (£000)	75% Council Cont (£000)	100% Council Cont (£000)
Projected Cost (December – March)	5,039	1,260	2,520	3,779	5,039
Projected Income Loss (Q3-Q4)	12,478	3,120	6,239	9,359	12,478
Total	17,517	4,380	8,759	13,138	17,517

11. As can be seen from the table above, the decisions made by WG, in respect of the level of financial support to be provided, could still have a significant impact on the overall Council financial position during 2020/21. Because of the large range in values between full WG financial support and no WG support, it is not possible, with sufficient confidence, to be able to incorporate an absolute figure into the overall monitoring position at this time. However, as the year nears its conclusion, further clarity will emerge and any negative impact upon the Council's financial position will be reflected in the Outturn Report. It is, however, reasonable to assume that WG will remain consistent and the majority of additional expenditure and lost income will be reimbursed.

Revenue Position

12. The overall revenue position reported in the paragraphs that follow comprises projected variances that have arisen irrespective of the pandemic, combined with COVID 19-related items of additional expenditure or lost income that are not going to be funded by WG. In addition, these variances include shortfalls against 2020/21 budget savings proposals and any in-year savings or efficiencies that have been identified during the year.
13. The overall monitoring position, as at Month 9, reflects a total net overspend of £384,000. This position is detailed in Appendix 1 and includes a total directorate net overspend of £2.861 million, a projected overspend of £302,000 in relation to Capital Financing and a projected overspend of £221,000 against the Summary Revenue Account, partially offset by the £3 million general contingency budget. This position reflects an improvement of £749,000 on the position reported at Month 6 and is primarily due to significant budgetary improvements in relation to Social Services and Housing & Communities, partly offset by additional costs within the Summary Revenue Account.
14. The table below provides a summary of the overall position and outlines the component parts of each directorate's total variance.

Directorate	COVID-19 Impact (£000)	Directorate Position (£000)	In-year savings (£000)	Total Variance (£000)
Corporate Management	1,000	0	0	1,000
Economic Development:				
Economic Development	87	(227)	(369)	(509)
Recycling & Neighbourhood	276	(276)	0	0
Education & Lifelong Learning	124	1,774	(1,035)	863
People & Communities:				
Housing & Communities	23	(509)	(491)	(977)
Performance & Partnerships	1	(68)	0	(67)
Social Services	124	2,569	(753)	1,940
Planning, Transport & Environment	144	90	(234)	0
Resources:				
Governance & Legal Services	0	548	(11)	537
Resources	169	(95)	0	74
Total Directorate Position	1,948	3,806	(2,893)	2,861
Capital Financing	0	302	0	302
General Contingency	0	(3,000)	0	(3,000)
Summary Revenue Account	0	221	0	221
Total Council Position	*1,948	1,329	(2,893)	384

15. From the table above, it can be seen that the impact of COVID-19, in terms of unrecoverable costs and income losses, has added £1.948 million to the overall overspend (*it should be noted that this total does not include held items, delayed income or disallowed expenditure relating to the Housing Revenue Account and individual schools). It is, however, clear that non COVID-19 related issues are also a prominent feature within the overall net overspend, with particular pressures evident in Social Services, Corporate Management, Education & Lifelong Learning and Governance & Legal Services. Partly offsetting these pressures and overspends are in-year savings amounting to £2.893 million, a figure which has slightly reduced from the £3.130 million reported in previous months. These savings were identified earlier in the year, following a request for directorates to review their budgets and implement measures to reduce expenditure and increase income, wherever possible.
16. The specific overspends and underspends within each directorate's position are outlined in more detail within Appendix 2. However, the main pressures relate to the additional cost and number of residential and internal fostering placements within Children's Services, as well as additional expenditure in relation to agency staffing within that directorate. In addition, Education is experiencing pressures in relation to Out of County Placements, both in terms of cost of individual placements and the overall number of pupils requiring specialist provision. In addition, there are underlying pressures evident within School Transport, due to the number of pupils with additional learning needs requiring transport. Within Adult Services, pressures are evident against the Older Peoples' budget, reflecting the inability to take forward savings proposals, increasing costs with respite care, albeit

additional grant funding has helped to temporarily alleviate these pressures. The main reason for the overspend within Governance & Legal Services is the continued need for external legal services, particularly in relation to complex children's cases. The Corporate Management overspend is due to disallowed claims against the WG Hardship Fund.

17. As well as these specific pressures, there are pressures in most directorates arising from not being able to fully deliver the savings proposals agreed as part of the 2020/21 budget. Some shortfalls are the direct consequence of COVID-19, such as proposals centred on increased income generation at venues that have been closed during the period of lockdown. In other cases, there have been indirect consequences of the pandemic, such as, for example, the lockdown period making it challenging to progress staffing restructures. As outlined in Appendix 3, there is an overall projected shortfall of £4.457 million against the target of £8.557 million. At the time of setting the budget, the savings proposals were split into three categories (efficiencies, income generation and service change) and the level of performance varies significantly across the three categories. In the case of efficiency proposals, a large proportion are projected to be achieved, with an overall shortfall of £689,000 against the target of £3.841 million currently being reflected. However, in the case of income and service change proposals, the level of achievement has been more significantly impacted, with shortfalls of £1.693 million (against a target of £2.541 million) and £2.075 million (against a target of £2.175 million), respectively. These shortfalls are contained within each directorate's overall position and, in some cases, there will have been mitigation via the COVID-19 Hardship Fund.
18. The financial position of individual directorates is mixed. The main underspends relate to Housing & Communities and Economic Development, who, once removing the potential impact of COVID-19 during the remainder of the year, are reporting sizeable underlying underspends. These positions are largely due to in-year savings against staffing budgets, due to vacancies, and anticipated underspends against one-off allocations made from the Financial Resilience Mechanism (FRM), as part of the 2020/21 budget. The Performance & Partnerships directorate is also projecting an underspend, again largely due to in-year staffing savings. Whilst other directorates, such as Planning, Transport & Environment, are reporting balanced positions, this is largely due to having managed emerging pressures within their overall budget by identifying in-year mitigations.
19. There are also some corporate variances contained within the position. The first of these is the Capital Financing overspend of £302,000. This budget supports the Council's Capital Programme and treasury management activities, including external interest payable, prudent provision for the repayment of any debt in line with Council policy, as well as interest earned on temporary investments. The position against the budget is impacted by a number of variables such as interest rates, the level of investment balances, share of interest chargeable to the Housing Revenue Account (HRA), the need for and timing of external borrowing, as well as performance in achieving capital expenditure projections. The projected

overspend includes £200,000 of lower interest receivable on investments, given the significant reduction in the Bank of England base rate to 0.10%, as a result of COVID-19.

20. A balanced position is being reported in relation to Council Tax Collection. Performance to date suggests that collection rates are reduced, compared to previous years. However, dialogue with WG regarding financial support is ongoing and, until that has concluded, the monitoring position will not be clear. Should a variance emerge, this will be reported as part of the final outturn position. The same applies to Council Tax court cost income, where any variance will feature as part of the Outturn Report.
21. As part of the reported directorate positions, certain contributions from contingency budgets have been incorporated. These include a transfer from the Council Tax Reduction Scheme (CTRS) contingency, of £2.918 million, to meet the increasing demand from residents for financial support, largely as a direct consequence of the pandemic and financial hardship that people have been experiencing. In addition, the Children's Services position includes the £2.175 million contingency held for meeting the additional costs arising from external placements. It should be noted that the position in relation to the CTRS contingency is likely to change by the end of the financial year, particularly with WG funding now being made available but also because of the continued uncertainty regarding unemployment levels.
22. In addition to the general fund directorate positions are the positions of ringfenced and grant funded accounts, which are outlined in more detail as part of Appendix 2. In summary, the position on the Housing Revenue Account (HRA) is a for an in-year surplus of approximately £4.543 million, which represents a significant increase on previous months and is due, primarily, to in-year savings against repairs and maintenance budgets. This surplus would be transferred to the HRA General Balance at the end of the financial year. The CPE position reflects an in-year trading loss of £179,000, compared to the budgeted surplus of £8.022 million. However, this is an area that has been significantly affected by the COVID-19 pandemic and, as a result, financial support from WG has been available during the first half of the year and is anticipated for the remainder of the year. If this support does continue to be available for the remainder of the year, the account will be in surplus and will not result in an overspend within the Planning, Transport & Environment directorate. The Harbour Authority is projecting an overall deficit of £143,000, due to reductions in income received. This overspend, which has increased since the Month 6 report, will either be managed via additional funding from WG or through the Contingency & Projects Fund.

Response to the Emerging Financial Position

23. As outlined in the Month 4 Monitoring Report, it became evident during the early stages of the pandemic that the financial impact on all local authorities was going to be significant. These impacts would be wide-ranging, including direct impacts such as the aforementioned additional expenditure and income losses, but also indirect impacts, such as not being able to fully deliver on directorate savings proposals. Whilst, through close partnership

working with WG, it was clear that financial support would be made available, it was always likely that this financial support would not have a wide enough scope to be able to cover the entire impact. Because of this, a number of steps have been taken by the Council in response to this financial crisis, with the aim of minimising that impact.

24. These steps have included engagement with the UK Government's Job Retention Scheme (JRS), which is set to cover the entire financial year. Engagement with this scheme has allowed the Council to furlough staff from income generating services such as School Catering, Cardiff Castle, Storey Arms Outdoor Pursuits Centre, St. David's Hall and New Theatre. To date, £2.197 million has been received from the JRS, with further reimbursements anticipated in relation to the remaining months of the year, where services have still not restarted and staff continued to be furloughed.
25. As well as considering external options, the Council continues to explore internal measures for reducing the overall impact arising from the pandemic. Earlier in the year, directorates were asked to review their in-year budgets and identify savings, or introduce measures to generate savings, which could assist with alleviating the overall overspend. As referenced in previous reports, a total of £3.130 million was identified at Month 4, with the figure having reduced to £2.893 million at Month 9. This figure has been incorporated within the overall Month 9 position. In addition, the position also includes the outcome of an internal review of the committed spend against the amounts allocated as part of the 2020/21 budget, in relation to the Financial Resilience Mechanism (FRM) and the Capital Ambition Policy. As well as this, officers are continuing to review earmarked reserves and other corporate funding sources with the aim of identifying amounts that could be released or repurposed to help mitigate the overall financial position. As a priority, the Council will continue to ensure that all relevant expenditure and income losses are claimed from the WG Hardship Fund.

Capital

26. The Council in February 2020 approved a new Capital Programme of £194.304 million for 2020/21 and an indicative programme to 2024/25. The budget for the General Fund and Public Housing has since been adjusted to £190.017 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
27. The sections below indicate a forecast position for 2020/21 for the General Fund and Public Housing.

General Fund

28. The projected outturn for the year is currently £100.342 million against a total programme of £133.242 million providing a variance of £32.900 million, which is predominantly slippage. Expenditure at the end of Month 9 was £47.407 million, which represents only 47% of the projected outturn, three quarters of the way through the financial year. However, there are a number

of large expenditure items that are likely to progress during the latter part of the year.

Capital Schemes Update

29. Delivery of capital projects is complex, can span a number of years and is influenced by a number of external and internal factors, such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
30. A number of specific WG grants in relation to the COVID-19 response have either been included in the programme or approved in principle, pending formal confirmation. These are for projects such as homelessness and transport infrastructure improvements. The likelihood and precedent from previous years is that additional grants will be available during the year and very often late in the year, requiring displacement of the Council's own resources where sufficient expenditure has been incurred.
31. Utilising grants bid for and awarded in approved timescales is a risk to be managed by directorates in the remainder of the year. Consideration of switching of Council resources and early discussion with grant funding bodies should be undertaken in order to ensure that approved grants can be utilised in full.
32. Further detail on progress against significant capital schemes included in the programme is included in Appendices 4 and 5 to this report.

Capital Receipts

33. The level of capital receipts is a key assumption in the affordability of the Capital Programme. The Capital Programme, approved by Council in February 2018 and in subsequent years, set a target for non-earmarked General Fund capital receipts of £41 million, after making a deduction for eligible revenue costs of disposal. Up to 31st March 2020, a total of £6.887 million had been generated against this target. The forecast for receipts when setting the 2020/21 resources was £7 million, from the disposal of land as well as a number of retail parades. The receipts received to date total circa £740,000, the majority of which come from the sale of retail parades on Plasmawr Road, Bishopston Road and Fishguard Road. Estimates of receipts receivable towards the target prior to 31st March 2021 are circa £2 million.
34. In addition to the position outlined above, land appropriations to the Housing Revenue Account will take place for the development of affordable housing, with the main site during 2020/21 being the former Michaelston Community College site for £8.650 million, which was originally anticipated in 2019/20.
35. Capital receipts received include the proceeds from the sale of Dumballs Road, which is to be used to repay the initial investment in acquiring the site. A total of £11.7 million was received for the sale of this site in December 2020.

Public Housing (Housing Revenue Account)

36. The 2020/21 capital programme for Public Housing was £56.775 million and forecast expenditure for the year is £58.260 million. This is £1.485 million higher than the total programme, primarily because of expenditure on new build schemes.
37. Expenditure of £3.510 million is forecast on a range of estate regeneration schemes to tackle issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Major schemes within the programme include the Roundwood Estate (£200,000), Trowbridge Green (£700,000) and Arnold Avenue and Bronte Crescent (£665,000).
38. In respect to planned investment on Council dwellings, COVID-19 has resulted in a focus on the most urgent works, avoiding the requirement to enter properties. Projected expenditure for the year is £10.253 million, which is £897,000 less than budgeted. Areas of expenditure forecast during the year include replacement boilers (£900,000), front door upgrades to flats following completion of testing for fire safety (£600,000) and a lift replacement programme at flats (£257,000). Lift replacements have been completed at Beech House and Sycamore House and work is underway at both Loudoun and Nelson Houses. Expenditure of £775,000 is forecast on the roof replacement programme, with opportunities to be considered to speed up the delivery of the programme, to ensure that the funding is used in full. In addition, to ensure that Major Repairs Allowance grant funding for 2020/21 is utilised in full, options to bring forward expenditure in line with contractor capacity will continue to be reviewed during the remainder of the year.
39. Expenditure on disabled adaptations for public housing is forecast to be £1.9 million with slippage of £1.450 million. Due to COVID-19, demand in the first quarter was weak and the focus was on the most critical cases. Services resumed as normal in the second quarter and assessments were progressing as part of the service recovery plan. However, due to the pandemic, the work has now stopped again as more restrictions mean that work cannot be carried out in peoples' homes.
40. Expenditure during the year on the development of new housing over a number of sites during the year is estimated at £42.597 million. This includes the completion of phase one Cardiff Living sites and preparation for future phases. It also includes specific new build developments, including 16 new homes at Caldicot Road, the completion of 30 flats at Courtney Road, emergency housing projects at Hayes Place and Ferry Road and the planning and tendering of schemes at the St. Mellons, Maelfa, Wakehurst Place and Iorwerth Jones sites. The level of expenditure on specific sites to be developed by the Council is lower than initially planned, however additional expenditure on schemes identified below has enabled overall investment on new build and acquisition to be maintained at planned levels.

41. Cabinet, in June 2020, considered the impact of COVID-19 on the Council's housing delivery programme and agreed approval in-principle of a specific request from Wates Residential to the immediate purchase of a number of additional properties currently in development as part of the Phase 1 Cardiff Living programme. This estimated the acquisition of an additional 102 properties for Council homes or for Council approved assisted home ownership across four sites, namely Willowbrook, St. Mellons; Briardene, North Road; Highfields, Heath and Llandudno Road, Rumney. To facilitate this, the level of open market buy backs of property over the medium term was to be curtailed, with £4 million expected to be spent in 2020/21 on completion of the buyback programme, for all but urgent cases and those facilitating comprehensive regeneration schemes such as at Channel View.
42. In March 2020, Cabinet agreed to acquire the freehold interest of the former Gas Works site at Ferry Road, Grangetown at a cost of over £10 million in order to deliver a Council led mixed tenure housing scheme. The scheme will deliver around 500 new, low-carbon and sustainable, affordable homes and will provide a strategic link to the proposed regeneration of the Channel View estate. An outline planning application is due to be submitted by the end of 2021/22, with grant funding bids also submitted to the Cardiff Capital Region Housing Viability Gap Fund towards the remediation of the site.
43. Cabinet considered in July 2020 a future service model for Homelessness and set out a range of schemes to offer long-term and sustainable housing options for homeless families and single people. COVID-19 has necessitated extreme urgency to deliver longer-term solutions for temporary accommodation. Two modular schemes are underway to provide a long-term homeless housing provision. The assessment centre at Hayes Place, which includes new modular homes using the Beattie Passive 'Haus4studio' pods, will be handed over in March 2021. Works have also commenced on the Gasworks site to create 48 flats as temporary accommodation for homeless families.
44. Linked with the above, specialist, supported accommodation for homelessness is being developed at Adams Court to create an integrated facility of approximately 103 self-contained units with intensive support. Adjacent to Adams Court, an additional 49 flats for longer term more settled accommodation will be available within Baileys Court, which also forms part of the management agreement with United Welsh.
45. The Council submitted a number of grant bids to WG covering COVID-19 related homelessness recovery plans in order to support the costs of the above three projects, projects taken forward by partners as well as the development of affordable housing. Over £11 million of funding has been approved in-principle and subject to detailed terms and conditions. Schemes include Adams Court, Countisbury House, Huggard and Tresillian sites, Briardene and the Gas Works.

Reasons for Recommendations

46. To consider the report and the actions therein that form part of the financial monitoring process for 2020/21.

Legal Implications

47. The report is submitted for information as part of the Authority's financial monitoring process. The Council's constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators.

HR Implications

48. There are no HR implications arising from this report.

Property Implications

49. The report is submitted for information as part of the Authority's financial monitoring process. The Strategic Estates Department continues to work with the Finance Department to monitor the ongoing impact of COVID-19 on the Council's estate-related revenue and capital budget. There are no further specific property implications to report.

Financial Implications

50. In summary, this report outlines a projected Council overspend of £384,000 at Month 9 of the 2020/21 financial year. This overspend reflects a net directorate overspend of £2.861 million, coupled with a Capital Financing and Summary Revenue Account overspends of £302,000 and £221,000, respectively. These overspends are partly offset by the general contingency of £3 million. In the event that an overspend of this level exists at the end of the financial year, it would be offset against the Council Fund Balance. Currently, the Council Fund Balance is £14.255 million and would reduce to £13.871 million in such a circumstance. However, between Month 9 and the financial year end, every effort will be made to reduce the overspend to a balanced position. It is important to note that within the overall position are COVID-19 related costs and income losses, which have not been possible to recover from Welsh Government, totalling £1.948 million.
51. The position includes £2.893 million of in-year savings to mitigate the overspend. As the year near its end, it is essential that directorates continue to maintain a focus upon both the delivery of identified savings and the identification of further savings, wherever possible. Whilst, to date, the Council has been able to recover the majority of COVID-19 expenditure and income losses from Welsh Government, there still remains a risk that not all claims against the Hardship Fund will be fully reimbursed. This level of risk is evidenced by the scenarios presented in the report, which outline the fact that, based on current estimates, the Council could be exposed to as much as £17.517 million in additional expenditure and lost income during the remainder of the financial year. Because of this risk, it is important that directorates retain a focus on their financial positions and ensure that tight financial control is in place over the final quarter of the year and that overspends do not worsen and, if possible, are reduced by year-end. As outlined earlier in the report, it will also be necessary for corporate solutions

to be identified as well as directorate-led solutions. This will require a continual review of Council-wide issues and regular monitoring of the Council's balance sheet, including the debtors position and earmarked reserve levels.

52. In relation to the 2020/21 Capital Programme, a variance of £32.900 million is currently projected against the General Fund element, predominantly in relation to slippage against schemes. In terms of the Public Housing element of the programme, additional expenditure totalling £1.485 million is currently forecast. In line with previous reports, spend to date continues to be very low for this stage of the year and, therefore, there is a risk that the overall level of slippage could increase further. There are large expenditure items planned for the last quarter of the year and it is critical that directorates ensure that the necessary progress is made against schemes, to ensure that slippage is minimised as much as possible. This requirement is of even greater significance when considering externally funded schemes, as it is important to ensure that the opportunity to utilise such funding is not lost.
53. For capital expenditure, effective contract management will be required, with a particular focus on COVID-19 related issues that could cause delays or increased costs. Should such issues emerge during the last quarter of the year, it will be necessary for these to be escalated as a matter of priority so that the overall impact on the programme can be assessed and any required actions taken. Such risks also need to be monitored in relation to the generation of capital receipts which underpin the overall affordability of the programme.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the COVID-19 financial impact at Month 9 and the ongoing response to the emerging financial position.
2. Note the projected revenue financial outturn based on the projected position at Month 9 of the financial year.
3. Note the capital spend and projected position at Month 9 of the financial year.
4. Reinforce the requirement for all directorates currently reporting overspends, as identified in this report, to deliver against action plans to reduce their projected overspends.

SENIOR RESPONSIBLE OFFICER	CHRISTOPHER LEE Corporate Director Resources
	19 February 2021

The following Appendices are attached:

Appendix 1 – Revenue Position

- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2020/21 Budget Savings Position
- Appendix 4 – Capital Programme
- Appendix 5 – Capital Schemes Update

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Appendix 1

REVENUE MONITORING POSITION 2020/2021

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	26,701	(101)	26,600	27,701	(101)	27,600	1,000	0	1,000
Economic Development									
- Economic Development	49,313	(41,150)	8,163	48,459	(40,805)	7,654	(854)	345	(509)
- Recycling & Neighbourhood Services	41,372	(11,570)	29,802	44,955	(15,153)	29,802	3,583	(3,583)	0
Education & Lifelong Learning	345,413	(57,982)	287,431	347,041	(58,747)	288,294	1,628	(765)	863
People & Communities									
- Communities & Housing	254,080	(206,168)	47,912	260,899	(213,964)	46,935	6,819	(7,796)	(977)
- Performance & Partnerships	9,153	(6,138)	3,015	9,018	(6,070)	2,948	(135)	68	(67)
- Social Services	213,763	(31,969)	181,794	233,861	(50,127)	183,734	20,098	(18,158)	1,940
Planning, Transport & Environment	56,483	(49,098)	7,385	58,280	(50,895)	7,385	1,797	(1,797)	0
Resources									
- Governance & Legal Services	6,901	(1,179)	5,722	7,576	(1,317)	6,259	675	(138)	537
- Resources	30,657	(14,900)	15,757	32,287	(16,456)	15,831	1,630	(1,556)	74
Capital Financing	37,873	(6,937)	30,936	36,563	(5,325)	31,238	(1,310)	1,612	302
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	9,197	(928)	8,269	9,418	(928)	8,490	221	0	221
Discretionary Rate Relief	400	0	400	400	0	400	0	0	0
Sub-Total	1,084,306	(428,120)	656,186	1,116,458	(459,888)	656,570	32,152	(31,768)	384
Council Tax Collection	0	0	0	0	0	0	0	0	0
Total	1,084,306	(428,120)	656,186	1,116,458	(459,888)	656,570	32,152	(31,768)	384

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Appendix 2 – Directorate Commentaries

Corporate Management

+£1,000,000

1. The overall position for Corporate Management reflects an overspend of £1.000 million, reflecting a £13,000 improvement on the figure reported at Month 4. This improvement is due to a previously held item from a claim against the WG Hardship Fund now being claimed from an alternative funding source. The overall overspend is due to supplier relief that was not approved by Welsh Government (WG), as part of the Council's June claim against the Hardship Fund. As outlined in the main report, it is hoped that there will be an opportunity to recover this amount from another funding stream. However, until that is confirmed, this figure is shown as part of the overspend position. Elsewhere within the position are a number of small, offsetting, variances against the directorate's operational service delivery budget. The 2020/21 savings target of £90,000, in relation to past service pension contributions, is currently projected to be achieved in full.

Economic Development

Economic Development

(£509,000)

2. The reported Month 9 position for the Economic Development directorate is an underspend of £509,000, which is broadly in line with the position reported at Month 9, although there have been offsetting changes within the position. The overall underspend includes irrecoverable COVID-19 related costs totalling £87,000, an underlying underspend of £227,000 and in-year savings totalling £369,000. It should be noted that this directorate has been particularly badly affected by losses of income due to the closure of various facilities and venues, such as Cardiff Castle, St David's Hall and the New Theatre. To date, the income losses experienced in Quarters 1 and 2 have been recovered via a combination of WG and Arts Council for Wales funding. For the purpose of this report, potential future income losses associated with these closures have been assumed recoverable. Divisions with underspends include Parks, Facilities Management, Property & Office Rationalisation, Sport, Leisure & Development, and Culture, Venues & Events. Overspends are being reported in relation to Major Projects, Business, Investment & Workshops and Projects, Design & Development. In terms of savings agreed as part of the 2020/21 budget, a shortfall of £784,000 is projected against the target of £1.478 million. Of this shortfall, £358,000 relates to efficiency proposals, with the majority relating to the delay in the transfer of the New Theatre to a third party, with the balance relating to income generation proposals, which have been significantly impact by the effects of the pandemic.
3. The largest underspend within the directorate position is £524,000 in relation to the Parks service. This underspend includes in-year savings against employee

budgets, due to vacancies, and operational underspends relating to grounds maintenance. As well as this, the £250,000 Financial Resilience Mechanism (FRM) allocation for ash die back works is not anticipated to be spent during this financial year. The Culture, Venues & Events division, overall, is projecting an underspend of £88,000 due to areas less impacted by the effects of the pandemic experiencing in-year savings against staffing budgets, due to vacant posts, and events budgets. In addition, Property & Office Rationalisation is projected to underspend by £48,000 because of in-year savings against staffing budgets, additional internal recharge income and savings within the Office Rationalisation budget. Facilities Management is also projecting an underspend, totalling £284,000, largely due to in-year savings against repairs, maintenance and energy budgets, reflecting the reduced occupation of Council buildings during the year. The Building Services trading account, which was previously projecting a deficit position, is now expected to balance. In relation to Sport, Leisure & Development, an underspend of £33,000 is projected, mainly due to in-year staffing savings and underspends against FRM allocations.

4. Overspends within the directorate can be seen within Major Projects, where an overspend of £196,000 is forecast, and Projects, Design & Development, where an overspend of £275,000 is projected. The Major Projects overspend is due to unbudgeted non-domestic rates costs in relation to the Toys R Us building and other costs associated with certain projects. The Projects, Design & Development deficit is the result of reduced internal recharge income following a phase of reduced activity during the lockdown periods. In addition, Business, Investment & Workshops is projecting a £50,000 overspend, due to various unbudgeted costs. Other divisions are reporting minor variances or balanced positions. Although an overall underspend is reported, there remains a risk that the position could worsen if the necessary level of financial support for lost income, in particular, is not forthcoming. The position will be kept under close review and any changes reflected in the Outturn Report.

Recycling & Neighbourhood Services

Balanced

5. The Recycling & Neighbourhood Services directorate is current projecting a balanced position, which is in line with the position reported at Month 6, although there have been various offsetting changes between reporting periods. Within this position is a net £276,000 impact due to irrecoverable COVID-19 costs, offset by an overall £276,000 operational service underspend, which is aided, in particular, by an in-year underspend against allocations from the Financial Resilience Mechanism (FRM) and Policy Growth funding, and the proposed use of earmarked reserves to offset the majority of the irrecoverable COVID-19 costs. Particular in-year pressures include a projected overspend in relation to Waste Treatment & Disposal and Collections, offset by an underspend against Street Cleansing. Other divisions, including Environmental Enforcement and Strategy & Support are projecting minor variances. The savings proposals for 2020/21,

classified as efficiency savings, amounted to £78,000 and are projected to be achieved in full.

6. The Waste Treatment & Disposal overspend is £204,000 and reflects the overall increased cost of processing materials caused by an increase in tonnages, the mix of materials and non COVID-19 price impacts. Domestic Collections is now projecting an overspend of £143,000, primarily due to revised expenditure projections associated with vehicle costs. The position includes an anticipated underspend on recycling bags and an improved Trade Service surplus. The Street Cleansing underspend totals £393,000 and will be achieved by delaying the creation of a new city centre team and scaling back the enhanced cleansing regimes in certain wards, thereby releasing the funding from the FRM and Policy Growth allocations. Environmental Enforcement is projecting an overspend of £35,000 due to reduced external funding and additional staffing costs, with Strategy & Support projecting a £12,000 overspend due to additional operational costs.

Education & Lifelong Learning

+£863,000

7. The Month 9 position for the Education & Lifelong Learning directorate reflects an overspend of £863,000, representing an improvement of £76,000 on the overspend reported at Month 6. This change comprises an increased underspend within the Achievement division, due to additional external funding, offset by a significant increase in the School Transport overspend. The overall position can be broken down between irrecoverable COVID-19 costs amounting to £124,000, an underlying overspend of £1.774 million and in-year savings of £1.035 million. The main pressures within the position include trading deficits, after allowing for recovery of income losses via the WG Hardship Fund, against School Catering and the Music Service. In addition, there is a significant overspend in relation to Out of County Placements and continuing pressures in relation to School Transport. Partially offsetting these pressures are underspends in relation to Inclusion, Achievement, School Organisational Planning (SOP) and the benefit of some of the in-year savings within other divisions. A savings shortfall totalling £265,000 is projected against the target of £951,000. These shortfalls all relate to income generation proposals and are unachievable largely because of the impact of COVID-19 and the traded services not being able to operate as normal.
8. The largest overspend totals £1.262 million and relates to Services to Schools and, specifically, the traded services within that division. This position reflects the continuation of issues that existed in previous financial years, as well as irrecoverable COVID-19 costs. This position does not include any COVID-19 related income losses that may be seen during the remainder of the year. However, it does include potential costs relating to the enhanced provision of free school meals, which is currently assumed to not be recoverable in full via the Hardship Fund. These services have been particularly badly affected by the

closure of schools and there remains significant uncertainty regarding the restart of elements of these services and their financial viability over the remaining months. However, should WG financial support be greater than expected, this position could potentially improve by the end of the year.

9. In addition, there is an increased overspend of £816,000 projected in relation to Out of County Placements for pupils with additional learning needs (ALN). The underlying overspend is more significant than that reported, as a significant allocation of WG ALN grant funding has helped to mitigate the position in-year. The pressure has largely arisen due to an increase in the number of pupils requiring these placements, but also significant rises in the cost of such placements. Until capacity within Cardiff schools can be increased, it is likely that such pressures will continue to exist. The other main overspend relates to School Transport and totals £811,000. This is after allowing for an in-year saving on transport provider costs, during the period of inactivity whilst schools have been closed. Therefore, the underlying pressure, which is primarily due to increased demand for transport routes for pupils with ALN, is greater than the amount reported.
10. There are a number of underspends within the directorate, including £525,000 in relation to SOP. This is the product of an in-year saving in relation to revenue funded school repairs and capital financing savings, which have arisen due to savings against Asset Renewal budgets in previous financial years. In addition, an underspend of £849,000 is projected against the budget for the Achievement Service. This underspend, which has increased significantly since Month 6, largely relates to the Youth Service, where additional grant funding has been available to offset base funded costs, and additional funding from the Central South Consortium which has displaced base budget funding. As well as this, the Inclusion Service is projecting an underspend of £134,000, partly due to additional income generation via the service level agreement for specialist services with schools. Across the directorate, in-year savings proposals are providing mitigation against overspends. These include vacancy management and other expenditure controls, maximisation of the use of grant funding and a likely in-year underspend against the redundancy budget held for school redundancies. This latter proposal could potentially save £500,000.

People & Communities

Housing & Communities

(£977,000)

11. The Housing & Communities directorate is reporting an overall underspend of £977,000 at Month 9, which represents an increase on the underspend reported at Month 6. This improvement is primarily due to increased income in relation to Cardiff Works and revised employee and supplies and services forecasts across the directorate. The overall position comprises an operational service underspend of £509,000, in-year savings proposals totalling £491,000 and irrecoverable costs relating to COVID-19, which amount to £23,000. The main

directorates variances, after allowing for in-year savings, include an overspend within Advice & Benefits and underspends within the Independent Living Service, Homelessness & Hostels, Housing Projects, Early Help and Hubs & Community Services. In terms of savings, a shortfall of £79,000 is projected, in relation to a planned restructure and additional charging for equipment. The other proposals, of which the majority are efficiency savings, are projected to be achieved in full.

12. One of the largest underspends within the directorate relates to the Independent Living Service and totals £302,000. This underspend is the result of a review of available grant funding and the staffing establishment, which identified in-year staffing savings and the opportunity to offset base funded costs with grant funding. Homelessness & Hostels is also projecting an underspend, totalling £134,000, based on the assumption that all COVID-19 costs associated with temporary accommodation for homeless people will be reimbursed by WG. The underlying underspend is due to in-year staffing savings, which have arisen because of delays in recruiting to posts relating to Housing Options. In addition, an underspend of £67,000 is projected in relation to Hubs & Community Services, due to the in-year supplies and services savings, and Early Help is projecting a £48,000 underspend due to in-year vacancies. Housing Projects is also reporting an underspend, totalling £494,000, which is due to a vacant post and the assumption that the FRM allocation for estates management will not be utilised this year.
13. The only significant overspend within the directorate relates to Advice & Benefits and totals £67,000. This is due to a number of factors, including additional scanning, printing and postage costs, as well as additional audit fees. Partly offsetting the overspend is a surplus against the Cardiff Works account. Also contained within the directorate position is a significant increase in expenditure in relation to the Council Tax Reduction Scheme. At this stage of the year, this would require a contingency allocation of £2.918 million to cover costs, which represents a slightly reduced figure from that reported at Month 6. However, this continues to be a developing situation and, therefore, it will be kept under close review throughout the remainder of the year, both in terms of the level of expenditure likely to be incurred and the prospects for recovering this via WG.

Performance & Partnerships

(£67,000)

14. The projected Month 9 position for Performance & Partnerships is an underspend of £67,000, which represents an improvement on the balanced position reported at Month 6. This improvement relates to Cohesion & Engagement and Bilingual Cardiff, which are both reporting reduced overspends. The overall position comprises underspends against Cabinet Office & Performance Management, Media & Communications and Community Safety, partly offset by overspends against Prevent and Cohesion & Engagement. Bilingual Cardiff is projecting a balanced position. The largest underspend totals £118,000 in relation to Cabinet Office & Performance Management and is due in-year savings against employee

budgets. Media & Communications and Community Safety are also projecting small underspends, again due to in-year employee savings. The overspends within Cohesion & Engagement and Prevent are due to income shortfalls and one-off employee costs, respectively. The two budget savings proposals, amounting to £99,000, both of which were classified as efficiencies, are projected to be achieved in full.

Social Services

+£1,940,000

15. The position for Social Services reflects a total overspend of £1.940 million, reflecting a net improvement of £940,000 on the position reported at Month 6. The overall position comprises an overspend of £234,000 within Adult Services and an overspend of £1.706 million within Children's Services. The £1.400 million WG grant, referred to in previous reports, has now been allocated across the two services. Within the overall position is a significant amount of expenditure in relation to COVID-19, particularly within Adult Services. However, the majority of this has been fully reimbursed by WG, with only a total of £124,000 not reclaimable, with the majority of this sitting within Children's Services. Therefore, the majority of the overspend relates to underlying issues, although there is some mitigation with the fact that £753,000 of in-year savings have been identified. A total of £2.330 million in savings shortfalls are being reported, which represents almost all of the savings agreed as part of the 2020/21 budget. Whilst COVID-19 is a contributory factor in this non-achievement, the majority of the explanation is due to the continuation of pressures experienced in previous years, meaning that new initiatives, whilst potentially helping with cost avoidance, are not resulting in a net decrease in expenditure. Further detail on each directorate's position is provided in the paragraphs that follow.

Adult Services

16. Adult Services is currently projected to overspend by £234,000 at Month 6, representing a decrease of £825,000 on the position reported at Month 6. This decrease is largely due to the inclusion of additional grant funding, including an element of winter pressures funding. It is important to note that this position is predicated on the current level of residential and nursing placements, which has reduced in comparison to previous years. The position does, however, assume an element of increase in domiciliary care hours. However, there remains the risk that the overall level of demand increases beyond these assumptions, which would increase the level of overspend. In the first eight months of the year, the service has incurred approximately £10.018 million in COVID-19 related costs. These costs have predominantly related to financial support for the care sector, demonstrated via fee uplifts and payments based on planned activity, rather than actual activity. This has almost entirely been reimbursed via the ringfenced allocation for adult social care within the WG Hardship Fund, with only £17,000 of expenditure being disallowed. Had this not been the case, the overspend would have been significantly higher than the figure being reported.

17. The largest variance within the directorate is a projected overspend of £1.482 million against the budget for Commissioned Services - Older People. This overspend is despite the reduction in numbers of residential and nursing placements and is due to the inability to take forward savings proposals, increasing costs associated with respite care, due to longer placements, and additional costs associated with the ExtraCare contract. An increase in the number of domiciliary care hours has been observed and is contributing towards a large proportion of the overspend. Whilst the nursing and residential placement numbers have reduced throughout the year (18% since February in the case of nursing placements), there have been a number of instances where former self-funders have required funding because of a fall in income. This has placed an additional financial pressure upon the authority. Overspend levels in the other commissioned services are relatively low, with Physical Disabilities reporting a £98,000 overspend due to an increase in direct payments. In the case of Learning Disabilities, increases in the number of residential and college placements has occurred, however this has been offset by additional grant funding.
18. In terms of internal services, the most significant variance is a projected underspend of £1.253 million in relation to Reablement / Older People Day Care. This is primarily due to the level of vacancies within the team, as well as the level of grant funding which has offset costs within that area. In the case of Assessment & Care Management, an underspend of £159,000 is projected, with the level of vacancies in this area being the underlying reason. The other internal services are reporting minor, partly offsetting variances, with additional grant funding helping to offset emerging pressures.

Children's Services

19. Children's Services is currently forecasting an overspend of £1.706 million at Month 9, which is a significant improvement of £1.521 million compared to Month 6. This improvement is predominantly due to a significant reduction in the level of expenditure being incurred in relation to agency staff, coupled with additional WG grant funding. Within this position is £107,000 of irrecoverable COVID-19 costs, the majority of which relate to WG only funding 50% of any ICT investment arising from the need to enable agile working during the pandemic. In addition, the position contains £353,000 of in-year savings. Therefore, the underlying position amounts to £1.952 million. This is after allowing for the use of £2.175 million corporate contingency for additional costs in relation to external placements, as agreed as part of the Month 4 reporting process.
20. The main pressure within the directorate position relates to Substitute Family Care. The projected overspend is £2.163 million, after assuming use of the corporate contingency. Within this division, the main pressure relates to external residential placements which, at one point, had increased, net, by 10 since the

start of the financial year, albeit having stabilised recently. As a result of these increases, this particular budget is projected to overspend by £4.412 million, before use of the contingency. Elsewhere within this division, an overspend of £888,000 is projected against the In-House Fostering budget, partly due to an increase of 36 in terms of kinship placements and increased fostering allowances. Partly offsetting this position is a projected underspend of £1.102 million in relation to external fostering placements. It should be noted that this position does not allow for any further placements during the remainder of the year and, therefore, there is a risk that the overspend will increase further, although this would only represent a part-year effect. However, with fostering placements representing a lower cost than residential placements, any shift from residential placements to fostering placements would aid the monitoring position.

21. Other overspends within the directorate are being reported in relation to Wellbeing, Protection & Support (£51,000) and Improvement & Strategy (£299,000). These overspends are the result of legal disbursement costs and agency expenditure in excess of available budget, respectively. The two main underspends within the directorate relate to Localities and Restorative, Leaving & Edge of Care. The Localities underspend totals £484,000 and is due to a significant reduction in the level of agency expenditure being incurred, as well savings due to the delay in opening the Assessment Centre, although this is partly offset by an inherent budget shortfall in relation to Ty Storrie. The underspend against Restorative, Leaving & Edge of Care Services totals £225,000 and is due to an in-year underspend against the budget for the Adolescent Resource Centre, due to underspends against employee budgets, and reduced travel and supported accommodation costs relating to Leaving Care. Additional agency expenditure and grant shortfalls partly offset these underspends. Strategy, Performance & Resources is projecting a small underspend, with both the Youth Justice Service and National Adoption Service projecting balanced positions.

Planning, Transport & Environment

Balanced

22. The Month 9 position for Planning, Transport & Environment reflects a balanced position overall, after allowing for irrecoverable COVID-19 costs and in-year pressures. This position is consistent with that reported at Month 6, although there have been offsetting changes between reporting periods. Within the position is an underlying underspend totalling £90,000 and in-year savings totalling £234,000. These are offsetting irrecoverable COVID-19 costs amounting to £144,000, including some ICT expenditure which was funded by WG at a rate of 50%. Particular in-year pressures are evident within Energy Management and Planning & Building Control, whilst Bereavement & Registration Services, Transport Planning, Policy & Strategy, and Highways are reporting underspends. Other divisions are reporting balanced positions. In terms of 2020/21 budget savings proposals, an overall shortfall of £790,000, against a total target of £1.490 million, is projected. This shortfall is almost entirely related to income

generation proposals, with efficiency targets currently projected to be largely achieved in full. The main shortfall relates to an additional drawdown from the Parking Reserve, which is unlikely to be feasible in light of significantly reduced Civil Parking Enforcement income levels this year to date. However, this shortfall should not impact upon the directorate revenue position, as expenditure commitments have been reduced as a mitigation.

23. The Energy Management overspend comes to £260,000 and is because of a shortfall in renewable income sources and recharge income shortfalls. The Planning & Building Control overspend, which totals £130,000, is due to reduced income levels, caused by delays in receipt of planning applications. Civil Parking Enforcement is reporting a balanced position although the current forecast indicates a significant reduction in the surplus. However, the shortfall in income is currently being offset by reimbursements via the Hardship Fund. The Transport Planning, Policy & Strategy underspend totals £70,000 and is due to increased income generation within Design & Delivery, which is helping to offset income shortfalls elsewhere within the division. The Bereavement, Registration & Dogs Home underspend is £58,000 and reflects the additional income from excess deaths in April and May and a planned use of reserves to fund additional burial sites. Highways are forecasting a net underspend of £262,000 reflecting the holding back of funds allocated via the FRM which is helping to offset some income shortfalls.

Resources

Governance & Legal Services +£537,000

24. The position at Month 9 for the Governance & Legal Services directorate is for an overspend of £537,000, which represents a slight increase on the figure reported at Month 6. This position is entirely made up of underlying issues and in-year savings. Any expenditure incurred as a direct result of COVID-19 has been recovered via WG, with any lost income currently assumed to be recoverable. The underlying position is due to a projected overspend within Legal Services, partly offset by an underspend within Democratic Services. The Legal Services overspend totals £557,000 and is primarily due to continued pressures in relation to complex children's' cases and the requirement to engage external legal services to provide support with this work. In addition, there are overspends in relation to employees, due to the need to engage locums, and supplies and services. It is assumed that income losses, relating mainly to land and property charges, will be covered via the WG Hardship Fund. The underspend in relation to Democratic Services totals £22,000 and is due to in-year staffing savings. Other divisions are reporting minor, offsetting, variances or balanced positions.

Resources +£74,000

25. The Resources directorate is projecting an overall overspend of £74,000, representing a change from the underspend position reported at Month 6.

However, this change is because of Central Transport Services, which is projecting an overspend, now being reported as part of Resources. The overall position comprises £169,000 of irrecoverable costs relating to COVID-19 and an underlying underspend of £95,000. The irrecoverable costs are mainly within Health & Safety and primarily relate to additional legionella testing required within schools, however this is being mitigated via other funding sources within the overall position. The main overspends within the directorate relate to Central Transport Services, Digital Services and Health & Safety, offset by underspends within Finance and Human Resources. Other divisions are reporting minor variances or balanced positions. In terms of savings, a shortfall of £209,000 is projected, with the majority of the shortfalls relating to income proposals and plans to generate additional income within Revenues, Commissioning & Procurement, Human Resources and Health & Safety. Wherever possible, these shortfalls have been mitigated within the monitoring position or via reimbursement from WG.

26. The largest overspend within the directorate relates to Central Transport Services and totals £213,000. The main reason for this is because of an underlying issue regarding the achievement of an external income target. In addition, there have been additional staffing costs incurred in connection with the maintenance of the Council's fleet, however this has been partly mitigated by an in-year underspend against leasing budgets connected with a planned transition to use of electric vehicles, which has been delayed. In addition, an overspend of £105,000 is projected against Digital Services. This overspend is mainly because of additional costs within Customer Services, which have been incurred in order to be able to achieve income targets. The Health & Safety service is also projecting an overspend, totalling £90,000. This overspend is due to shortfalls against internal income targets, which have not been achievable due to COVID-19 and the inability to provide training. The largest underspend within the position totals £224,000 and relates to Human Resources. This underspend is due to a combination of in-year employee savings, additional internal income and underspends against the budgets for projects. Finance is projected to underspend by £111,000, which is mainly because of in-year staffing savings, although these are partially offset by income shortfalls within Revenues.

Ring-fenced and Grant Funded Accounts

Housing Revenue Account

27. The Housing Revenue Account (HRA) is projecting a potential surplus of £4.543 million at Month 9. This is an increase of £2.343 million compared to the position reported earlier in the year. The major variance is an increased anticipated £2.911 million underspend within the Housing Repairs Account, mainly due to delays to planned work and access issues as a result of the COVID-19 pandemic.
28. The Housing Repairs Account includes underspends on responsive repair works (£1.657 million) and void property repairs (£1.002 million) where the number of properties becoming vacant has decreased due to a reduction in transfers, evictions and tenants moving to the private rented sector. April to September 2020 statistics indicate a 34% decrease compared to the same period last year. Other variances include a £25,000 underspend against the Disabled Facilities Grant budget and a £66,000 underspend for electrical testing. The balance of the underspend for the Housing Repairs Account relates to vacancy savings within management and administration, partly due to delays in filling posts as a direct result of the pandemic.
29. Based on week 36 statistics, rent and service charge income are estimated at £860,000 above target. This is a significant improvement on earlier forecasts, largely due to the reduction in void properties and void rental loss as referred to above and including a reduced estimate for bad debt provision based on assumed year end arrears levels and current write-off levels.
30. Whilst there are some delays anticipated within the Capital Programme, other schemes are currently being brought forward such as the planned acquisition of the Cardiff Living properties. Overall, there is lower than planned spend, which is likely to reduce the in-year borrowing requirement. The net position at the end of December is an anticipated underspend of £1.349 million; an increase from earlier forecasts following confirmation of the Affordable Housing Grant award for this year. It is anticipated that this underspend will transfer to the Housing and Building Maintenance earmarked reserve to meet any additional commitments next year as a result of the impact of COVID-19 on the service. This has been assumed within the overall position resulting in a net nil variance.
31. Insurance forecasts are largely based on average costs in previous years and indicate an underspend of £170,000. Actual costs will depend on the number and value of claims which will not be clear until later in the financial year. The balance of the variance is largely due to other vacancies, savings on premises costs and supplies and services and unbudgeted income from the WG COVID-19 claim reimbursement for additional expenditure.
32. Any surplus generated within the HRA will transfer to the HRA General Balance, which will improve the ability to deal with future budget pressures and provide more flexibility for any unavoidable commitments in the new financial year.

Civil Parking Enforcement

33. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	Budget £000	Projected Outturn £000	Variance £000
Income			
On street car parking fees	5,634	1,440	4,194
Off street car parking fees	1,420	289	1,131
Residents parking permits	405	352	53
Penalty charge notices	2,507	945	1,562
Moving Traffic Offences (MTO's)	4,736	2,779	1,957
Other Income	10	2	8
Total Income	14,712	5,807	8,905
Expenditure			
Operational costs, parking & permits	774	543	(231)
Enforcement service including TRO	5,916	5,443	(473)
Total Expenditure	6,690	5,986	(704)
Annual Surplus / (Deficit)	8,022	(179)	(8,201)

34. The CPE budget for 2020/21 assumed a trading surplus of £8.022 million. The current projection indicates a trading loss of £179,000, a reduction of £8.201 million. This position is broadly in line with that reported at Month 6.
35. The COVID-19 pandemic has had a profound impact on all income streams with significant reductions in the use of on street and off street parking. Enforcement activity was scaled back during the height of the pandemic and lower traffic volumes, particularly in the city centre, has meant lower fine income from MTOs. The reduced activity generates a consequential reduction on expenditure. This includes lower spend on overheads such as IT support, management fees, credit

card commission, hybrid mail and advertising. In addition, there are savings from staff vacancies and less routine maintenance.

36. The WG have considered claims for the reimbursement of lost income via the Hardship Fund. Claims for quarters 1 and 2, totalling £5.080 million, have been approved by WG and a further claim for £1.742 million has been submitted in relation to quarter 3. A further claim, in relation to quarter 4 will also be submitted and, if approved, this will represent full recovery of the loss against the budgeted surplus.
37. The table below illustrates the effect of the confirmed and potential reimbursements on the overall trading position.

	£000
CPE Trading Forecast	(179)
Approved Reimbursement	5,080
Existing Position	4,901
Quarter 3 Claim	1,742
Revised Position (Q3)	6,643
Quarter 4 Claim	1,379
Revised Position (Q4)	8,022

38. The surplus is transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table below illustrates the forecasted year-end position for each scenario.

Parking and Enforcement Reserve	Current Position £000	Q3 Recovery £000	Q3 & Q4 Recovery £000
Balance 1st April 2020	2,115	2,115	2,115
Income recovered re: 2019/20	547	547	547
Contribution to CPE	(179)	(179)	(179)
Recovery from Hardship Fund	5,080	6,822	8,022
Total Available	7,563	9,305	10,505
Contribution to support revenue budget	(5,935)	(5,935)	(5,935)
Project support and initiatives	(368)	(368)	(368)
Balance 31st March 2021	1,260	3,002	4,202

39. The brought forward balance in the reserve is £2.115 million. Lost income of £547,000 for March 2020 was reimbursed by WG. The CPE position indicates a trading loss of £179,000, which is funded by the reserve. The actual contribution to the reserve from will depend on decisions made by the WG regarding reimbursement of lost income. Currently this is £5.080 million but may increase following consideration of future claims. The contribution to the revenue budget to fund infrastructure improvements is £5.935 million. A further £368,000 will support various initiatives such as Active Travel and LDP transport monitoring. Should full reimbursement be received from WG, then the final balance will be £4.202 million. However, there is no indication at present as to whether WG will provide financial support during 2021/22. Therefore, potential utilisation of the reserve balance during 2021/22 will need to be balanced against the need to potentially cover off further income losses.

Harbour Authority

40. As reported previously, for the current year, the Council worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget and to agree on an appropriate budget arrangement for Asset Renewal. The WG agreed Fixed Costs funding of £4.961 million and Asset Renewal of £262,000, giving a budget of £5.223 million, which is the same overall total as the 2019/20 financial year.
41. The forecast at the end of quarter two indicates a funding requirement of £5.366 million, representing a variance of £143,000 over budget, as per the table below.

	Budget	Projected	Variance
	£000	Outturn	£000
		£000	
Expenditure	5,896	5,593	(303)
Income	(935)	(447)	488
Fixed Costs	4,961	5,146	185
Asset Renewal	262	220	(42)
Total	5,223	5,366	143

42. The introduction of government restrictions, particularly around travel, as a result of the COVID-19 pandemic, has had a significant impact on income generation for the Harbour Authority. Within the figures in the table above, income of £148,000 for car parking is projected against the target of £523,000. The balance of the shortfall in income relates to the Aqua Park, Cardiff Bay Water Activity Centre and harbour dues. The shortfall in income is partly mitigated by a number of managed underspends across a range of areas, including Community Liaison and administration, facilities management, environmental budgets and building / general overheads. Spending has been restricted, where possible, to offset expected shortfalls in income.
43. The Asset Renewal budget is currently indicating spend of £220,000 against the budget of £262,000, with a £6,000 underspend on the purchase of a barrage

crawler crane and £36,000 relating to phase one of the railing refurbishment scheme at Penarth Marina.

44. The Harbour Authority maintains a Contingency & Project Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The balance at 31st March 2020 was £63,000 and this is in line with the amendments to the Deed of Variation as agreed in April 2020.
45. In addition to the above, it is planned to submit an additional claim to WG in the coming months in respect of allowable items that are outside the Fixed Costs schedule. This is estimated at £314,000 and is made up of £172,000 for a 50% contribution to Associated British Ports dock feeder maintenance and £205,000 for de-shoaling the River Taff near the city centre. The balance will be funded using the £63,000 Project and Contingency Fund balance. It is anticipated that any further overspend will be dealt with by a further claim to WG and updates to this will be set out in the Outturn Report.

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DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2020/21

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
Efficiency Savings										
CMT	E1	Reduce Budget for Past Service Contributions A review of past service contributions to pension funds in respect of ex-employees has identified that there will be a £90,000 reduction in costs for the year 2020/21. The current budget in respect of this area is £825,000.	90	0	0	90	68	90	0	Based on expenditure to date, it is assumed that this saving will be achieved in full.
Corporate Management - Efficiency Total			90	0	0	90	68	90	0	
Economic Development	E2	Deletion of Post in Major Projects The deletion of one post through voluntary redundancy. The current staffing budget for Major Projects is £185,000.	53	0	0	53	53	53	0	The related post has been deleted and this saving has been achieved in full.
	E3	Dr Who Experience The existing budget will no longer be required once the building is dismantled and the land is handed back to Welsh Government. Handover should be completed by March 2020. The current net budget for the Dr Who Experience is £120,000.	0	120	0	120	120	120	0	This saving has been achieved in full.
	E4	Transfer of New Theatre building to an alternative provider This saving will be achieved through the release of Facilities Management budgets following the transfer of the New Theatre building to an alternative provider. The current New Theatre Facilities Management budget is £212,000.	0	212	0	212	0	0	212	The transfer of the New Theatre has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	E5	Reduction in staff costs in Facilities Management Saving will be achieved following a restructure of staffing resources within Facilities Management. This proposal relates to the Building Support function with a current staffing budget of £1.354 million.	10	0	0	10	10	10	0	This restructure has been finalised and the saving has been achieved in full.
	E6	Reduction in staffing budget in Economic Development A reduction in the staffing budget associated with the operation of Economic Development. This reflects the deletion of 3 x vacant posts, and 1 x voluntary redundancy. This proposal relates to the Business and Investment functions with a current staffing budget of £825,000.	150	0	0	150	92	92	58	The three posts planned for deletion have been deleted. However, agency staff are still being utilised by the service, which has impacted upon the achievability of the full saving.
	E7	Relocate Tourist Information Centre from Old Library Relocate provision of Tourist Information from the Old Library to St David's Hall (SDH) as a satellite to the main Tourist Information Centre (TIC) at Cardiff Castle. Tourist information would be provided by existing staff at SDH, with the saving being achieved through a reduction in agency costs associated with covering the current TIC. Cover has been previously provided through the use of staff at Cardiff Castle with a current staffing budget of £1.343 million.	20	0	0	20	0	0	20	Staff linked to the provision of this service have been relocated to St David's Hall. However, the ongoing use of agency staff above budget results in non-achievement of this savings target.
	E8	Cardiff Castle - Bookings Taken On Line St. David's Hall box office to facilitate Cardiff Castle bookings online providing a reduction in cost against the current external arrangements. The current budget for this service is £20,000.	0	20	0	20	20	20	0	Although both St David's Hall and the Castle anticipate venue closures for a significant part of 2020/21 due to COVID-19, the arrangement for online bookings transferred to St David's Hall and has realised savings in external costs.
	E9	Cardiff Castle - Volunteer Programme Implementation of a volunteer programme which will reduce agency and overtime costs. Volunteers would assist and support staff during peak demand and the summer season. Recruitment is planned from colleges and universities programme to include work experience, trainees or apprentices. Reduced costs during events weekend and Bank Holiday periods. The Castle has a current staffing budget of £1.343 million.	20	0	0	20	0	0	20	Cardiff Castle has been closed for large parts of the year as a result of the COVID-19 pandemic and it is unlikely that this planned volunteer programme will be implemented.
	E10	Reduction In Office Rationalisation Budget This budget will no longer be required from April 2020 as a result of buildings being vacated. The current budget for Office Rationalisation is £184,000.	0	92	0	92	92	92	0	This saving has been achieved in full.
	E11	Revised Tourism Offer A reduction in posts equivalent to 3 FTE in the Tourism Service. This will include the deletion of one vacant post and one voluntary redundancy. The current staffing budget for the Tourism service is £484,000.	100	0	0	100	100	100	0	Two posts relating to this proposal have been deleted. A delayed voluntary redundancy is offset in-year by other staff savings and is therefore considered achievable.
	E12	Reduction in Staff Costs in the Events Service The Events Service has a core establishment of six staff supporting an average of 40 events, as well as the City Centre. The proposal includes the deletion of a part-time post through voluntary redundancy. In addition, the team has absorbed income-funded work that was previously covered by agency staff. The Events service has a current gross staffing budget of £604,000.	48	0	0	48	0	0	48	The planned voluntary redundancy not taken place and this savings target is not currently considered achievable.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
	E13	Reduced Cleaning in Corporate Buildings The proposed saving would be achieved through a reduction in the frequency of cleaning, and also an increase in productivity where this is practical and possible. The frequency of cleaning hygiene areas will remain unchanged but the frequency of cleaning office, meeting/conference rooms and communal/circulation areas will decrease. Most of these changes will be in the larger Council buildings (e.g. County Hall, City Hall, Willcox House, Cord House, St David's Hall,) where the current cleaning resource is greater. The savings will affect approximately 20 cleaning operatives (equivalent to circa FTEs). A number of voluntary redundancy applications from cleaners working in corporate buildings have been received. The current staffing budget for the Cleaning service is £4.956 million.	50	0	0	50	50	50	0	This saving has been achieved in full.
	E14	Review of staffing resources within Play Services Saving will be found by deleting posts through voluntary redundancy. The current staffing budget for Play Services is £560,000.	40	0	0	40	40	40	0	This saving has been achieved in full.
	E15	Review of staffing resources within Facilities Management Saving will be found by deleting posts through voluntary redundancy. The current staffing budget in respect of Facilities Management and Buildings Support is £4.019 million.	117	0	0	117	117	117	0	This saving has been achieved through voluntary redundancy and savings against the repairs and maintenance budget.
	E39	Shared Regulatory Service - 2020/21 Annual Savings Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.793 million.	0	94	0	94	94	94	0	This saving has been achieved following a revised agreed contribution to the SRS.
Economic Development - Efficiency Total			608	538	0	1,146	788	788	358	
Education	E16	Reduction in centrally retained Business Continuity Budget Improvements in the management of school buildings and clarity about the split of responsibility between schools and the Local Authority have meant that the centrally retained budget for responsive building repairs to assist business continuity in schools underspent in 2018/19. This proposal would reduce the budget by £150,000 to reflect this. The current net budget for Business Continuity is £272,000.	0	150	0	150	113	150	0	Current forecasts indicate the potential for an underspend against the residual budget and, therefore, this saving is projected to be achieved.
	E17	Further staffing savings in the Education Directorate Management Structure Following a restructure of the Education Directorate this proposal would involve deletion of one management post. The current budget for this post would be removed in full.	100	0	0	100	100	100	0	The budget for this post has been deleted.
	E18	Realignment of ICT Invest to Save Budgets Review of invest to save budgets to reflect current capital financing commitments. The current invest to save budget is £634,000.	0	150	0	150	150	150	0	The relevant budgets have been reduced and the repayment schedules confirm that this saving is achievable.
	E19	Rationalisation of School Based Counselling Provision This reflects the savings achieved by bringing the external contract through Action for Children for School Based Counselling Service in-house under the management of the Principal Education Psychologist. An additional amount would be achieved through refinancing of the online service element from WG grant. The current net budget for School Based Counselling is £426,000.	0	100	0	100	75	100	0	Current projections suggest that this saving will be achieved in full.
	E20	Reduce the annual contribution made to the Central South Consortium A 3% reduction in the annual contributions made by partner LAs to the Central South Consortium in 2020/21. The current budget in respect of the contribution is £1.319 million.	0	41	0	41	41	41	0	The Council's contribution for the year has been agreed and reflects a reduction sufficient to ensure that this saving is achieved in full.
	E21	Review of staffing resources Saving will be found by deleting a post through voluntary redundancy. The current budget for this post would be removed in full.	45	0	0	45	45	45	0	The relevant post has been deleted and this saving has been achieved.
Education - Efficiency Total			145	441	0	586	524	586	0	
unities	E22	Better alignment of Advice Services and increased external income The alignment of Into Work and Advice Gateways enables the deletion of a vacant manager post. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	43	0	0	43	43	43	0	This saving was achieved with the deletion of a vacant post
	E23	Benefit Assessment - efficiencies in processing and digitalisation Saving will be made through the deletion of posts via voluntary redundancy. This is possible due to efficiencies achieved through risk-based verification (reducing assessment time), digitalisation of services including Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) on-line claim forms, and scan station, reducing input time required by staff. This is in addition to a reduction in caseload of HB claims as Universal Credit roll out continues. The Benefit Assessment service has a current gross staffing budget of £3.215 million.	120	0	0	120	120	120	0	This savings target has been achieved in full following a restructure which saw the deletion of four vacant posts.
	E24	Citizen Advice Bureau (CAB) Contract - Agreed Reduction This saving reflects the fourth year of a five year phased reduction in the cost of the Advice Services Contract. The contractual agreement reduces funding by £30k a year for four years and then by £20k in year five. The current budget for the Advice Services Contract is £350,000.	0	30	0	30	30	30	0	This is the fourth year of a five year phased reduction in contract payments to Citizens Advice and the savings target has been achieved in full.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
Housing and Comm	E25	Appeal Team Review With the introduction of Universal Credit, fewer appeals against benefit decisions will be made and Tribunal hearings will reduce, enabling the reduction of one vacant post. The current staffing budget for the Complaints and Appeals service is £338,000.	38	0	0	38	38	38	0	This savings target is achieved in full with the deletion of one vacant post.
	E26	Review of out of hours arrangements for homelessness Currently both housing options and hostels services provide out of hours rota which is a duplication. Hostel staff can be trained to undertake this role. The current staffing budget for the Housing Options Centre is £2,261 million.	17	0	0	17	17	17	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E27	Rationalisation for Childcare Business Support The deletion of a post following the retirement of the post-holder. Impact on service delivery will be offset by Childcare Offer grant income in the short-term, as childcare provider support is integral to the new grant. The current staffing budget for the Childcare service is £340,000.	17	3	0	20	20	20	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E28	Joint Equipment Service - Increase in contribution from partners Currently the contributions from partners is based on a model set up in 2008, which no longer reflects current levels of activity. Work is underway with partners to address this, and Cardiff's contributions to the service are expected to reduce by £92,000. The current budget for total partner contributions to the service is £1.678 million.	0	92	0	92	0	92	0	This saving is expected to be achieved in full following a revised Joint Equipment Service Agreement which distributes service overheads on a revised basis.
	E29	The Legal Process and Complaints Review The alignment of two teams managing the legal process, and complaints and appeals under the same management structure. The current staffing budget for the Complaints and Appeals service is £338,000.	48	0	0	48	0	0	48	Whilst this saving was previously understood to be achievable, it is now evident that it will not be met in-year as the planned restructure is on hold due to COVID-19.
Housing & Communities - Efficiency Total			283	125	0	408	268	360	48	
P&P	E30	Staff restructure in Policy, Partnerships and Performance Management The saving will be achieved through a restructure that will better align the work of Policy, Partnerships and Performance Management that will release two posts through voluntary redundancy. The combined staffing budget for these areas is £947,000.	79	0	0	79	79	79	0	Two posts have been deleted via voluntary redundancy and the saving fully achieved.
	E31	Third Sector Infrastructure Grant The Council provides a grant to the Cardiff Third Sector Council (C3SC) to deliver through a Service Level Agreement (SLA), a range of support services to the third sector in the city. It is proposed to remove from the SLA, funded activities in relation to a community engagement work-stream, following a review of activities undertaken in recent years which concluded that insourcing these activities through the new Cohesion and Community Engagement Team would enhance efficiency and effectiveness in this area. With the new Local Government Bill proposing that all local authorities produce statutory Public Participation Strategies this will be a continued area of focus for the authority, particularly engaging with disconnected and deprived communities. It is therefore proposed to remove the grant funding (£45,690) for community engagement activities from the SLA in 2020/21, with £25,690 reinvested to support the work of the Cohesion and Community Engagement team, realising a saving of £20,000. The current budget in respect of Third Sector Infrastructure Grant is £191,000.	0	20	0	20	15	20	0	Payments have been made for the first three quarters of the year and it is expected that the full saving will be achieved.
Performance & Partnerships - Efficiency Total			79	20	0	99	94	99	0	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Recycling & Neighbourhood	E32	Review of staffing resources Saving will be found through a restructure within depots and cleansing that will enable the deletion of two posts through voluntary redundancy. The combined staffing budget for these areas is £4.139 million.	43	0	0	43	43	43	0	This saving has been achieved in full.
	E33	Stores Review A review of the current stores provision at Lamby Way will be undertaken including opportunities for a more integrated approach to stock delivery across the City. The review will include consideration of the levels of stock held including levels of obsolescent stock, alternative stock management options and governance. The saving will be achieved through a reduction in agency costs and vehicle utilisation. The current net budget for Stores is £748,000.	28	7	0	35	35	35	0	This saving has been achieved in full.
Recycling & Neighbourhood Services - Efficiency Total			71	7	0	78	78	78	0	
Social Services	E34	Support practice in mental health services across adult and children's services in understanding organisational responsibilities in respect of section 117 and children's CHC Current practices for obtaining CHC funding for adults will be expanded in order to seek additional Health funding towards care packages for children. Given the size of children's care packages (c£210k for a residential placement) additional CHC contributions in just a small number of cases would be sufficient to achieve the saving. The current income budget for contributions from the Health Service towards the cost of jointly funded packages across Social Services is £3.7 million.	0	100	0	100	0	0	100	Childrens placements have already been reviewed at panel including Education and Health to ensure all additional funding is considered. In Adults, the review of funding contributions is not happening as usual. There may be a small chance of some savings later in the year.
	E35	Review of existing contracts and practices In addition to major contracts for domiciliary and residential care, the Directorate operates a range of smaller contracts for specific services. These will be reviewed and efficiencies identified. There will also be a review of placement finding and brokerage across adults and children's to develop a single directorate team with the commercial skills, links to social work teams and strong relationships with providers. Across the Directorate, there are budgets of £3.3 million for small contracts for specific services.	0	100	0	100	0	0	100	Commissioning posts are now in place but unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in Childrens residential placements have resulted in increasing overspends. In Adults, the review of contracts is concentrated on the recovery of services post-COVID 19 and therefore the saving will not be achieved.
Social Services - Efficiency Total			0	200	0	200	0	0	200	
Planning, Transport & Environment	E36	Residential LED Lighting Energy Reduction Continuation of reduction in the energy costs associated with street lighting due to the introduction of LED lighting and the dimming and trimming of the network. The current Street Lighting energy budget is £2.516 million.	0	100	0	100	75	100	0	This saving is anticipated to be achieved.
	E37	Highways - Reshaping of Maintenance Operations A review of demand for highways related work has identified the opportunity to grant voluntary redundancy requests. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget for Maintenance Operations is £2.261 million.	75	0	0	75	75	75	0	This saving has been achieved in full.
	E38	Highways - Reduction in External Spend Reduced use of external resources related to non-essential and non-safety related highway asset improvement works. The current budget is £1.668 million.	0	15	0	15	11	15	0	This saving is anticipated to be achieved.
	E40	Review of staffing resources within Planning This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Planning is £2.103 million.	22	0	0	22	0	0	22	Progression of this saving has been impacted by the pandemic, however a voluntary redundancy is anticipated early in the new financial year.
	E41	Review of staffing resources within Road Safety This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Road Safety is £609,000.	22	0	0	22	22	22	0	This saving has been achieved in full.
	E42	Review of staffing resources within Bereavement Services This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget for Bereavement Services is £1.532 million.	40	0	0	40	19	19	21	A voluntary redundancy earlier in the year has enabled a partial achievement of the saving, with the balance not proving achievable due to the impact of the pandemic.
	E43	Street Lighting - use of Central Management System (CMS) to reduce Energy costs on Strategic routes Use of CMS to further reduce energy costs on Strategic Routes through the introduction of a dimming regime during periods of very low traffic flow. The saving would be achieved by city-wide roll out, following an in-year pilot. The current Street Lighting energy budget is £2.516 million.	(5)	55	0	50	38	50	0	This saving is expected to be achieved.
Planning, Transport & Environment - Efficiency Total			154	170	0	324	240	281	43	
Planning	E44	Business Support Efficiencies A further review of staffing within the section, enabling the deletion of posts through a combination of vacancies and voluntary redundancy. This would necessitate the transfer to other areas of some of the functions currently undertaken by the section. As part of this proposal, it will be necessary to review income targets associated with these areas of work. The current net budget for Business Support is £291,000.	125	25	(45)	105	79	105	0	This saving is expected to be achieved.
	E45	Staff efficiencies within Information Governance The proposal comprises an employee saving to be achieved in relation to staff turnover. The current staffing budget for Information Governance is £1.050 million.	50	0	0	50	50	50	0	This saving has been achieved in full.
	E46	Efficiencies in Recovery & Revenues The proposal comprises £60,000 staff savings through flexible retirement and voluntary redundancy. The current staffing budget in Revenue Services is £3.676 million.	60	0	0	60	60	60	0	This saving has been achieved in full.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
Resources	E47	Reduction in Accountancy Staff Budgets A further review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy. The current staffing budget for Accountancy is £1.950 million.	60	50	0	110	96	110	0	Part of the saving has been achieved via voluntary redundancy. The balance is expected to be achieved through deletion of vacant posts.
	E48	Organisational Development Staffing Review of staffing structures and responsibilities in the section enabling the deletion of a post through voluntary redundancy. The current staffing budget for Organisational Development is £529,000.	27	0	0	27	27	27	0	This saving has been achieved in full.
	E49	Customer & Digital Services Restructure Implementation of the new staff structure within Customer and Digital Services, enhancing the ability to develop digital services across the Authority. The current staffing budget for this area is £11.882 million.	173	0	0	173	173	173	0	This saving has been achieved in full.
	E50	Reduction of ICT spend with external suppliers <ul style="list-style-type: none"> • Blackberry Email licence removal - by the time of the next renewal of Blackberry email maintenance, it is anticipated all users will have been converted to O365 email • Netapp file store maintenance removal • Mitel licence reduction • Sirsi Library maintenance reduction The current net budget for ICT is £766,000.	0	100	0	100	40	60	40	This saving is to be partly achieved this year with the shortfall being mitigated, within the overall monitoring position, by use of the mobile device technology fund.
	E51	Reduction in Emergency Management Unit salary budget Deletion of a vacant post, retaining part of the budget to provide flexibility for overtime and standby pay. The current staffing budget for the Emergency Management Unit is £218,000.	17	0	0	17	17	17	0	This saving has been achieved in full.
	E52	Commissioning & Procurement - Staffing Savings released through flexible retirement. The current staffing budget for Commissioning & Procurement is £1.287 million.	2	0	0	2	2	2	0	This saving has been achieved in full.
	E53	Health & Safety - Staffing The saving will be achieved through not filling a vacant post within Health and Safety. The current staffing budget for Health & Safety is £786,000.	44	0	0	44	44	44	0	This saving has been achieved in full.
	E54	Human Resources - Staffing Efficiencies Staffing efficiencies across HR through the deletion of vacant posts, voluntary redundancy and flexible retirement. The current staffing budget for Human Resources is £4.033 million.	147	0	0	147	147	147	0	This saving has been achieved in full.
	E55	Resetting of the Information Governance Offer The proposal is to review the service delivery model to reduce costs without compromising the Council's ability to deliver compliance in this key area. A heightened level of accountability and responsibility from individual directorates will be a key component of the success of the proposal. The current staffing budget for Information Governance is £1.050 million.	75	0	0	75	75	75	0	This saving has been achieved in full.
Resources - Efficiency Total			780	175	(45)	910	810	870	40	
GRAND TOTAL EFFICIENCY			2,210	1,676	(45)	3,841	2,870	3,152	689	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
Income Savings										
Economic Development	INC1	Increased Income Generation at St David's Hall Saving will be achieved through the generation of increased income streams at St David's Hall. The current income target for St David's Hall is £6.059 million.	0	0	129	129	0	0	129	Due to the enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
	INC2	Pest Control Increase in pest control charges in respect of rats, mice, squirrels and wasps. The current income target for the Pest Control service is £312,000.	0	0	27	27	0	0	27	Ability to achieve this target has been affected by the COVID-19 pandemic and loss of external customers and is, therefore, unlikely to be achieved.
	INC3	New Theatre - Additional rental income from new operator Additional rental income generated following the appointment of an independent theatre operator for the New Theatre. The New Theatre forms part of the Arts Venues budget with St David's Hall which has a combined net budget of £1.253 million.	0	0	60	60	0	0	60	The transfer of the New Theatre to an external operator has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	INC4	New Attraction at Cardiff Castle (Black Tower Tales) Black Tower Tales is a new interactive visitor attraction at Cardiff Castle, which will result in additional income from ticket sales. The attraction will serve a dual purpose as both an educational and entertaining addition to the Castle's core offering. This will increase the attractiveness of the facility to local schools, education establishments and community groups and to the established tourist market both nationally and internationally. The current income target for the Castle is £4.236 million.	0	0	190	190	0	0	190	The proposed Black Tower Tales new attraction to generate additional income has not been implemented due to the COVID-19 pandemic and the additional income is not considered achievable as a result.
	INC5	Increase retail yield at Cardiff Castle Selling (including on-line) high yield products at Cardiff Castle. The current income target for the Castle is £4.236 million.	0	0	20	20	0	0	20	Due to the current enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
Economic Development - Income Total			0	0	426	426	0	0	426	
Education	INC6	Proposal to increase prices at Storey Arms Centre Proposal to increase all prices for users of Storey Arms by 5% from September 2020. The current income target is £527,000.	0	0	15	15	0	0	15	The ability to achieve an increased level of income has not been possible, due to the enforced closure of the centre due to the COVID-19 pandemic.
	INC7	Realignment of the Targeted Support, Early Help and Engagement teams to optimise deployment of provision across the City. Recent changes in grant funding from Welsh Government will provide the service with an opportunity to realign the amount of base-budget funded provision. The current net budget for this area is £1.964 million.	0	0	100	100	75	100	0	It is anticipated that grant funding levels will be sufficient to ensure that this proposal is achieved in full.
	INC8	Review of Services provided to schools on a traded basis This saving would be achieved through ensuring that the support costs are being captured in those services provided to schools on a traded basis, such as specialist teaching resources, educational psychology services, music tuition services and outdoor education and learning at the Storey Arms Centre. The current income target is £17.894 million.	0	0	250	250	0	0	250	Whilst it will be ensured that the appropriate costs are charged against the trading account, it will not be possible to cover these via additional income generation due to the impact of the COVID-19 pandemic and the service not being in operation during the early part of the year.
Education - Income Total			0	0	365	365	75	100	265	
Housing & Communities	INC9	Review of Charging for Equipment Cardiff currently purchases caddies, trolleys and perching stools, the cost of which range from £8 to £25 per item. It is proposed to charge for these items. This model has been implemented in other Welsh Authorities without detriment to the citizen. In addition, if a client feels they are unable to pay this amount they will be referred to Independent Living Service to review their income, in order to establish they are in receipt of all relevant benefits. This is a new income target for the service.	0	0	31	31	0	0	31	Due to the current COVID-19 pandemic, this target is not expected to be achieved in 2020/21.
	INC10	Cardiff Works - Increase Income Generation The council has an in-house agency "Cardiff Works" for administrative staff but uses external agencies for all other agency workers. A project is being established to see if more agency staff can be provided in house and thereby retain the agency fee income. This is at an early stage and may require the establishment of an arms-length company to increase flexibility. A report will be made to Cabinet in quarter one 2020/21 in respect of this element of the saving, with the new model expected to be implemented in quarter three. For 2020/21, £50,000 is anticipated from the new model, with an additional £100,000 from revising the internal charge from 0.2% to 2%. The current income target for the service is £6.073 million.	0	0	150	150	0	150	0	Current service area assumptions are that this target will be achieved in full following a recent increase in activity.
	INC11	Advice Services - increased external income Grant funding is available to fund staff costs associated with the provision of fuel poverty advice. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	0	0	20	20	0	20	0	Smart Energy Grant is expected to be received for 2020/21, meaning that this saving should be achieved.
Housing & Communities - Income Total			0	0	201	201	0	170	31	
Social Services	INC12	Increase in maximum weekly charge for Domiciliary Care in line with Welsh Government (WG) policy It is proposed that the Council increases its maximum weekly charge from £90 to £100 per week in 2020/21 to mirror WG policy. This will increase the level of income the Council receives in service user contributions. The current income budget for charges for domiciliary care is £3.555 million.	0	0	255	255	50	200	55	Whilst there is a level of decline in Domiciliary Care income, the price increase will be achievable on the element of retained income.
Social Services - Income Total			0	0	255	255	50	200	55	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Planning, Transport & Environment	INC13	Energy Management - Lamby Way Solar Farm Scheme Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected sites, generating an income for the Council, in addition to making a positive contribution to national and local renewable energy generation and carbon reduction targets. The current income target for Lamby Way Solar Farm is £30,000.	0	0	35	35	0	0	35	Following delays of several months, the sale of energy to grid is now operating although the income target is unlikely to be achieved as the better solar months have passed. Any income that is generated this year is required to repay the invest to save loan.
	INC14	Civil Parking Enforcement Additional contribution from Civil Parking Enforcement reflecting an increase in activity of on street parking and Moving Traffic Offences. The current operating costs are £6.203 million.	0	0	550	550	0	0	550	Income has been significantly affected by the pandemic and the CPE account is unlikely to generate a trading surplus.
	INC15	Planning - implement various Planning initiatives Through improved proactive monthly monitoring of planning applications/Pre Planning Applications (PPAs) and major projects, this saving would be achieved by increasing income opportunities. The current income target is £2.481 million.	0	5	95	100	0	0	100	Income is lower due to COVID-19, with some of the larger schemes having slipped into next financial year.
	INC16	Maximising opportunities for recharging services to grants Maximising opportunities for recharging for services to WG grants within Transport, Policy & Strategy and Design & Delivery. The current income budget is £3.165 million.	0	0	135	135	100	135	0	The saving is anticipated to be achieved following the expectation of additional grants, for example Active Travel.
	INC17	Bereavement Services - Burial and Cremation Fees Generate additional income through increases to fees for burials and cremations. The current income target is £3.211 million.	0	0	120	120	61	120	0	It is anticipated the additional income will be achieved following the price increases.
	INC18	PTE - General Fees & Charges Generate additional income through increases to a number of fees & charges in respect of highways and transportation. The current income target is £1.083 million.	0	0	32	32	0	0	32	The additional income will not be achieved following the impact of COVID-19.
	INC19	Registration - Fees & Charges Generate additional income through increases to fees & charges in respect of ceremonies and certificates. The current income target is £836,000.	0	0	30	30	0	0	30	The enforced closure caused by COVID-19 will result in an income shortfall and therefore this saving will not be achieved.
	INC20	Cardiff Dogs Home Use of the Cardiff Dog's Home Legacy reserve to support operational costs in the short term, pending a further, comprehensive review of the service. The current net budget for Cardiff Dogs Home is £275,000.	0	0	70	70	70	70	0	This saving will be achieved by drawing down from the Legacy Fund in line with the proposal.
Planning, Transport & Environment - Income Total			0	5	1,067	1,072	231	325	747	
Resources	INC21	Additional Income in Recovery & Revenues The proposal comprises an income target of £85,000 in connection with recently recruited recovery staff. The current income target is £1.096 million.	0	0	85	85	0	0	85	This saving is unlikely to be achieved as a result of COVID-19.
	INC22	WITS charge for Business Support functions Cardiff Council host the WITS, which is funded by public sector partners. Rather than create additional support posts, WITS utilises Customer Services business support functions (statistics, workforce planning, ordering / invoicing, financial monitoring etc.) This proposal is to ensure that these costs are fully recovered from the service. The current income target for C2C is £1.109 million.	0	0	25	25	25	25	0	This saving has been achieved in full.
	INC23	Commissioning & Procurement - Additional Income Additional income reflecting procurement support for the 21st Century Schools Band B Programme (four year commitment). The current income target is £399,000.	0	0	40	40	0	0	40	This income is not achievable from this source. This will be mitigated, within the monitoring position, by income from the administration of a national framework.
	INC24	Commissioning & Procurement - Additional Income Additional income reflecting SEWSCAP / SEWH billing contractor levy (1 day a month). The current income target is £399,000.	0	0	3	3	3	3	0	This saving has been achieved in full.
	INC25	Health & Safety - Additional External Income The saving will be achieved through generation of additional income from asbestos and other Health and Safety training, as well as investigating opportunities for collaboration with neighbouring Local Authorities. The current external income target is £126,000.	0	0	15	15	0	0	15	Ability to achieve this target has been affected by the COVID-19 pandemic and is therefore unlikely to be achieved.
	INC26	HR - Cardiff Academy Income Additional income from Cardiff Academy. The current external income target is £99,000.	0	0	29	29	0	0	29	Income is not achievable due to the current inability to deliver physical classes. However, this will be mitigated within the monitoring position by reduced external spend on training providers.
	INC27	Increased Income within Information Governance The proposal comprises the introduction of an income target in line with levels of income being generated in the current year. The current income target is £14,000.	0	0	25	25	17	25	0	This saving is expected to be achieved.
Resources - Income Total			0	0	222	222	45	53	169	
GRAND TOTAL INCOME			0	5	2,536	2,541	401	848	1,693	

			Savings Proposal				Savings Progress			
Dir.	Ref	Proposal	Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Service Change Savings										
Social Services	S1	Strength Based Practice and Commissioning Saving - Children Services Implementation of priorities contained in the children's services strategy to ensure the right range of cost effective services are in place, including development of community support to keep families together, a reunification framework, continued development of in-house fostering, reframing the relationship with IFAs and developing purposeful homes for children closer to Cardiff. Specifically, it is anticipated that the Directorate will successfully recruit an additional 15 internal foster carers (25 currently being assessed) leading to an equivalent reduction in the number of externally commissioned foster placements, producing a net saving of c£300,000. In addition, it is anticipated that, through the implementation of a range of initiatives, there will be reduced reliance on high cost residential placements. It is assumed that there will a net reduction of 3-4 placements, with an implied saving of c£600,000. The current budget for externally commissioned placements for children is £27.834 million.	0	900	0	900	0	0	900	The new commissioning posts are now in place, however it is unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in residential placements during the early part of the year have resulted in increasing overspends. Programmes to allow additional internal fostering placements, rather than commissioned places, have slipped considerably but are now progressing. Areas of commissioned services are those without contracts in place which have resulted in increases in costs in some areas, although in the long term this should result in less costly spot contracts. However, it is unlikely that any savings will result during the year.
	S2	Closer to Home Support - Return 5 people in year to lower cost provision from out of county residential care placements Via an ongoing process of review, the aim is to return care users to lower cost forms of provision from out of county residential care placements or to step down individuals from other high cost placements. The proposed saving represents the equivalent of stepping down 5 individuals from a learning disability residential placement (average cost c£87,000 pa) to a medium cost supported living placement (average cost £57,000). There are currently 119 residential/nursing placements in learning disabilities. In terms of capacity, the existing supported living contract contains places for c300 care users with a degree of turnover evident each year. Work is ongoing with Communities to identify further accommodation. The availability of supported living places is constantly monitored and opportunities for step down considered on an ongoing basis. The current budget for care homes for adults with learning disabilities is £10.389 million.	0	150	0	150	0	0	150	Due to COVID-19 it is not practical to move residents from one form of provision to another and as a result savings will be unachievable.
	S3	Provide more step down to general purpose accommodation for mental health users Via an ongoing process of review, the aim is to step down care users to general purpose accommodation. The proposed saving represents the equivalent of 3 residential mental health placements (average cost £37,000). If stepping down to a domiciliary care supported package (average £25k) then the equivalent of 12 individuals would have to step down to achieve the saving. There are currently 84 residential/nursing placements in mental health. The current budget for care homes for adults with mental health needs is £3.008 million.	0	150	0	150	0	100	50	The facility has been available since the end of July and therefore savings should be achievable during the later part of the year.
	S4	High Cost Case review in Older people and Physical Disability cases The implementation of a strength-based panel in 2019/20 has increased the scrutiny and review of high cost placements. The panel examines opportunities to encourage independence and reduce reliance on traditional forms of care. The proposed saving of £250,000 represents the equivalent of 15,156 hours of care, which represents c1.25% of the total annual number of domiciliary care hours delivered to older people. The ongoing review includes right-sizing and examining opportunities for the use of community equipment where appropriate. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.	0	250	0	250	0	0	250	The focus has been on the response to the pandemic with no possibility for package review. If there is some opportunity later in the year to review high cost packages there could be an element of savings.
	S5	Review packages for joint funding opportunities in Older People and Physical Disability There is an established CHC review process to examine the potential for the joint (Health) funding of packages in learning disabilities. This has realised c£200k in additional Health funding in 2019/20. Recent data from external consultants suggests that further levels of joint health funding should be available in relation to learning disabilities. Learning disability placements are high cost (c£90,000) and where joint funding is agreed, the UHB contribution is typically 50%. To achieve the saving, 6-7 additional packages would need to be approved for CHC. It is intended that CHC processes in relation to older people and physical disability cases are enhanced with additional capacity being identified. The current income budget for contributions from the Health Service towards the cost of jointly funded packages is £3.7 million.	0	275	0	275	0	0	275	Scope to review funding arrangements is not possible at present, however there is potentially some scope much later in the year depending on COVID-19 circumstances.
	S6	Double to single handed care review There is an ongoing review process seeking opportunities to reduce double handed domiciliary care visits to single carer calls. Via OT reviews, savings of c£125,000 have been identified in 2019/20 to date. Use is made of existing community equipment budgets where appropriate. The proposed saving represents approximately 6,050 hours of care, which represents 0.5% of the total care hours delivered to older people in a year. There are currently 300 care users receiving double handed care. The current budget for older people's commissioned domiciliary care is £16.04 million.	0	100	0	100	0	0	100	Assessment and review is difficult in current circumstances, however there may be some scope later in the year as packages on hold come back on line.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
Social Services	S7	<p>Community Resource Team</p> <p>The community resource team provides a re-ablement service which in many cases leads to a reduction in the level of care required by vulnerable people, typically after discharge from hospital. It has been identified that c900 care users have not benefitted from reablement. The intention is therefore to increase the number of people reabled, with a recent trial study identifying that there were further opportunities in this area. The proposed saving represents the equivalent of 7,600 hours of care or 0.6% of the total hours delivered to older people in a year. A 50% care reduction to a typical package size would produce a saving of c£12,000 per individual. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	The saving was around reabling people, especially on discharge from hospital, ultimately resulting in lower commissioned packages of Domiciliary Care. However, routine hospital discharge has slowed down during the early part of this year, therefore hindering the ability to deliver savings. There is possible scope for some savings later in the year.
	S8	<p>Implement Review of Reablement</p> <p>A significant element of the growth in the number of care hours delivered (and hence costs) relates to incremental increase in existing care packages. The strength based group is undertaking an ongoing and more stringent review of requests for increases to packages suggesting, alternatives where appropriate. The proposed saving represents the equivalent of 7600 hours of care or 0.6% of the total hours delivered. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	Planned savings were predicated on a process of challenge on the level of domiciliary care packages provided. There has been a drop off in the number of domiciliary care hours due to COVID-19. However, extra budgetary pressures have also been incurred providing support to the domiciliary care providers.
	S9	<p>Use of technology in the provision of care and support packages.</p> <p>Explore opportunities for the use of technology in the provision of care and support packages. Some technological applications, such as telecare, are already being utilised to support care provision. Further opportunities are being explored with a focus on preventative services that could reduce the reliance on commissioned care, the aim being to mainstream the use of technology in care provision. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.</p>	0	100	0	100	0	0	100	There has been a lack of capacity to progress in the current circumstances.
Social Services - Service Change Total			0	2,175	0	2,175	0	100	2,075	
GRAND TOTAL SERVICE CHANGE			0	2,175	0	2,175	0	100	2,075	
GRAND TOTAL SAVINGS PROPOSALS 2020/21			2,210	3,856	2,491	8,557	3,271	4,100	4,457	

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Appendix 4 - Capital Programme Summary

<u>DIRECTORATE & SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend)/ Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>ECONOMIC DEVELOPMENT</u>										
<u>Business & Investment</u>										
1 Town Centre Loan Scheme	1,500	0	0	0	(515)	985	985	0	0	0
2 Chapter Arts Centre	280	0	0	0	(280)	0	0	0	0	0
3 Coal Exchange Scaffolding Grant		0	0	0	95	95	95	0	0	0
4 S106 Schemes	138	382	(382)	0	0	138	29	(109)	0	(109)
Total Business & Investment	1,918	382	(382)	0	(700)	1,218	1,109	(109)	0	(109)
<u>City Development & Major Projects</u>										
5 Economic Development Initiatives	2,000	0	0	(300)	2,570	4,270	4,270	0	0	0
6 Black Tower Tales	0	130	0	0	0	130	130	0	0	0
7 Economic Stimulus Support James Street	0	1,929	0	300	0	2,229	1,949	(280)	0	(280)
8 International Sports Village	1,000	0	0	0	0	1,000	0	(1,000)	0	(1,000)
9 Central Square Public Realm	0	342	0	0	0	342	0	(342)	0	(342)
10 Red Dragon Centre Acquisition	5,664	0	0	0	60	5,724	0	(5,724)	0	(5,724)
11 Pizza Hut Acquisition	0	0	0	0	639	639	639	0	0	0
Total City Development & Major Projects	8,664	2,401	0	0	3,269	14,334	6,988	(7,346)	0	(7,346)
<u>Parks & Green Spaces</u>										
12 Asset Renewal Buildings	19	117	0	0	0	136	136	0	0	0
13 Asset Renewal Parks Infrastructure	140	113	0	0	0	253	253	0	0	0
14 Play Equipment	290	243	0	0	0	533	250	(283)	0	(283)
15 All Wales Play Opportunities	0	0	0	0	328	328	328	0	0	0
16 Parc Cefn Onn	100	169	(100)	0	0	169	128	(41)	0	(41)
17 Roath Park House	0	34	0	0	24	58	58	0	0	0
18 Roath Park Dam	150	0	0	0	0	150	100	(50)	0	(50)
19 S106 Funded Schemes	1,600	1,036	(1,036)	0	0	1,600	538	(1,062)	0	(1,062)
Total Parks & Green Spaces	2,299	1,712	(1,136)	0	352	3,227	1,791	(1,436)	0	(1,436)
<u>Leisure</u>										
20 Asset Renewal Buildings	310	0	0	0	0	310	310	0	0	0
21 Leisure Centres ADM (GLL)	0	678	0	0	0	678	283	(395)	0	(395)
22 Cardiff Riding School - Outdoor Arena	31	62	0	0	(15)	78	40	(38)	0	(38)
Total Leisure	341	740	0	0	(15)	1,066	633	(433)	0	(433)
<u>Venues & Cultural Facilities</u>										
23 St David's Hall & New Theatre	0	222	0	0	0	222	222	0	0	0
24 ACW Grant - St David's Hall	0	0	0	0	29	29	29	0	0	0
25 ACW Grant - New Theatre	0	0	0	0	10	10	10	0	0	0
Total Venues & Cultural Facilities	0	222	0	0	39	261	261	0	0	0
<u>Property & Asset Management</u>										
26 Asset Renewal - Buildings	1,977	556	0	0	0	2,533	1,203	(1,330)	0	(1,330)
27 Community Asset Transfer	0	123	0	0	0	123	25	(98)	0	(98)
28 Investment Property Strategy	0	0	0	0	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>		2020-2021 Programme	2019-20 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend)/ Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
29	Ocean Park Arena	0	0	0	0	250	250	250	0	0	0
30	Cardiff Market Roof & HLF Grant bid	(30)	318	(248)	0	0	40	21	(19)	0	(19)
Total Property and Asset Management		1,947	997	(248)	0	250	2,946	1,499	(1,447)	0	(1,447)
<u>Harbour Authority</u>											
31	Harbour Asset Renewal	262	0	0	0	(2)	260	260	0	0	0
Total Harbour Authority		262	0	0	0	(2)	260	260	0	0	0
<u>Recycling Waste Management Services</u>											
32	New HWRC North Cardiff	0	200	0	0	0	200	0	(200)	0	(200)
33	Recycling Collection Containers	(815)	815	0	0	0	0	0	0	0	0
34	Material Recycling Facility	45	0	0	0	0	45	45	0	0	0
35	MRF Metal Separartor (I2S)	0	0	0	56	0	56	56	0	0	0
36	ULEV -Light Electric Vehicle & RCV	0	0	0	0	90	90	90	0	0	0
37	Circular Economy Fund Grant and Matchfunding 2020/21	0	0	0	0	1,321	1,321	1,321	0	0	0
38	Lamby Way Control Room & Offices & Fleet Car Park	0	0	0	369	381	750	750	0	0	0
39	Waste Recycling and Depot Site Infrastructure	0	396	0	0	0	396	696	300	0	300
40	Property Asset Renewal	18	85	0	0	0	103	103	0	0	0
Total Recycling Waste Management Services		(752)	1,496	0	425	1,792	2,961	3,061	100	0	100
TOTAL ECONOMIC DEVELOPMENT		14,679	7,950	(1,766)	425	4,985	26,273	15,602	(10,671)	0	(10,671)
<u>EDUCATION & LIFELONG LEARNING</u>											
<u>Schools - General</u>											
<u>Planning & Development</u>											
41	Asset Renewal	(4,112)	9,713	0	0	0	5,601	8,450	2,849	0	2,849
42	Suitability / Sufficiency	1,040	55	0	0	0	1,095	3,000	1,905	0	1,905
43	Whitchurch High	0	1,194	0	0	0	1,194	465	(729)	0	(729)
44	Welsh Medium Education	570	(16)	0	0	48	602	602	0	0	0
45	Reducing Infant Class Sizes	2,150	1,613	(1,566)	0	0	2,197	265	(1,932)	0	(1,932)
46	ICF Education Grants	0	0	0	0	169	169	190	0	21	21
47	Schools ICT (Hwb)Rev Grant	0	0	0	0	309	309	309	0	0	0
48	Schools ICT (Hwb) Capital Grant	0	0	0	0	1,207	1,207	1,207	0	0	0
Total Planning & Development		(352)	12,559	(1,566)	0	1,733	12,374	14,488	2,093	21	2,114
<u>Schools Organisation Planning</u>											
49	21st Century Schools - Band A	465	774	(274)	0	0	965	2,564	(101)	1,700	1,599
50	21st Century Schools - Band B	27,152	14,643	(23,873)	0	0	17,922	12,922	(5,000)	0	(5,000)
Total Schools Organisation Planning		27,617	15,417	(24,147)	0	0	18,887	15,486	(5,101)	1,700	(3,401)
TOTAL EDUCATION & LIFELONG LEARNING		27,265	27,976	(25,713)	0	1,733	31,261	29,974	(3,008)	1,721	(1,287)
<u>PEOPLE & COMMUNITIES</u>											
<u>COMMUNITIES & HOUSING</u>											
<u>Neighbourhood Regeneration</u>											
51	Neighbourhood Renewal schemes	310	179	0	0	118	607	276	(331)	0	(331)

<u>DIRECTORATE & SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend)/ Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
52 Maelfa Centre Regeneration	0	0	0	80	0	80	100	0	20	20
53 Alleygating	50	26	0	0	0	76	60	(16)	0	(16)
54 Targeted Regeneration Investment Programme Matchfunding	100	330	0	(100)	0	330	0	(330)	0	(330)
55 Tudor Street Commercial Business Improvement Scheme	820	0	0	100	(51)	869	750	(119)	0	(119)
56 Tudor Street Business Environment Improvements	0	0	0	0	300	300	300	0	0	0
57 Butetown Pavillion	0	13	0	0	87	100	100	0	0	0
58 Rhydypennau Community Hub	305	0	0	0	40	345	345	0	0	0
59 Whitchurch Community Hub	389	0	0	0	(21)	368	368	0	0	0
60 Rhiwbina Community Hub	336	0	0	0	(270)	66	66	0	0	0
61 Displacement of ICF For Rhiwbina Hub		0	0	270	0	270	0	(270)	0	(270)
62 City Centre Youth Hub	(350)	851	0	0	(172)	329	0	(329)	0	(329)
63 Displacement of ICF City Centre Youth Hub		0	0	370	0	370	0	(370)	0	(370)
64 S106 Funded Projects	1,093	252	(252)	0	0	1,093	520	(573)	0	(573)
Total Neighbourhood Regeneration	3,053	1,651	(252)	720	31	5,203	2,885	(2,338)	20	(2,318)
Housing (General Fund)										
65 Disabled Facilities Service	4,550	4	0	(270)	270	4,554	3,500	(1,054)	0	(1,054)
66 Enable Grant	436	0	0	0	0	436	436	0	0	0
67 Assistive Living - ICF Grant		0	0	0	200	200	200	0	0	0
68 Accommodation Solutions - ICF Grant		0	0	0	150	150	150	0	0	0
69 Council Holding ICF Monies	0	2,304	0	0	0	2,304	2,304	0	0	0
70 Estate Environmental Improvements	140	312	0	0	0	452	100	(352)	0	(352)
71 Travellers Site Expansion	0	17	0	0	0	17	17	0	0	0
72 Domestic Abuse Multi Agency Hub	0	60	0	(50)	0	10	10	0	0	0
Total Housing	5,126	2,697	0	(320)	620	8,123	6,717	(1,406)	0	(1,406)
Flying Start										
73 Flying Start	0	0	0	0	194	194	144	(50)	0	(50)
74 Childcare	382	0	0	0	0	382	269	(155)	42	(113)
Total Flying Start	382	0	0	0	194	576	413	(205)	42	(163)
Total Communities & Housing	8,561	4,348	(252)	400	845	13,902	10,015	(3,949)	62	(3,887)
SOCIAL SERVICES										
Adult Services										
75 Tremorfa Day Services (ICF)	0	24	0	0	50	74	50	(24)	0	(24)
76 ICF Grants	0	0	0	0	0	0	0	0	0	0
77 Day Centre Opportunities	0	30	0	(30)	0	0	0	0	0	0
Total Adult Services	0	54	0	(30)	50	74	50	(24)	0	(24)
Children's Services										
78 Accomodation Strategy	0	229	0	0	0	229	0	(229)	0	(229)
79 Children Looked After	500	0	0	(370)	370	500	370	(130)	0	(130)
80 Ty Storrie Respite Centre		0	0	0	25	25	25	0	0	0
81 Trelai Youth Centre	150	0	0	0	0	150	150	0	0	0
Children's Services	650	229	0	(370)	395	904	545	(359)	0	(359)
Total Social Care	650	283	0	(400)	445	978	595	(383)	0	(383)

<u>DIRECTORATE & SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend)/ Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
TOTAL PEOPLE & COMMUNITIES	9,211	4,631	(252)	0	1,290	14,880	10,610	(4,332)	62	(4,270)
<u>PLANNING, TRANSPORT & ENVIRONMENT</u>										
<u>Energy Projects & Sustainability</u>										
82 Energy Retrofit of Buildings (REFIT - Invest to Save)	750	0	0	0	0	750	0	(750)	0	(750)
83 Salix SEELS	500	0	0	0	(400)	100	100	0	0	0
84 Lamby Way Solar Farm	1,891	290	0	0	0	2,181	1,950	(231)	0	(231)
Total Energy Projects & Sustainability	3,141	290	0	0	(400)	3,031	2,050	(981)	0	(981)
<u>Bereavement & Registration Services</u>										
85 New Cemetery Site (Invest To Save)	2,185	335	0	0	0	2,520	2,520	0	0	0
86 Property Asset Renewal	275	0	0	0	0	275	325	50	0	50
Total Bereavement & Registration Services	2,460	335	0	0	0	2,795	2,845	50	0	50
<u>Highway Infrastructure</u>										
87 Highway Carriageway - Reconstruction	400	357	0	0	0	757	757	0	0	0
88 Highway Resurfacing	2,473	2,906	0	873	0	6,252	5,302	(950)	0	(950)
89 Footpaths	1,035	538	0	(873)	0	700	700	0	0	0
90 Footway Improvements around Highway Trees	125	29	0	0	0	154	154	0	0	0
91 Millennium Walkway	100	240	0	0	0	340	340	0	0	0
92 Bridges & Structural Work	1,200	682	0	(29)	0	1,853	630	(1,223)	0	(1,223)
93 Street Lighting Column Replacement	70	763	0	0	0	833	335	(498)	0	(498)
94 LED Lighting Residential (Invest to Save)	1,000	2,000	0	0	0	3,000	0	(3,000)	0	(3,000)
95 Coastal Erosion Schemes	283	471	(233)	0	0	521	433	(88)	0	(88)
96 Flood Prevention Schemes	0	37	0	29	824	890	890	0	0	0
Total Highway Maintenance	6,686	8,023	(233)	0	824	15,300	9,541	(5,759)	0	(5,759)
<u>Traffic & Transportation</u>										
97 Road Safety Schemes	335	0	0	0	0	335	335	0	0	0
98 Asset Renewal Telematics / Butetown Tunnel	595	(36)	(35)	0	0	524	524	0	0	0
99 Cycling Development	800	1,874	0	0	0	2,674	1,462	(1,212)	0	(1,212)
100 WG Grant Matchfunding	375	397	0	(58)	0	714	666	(48)	0	(48)
101 City Centre & Key links Transport Improvement	(1,259)	1,259	0	0	515	515	785	270	0	270
102 WG Covid Response	0	0	0	0	3,619	3,619	3,619	0	0	0
103 WG (Local Transport Fund)	990	4	0	0	1,905	2,899	2,899	0	0	0
104 WG Resilient Roads	0	0	0	0	1,673	1,673	544	0	(1,129)	(1,129)
105 WG (Local Transport Network Fund)	9,000	0	0	0	(9,000)	0	0	0	0	0
106 WG (Road Safety Casualty Reduction)	700	101	0	0	(429)	372	323	0	(49)	(49)
107 WG (Safe Routes in Communities)	285	17	0	0	(50)	252	252	0	0	0
108 WG (Active Travel Fund)	3,000	580	0	0	1,875	5,455	4,531	0	(924)	(924)
109 DfT On Street Residential Charge points	50	55	(55)	0	(50)	0	0	0	0	0
110 Electric Vehicle Charging Points	200	304	(304)	0	(200)	0	0	0	0	0
111 Transport & Environmental Imps	250	0	0	0	(250)	0	0	0	0	0
112 Moving Offences Enforcement / P&D Equipment	475	181	0	0	(475)	181	181	0	0	0
113 Bus Corridor Improvements	415	0	0	0	(335)	80	80	0	0	0
114 Cardiff West Interchange	250	(3)	0	0	0	247	39	(208)	0	(208)
115 CCTV System Upgrade	0	(35)	35	58	0	58	58	0	0	0
116 WG Air Quality	10,000	0	0	0	(8,306)	1,694	1,694	0	0	0

<u>DIRECTORATE & SCHEME</u>		2020-2021 Programme	2019-20 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend)/ Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
117	S106 Funded Schemes	601	474	(474)	0	9	610	610	0	0	0
	Total Traffic & Transportation	27,062	5,172	(833)	0	(9,499)	21,902	18,602	(1,198)	(2,102)	(3,300)
Strategic Planning & Regulatory											
118	S106 Projects	77	150	(150)	0	0	77	0	(77)	0	(77)
	Total Strategic Planning & Regulatory	77	150	(150)	0	0	77	0	(77)	0	(77)
TOTAL PLANNING, TRANSPORT & ENVIRONMENT		39,426	13,970	(1,216)	0	(9,075)	43,105	33,038	(7,965)	(2,102)	(10,067)
RESOURCES											
Technology											
119	Modernising ICT to improve Business Processes	600	(175)	0	0	0	425	300	(125)	0	(125)
120	ICT Refresh	830	36	0	0	0	866	560	(306)	0	(306)
	Total Technology	1,430	(139)	0	0	0	1,291	860	(431)	0	(431)
Central Transport Services											
121	Vehicle Replacement -Lease or Buy	3,260	0	0	0	0	3,260	462	(2,798)	0	(2,798)
122	ULEV - Electric Refuse Collection Vehicle	0	0	0	0	205	205	205	0	0	0
123	CTS - Minor Repair Workshop	0	0	0	75	0	75	75	0	0	0
	Total Central Transport Services	3,260	0	0	75	205	3,540	742	(2,798)	0	(2,798)
Corporate											
124	Contingency	200	0	0	0	(200)	0	0	0	0	0
125	Invest to Save - Bid Allocation for small schemes	500	0	0	(500)	0	0	0	0	0	0
126	City Deal - Cardiff Share	1,198	2,474	0	0	0	3,672	996	(2,676)	0	(2,676)
127	Core Office Strategy - Digital Infrastructure	2,000	0	0	0	0	2,000	1,500	(500)	0	(500)
128	Web casting and Infrastructure	220	0	0	0	0	220	20	(200)	0	(200)
129	Cardiff City Transport Services Ltd - Cardiff Bus Support	7,000	0	0	0	0	7,000	7,000	0	0	0
	Total Corporate	11,118	2,474	0	(500)	(200)	12,892	9,516	(3,376)	0	(3,376)
TOTAL RESOURCES		15,808	2,335	0	(425)	5	17,723	11,118	(6,605)	0	(6,605)
TOTAL GENERAL FUND		106,389	56,862	(28,947)	0	(1,062)	133,242	100,342	(32,581)	(319)	(32,900)
PUBLIC HOUSING (HRA)											
130	Estate Regeneration and Stock Remodelling	2,900	90	(90)	0	0	2,900	3,510	610	0	610
131	External and Internal improvements to buildings	11,150	2,678	(2,678)	0	0	11,150	10,253	(897)	0	(897)
132	Disabled Facilities Service	3,350	(263)	263	0	0	3,350	1,900	(1,450)	0	(1,450)
133	Housing New Builds & Acquisitions	39,375	3,359	(3,359)	0	0	39,375	42,597	3,222	0	3,222
	TOTAL PUBLIC HOUSING	56,775	5,864	(5,864)	0	0	56,775	58,260	1,485	0	1,485
TOTAL		163,164	62,726	(34,811)	0	(1,062)	190,017	158,602	(31,096)	(319)	(31,415)

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Appendix 5 - Capital Schemes Update

Economic Development

1. The 2020/21 programme for the Directorate is £26.273 million, with an initial variance identified of £10.671 million predominantly in relation to parks, city development and major projects.

Business and Investment

2. The council has received from Welsh Government to date, repayable loans totalling £4.810 million for the implementation of town centre regeneration schemes in order to bring back vacant, underutilised or redundant buildings into beneficial use. A further £1.25 million loan from Welsh Government has also been approved following a request to bid for further tranches of loan where there is a demand. Expenditure on the scheme of £985,000 has been incurred on a loan to allow the acquisition and regeneration of premises at Windsor Place for a Fintech / Technology Hub. Whilst due diligence on a number of other applications is being undertaken, no further expenditure is currently planned during this year. Welsh Government have local authorities to determine whether further opportunities for use of such repayable funding can be put to beneficial use, but it should be noted all risk in respect to repayable loans remains with the Local Authority.
3. In order to address safety concerns, a grant of £95,000 has been made to the Coal Exchange LLP towards the purchase costs of scaffolding currently occupying the north elevation of the Coal Exchange. This will keep the scaffolding in place whilst a long-term sustainable future for the building is sought.

City Development & Major Projects

4. A sum of £2.366 million was originally allocated in the 2019/20 capital programme for economic development initiatives, primarily in relation to heritage buildings. A sum of £366,000 was allocated for the completion of the Black Tower Tales visitor experience at Cardiff Castle. This work has been delayed by the Covid-19 restrictions with completion expected by the end of the financial year. In respect to the budget available for 2020/21, £300,000 is allocated towards the clearance and pre development works on the James Street site in Butetown. The balance of £1.7 million is to be used toward the acquisition of Cory's Buildings and Merchant Place in Butetown in accordance with a Cabinet report in November 2020.
5. The initial cost of acquiring Merchant Place and Cory's buildings is £4.27 million with three sources of funds in place to meet the initial acquisition cost. These include the balance of £1.7m for Economic Development Initiatives included in the current Capital Programme, an earmarked receipt held from the sale of the Medicentre for reinvestment of £1.28 million, with the balance of £1.29 million to be met from disposal receipts already received as part of the Council's Investment Property Strategy. A delivery strategy is being developed to bring the

properties, which have been unoccupied for over a decade and represent a major blight on the local area, back into beneficial use.

6. A sum of £1.929 million arising from 2019/20 Welsh Government grant to support economic stimulus in local authorities has been used for the acquisition of land situated on the corner of James Street and Adelaide Street in Cardiff Bay that has remained derelict for over 30 years. Costs in relation to site clearance and hoardings of circa £150,000 are due to be incurred this financial year, with full demolition and clearance delayed until summer 2021 due to requirement to meet environmental regulations in respect to wildlife. Projected expenditure is £1.949 million with slippage of £280,000. Coupled with existing land ownership in the area such as the Royal Stuart Workshops, a comprehensive redevelopment plan of the area is to be prepared to assist with the regeneration of Cardiff Bay.
7. An initial sum of £1 million was allocated in 2020/21 towards the Development strategy for the Sports Village and infrastructure works, which would be repaid through capital receipts or revenue from sites. An updated masterplan and development strategy is due to be presented to Cabinet towards the end of the year and pending the outcome, it is assumed that no costs will be incurred this financial year.
8. The primary phase of Central Square Public Realm was completed in November 2018 with costs of £8.7 million in 2018/19 and prior. Slippage of £342,000 will continue to be carried forward into 2021/22 in order to complete works arising following future phases of the development and in line with various other public realm works planned around the site.
9. Cabinet approved the acquisition of the Red Dragon Centre (RDC) site in December 2019, triggering the approval of the affordability envelope in respect of delivery of a new indoor arena as part of the 2019/20 budget proposals. Completion of the site took place in January 2020. Following the appointment in November 2020 of a preferred bidder to be the developer/operator for the new Indoor Arena, subject to submission of a planning application for an Indoor Arena on the Atlantic Wharf site, a further sum is payable for the acquisition of the RDC site. This is currently assumed to be in 2021/22, resulting in slippage.
10. In August 2020, the affordability envelope was also utilised to acquire the long leasehold in a property known as Pizza Hut, Hemingway Road, Cardiff. The property is to be managed as part of the Red Dragon Centre, but is also deemed a strategic investment to assist with the Council's wider master planning of Atlantic Wharf.

Parks & Green Spaces

11. The contract for the refurbishment of the toilet block at Parc Cefn Onn, which started last February, was completed in August at a total cost of circa £219,000 with additional funding required to complete this of £117,000 to be met from the Council's building asset renewal budget.

12. The Parks Asset Renewal Infrastructure budget for 2020/21 including slippage is £253,000 and has been used to complete footpath reconstruction at Hailey Park and Whitchurch Common. In addition, structural works including Waterhall bridge replacement, Cath Cobb Woods and Fairwater Park Wall will be completed this year. Opportunities are being considered to bring forward works to replace the surface of the boardwalk at Parc Trederlech.
13. The enhanced play equipment capital allocation is £533,000 including a significant level of slippage from 2019/20. Slippage of £283,000 is currently shown for sites including Victoria Park, Caedelyn Park, Grange Gardens, Drovers Way and Lascelles Drive due to a delayed start on site and contractor capacity because of Covid-19. Schemes anticipated to complete this year are Hailey Park, Peppermint Drive, Glenmount Way and Wilson Road. Works will include resurfacing and replacement of playground equipment.
14. A grant of £328,000 has been approved by Welsh Government to enable the Council to meet some of the actions within the 2020–2021 Play Sufficiency Assessment Action Plan. A number of Council and external projects are to be supported to widen play opportunities particularly because of the Covid-19 pandemic, with funding required to be utilised by 31 March 2021.
15. Refurbishment works at Roath Park House, to protect it from further deterioration and make it wind and watertight, commenced in September 2019 and were completed in August 2020 at a cost of £619,000. Options and costs are now being determined to complete further phases of the project. A further phase to change of use works and landscaping to provide seating and improve visual impact. Then a final phase to fit out the property as a cafeteria and cookery school proposed to be managed by the Council's Youth Foods service. Costs to date have utilised funding from capital receipts from the disposal of the former youth hostel at Wedal Road agreed by Cabinet to be re-invested in the Roath Park District Area. The further phases identified above are subject to detailed costing, a procurement exercise and identification of funding to complete the works, currently anticipated in July 2021. The estimated total project cost is circa £1 million.
16. Expenditure of £100,000 is forecast on professional fees and surveys during the year in relation to Roath Park Dam in order to determine an options report for works deemed required as part of the Reservoir Act 1975 and in response to a Natural Resources Wales inspection report. Future costs are subject to this appraisal; consideration of the impact on other features of this Grade1 listed Historic Park as part of a future Cabinet Report.

Leisure

17. A property asset renewal budget of £310,000 was allocated in the year to replace sections of roof at Western Leisure Centre in order to urgently address water ingress and this work has now been completed.
18. As part of the contract for the transfer of leisure sites to GLL, the balance remaining of the £3.5 million for investment in the transferred leisure sites is

£0.678 million, which is repayable on an investment to save basis. Expenditure of £283,000 is forecast during the year at Western Leisure Centre - £180,000 on the Air Handling Unit and £103,000 on site lighting.

19. Following confirmation of drainage requirements, a tender package is being amended and is to be issued for a scheme at Pontcanna Riding School to resurface the outdoor arena. The project has been a significant time in development and is expected to commence during this financial year with slippage of £38,000 into 2021/22. Funding sources include a grant from Sport Council Wales and a contribution from the friends of Pontcanna Riding School.

Venues and Cultural Facilities

20. A balance of £222,000 is available in 2020/21 from Capital budgets initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000). The upgrading of the Building Management System at St David's Hall, which commenced last year will be completed this year at a total cost of £415,000, with the balance to be met from the Council's property asset renewal budget.
21. Grant funding has been received from the Arts Council of Wales as part of the Covid-19 Cultural Recovery Fund from Welsh Government. The New Theatre has received £9,994 in respect of the purchase of protective equipment and St David's Hall has received £29,227, with £15,750 of this for an additional 21 seats in the auditorium. This is on track to be spent by the end of the financial year.

Property & Asset Management

22. Property Asset Renewal works for administration buildings includes health and safety works at Ocean Park Arena, roof replacement at Cardiff Castle Visitor Centre and the Grassroots Building, heating and boiler works at City Hall, Llanover Hall and Cardiff Riding School fence replacement. The slippage in non-schools asset spend into 2021/22 is primarily due to no planned asset maintenance work being undertaken in Quarter 1 because of COVID-19, and the subsequent need to prioritise maintenance work on the school estate in Quarter's 2/3. In addition, some planned maintenance work on the core buildings has been deferred whilst revised priorities are determined.
23. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. A sum of £25,000 has been utilised to date for Llandaff Friends and there are no other known commitments for the remainder of the year. Payments are subject to progress on schemes and slippage continues across years with £98,000 carried forward into 2021/22.
24. In respect of the former Virgin Active Tennis Centre, immediate health and safety as well as works to reconfigure the centre into separate, self-contained units has been completed at a cost to date of £1.8 million in order to create a local sports and club facility, the Ocean Park Arena. Rental and service charge agreements have been established with tenants and are subject to agreement. Works are

currently being undertaken in respect to outdoor sports pitches in partnership with the House of Sport. In the absence of a land receipt from the site, these costs are paid for from capital receipts from the investment property strategy. Further work to replace the Air Handling units at an estimated cost of circa £200,000 is proposed to be paid for as part of the Property asset renewal budget.

25. In respect of Central Market, the council's phase one application for a scheme to provide interpretation and to restore and prevent further deterioration to the building has been approved by the National Lottery Heritage Fund. The development and design stage is expected to run to December 2021 and subject to this, there will be a final funding announcement in March 2022. The Council has allocated £450,000 capital funding over the next four years as well as an earmarked revenue reserve of £269,000. Expenditure during this year is forecast to be £21,000.

Harbour Authority

26. The Harbour Asset Renewal budget approved for 2020/21 is £262,000, to be spent on the purchase of a new crane to undertake barrage maintenance and refurbishment of railings at Penarth Marina. Expenditure during this year is expected to be £260,000.

Recycling Waste Management Services

27. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre. No expenditure is forecast to be incurred during the year until a suitable site is identified, resulting in slippage of £200,000.
28. Ultra Low Emission Vehicles (ULEV) funding of £45,000 has been awarded to purchase two light commercial electric vehicles for collection and management of waste in the city centre, with the balance match funded by the Council.
29. The programme includes £1.321 million in respect to Circular Economy related projects. This includes grant funding of £1.245 million from Welsh Government as part of the Council's success in bidding for funds after two funding rounds to date. Any grant allocations are required to be used by the end of the financial year. The initiatives include a reuse cabin (£175,000), improvements at recycling centres to support recycling (£115,000), an electric sweeper and electric vehicles to remove waste from the City Centre (£160,000), CCTV to support enforcement of fly-tipping (£80,000), creation of a modular locality based reuse, repair, reclaim, redistribution hub in Llanrumney and £498,000 towards the provision of the glass caddies across Cardiff.
30. The Grant allocation for glass caddies supplements a Council allocation of £815,000 to roll out a separate glass collection scheme, which was subsequently re-profiled to 2021/22. The overall allocation will be reviewed as part of the development of an agreed approach and business case for glass collection, including revenue budget impact and capital cost. Funding sources available towards this project will need to be reviewed in 2021/22.

31. In order to implement enhanced team operational requirements and facilities that support revised working practices, a number of changes are required at the Lamby Way waste depot. This includes improved access to office and welfare facilities, improvements to fleet parking, security and access. These are planned to be completed by the end of the financial year at an estimated cost of £750,000, and repaid over a three-year period from directorate revenue budgets.
32. Funds previously allocated for fire safety measures in relation to the Materials Recycling Facility (MRF) equipment and building are to be used for a range of infrastructure improvements at depot and recycling sites. This includes CCTV, barriers for health and safety, weighbridge and vehicle wash upgrades. Current projections show that £300,000 of budget allocated in future years will need to be brought forward. Property asset renewal works include shower and drying facilities for staff at Lamby Way as well as schemes to support improvement of site operations.

Education and Lifelong Learning

33. The 2020/21 programme for the Directorate is £31.261 million, with overall slippage identified of £3.008 million primarily due to the delays in on site works across all schemes due to the Covid-19 lockdown restrictions at the start of the year, which offset an overspend of £1.7 million in relation to 21st Century Schools (Band A) and asset suitability overspends.

Schools - General

Asset Renewal - Buildings

34. The Council asset renewal budget assumption of £5.601 million in 2020/21 included an assumed £3 million WG grant for schools capital maintenance, in line with grants received in the prior two financial years. Due to the current pressures on external funding sources, the budgeted £3 million Welsh Government grant is unlikely to be awarded this year as resources are prioritised for the ongoing pandemic. New working processes within the Asset Commissioning Board have provided a much more streamlined service and have allowed priority works to progress well. The current programme consists of Priority 1A works identified in Schools Condition Surveys, including roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. In order to remain within budget, £4.754 million of the £25 million invest to save funding (approved in 2018/19) will be brought forward to support the asset renewal and suitability programme, with works proceeding at a faster pace than originally expected.

Asset Renewal – Suitability and Sufficiency

35. The Suitability and Sufficiency budget of £1.095 million includes £55,000 slippage brought forward from 2019/20. An additional £1.905 million of works have been brought forward into 2020/21 to be paid for by the invest to save funding identified above and covers a range of works including; security and

safeguarding works on boundaries and receptions across the schools estate, as well as priority Disability Discrimination Act (DDA) adaptations.

Whitchurch High

36. A £1.194 million separate allocation exists for works at Whitchurch High with future works subject to a full options appraisal. Opportunities for virements from existing education budgets will be considered subject to the impact of such an approach. Given delays in construction across the programme, it is assumed that there will be slippage of £729,000 with planning and cost consultation currently underway.

Welsh Medium Grant

37. A further grant of £1 million was awarded from WG in 2019/20 to improve Ysgol Y Wern under the Welsh Medium programme. Works on the project will be finalised this year, which will increase the school to three forms of entry by providing two new permanent classrooms via extension of the existing building, along with the development of a Welsh medium teachers training room in partnership with Cardiff Metropolitan, Welsh Government and the Central South Consortium. Full spend of the remaining £602,000 grant is anticipated in 2020/21.

Reducing Infant Class Sizes Grant

38. As part of an ongoing programme to reduce infant class sizes, Welsh Government agreed a £3.322 million grant funding package until 2021 for St Fagan's Primary, St Francis Primary and Oakfield Primary. The Oakfield project is now complete, with works on the St Fagan's and St Francis having started on site late due to Covid-19 delays. Slippage of £1.932 million is anticipated across the two ongoing projects and has been approved by Welsh Government.
39. A Welsh Government funding allocation of £5.097 million was awarded in 2019/20 to support Cardiff schools in developing sustainable EdTech Digital Services. This award was split with 15% (£764,616) allocated to the Authority, of which the remaining £309,000 is projected to be fully spent. The remaining overall grant balance (£4.333 million) was made available through drawdown of equipment through an all Wales ICT Catalogue and is also expected to be fully spent this financial year (£1.207 million).

Schools Organisation Plan – 21st Century Schools

40. The 21st Century Schools Band A programme has fully utilised Welsh Government grant funding of circa £66 million with final expenditure in 2020/21 expected to be £2.564 million including the demolition and security costs at the Michaelston site as part of the Cardiff High School in the West project. This is significantly higher than first planned due to delays in being able to start on site (Covid-19 related) and confirmation of the presence of significant levels of asbestos in the building and substructures. Outstanding Band A grant retentions

will be utilised to fund this expenditure in the first instance the Band A invest to save Financial Model picking up any additional spend.

41. Band B of the 21st Century Schools Programme has now commenced with an original funding envelope of circa £284 million, inclusive of the £82 million Mutual Investment Model (MIM) schemes – Willows and Cathays High. Non-MIM schemes are to be funded by a Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The timescales of the programme have been reviewed since the initial submission to Welsh Government and will continue to evolve as detailed business cases are developed. Given the profile of expenditure and assumed use of eligible grant first, slippage of £5.0 million is anticipated in respect to the Council's £25 million capital programme contribution to Band B projects from assumed capital receipts.
42. The main works contract for Fitzalan has now been awarded and commenced on site. Total expenditure anticipated in 2020/21 is £11.497 million out of the total £64.3 million allocated budget. The full business case has been agreed by Welsh Government, with the initial grant award being front loaded to assist with the overall cash flow and repayment profile of Band B schemes. Additional VAT costs arising from the decision to opt to tax will be met through contingencies budgets within the scheme.
43. St Mary the Virgin is currently at design stage with minimal expenditure anticipated this year in line with cash flows projected in relation to design and survey costs.
44. The Doyle Avenue scheme aims to house three schools (Cantonian, Riverbank and Woodlands) on one shared campus. This is currently at the initial design stage, awaiting appointment of technical project management due to the complex nature of the scheme. Current projections are based on historic cost profiles and slipped for the impact of Covid-19 and delays in final design.

People & Communities

45. The total programme for 2020/21 is £14.880 million, with a variance identified of £4.270 million, the majority of which relates to slippage on regeneration schemes and housing.

Communities & Housing

Neighbourhood Regeneration

46. The Neighbourhood Renewal Schemes budget of £489,000, allows completion of schemes from 2019/20 in relation to street scene environmental improvements in Cathays and Riverside as well as the provision of a 3G sports pitch at Splott Park. Additional projects in development include a range of wellbeing improvements in Llanishen Park as well as environmental improvements on

Cowbridge Road East and Llanishen Street. An additional grant of £118,000 from Welsh Government Active Travel has been received for the Llanishen Park project, taking the total programme to £607,000. This grant is to be used to provide safe walking and cycling routes through the park to the local school. Overall expenditure for the year is expected to be £276,000 with slippage of £331,000. This is partially due to contractors being impacted upon by supply chain delays for material because of Covid-19 as well as delays relating to securing drainage approvals for the 3G sports pitch.

47. Including slippage from the prior year of £26,000, the alley gating budget is £76,000 for priority schemes throughout the city. Subject to completion of consultation and legal procedures, outturn is expected to be £60,000 with slippage of £16,000.
48. In March 2018, Cabinet agreed priorities for submission under the Welsh Government Targeted Regeneration Investment (TRI) Programme. In accordance with the terms and conditions of the funding, the Council has allocated its own resources to supplement other public and private funding, a total of £1.3 million.
49. TRIP funding of £545,000 was approved towards Butetown Pavilion, which is now complete following a delay in the acquisition of equipment and fit out as a result of Covid-19.
50. The Tudor Street Business Improvement Scheme focuses on the delivery of external improvements to commercial premises in Tudor Street, Riverside. Start on site was delayed by Covid-19 and progress continues to be dependent on the ability to enter properties. TRIP funding of £920,000 is approved for this £1.35 million scheme, expected to be complete by September 2021.
51. £1.630 million of TRIP funding has been approved for an environmental improvement and green infrastructure scheme at Tudor Road as part of a potential scheme totalling £3 million, subject to completion of a tender process and ability to access the site to undertake surveys to inform the design process. Whilst a start on site is expected this financial year, the need to spend funds allocated by Welsh Government this financial year and any flexibilities they are able to offer, will be an important area to monitor closely.
52. Schemes to create hubs at Rhydypennau and Whitchurch funded by Welsh Government Museums and Libraries Division (MALD) and Integrated Care Fund (ICF) grants were completed in August. Options are also being considered to create a comprehensive scheme at Rhiwbina, with initial design costs assumed in 2020/21. Grant funding from the ICF of £336,000 has been secured and additional bids for MALD funding have been submitted.
53. The Council aimed to develop an integrated city centre business academy for young people, at Grassroots in Charles Street. However, following the design stage and projected costs of over £2.5 million, alternative options are now being considered. An Intermediate Care Fund grant bid has been approved at £450,000 to supplement a previous Council allocation of £800,000.

54. As mentioned above, Integrated Care Funding (ICF) was granted by Welsh Government in 2020/21 for both the Rhiwbina Hub and Youth Hub schemes with quarterly updates submitted to provide projections of spend. Given the delays in implementing the projects, and so as not to lose the funding, alternative schemes being undertaken by the Council have been substituted to be eligible for ICF funding, with Council's own displaced resources carried forward towards the delivery of those projects. Rhiwbina hub funding of £270,000 has been used for enabling works and preventative measures for disabled facility assistance including installation of stair lifts into peoples' homes and use towards 'safety at home' initiatives. Similarly, the ICF grant of £450,000 initially allocated to the Charles Street Academy Hub is to be redirected towards the short stay assessment accommodation for young children and supported living accommodation in the Housing Revenue Account.

Housing (General Fund)

55. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.550 million and includes an additional £750,000 p.a to meet additional demand and reduce waiting times. This expenditure funds the cost of adaptations that allows housing owner-occupiers to continue living in their own home. Due to Covid-19, demand throughout the year has been weak and the focus has been on the most critical cases. Business resumed as normal in the second quarter following relaxation of the lockdown conditions and assessments were progressing as part of the service recovery plan. However, due to the pandemic and further lockdown, the work has now substantially reduced again. Restrictions mean that the occupational therapy team are unable to complete assessments and referrals. This means that only those urgent works as agreed against the criteria are being processed. The current forecast of expenditure is £3.5 million but this is dependent on Welsh Government guidance and staff availability.
56. In addition, an Enable grant totalling £436,000 has been awarded in the year from Welsh Government to deliver additional adaptations.
57. An Intermediate Care Fund (ICF) grant of £660,000 and £1.644 million was received late in 2018/19 and 2019/20 respectively and utilised for disabled adaptations expenditure. In accordance with the terms in accepting the grant, the Council was required to carry forward its own displaced resources as slippage. This £2.304 million has now been returned to Welsh Government to be spent on agreed ICF priorities.
58. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier properties as part of the Public Housing programme. Proposed schemes during the year include, Roundwood Estate, Arnold Avenue and Bronte Crescent, however there has been significant delay in implementation. Design and consultation work on two schemes for implementation in 2021/22 are ongoing for Lincoln Court / Pennsylvania and Trowbridge Green. The budget will also contribute towards any requirement for enabling works as part of approved energy efficiency schemes, for which £100,000 is assumed whilst a Welsh Government led

scheme is developed. Slippage of £352,000 is assumed into 2021/22 to allow completion of planned schemes.

59. Acquisition of a site to expand the number of pitches at Shirenewton traveller's site took place in 2019/20 with total expenditure of £433,000. Demolition of buildings is being undertaken in parallel with options to determine the number of pitches on site prior to submission of a grant application to Welsh Government.
60. The Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site was built in partnership with the Health Board and will be run by RISE, which is a consortium of organisations providing services to support women. Handover has taken place following the installation of final interior elements.
61. Following agreement of legal agreements and terms and conditions of funding from Welsh Government, the Council will trial the Private Rented Sector (PRS) Leasing Scheme between 2020-27. The purpose of the Scheme is to improve access to longer term affordable and good quality housing, with tenancy support, in the PRS. The lessons learned from the trial of this scheme will support the development of a national scheme across all local authorities in Wales. The Scheme will support those who are homeless or are at risk of homelessness and provide tenants with longer term security of accommodation (up to 5 years) at a rent at local housing allowance (LHA) level. Under the scheme, the Council will provide support to tenants to help them to access and maintain their tenancies; reducing the risk of future homelessness by addressing their challenges quickly and responsibly. The Council will acquire quality properties for a period of 5 years; providing regular rental income to property owners at the relevant Local Housing Allowance rate less 10%. Capital grants as well as loan funding to be provided by Welsh Government will be included in the programme in future monitoring reports.

Flying Start

62. The budget for Flying Start Capital schemes for the year totals £194,000 with an additional £42,000 being made available from WG. This comprises of allocations for furniture and ICT for Ely and Caerau Children's Centre and Greenway Primary (£45,000 and £47,000 respectively), alongside a sum of £60,000 for refurb works at six nursery sites across Cardiff. It is anticipated that slippage of £50,000 will be necessary this financial year with the above amounts being made available to fund projects into 2021/22.

Childcare Capital Grant

63. WG grants in relation to Childcare total £382,000 to continue to support sufficient childcare places to meet demand. Slippage of £155,000 is expected in relation to St Mary the Virgin and for the new Welsh Medium childcare, due to dependency on other projects progressing first. The remainder is estimated to be fully utilised in 2020/21, with the St Pauls Childcare works fully completed (£182,000).

Social Services

Children's Services

64. Proposals from the remaining John Kane Fund include an extension and refurbishment of the Crossland's home. A temporary facility is being sought to accommodate the service whilst any works are undertaken, however with projected costs in excess of the budget available, no expenditure is currently assumed during the year.
65. Following the acquisition of a property and upgrade works, expenditure of £370,000 is forecast for short stay assessment accommodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy.
66. An Integrated Care Fund grant of £300,000 over two years is available to improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities. The grant will be fully utilised in 2020/21.

Planning, Transport & Environment

67. The 2020/21 programme for the Directorate is £43.105 million, with a variance identified of £10.067 million. This is primarily in relation to slippage of highway maintenance and cycling development projects. A range of grants have been approved by Welsh Government, in most cases, with a requirement to undertake expenditure by 31 March 2021. Schemes and associated preparatory works will need to progress promptly in order to maximise utilisation, with early discussion with grant funders in order to mitigate this risk.

Energy Projects & Sustainability

68. A number of energy schemes totalling circa £1.3 million are proposed to be undertaken under the second phase of the REFIT programme. Subject to approval of a repayable Salix loan, expenditure is forecast to be undertaken during 2021/22.
69. In May 2019, Cabinet approved the final business case to deliver a solar farm at Lamby Way. The Solar Farm is a long term invest to save project that is assumed to be self-financing over its operational life, which is in excess of 30 years. In reaction to the Covid-19 crisis, the contractor left the site in March and returned in June, resulting in a delay in the works. Installation of the panels was complete in 2020 with the first electricity generation following connection to the grid delayed further until at least February 2021. The critical next phase in terms of timing and maximising income is the installation of a private wire. Subject to a tender exercise, this is expected to start on site in March 2021 and be complete in July. The total cost of the scheme once fully complete is likely to have increased, largely due to Covid-19 delays and higher than modelled costs

including that for commissioning the private wire. The total cost is currently expected to be circa £9.0 million including the initial grid connection.

70. The Council has been offered grant funding of £6,628,000 for Phase 1 of the Cardiff Heat Network project from the Department of Business, Energy and Industrial Strategy (BEIS). Terms are also drafted for an interest free loan of £8.6 million from Welsh Government to the Council, which would provide a Loan in parallel to Cardiff Heat Network Limited, a Special Purpose Vehicle (SPV) that will be wholly owned and set up by the Council to deliver this project. The SPV will appoint a contractor to design, build, operate and maintain the network. The loan from Welsh Government to the Council is repayable over 30 years, irrespective of the level of repayments from the SPV in respect to sales of heat.
71. It should be noted that the costs of all projects identified above together with ongoing maintenance are assumed to be paid back from savings or future income generation, so represent an ongoing risk many years into the future.

Bereavement & Registration Services

72. A contract for works to create new burial space in the North of the city is substantially complete with outstanding seeding and landscaping works to be completed by the end of March. The projected outturn for 2020/21 is £2.520 million and the overall cost of the project will be £3.144 million with all expenditure in creating the site to be repaid from future income receivable as part of the bereavement reserve.
73. As part of the budget proposals for 2020/21, a segregated asset renewal allocation for bereavement services was created for works such as footpaths and infrastructure, vehicles and plant as well as improvements to key buildings. Expenditure during 2020/21 is expected to be £50,000 in excess of the initial £275,000 budget, primarily because of the replacement of the lining of the three cremators earlier than planned. Other expenditure in year includes site infrastructure improvements, vehicle and plant purchase.

Highway Maintenance

74. Expenditure on the reconstruction of structurally deteriorated roads which are deemed to be a priority is forecast to be £757,000. Site investigations will determine the most appropriate treatment to address their condition and form the basis of any tender exercise. Church Road in Pentyrch is complete and other prioritised sites are planned to be confirmed and ready to progress.
75. The budgets for carriageway and footway works total £7.106 million including slippage from 2019/20. Budgets for footways has been re-prioritised to carriageways as social distancing requirements currently make the delivery of such works difficult as well as costly. £4.000m worth of resurfacing, micro asphalt and grouted macadam works were delivered by December 2020. Contracts for additional resurfacing, patching, micro asphalt resurfacing and a number of other treatments have been let during January. Full spend is anticipated by the Directorate.

76. The five-year capital programme includes a sum of £2.240 million to replace the timber surface of the Millennium Walkway, which is deemed to be at the end of its expected lifespan. Works entail the replacement of the timber decking and supporting bearers using reinforced plastic components along the length of the walkway from Wood Street to Cowbridge Road East/Castle Street along the River Taff. Following a trialling of materials, a tender process was completed and awarded in December 2020. The final design is currently being prepared and construction is due to commence mid-February now that the Dragons Heart temporary hospital has been dismantled from the stadium.
77. The bridges and structures budget of £1.854 million will support St Fagan's Road and Llandennis Road culvert works as well as any capital works arising from assessment reports from North Road flyover. The budget will also be used to match fund a number of small scale flood defence schemes attracting Welsh Government grant, planned to be undertaken during the year. Slippage of £1.224 million is currently forecast and is to be re-profiled in future years.
78. The street lighting infrastructure budget is to be utilised for subway lighting, column replacement and to start the design process for electrical works on Eastern Avenue. Implementation of the latter continues to be delayed resulting in overall slippage of £498,000 into 2020/21.
79. Following a successful trial of LED lighting in the Radyr Ward, with the conversion of 1,250 columns, Cabinet approved in May 2019, an invest to save business case for all remaining residential columns to be converted to LED at a potential cost in excess of £6 million. A procurement exercise is currently being undertaken with no expenditure forecast in 2020/21.
80. As part of a coastal defence scheme to implement improvements from Rover Way to Lamby Way, a revised Welsh Government grant of £1,129,000 was awarded to progress design, habitat assessments and complete a full business case. A ground investigation contract was completed in May 2020, with the results to be utilised in order to determine the most appropriate detailed design. Extensions for timescales due to Covid-19 delays and complexities of the ground conditions and therefore design have been agreed with Welsh Government and extended to March 2022.

Traffic & Transportation

81. The Council Road Safety Schemes budget of £335,000 will be used to match fund safety related schemes being delivered as part of Welsh Government grants.
82. The enhanced asset renewal telematics budget of £524,000 is to be used for replacement of obsolete analogue CCTV cameras at various locations with HD digital CCTV cameras, replacement of electronic signage / control system for the North Road tidal flow lane control system and Bute Tunnel entrance electronic signage.

83. The total budget for cycling development in 2020/21, including slippage from the prior year, is £2.674 million, which will be used to match fund WG grant funded schemes for primary cycleways and completion of schemes such as North Road Phase II. Opportunities will be considered to supplement WG grant to introduce additional pop up cycling facilities. Slippage of £1.212 million is forecast, in line with the current delivery programme.
84. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2019/20, this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Current estimates suggest slippage of £48,000.
85. The Council's City Centre and Key Links Transport Improvement budget of £1.259 million is to be utilised towards schemes in the City Centre in future years in line with the delivery programme. However, £270,000 of this has been brought forward to be used towards improvements on Eastside Canal in 2020/21. A Metro+ grant has been received of £515,000 and this will be used towards the design of City Centre Eastside.
86. A Local Sustainable Transport Covid-19 Response Grant of £3.619 million has been approved by Welsh Government for 2020/21. It includes funding for pop up cycle measures, infrastructure to support social distancing measures; 20 mph limits on key routes, and public realm enhancements for spill over pedestrian areas and low-cost solutions to reallocate road space in favour of sustainable forms of transport.
87. The Welsh Government allocation to Cardiff for the Local Transport Fund is £2.899 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved include £2.649 million towards improving sustainable transport infrastructure and tackling local and national air quality issues at City Centre West (Central Square) and City Centre South (Fitzalan Place / Bute Terrace). It also includes £250,000 towards implementation of 20 mph limits in various areas to encourage active travel and improve quality of life for residents.
88. The Resilient Roads Fund of £1.673 million is to support transport projects that mitigate and adapt to the effects of climate change, including addressing disruptions caused on the highway network by severe weather. Schemes supported are the A470 Bus Corridor improvement; Caedelyn Road to Tyn y Parc Road and the A4119 Bus Corridor improvement – Phase 2D. Overall expenditure is projected to be £544,000 with an underspend of £1.129m. The Directorate is currently awaiting approval to utilise this towards a number of proposed schemes.
89. Whilst bids were submitted for the Welsh Government Local Transport Network Fund, no bids were approved.
90. The Welsh Government Road Safety Casualty Reduction grant approval was lower than estimated at £271,000, which along with slippage of £101,000 will

support capital projects that reduce road casualties including traffic calming and pedestrian improvements on Crwys Road. There is currently an estimated underspend of £49,000.

91. Safe Routes in Communities Grant of £285,000 along with slippage of £17,000 aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools within the Canton area.
92. Welsh Government Grant available for Active Travel is £4.875 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways stage 1 (£2.773 million), Taff Trail upgrade at Hailey Park (£460,000), Active Travel to Schools (£579,000) and an allocation of £1.063 million for various improvements to the Integrated Network Plan. An underspend of £924,000 is currently forecast and the Directorate is currently awaiting approval to utilise this towards a number of proposed schemes.
93. A number of transport and environmental projects were initially assumed to be paid for from income arising from the Civil Parking Enforcement Account. This includes on street residential charge points and charge points in various council locations. Due to the impact of Covid-19 on the level of income receivable, budgets allocated for these purposes have been removed pending a review of affordability and feasibility of funding these projects with alternative sources of funding.
94. In relation to moving traffic offences, expenditure of £181,000 is to be incurred for attended parking stationary cameras. This expenditure is on an invest to save basis, to be repaid from future parking and enforcement income.
95. The bus corridor improvement budget of £80,000 will complete the Greenway Road priority narrowing scheme, which commenced in 2019-2020.
96. Slippage of £208,000 is shown in relation to development of the transport interchange on the site of the former recycling site at Waungron Road, which is proposed to be delivered in parallel with the housing scheme. Planning permission has been received; however, delivery is dependent on design works in respect to the housing development and completion of Network rail improvements to the retaining wall and Fairwater train station.
97. In order to comply with the requirement of the Environment Act 1995 – Air Quality Direction 2019, Welsh Government provided a grant for a range of agreed measures including Bus retrofit (£2.25m); Taxi vehicle emissions incentive (£1.86m); City Centre transport and active travel (£15.2m); completion of 20mph (£1.28m); Implementation management and monitoring (£0.65m). As part of the City Centre Transport projects, works have commenced on improvements at Central Square as part of a £7.5 million scheme. Works are currently expected to be complete in February 2022.

Resources

98. The 2020/21 programme for the Directorate is £17.723 million with a variance of £6.605 million, mainly due to slippage of the Council's contribution to City Deal and timescales for the delivery of procured waste management vehicles.

Technology

99. The Modernising ICT budget aims to support projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. Expenditure planned during the year includes a final contribution towards the roll out of SharePoint (Electronic Document Management System), Digitalisation projects and SAP archiving. Expenditure of £300,000 is currently forecast for the year.
100. Slippage of £306,000 is estimated for the ICT Refresh budget of £866,000, which was to support a range of projects to support resilience, capacity and capability such as core network switch replacement, telephony rationalisation, the update of firewalls and computer suite CCTV in County Hall. Expenditure is lower than planned due to the impact of Covid-19 resulting in delay in confirming project requirements and longer lead in times from suppliers.

Central Transport Services

101. Following the acquisition of the waste collection and gritting fleet following the collapse of Gullivers, the waste fleet is now at the end of its useful working life with maintenance costs increasing and reduced reliability. Various vehicles including 12 Refuse Collection Vehicles (RCV's) have been procured outright rather than leased, using the Council's Invest to Save approach, with delivery on most of the vehicles deemed to be early in the new financial year. It is assumed £2.798 million of payments will be made in 2021/22 for vehicles ordered this year. ULEV grant of £205,000 has also been awarded in order to meet the additional costs of procuring an electric RCV compared to a low emission equivalent. Whilst the vehicles will be owned by the Council, processes will need to be put in place to recover initial and recurring investment costs from directorate revenue budgets over the agreed life of the assets, in the same way that financial commitments would have had to be undertaken without fail, were the vehicles to have been leased. This will ensure that the lease versus buy approach remains, affordable and sustainable. Further acquisitions to modernise and meet additional vehicle requirements will take place over the next two years.

Corporate

102. The £200,000 contingency budget is assumed to not be required during the year but will be adjusted at outturn if schemes are approved during the year. The £500,000 invest to save budget has been utilised for various schemes at Lamby Way - the creation of a Minor Repair Workshop for waste fleet, £56,000 towards the installation of a metal separator in the Materials Recycling Facility, with the balance towards car park, office and control room improvements deemed required as part of changes in working practices.

103. Including slippage from 2019/20, the 2020/21 programme includes an allowance of £3.672 million as part of the Council's £28.4 million approved contribution to the £120 million Cardiff Capital Region City Deal (CCRCD) wider investment fund. The timing and value of any drawdown is subject to proposed projects being considered and approved by CCRCD joint committee, but is also dependent on the different funding streams available to CCRCD to manage expenditure obligations. Slippage of £2.676 million will be carried forward into 2021/22 and used in line with the CCRCD Business Plan approved in December 2020.
104. To allow the development of a housing viability loan scheme across the region, Cardiff Council agreed to be the recipient of a £10 million repayable loan from Welsh Government. The scheme final business case and detailed operational procedures were approved by Regional Cabinet in September 2020, with no expenditure planned for this financial year. Future monitoring reports will include loan expenditure as part of this scheme as it is incurred.
105. An overall allocation of £9.750 million was included in the programme over a three-year period for the Core Office Digital Infrastructure project with £2 million of this initially assumed in 2020/21. This was towards smarter working, digital infrastructure and building adaptations to allow consolidation into alternative council buildings including County Hall. Drawdown of this allocation is subject to any expenditure being repaid on an invest to save basis. The projected outturn for 2020/21 is £1.5 million for the purchase of Oak House for the relocation of the Alarm Receiving Centre (ARC) and associated ICT infrastructure as well as initial costings for the building works. Future year's costs include completion of these works including works to existing offices to facilitate the relinquishment of Willcox House.
106. In respect to infrastructure and equipment for webcasting Council meetings, procurement has been delayed due to Covid-19, but this has also necessitated a change in specification to allow meetings to be Hybrid i.e. some attendees in the chamber or meeting room and some attending remotely. Expenditure of £20,000 is assumed at this stage whilst options are considered.
107. Council in October 2020, approved the release of £7 million included in the 2020/21 capital programme to support financial viability of Cardiff City Transport Services Limited. This equity investment is for a range of measures to support the balance sheet and allow a turnaround plan to be implemented by the Company. This includes replacement of vehicles, improvement of working capital and implementing a restructuring exercise to support financial sustainability. This will be released following completion of all legal agreements identified in the Council report as well as an equity subscription agreement.

Section 106 Schemes and Other Contributions

108. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in revised forecasts at Month 9:

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Parks & Green Spaces	1,600	538	(1062)
Traffic & Transportation	601	610	9
Strategic Planning & Regulatory	77	0	(77)
Neighbourhood Regeneration	1,093	520	(573)
Economic Development	138	29	(109)
Education & Lifelong Learning	465	364	(101)
Public Housing (HRA)	1,407	2542	1,135
Total	5,381	4,603	(778)

109. Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of areas and include Adamsdown Open Space, Llandaff Fields, Shelley Gardens, Cogan Gardens, Parc Coed Y Nant, Llanishen Park and cycle improvements along the Roath Park Corridor. Capacity to deliver schemes continues to be reviewed.
- Traffic & Transportation – Public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the city and strategic transport initiatives.
- Neighborhood Regeneration – Provision of a Library Service within the Cardiff Royal Infirmary, improvement of community facilities at Penylan Library and Community Centre, St Peters Community Hall, Lisvane Old School Rooms and Llanishen Street.
- Economic Development – Support for small to medium enterprises in Adamsdown.
- Education & Lifelong Learning – Condition works at Llanishen High School and Cathays High School.
- Public Housing – Development of new Council housing.

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 25 FEBRUARY 2021

BUDGET REPORT 2021/22

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

AGENDA ITEM: 7

Appendix 3 (c) and Appendix 13 are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.

Reason for this Report

To enable the Cabinet to:

1. Recommend to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992, having considered and reflected on the responses to all aspects of the budget consultation.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2021/22 (the Annual Treasury Management Strategy.)
3. Recommend to Council the Capital Strategy for 2021/22 including the Council's Minimum Revenue Provision Policy for 2021/22.
4. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2021/22 – 2025/26.
5. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan and note the opportunities for savings.
6. Recognise the work undertaken to raise awareness of, and to ensure the financial resilience of the Council.
7. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2021/22.
8. Agree the rates of fees and charges for Council services for 2021/22.

Background

9. The Council's Budget Report must provide assurance that a balanced budget and affordable Capital Programme have been set and that due consideration has been given to financial standing.
10. Cabinet received a report on the Budget Strategy 2021/22 and the Medium Term Financial Plan (MTFP) in September 2020. The report identified the budget reduction requirement for the period 2021/22 – 2024/25 and set a framework for addressing the projected funding gap. It also summarised the financial challenges the Council has experienced during 2020/21 as a result of the Coronavirus pandemic, and risks around its ongoing impact.
11. Since September, the forecast position has been updated to take account of more recent information, including the Provisional Local Government Finance Settlement and the results of the public consultation. All updates are reflected in the Council's Revenue Budget for 2021/22, as set out later in this report.
12. The 2021/22 Budget Strategy Report also set the approach for the development of the Council's Capital Programme. The proposed Capital Programme 2021/22 – 2025/26 reflects existing commitments made in previous years as well as new schemes proposed for approval. Further detail is set out in this report.

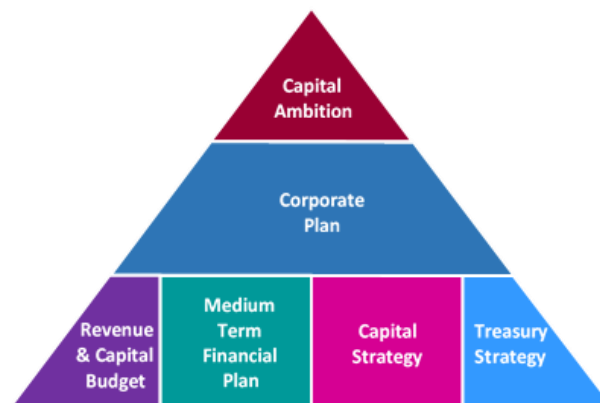
Issues

13. The information contained in this report addresses the statutory requirements summarised in the following paragraphs.
14. The Local Government Finance Act 1992 requires the Council to produce a balanced budget. In line with this duty, this report sets the Revenue Budget and associated Council Tax for 2021/22. The likely position over the medium term is set out in the Medium Term Financial Plan in Annex 1.
15. In setting the budget, the Local Government Act 2003 requires the Council to have regard to the Section 151 Officer's advice on the robustness of estimates and the adequacy of reserves. This report includes commentary on financial risk and resilience and the Section 151 Officer assessment is set out in the financial implications to this report.
16. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. HRA rents must comply with the Welsh Government (WG) Policy for Social Housing Rents. The HRA revenue budget and associated rent levels for 2021/22 are contained in Annex 2, along with details of the HRA Capital Programme.
17. The CIPFA Prudential and Treasury Management Codes of Practice, require the Council to approve the 2021/22 Capital Strategy and Treasury Management Strategy prior to the beginning of the financial year. These

strategies are outlined in Annex 3 and Annex 4 respectively, with CIPFA currently consulting on updates to the Codes in respect of borrowing for commercial investment, treasury management governance, skills, knowledge and Prudential Indicators. Annex 3 also contains the Capital Programme for 2021/22 – 2025/26.

Strategic Context

18. Capital Ambition and the Council's Corporate Plan provide the framework for the Council's key financial strategy documents. This helps to ensure that scarce resources are spent in a way that maximises support for the Council's priorities. Given the Corporate Plan's alignment with wider local and national goals aimed at creating a more sustainable Wales, it also helps to ensure that financial strategy supports long-term sustainability, in line with the Council's duties under the Well-being of Future Generations (Wales) Act 2015.



19. Appendix 1 sets out how the Revenue Budget and Capital Programme are consistent with the Council's priorities, invest in the future of the city and support the five ways of working at the heart of the Well-being of Future Generations (Wales) Act 2015.

COVID-19 Pandemic

20. The ongoing COVID-19 pandemic continues to have a significant financial impact on the Council. In responding to the unprecedented challenge of the pandemic the Council has worked with partners to adapt public services, support local businesses and workers, and to keep citizens, particularly the city's most vulnerable citizens, staff, and communities safe. Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored.
21. During 2020/21, additional costs associated with COVID-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of food / financial assistance to those entitled to free school meals whilst schools were closed, and to pupils self-isolating. They also reflect the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services.

22. In addition, income loss associated with the pandemic reflects the closure of the Council's cultural and sporting venues, including theatres, Cardiff Castle and Cardiff International White Water. It also reflects a reduction in activity in other income generating areas including planning, parking, moving traffic offences, trade waste and school catering. The Council has taken action to mitigate these losses including the furlough / flexible furlough of 562 individuals. It should be noted that the Council has only placed staff on furlough, and claimed against the Job Retention Scheme where individuals' posts are funded by income that could not be generated due to the pandemic.
23. To date, the WG has committed £557 million as part of a COVID Hardship Fund to support Local Authorities during 2020/21. As at the end of December 2020, this Council's accepted and pending claims to WG totalled over £37 million in respect of expenditure and over £30 million in respect of income.
24. Within its draft budget, the WG had identified £766 million of COVID-19 related consequential funding for 2021/22 (compared to over £5 billion in 2020/21) and have so far nominally allocated £77 million to key areas including contract tracing, support to the Bus industry and Free School Meals (for holiday provision in 2021/22). Since publication of the WG Budget, there have been announcements for additional funding at a UK level, for which, the consequential funding for devolved administrations is yet to be clarified, for example, the Prime Minister's recent announcement of £300 million for catch-up learning.
25. The level of financial support received by the Council during 2020/21 emphasises the significant impact that the pandemic has had on Local Authority finances. Whilst vaccine roll-out offers hope for recovery during 2021/22, the situation remains extremely challenging, and there are a number of key risks that it will be critical for the Council to monitor closely during 2021/22. In reality, it is likely that the financial risks associated with COVID-19 will extend well beyond 2021/22. The MTFP at Annex 2 sets this position out and notes the implications that the UK economic context may have for public spending over the medium term.
26. The table below focuses specifically on the particular risks that pose the greatest threat to financial resilience during 2021/22, considered under four key drivers.

Wider Issue	Potential Implications for Cardiff Council	Rate
Failure of businesses / Unemployment	• Potential increase in Council Tax Reduction Scheme Demand	R
	• Loss of investment estate income	R
	• Free School Meals - any eligibility increase	R
	• Potential need to increase Bad Debt Provisions	RA
Public Health Measures	• Ongoing loss of income - venues, music service etc.	R
	• School catering - ongoing viability of current model	R
	• Provider and Supplier viability	R
	• Ongoing costs of PPE	RA
	• Any learning needs catch up (post schools closure)	RA
	• Cleansing - schools and offices	A
	• Test Track Protect - assume funding ongoing and sufficient	A
Behavioural Shift	• New transport norms - impact on Parking & CPE income	R
	• Impact on Cardiff Bus	RA
	• More emphasis on outside space - maintenance / cleansing	A
	• Switch in waste streams - more household waste	A
	• Office and ICT requirements - new ways of working	A
Demographics	• Will there be increased family breakdown?	R
	• Difficulty in predicting demand in Adult Social Care	RA
	• Homelessness - transitional arrangements / any increase	A

27. It will be critical to scrutinise the risks above from the very outset of the 2021/22 year, particularly those with higher risk ratings. In these areas, in particular, there will be a need to determine at the earliest opportunity, any areas where Government support or directorate recovery plans are insufficient or unable to address ongoing financial pressure. At the first signs of this, it will be crucial to put in place remedial action in order to protect the Council's financial position in the short, medium and long-term outlook.

BREXIT Arrangements

28. A second specific risk factor, which forms part of the background against which the 2021/22 Budget is being set, is the impact of the recently agreed Trade Deal with the European Union. There is a need to closely monitor and react appropriately to any practical implications that arise across the range of services delivered.

Local Government Financial Settlement

29. The Local Government Financial Settlement is a key factor in drafting the budget. Due to the timing of the UK Spending Round, which took place in late November, the Provisional Settlement was delayed until 22nd December 2020. This is more than two months later than the usual October publication date. There is a similar delay to the publication of the Final Local Government Settlement, which is due for publication on 2nd March 2021. This means that the Revenue Budget set out in this report reflects Provisional Settlement Funding (as reported to Cabinet on 13th January 2021.)

30. In order to manage the timing of the Final Settlement, the recommendations to this report set out a contingent arrangement whereby the Council will either add to or draw down from reserves if Final Settlement funding allocations differ from the Provisional Settlement. To exemplify, if the Final Settlement is £20,000 less than the Provisional Settlement, the Council will increase its drawdown from reserves. Conversely, if the Final Settlement is £20,000 more than the Provisional Settlement, the Council would transfer a sum of £20,000 to reserves. The recommendations to this report authorise the Section 151 Officer to prepare an addendum to the 2021/22 Budget making the requisite changes, for consideration by Council on 4th March 2021.
31. The headlines of the Provisional Settlement are included below:
- On average, Welsh Local Authorities will receive a +3.8% increase in general revenue funding next financial year.
 - Individual Authority Settlements range from +2% to +5.6%.
 - Grants totalling £5.127 million at an All Wales level will transfer into Revenue Support Grant (RSG) in 2021/22 (£3.98 million Teachers Pay Grant and £1.1 million for the Coastal Risk Management Programme).
 - There will be no 'floor' protection in 2021/22.
 - Settlement information is for one year only, which continues to make medium term planning extremely challenging.
32. Cardiff will receive a +3.8% increase in Aggregate External Finance (AEF) in 2021/22 (£18 million in cash terms after adjusting for transfers). Cardiff's settlement is at the level of the Welsh average. This is after the impact of transitional arrangements to move to use of mid-year population estimates within the funding formula, which see growth assumptions for the city reduced.
33. In addition to AEF, the Provisional Settlement provides details on specific revenue grant streams, albeit this is incomplete. The majority of grants for which information is currently available will continue at existing (or increased) levels, although information on specific individual local authority allocations is yet to be announced. One exception is the Sustainable Waste Grant, which will reduce by £1 million at an All Wales level. The Council's revenue budget addresses this reduction in order to mitigate its impact on services. Notable increases in specific grants (at an all Wales level) include:
- Social Care Workforce and Sustainability Grant increased from £40 million to £50 million
 - Support for Minority Ethnic and Gypsy, Roma, Traveller learners rises from £10 million to £11million
 - Bus Revenue Support (Traws Cymru) rises from £3.2 million to £4.4 million
 - Road Safety Grant rises from £0.95 million to £2 million

34. Since publication of the Provisional Settlement, the Council has received specific notifications in respect of grant allocations that were not included in settlement tables. Of particular note in this regard is the Council's indicative Housing Support Grant allocation for 2021/22. At £21.9 million (subject to an acceptable spending plan), the indicative allocation is a £5.2 million increase on the 2020/21 grant allocation. This level of funding will enable the delivery of single person and homeless schemes next year, without the need for additional base budget funding.
35. Cardiff's capital settlement is a 1.62% increase in General Capital Funding (GCF) for 2021/22, which is £0.282 million in cash terms. In addition, some details on an all Wales basis are included in respect of specific capital grants, such as £20 million for the continuation of the public highways refurbishment grant, but as with specific revenue grants, further detail is awaited.
36. The level of revenue funding announced in the Provisional Settlement is better than the planning assumption reflected in the Council's MTFP that was published in September 2020. That iteration of the MTFP, which predated the Spending Round, had assumed a potential +1.5% increase in funding for 2021/22.
37. Whilst the improved funding position for 2021/22 is welcome, the position for 2022/23 and beyond is much less certain. The UK economy will be transitioning to new arrangements post BREXIT and the 'long tail' impact of COVID-19 is still likely to be felt. These factors will no doubt have a significant impact on the next UK Government spending review planned during 2021, which will be a key determinant of medium term resource availability.

Revenue Budget 2021/22

Resources Required

38. The resource requirement for 2021/22 is modelled in the table below:

Resources Required	£000	£000
Base Budget Brought Forward		656,186
Pay Award (non-schools) (i)	3,672	
Price Inflation (ii)	3,950	
Financial Pressures (iii)	2,266	
Policy Growth (iv)	800	
Commitments, Realignment & Capital Financing (v)	10,031	
Demographic Pressures (vi)	5,515	
Schools Growth (vii)	8,881	
		35,115
Resources Required		691,301

39. Further information on resource requirements is set out below:
- i. **Pay Award** - there is currently no agreed award for 2021/22. For non-teaching staff, Local Government pay is a matter for collective bargaining between the national employers and trade unions through the National Joint Council. As it is not possible to pre-empt this process, figures allow for an award of up to 2%. This balances recent messages at UK level on public sector pay, with preparedness from a budgetary perspective.
 - ii. **Price Inflation** - this includes key specific inflationary increases, the most significant of which is £3.225 million for commissioned Adult Social Care. Provision is also included in respect of out of county education, energy and ICT licencing costs.
 - iii. **Financial Pressures** - this reflects an increase in Council Tax Reduction Scheme eligibility, as well as staffing requirements linked to a significant increase in the number of Looked After Children. It includes cost pressures associated with an increase in household waste streams experienced during the pandemic, and funding to compensate for a reduction in the core Sustainable Waste Grant in 2021/22.
 - iv. **Policy Growth** - this represents a £0.800 million investment in key policy areas. Further detail on this investment is set out in Appendix 2.
 - v. **Commitments, Realignments & Capital Financing** - includes budget realignments totalling £5.100 million. These address structural deficits evident in the Month 9 monitoring position. The most significant realignments for 2021/22 include £1.704 million for Children's Services, £1.082 million for Education Out Of County Provision, £1.033 million for School Transport costs and £1.350 million for Adult Services (of which £0.600 million is to be funded via additional specific grant). It also includes £2.045 million of additional commitments, including the Fire Service Levy at £0.389 million and the full year costs of operating the Children's Assessment Centre at £0.432 million. It includes £2.847 million of Capital Financing Commitments.
 - vi. **Demographic Pressures** - this includes £1.605 million for Adult Social Services, £3.550 million for Children's Social Services (of which £0.400 million is to be funded by additional specific grant), £0.760 million for Out of County Education Provision and £0.100 million for Recycling and Neighbourhood Services.
 - vii. **Schools Growth** - reflects employee costs for teaching and support staff including an assumed 2% pay award for NJC staff, a 2.5% award for teaching staff and a provision for incremental progression. Also includes pupil number growth and growth in respect of additional pupil needs.

Resources Available

40. Resources available to the Council in 2021/22 (before any increase in the rate of Council Tax are set out below):

	£000
Aggregate External Finance (i)	487,913
Council Tax (2021/22 tax-base at 2020/21 prices) (ii)	187,044
Use of Reserves (iii)	750
Resources Available	675,707

41. Further information on resources available is set out below:

- i. **Aggregate External Finance** – reflects the Council's AEF for 2021/22 as announced in the Provisional Local Government Settlement in December 2020.
- ii. **Council Tax** – this is the amount to be raised from Council Tax before any increase in the rate of the tax. It reflects the 2021/22 Council Tax Base approved by Cabinet in December 2020.
- iii. **Use of Reserves** – this reflects a drawdown of £0.750 million from the Strategic Budget Reserve. Further information is set out in the Reserves section of the Report.

Funding Gap

42. Comparing the resources available to the Council (with no increase in the rate of Council Tax) with the resources required results in the following shortfall.

Funding Gap	£000
Resources Required	691,301
Resources Available	675,707
Shortfall	15,594

43. The funding gap will be addressed through a combination of savings proposals and an increase in Council Tax. The Council has due regard for the level of the increase in Council Tax but has to balance this against the need to fund key services. The proposed increase for 2021/22 is 3.5%. This is a reduction on the potential 4% increase modelled in the Budget Strategy Report in September 2020. A 3.5% increase will generate net additional income of £5.350 million, after allowing for the associated increase in the costs of the Council Tax Reduction Scheme (CTRS.)
44. The table below sets out how the 2021/22 Funding Gap will be addressed. Further information on savings proposals is set out in the next section.

Strategy to Address Funding Gap	£000
Savings Proposals	10,244
Council Tax increase at 3.5% (net of CTRS)	5,350
Shortfall	15,594

45. After updating the resources required and available to reflect proposed savings and a 3.5% Council tax increase, the resultant net cash limit for Cardiff Council in 2021/22 is £682.252 million.

Revenue Budget Savings

46. The 2021/22 Budget is predicated on the delivery of £10.244 million in efficiency savings. Efficiency savings are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer.
47. Savings have been reviewed to ensure they have minimal impact on service delivery, and that they are deliverable and appropriate in the context of the Council's financial resilience, both next year and over the medium term. All proposals have been screened for their equalities impact and no concerns were identified.
48. The £10.244 million savings proposal include a 1% efficiency proposal in Schools (£2.540 million) along with £7.704 million in other directorates as summarised below:

Nature of Saving	£000
Review of staffing arrangements	1,706
Reductions in premises costs	762
Reductions in external spend	2,224
Capital financing (early repayment)	1,300
Income	1,712
TOTAL	7,704

49. In line with the Council's September 2020 Budget Strategy Report, in order to improve the deliverability of savings and maximise the chances of securing full year savings in 2021/22, proposals are being implemented in the current financial year where possible. This approach means that of the £7.704 million non-school savings required next year, £1.005 million have already been implemented.

Employee Implications of the Budget

50. The posts deleted or created as part of the budget are set out in the table below. For deleted posts, the table identifies the anticipated method of release.

Employee Implications of Budget	FTE
Voluntary Redundancy	(8.2)
Vacant Posts	(9.8)
TBC / Redeployment	(9.8)
Total FTE posts deleted	(27.8)
Total FTE posts created	14.8
Net FTE Reduction	(13.0)

51. The net decrease of 13.0 full time equivalent (FTE) posts in 2021/22, adds to significant FTE reductions in previous years. Since 2012/13, budget proposals have resulted in the reduction of over 1,600 FTE posts in services other than schools. This includes the deletion of vacant posts and posts that have transferred out of the Council's direct control, as well as posts deleted through redeployment or redundancy.

Fees and Charges

52. The Budget does not include a blanket uplift to fees and charges. Appendix 3 sets out the detailed list of proposed fees and charges for 2021/22. In determining fees and charges, directors were advised to consider the particular circumstances in which they charge for services, including:
- Any applicable statutory frameworks
 - Whether existing income budgets are being met
 - Adequacy of charges relative to cost of provision
 - Any potential impact on demand for services.
53. It is important that the Council is able to react to changing events, both in terms of income opportunities and shortfalls. This will be particularly important during 2021/22, when there will be a need to monitor fees and charges in the context of post-pandemic financial recovery, and to flex where required. It is proposed that the Council continues to delegate to the appropriate officer, where necessary in consultation with the Cabinet Member, the ability to amend fees and charges during the financial year as and when required. These arrangements also apply where discounts are introduced for a particular time-period, or for a particular client group. Decisions will be taken in consultation with the Section 151 Officer and the Cabinet Member for Finance, Modernisation and Performance. Where appropriate, Cabinet will need to consider a report within a reasonable timescale of the decision.

Financial Resilience Mechanism

54. The Council has a £3.8 million budget called the Financial Resilience Mechanism (FRM) that was set up to help the Council deal with funding uncertainty. It is used to invest in priority areas, but investment is one-off and determined each year. This means that the budget is used proactively, but could be deleted in future if required, without affecting day-to day services.

55. In the context of the better than anticipated funding position, the FRM will not be required to address the funding position and is therefore available for one-off investment. The table below provides a summary of how it will be used and further information is included in Appendix 4.

FRM – One-off use for 2021/22	
Category	£000
Cleaner and Greener Cardiff	1,282
Children and Young People	1,057
Support for Communities	651
City Infrastructure	810
TOTAL	3,800

Consultation and Engagement

56. As well as supporting organisational priorities, budget preparation has regard for the views of key stakeholders. In addition to public consultation, engagement on the 2021/22 Budget took place with the following stakeholder groups.

Consultee Group	Nature of Consultation / Engagement
Scrutiny Committees	Budget briefings took place during February 2021. Responses received from Scrutiny Committees will be tabled and considered as part of the Cabinet meeting. (Appendix 5c)
Trade Unions	Consultation has taken place with the Trade Union Partnership with comments considered in advance of the Cabinet meeting.
Employees	Consultation has taken place both generally through staff meetings, and particularly with employees affected by budget proposals.
School Budget Forum	Following a number of briefings over the budget formulation period, the Forum met on 20 th January 2021 to consider Cabinet's budget proposals as they affect their remit. The response from the forum will be tabled and considered as part of the Cabinet meeting (Appendix 5b).
Audit Committee	At its meeting on 26 th January 2021 the Audit Committee considered the Treasury Management Strategy as part of their oversight function. The relevant parts of the report reflect their views.

57. Citywide public consultation on the Budget took place between 13th January 2021 and 10th February 2021. The consultation took place when the whole of Wales was at its highest alert level for the Coronavirus Pandemic, when people were only able to meet with members of their household or support bubble. This meant that face-to-face engagement could not take place, and that consultation was conducted electronically.

The consultation received 2,870 responses. Further detail on the responses received is set out in Appendix 5a.

58. As part of the consultation, citizens were given the opportunity to prioritise different areas of service delivery. The table below summarises their top three priorities and indicates how the 2021/22 Revenue Budget and Capital Programme 2021/22-2025/26 support these areas.

Priority	Features of Budget & Capital Programme
Leading an economic recovery through supporting businesses and workers and delivering our major regeneration schemes	<ul style="list-style-type: none"> • £73m - Support for Cardiff Capital Region City Deal (CCRCDD) Projects • £22.5m – for delivery of the International Sports Village Master Plan • £24.3m direct capital contribution towards construction of a new indoor arena • £50,000 – revenue funding to provide direct policy support for the City Region, Great Western Gateway and other Strategic Partnerships
Investing in our schools and improving educational attainment and supporting children and young people	<ul style="list-style-type: none"> • £251m - 21st Century Schools Band B investment programme • £54.7m - investment in the existing schools estate • £6.2m - net additional revenue support for Children’s Services • £6.3m - net additional revenue support for Schools • £0.2m - for Child Friendly City Initiatives - Children’s Universities and Innovation Labs • £0.5m - Summer engagement programme for Children & Young People • £0.3m – funding to support the most vulnerable young people to be able to transition to Education Employment and Training (EET) and to re-engage those young people who have dropped out of EET during the pandemic.
Keeping our communities safe and tackling anti-social behaviour	<ul style="list-style-type: none"> • £0.2m to combat motorcycle nuisance • £0.5m to meet demand for additional alley-gating schemes • £2.1m - the COVID crisis has amplified the importance of local spaces, shopping and services for communities. This sum will support public realm and green space improvements, community safety measures and improved neighbourhood facilities to help communities to adapt and thrive. • £29.9m on wider neighbourhood regeneration initiatives • £3.2m - investment in Youth and Wellbeing Hubs

59. In addition to the budget consultation, the findings of the annual Ask Cardiff citizens’ survey were considered in setting the Council’s Corporate Plan and budget priorities. The Ask Cardiff 2020 survey, which ran from 12th

October to 22nd November 2020 and received 4,715 responses, asked questions on citizen satisfaction with city life and public services, and this year included a series of questions relating to the impact of the pandemic. The Ask Cardiff 2020 report, which includes breakdown of responses by demographic groups, can be found [here](#).

Council Tax and Precepts

60. As indicated at paragraph 43 above, the proposed Council Tax increase to support delivery of the 2021/22 Revenue Budget Strategy is 3.5%. This is a reduction on the MTFP funding assumptions set out in September 2020, which outlined a 4% increase. An increase of 3.5% is considered to balance the impact on services and the ability of the public to pay, recognising that those eligible would receive support through the Council Tax Reduction Scheme (CTRS). The detail of the Council Tax resolutions, including information on Community Council and Police and Crime Commissioner precepts is set out for approval within the recommendations at 2.0 to 2.7.

Council Tax Reduction Scheme

61. It is proposed that the approach to the CTRS should remain unchanged for 2021/22. The scheme will continue to comply with the relevant WG regulations. In addition, the scheme will continue to provide additional help for war pensioners by disregarding the income from war pensions including War Widows' Pensions, War Disablement Pensions and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The budget provides for the impact on the CTRS of the proposed 2021/22 Tax increase.

Directorate Implications of the Budget

62. The information detailed in previous sections outlines the Council-wide position in respect of the 2021/22 Revenue Budget. Appendix 6 sets out the resultant changes to individual directorate budgets between 2020/21 and 2021/22, whilst Appendix 7 shows the same information on a Cabinet Member portfolio basis. The two areas with the most significant budgetary increases in cash terms for 2021/22 are Education and Social Services.
63. On a like for like basis (i.e. after adjusting for transfers), delegated schools' budgets will increase by £6.341 million (2.5%) in 2021/22. This increase includes provision for the pay costs of both teaching and support staff. These sums will be retained centrally pending clarity on pay award agreements. It also provides for growth in pupil numbers and additional learning needs. The £6.341 million is a net figure, which is **after** allowing for schools' contributing a 1% efficiency saving (£2.540 million) and £1.090 million towards the costs of the 21st Century Band B Programme and schools' asset renewal. Retained Education budgets will also increase by £2.725 million (8.1%) in 2021/22. This reflects budgetary allocations for areas of pressure in the current financial year, in particular Out of County Placements and School Transport.

64. After contributing savings of £2.037 million, the budget for Social Services (including contingency allocations) will increase by a total of £11.375 million (6.3%) in 2021/22. This can be broken down into:

- **A net increase of £5.167 million (4.4%) for Adult Services** – this includes a £1.300 million realignment in respect of the 2020/21 budgetary position, of which £0.600 million is assumed to be funded by additional specific grant. It also includes provision for additional demand in 2021/22 and an inflationary allowance in respect of commissioned social care costs.
- **A net increase of £6.208 million (9.5%) for Children’s Services** – this includes a £1.704 million realignment in respect of the 2020/21 budgetary position, which reflects in-year increases in the number of looked after children. It includes £1.375 million for placements in 2021/22, (of which £0.400 million will be funded from additional specific grant), along with £0.715 million to fund associated workforce pressures. This is supplemented by an allocation of £2.175 million to contingency to cover further potential increases in the number and complexity of Looked After Children Placements in 2021/22, given the difficulty in predicting demand in this area, and the potential for lasting impacts of the pandemic.

Financial Resilience

65. When setting the budget, Members must have regard to the Council’s financial standing, risks and resilience. Financial Resilience Snapshots are regularly prepared to support discussions regarding the Council’s financial health, and the current snapshot is set out in Appendix 8 (a). The first column considers historic trends, the second column summarises the current financial year and the final column covers the future financial outlook. Key headlines are summarised in the table below:

Section	Points of Note
Past	<ul style="list-style-type: none"> • Earmarked Reserves – levels have not fluctuated significantly over recent years, and any downward movement reflects use in line with intended purpose. In order to improve financial resilience, the Council will continue to review opportunities to increase earmarked reserves where appropriate. • Savings - the Council has identified over £200 million in savings since 2012/13, which is a challenging position from which to continue to identify savings. • Funding - the level of specific grant income that the Council receives has increased over time. Whilst any increase in funding is welcome, there is an inherent risk when funding for core activities is via specific grants. This is because the costs funded by these grants are integral to the operation of core services, leaving the Council exposed to potential future grant fall out. • Financial Ratios - the illustrated ratios are consistent over time, and present no cause for concern.

Section	Points of Note
Present	<ul style="list-style-type: none"> • Projected Outturn - the projected outturn for the current financial year is a £0.384 million overspend, but there are significant projected overspends in some directorates. The Revenue Budget for 2021/22 includes budgetary realignments to address areas of significant over-spend. • COVID19 - the snapshot summarises by directorate, the significant level of funding the Council has received in year from WG's Local Authority Hardship Fund. The level of support received emphasises how critical it will be to scrutinise key risk areas from the very outset of the year. In the event that Government support or directorate recovery plans prove to be inadequate to meet ongoing pressure, there will be a need to act quickly in order put remedial action in place. • Savings - There are a number of unachieved savings in 2021/22. In many cases, the ability to implement these has been affected by the pandemic. Those considered to present most significant risk to the 2021/22 position, in particular Social Services, have been addressed as part of the budgetary realignments referred to above. • Capital Programme Outturn - there is significant slippage on the Capital Programme in the current year. The level of slippage is reflected in the starting position for the Capital Programme for 2021/22. Whilst, the unprecedented circumstances of 2020/21 played a role, slippage has been an issue for several years and accordingly the Capital Strategy outlines the need for discipline from directorates to ensure resources, skills and capacity are available to deliver the investment programme on time. The likely outturn position is expected to be influenced significantly by grants received from WG in the latter part of the financial year.
Future	<ul style="list-style-type: none"> • The MTFP section of the snapshot shows that the financial outlook remains challenging, with significant additional savings requirements over the medium term. The approach to managing these is set out in the MTFP at Annex 1. • Based on the proposed capital programme, the projections of the capital-financing requirement show a significant increase over the medium term. This reflects commitments in previous budgets such as 21st Century Schools and the new house-build programme, as well as new commitments approved in 2020/21. The costs of servicing the resultant borrowing requirement will need to be managed as part of the Council's MTFP and over the longer-term. • The local affordability indicator shows capital financing costs as a ratio of controllable budget. The gross indicator reflects total capital financing requirement, whilst the net indicator recognises that some of these costs will be met either from Invest to Save (ITS) income, or specific directorate budgets. The indicator is influenced significantly by funding assumptions for future years, including RSG. However, at present it is showing that capital-financing costs are expected to account for a greater proportion of controllable revenue budget over the period modelled. This emphasises the importance of robust business cases where additional capital investment is undertaken on the basis that it will be paid for from future income or revenue savings.

66. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2021/22 budget proposals will include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements (£2.175 million.)
- Market volatility in respect of recycling materials (£0.350 million).
- A £0.750 million CTRS contingency to reflect potential changes in the volume of claimants plus £1.195 million to reflect the proposed increase in the rate of Council Tax.

- A £0.150 million contingency to associated with an anticipated review of the pricing model in respect of building services.
67. The Council will also maintain its General Contingency of £3 million in 2021/22. In the past, this was specifically held to protect the Council against late or under-delivered savings. The savings requirement for 2021/22 is lower than in previous years, and the revised approach to identifying and implementing savings should offer greater assurance with regard to their successful and timely delivery. However, it is not proposed to reduce the general contingency for 2020/21 for the following reasons:
- The position over the medium term is uncertain, and the lower savings requirement for 2021/22 cannot be assumed to become the norm.
 - The exposure to additional cost in relation to demand-led services, where that demand is difficult to predict.
 - The uncertainty brought about by the pandemic and the difficulty in judging what the long-tail effects of COVID19 may be on the economy, public finances generally, and future demand on services.
 - The comparatively low level of the Council's reserves
68. The level of the contingency will be reviewed over the medium term, based on ongoing monitoring of the factors outlined above. As set out earlier in the Report, the Council plans to take opportunities to increase its earmarked reserves where appropriate, and this would provide an additional level of assurance in potentially reducing this contingency in future. If the contingency is not required in full or part next year, it will itself assist in providing such an increase to reserves.
69. Appendix 8 (b) contains a summary of the financial resilience challenges facing the Council. This financial resilience risk forms part of the Council's Corporate Risk Register, which is regularly reported to the Council's Senior Management Team (SMT), Cabinet and Audit Committee. The Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis as part of Members' overall awareness of financial matters.
70. A key factor in relation to the Council's financial resilience is its General and Earmarked Reserves. These are considered in the next section of the report.

Reserves

71. The Council's strategy for holding and using reserves is set out in its Financial Procedure Rules. CIPFA recommended accounting practice requires the Section 151 Officer to create a protocol for reserves and balances that covers their purpose, the ongoing validity of that purpose and the approval process for transferring funds to and from reserves.
72. Members, following advice provided by the Section 151 Officer, will consider the level of reserves held and whether any should be used to support the budget setting process. There is no statutory minimum

regarding the level of reserves that should be held. Instead, decisions should reflect the individual position of each council. Members are made aware that over-reliance on reserves to fund the budget should be avoided for a number of reasons. Firstly, reserves are a finite resource and so their use to fund ongoing commitments creates a gap in the finances of future years. Secondly, benchmarking shows that Cardiff's reserves are comparably low for an authority of its size. Thirdly, use of earmarked reserves to fund the budget would compromise the original purpose for which they were set aside.

73. After considering the above, Cabinet propose to release a sum of £0.750 million from reserves in support of the budget. This amount will be funded from the Strategic Budget Reserve, which was set up specifically to support financial resilience and the budget requirements of the Council over the medium term. This sum strikes an appropriate balance between supporting services next financial year, and the continued ability to set balanced budgets in the longer term. The use of this sum is reflected in Appendix 9, which outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose.
74. Appendix 9 also sets out the anticipated position on the Council's General Reserve. The General Reserve is maintained to help cushion the impact of unexpected events or emergencies. The balance on the Council's General Reserve as at the end of 2019/20 was £14.255 million, and it is anticipated that this balance will remain unchanged in the current financial year. In the context of the need to maintain financial stability and flexibility moving forward, on the advice of the Section 151 Officer, it is Cabinet's intention not to make any use of the General Reserve to fund the 2021/22 Budget.
75. The Council holds other reserves, which are ring-fenced for specific use and may not be used in connection with the Council's overall budget. These include HRA earmarked reserves, which are set aside to fund specific HRA projects and the General Housing Reserve, which is the HRA equivalent of the Council's General Reserve. Details on the projected levels of HRA reserves are set out in Appendix 9.
76. The Council's balance sheet also includes school balances. These represent the accumulated surpluses or deficits generated by individual schools. Schools' balances are not available to support the Council's Budget Strategy however they still form a part of overall financial resilience. Whilst deficit balances present a risk to financial resilience, and the Council should take steps to ensure that these are managed over time, schools should also not hold excessively large balances. The Council is able to intervene to address both issues should it feel there is cause to do so.
77. As at 31st March 2020, net school balances stood at a total surplus of £5.8 million, representing an increase of £0.1 million on the previous year's figure. Within this net figure, 18 schools held deficit balances, although a number of these were marginal deficits. All schools holding deficit

balances have recovery plans in place, which demonstrate that the deficits will be cleared within agreed timescales, and are specific to each school's situation. In addition, a number of primary schools held a surplus balance, in excess of locally agreed thresholds, for a minimum of a fifth consecutive year. In line with WG guidance, the Council is in the process of clawing back the balance in excess of the threshold from these schools during the 2020/21 financial year.

78. The Section 151 Officer has considered the 2020/21 budget monitoring forecast and the 2021/22 Budget, including contingency budgets, and is satisfied that the projected level of reserves at 31st March 2021 is sufficient to allow the £0.750 million contribution to the 2021/22 Budget, and that the projected level of reserves remains adequate to 31st March 2022.

Medium Term Financial Plan and Strategy

79. The Council's MTFP for the period 2022/23 – 2025/26 is contained in Annex 1 to this Report. There are a number of inherent uncertainties, in particular, the Council has no indicative AEF figures beyond 2021/22, and these are a key variable in the MTFP.
80. In light of the better than anticipated 2021/22 Local Government Settlement, funding assumptions within the MTFP are more positive than in previous years. However, for prudence they do not assume funding increases at the level received in 2021/22. This is in recognition of the risk that public finances could be tightened as a means of addressing the unprecedented levels of UK debt brought about by the pandemic. The UK Budget expected in March 2021 should provide further information in this regard.
81. The MTFP still identifies a significant budget gap over the medium term. This is because inflationary pressure and demand for services are anticipated to exceed funding increases. The table below summarises the anticipated budget gap over the medium term.

Financial Year	£000
2022/23	21,310
2023/24	23,635
2024/25	20,004
2025/26	19,951
TOTAL	84,900

82. The MTFP notes that, in order to continue to protect the Council's ongoing financial resilience, the approach to identifying the savings requirements outlined above will need to:
- continue to review and challenge all directorate budgets, and to require baseline efficiencies from all services
 - embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and

identifies and takes efficiency, and maximising digital transformation opportunities as arise

- continue to accelerate detailed planning and preparatory work to improve the deliverability of savings focussing on transformative and digital type
- identify opportunities to work across directorates and in partnership with other organisations
- continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal
- target productivity savings to ensure that optimum value for money is achieved within scarce resources
- consider the level at which it is affordable to continue to subsidise services of a more discretionary nature

83. Further work on developing a fully defined set of proposals for 2022/23 in particular, will take place during the spring in order to inform the 2022/23 Budget Strategy Report which will be considered by Cabinet in July 2021.

Ring-fenced Accounts

84. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. The account is ring-fenced, which means that local authorities must not subsidise costs relating to Council Housing from the General Fund, and vice versa.

85. Annex 2 contains key budgetary information in respect of the HRA including:

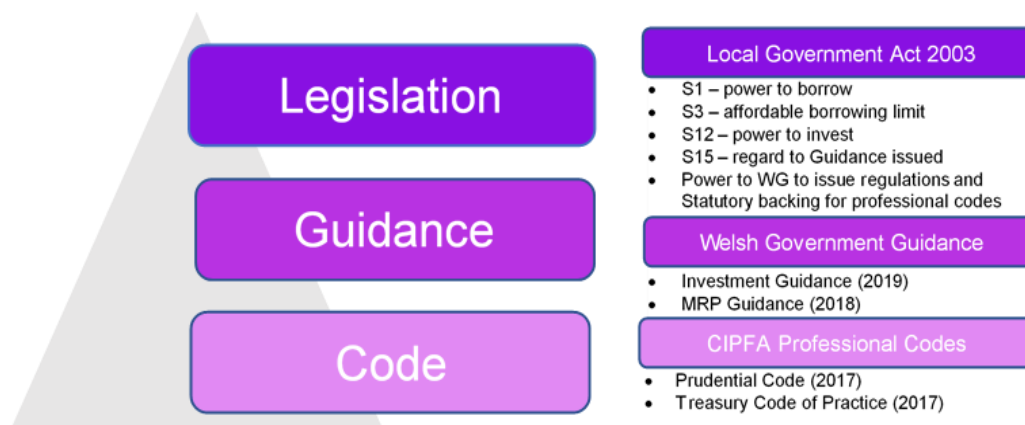
- The proposed HRA budget for 2021/22
- The HRA Medium Term Financial Plan
- The HRA Capital Programme
- The Council's Rent Policy for 2021/22, including details of tenant consultation
- The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
- Key Assumptions, Risks and Uncertainties

86. This report contains recommendations with regards HRA Rents for 2021/22. As noted above, the proposals are set out in Annex 2, which also includes details of the tenant consultation that was undertaken. An Equality Impact Assessment has been carried out and did not identify any issues.

87. Other ring-fenced areas of the Council's accounts include the Civil Parking Enforcement Account and the Activities Transferred from Cardiff Bay Development Corporation including Cardiff Harbour Authority. Budgetary information in respect of these areas is set out in Appendices 10 and 11 respectively.

Capital Strategy and Treasury Management Strategy 2021/22

88. The Capital and Treasury Management strategies are an integral part of the Council's Strategic and Financial Planning Framework. They are developed in line with the CIPFA Prudential Management and Treasury Management Codes as well as statutory guidance issued both nationally and in Wales.



89. The CIPFA Professional Codes have statutory backing and require the Council to determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. Many of the indicators are 'required' indicators, but the Council also produces its own locally determined indicators to support decision making in line with best practice. The detailed indicators are highlighted in the respective strategies and Appendix 12 provides a guide to the indicators and their meaning. Consultation is currently taking place on enhancements to the CIPFA Codes, which will be considered in future Capital Strategy and Treasury Management Strategy updates.
90. The Section 151 Officer is required to report explicitly on the affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions. This statement is incorporated within the financial implications to this Report.

Capital Strategy 2021/22

91. The Council's Capital Strategy along with the detailed capital investment programme for 2021/22 and indicative allocations for future years, is set out in Annex 3 to this Report. Successfully delivering the commitments set out in Capital Ambition will require capital investment and having a capital strategy in place informs capital investment decisions by providing a framework, which will:
- provide a longer term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
 - ensure decisions can demonstrate sufficient regard to the long term financing, affordability implications and potential risks to the authority

- provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.
92. The Council's Section 151 Officer is required to comment specifically as part of the budget in respect to the deliverability, affordability and risks of the Capital Strategy. The strategy sets out the approach to various factors, as identified below, and covers the Council's approach to:
- **Working with partners** - recognising the enabling role played by the Council in delivering investment and the need for alignment with WG on a longer term and sustained approach to capital investment.
 - **Asset Management Planning** - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
 - **Risk Appetite** - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed by robust business cases.
 - **Governance and decision-making** - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
 - **Capital Investment Programme** - the detailed five year capital investment programme proposed for 2021/22 to 2025/26.
 - **Funding the strategy and investment programme** - the Capital Resources assumed to be used to fund the 2021/22 to 2025/26 investment programme.
 - **Managing the borrowing requirement** - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments.
 - **Prudent Minimum Revenue Provision (MRP) Policy Statement** - setting out the approach of provision for repayment of capital investment paid for by borrowing required to be specifically be approved by Council.
 - **Affordability** - understanding the impact of capital investment decisions on the Council's revenue budget and MTFP via the calculation of various prudential indicators.

Capital Investment Programme 2021/22

93. The detailed programme includes:
- annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property
 - allocations for specific projects approved in previous years
 - new capital investment proposed in the 2021/22 Budget
 - assumptions for known external grants and contributions, which in most cases are subject to a bid process
 - projects proposed to proceed on the basis of revenue savings, revenue income or other sources of retained income to repay initial investment

over time, including new schemes approved in 2021/22, subject to business case

- the HRA programme, with a focus on maintaining investment to support the Welsh Housing Quality Standards, regeneration and significant investment in new Council homes to meet the demand for good quality, affordable social housing
94. The programme proposed includes the second and final tranche of viability support (£6.6 million) to be given to Cardiff Bus ('The Company'), which was referred to in the report to Council in October 2020 headed "Securing the Future Sustainability and Viability of Cardiff City Transport Services limited". The October Council report recommended, amongst other things, that any release of funds allocated in future years will be subject to review and included as part of future budget proposals. Following a review by the Board of the Company, this is the only opportunity to secure Department for Transport Grant (£5.7m) towards Ultra Low Emission Buses and ensure this is not lost to the company as a means of setting in place a vehicle replacement strategy as part of securing financial viability. All other material facts as set out in that report remain relevant. It is therefore proposed that the final tranche of viability support (£6.6 million) be released to the Company in 2021/22, to allow the Company to implement that part of its Turnaround Strategy relating to fleet investment and strengthening the balance sheet. If approved, this will be done via the issue and acquisition of additional equity in the company during 2021/22 - see recommendation 4.0.
95. New Capital investment projects proposed as part of the budget include:
- A new neighbourhood, district and local centre regeneration scheme
 - Additional funding for schools property asset renewal
 - Developing opportunities for youth activities
 - Match funding for schemes to support the One Planet Strategy in addition to the specific projects included in the programme
 - Additional investment in parks and green spaces including playgrounds
 - New public realm and exposure of the dock feeder pace as part of air quality improvements at Churchill Way
 - Improvements to Children's respite provision
96. Capital investment proposed on the basis that existing budgets or income is to be generated to meet the capital financing costs over a prudent period include:
- Supported living projects for adults with complex needs
 - Supported accommodation for young people to help them live independently
 - Residential provision for children within the city.
 - Implementation of a district heat network delivered via a new company subsidiary
 - Subject to approval of a business case and WG funding construction to address flood and coastal erosion risk at the estuary of the river Rumney.

- Redevelopment of Pentwyn Leisure Centre
- Implementing the master plan for the International Sports Village
- Indoor Arena enabling costs and subject to due diligence, direct funding of the arena construction by the Council as an alternative for third party funding. This will be fully funded by annual lease income from the Arena Operator.

Major Development Projects

Arena – Budget Report Update (January 2021)

97. This section is contained in confidential Appendix 13.

Other Major Development Projects

98. The Capital Programme proposed for 2021/22 is based on known commitments and is in line with the Council's Capital Ambition and priorities. There are however, significant major projects covering schools, transport, housing and economic development initiatives that may have short, medium and long-term financial implications as well as consideration of alternative funding approaches. As options, business cases, risks and financial implications are determined; these will need to be considered as part of annual updates to the Capital Strategy, the detailed Capital Programme and the Medium Term Financial Plan in future years. Implementation of capital schemes approved as part of the budget framework will need to be subject to the governance, financial, procurement and contract procedure rules set out in the constitution as well as required Cabinet or Officer decision approval of business cases as relevant.
99. The Council is considering a number of major projects such as the redevelopment of the International Sports Village (ISV), reviewing the current condition of Core Office buildings (County Hall and City Hall) and considering strategies for any necessary upgrades to these buildings etc. Schemes such as these will remain subject to robust business cases being considered by Cabinet in due course, and could result in significant capital provisions being required, although at this stage are not currently included within the 2021/22 Capital Programme or MTFP.

Treasury Management Strategy 2021/22

100. The Treasury Management Strategy is included at Annex 4 and covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Programme.
 - Treasury investments and determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - The approach to Non-Treasury Management Investments.
101. The strategy is an integrated strategy for the Council, which covers both General Fund and HRA activities. It includes:

- The current treasury position.
- Economic background and prospects for interest rates.
- Borrowing, including:
 - policy
 - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
 - borrowing strategy
- Treasury management indicators and limits for 2021/22 to 2025/26 based on the proposed Capital Programme.
- Investment policy and strategy, including security and investments approved for use.
- Non-treasury investments and
- Training.

102. The Council receives reports on the approach to treasury management at the start of the financial year, at mid-year and at outturn. Audit Committee Terms of Reference set out their responsibility to seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks. The Audit Committee considered a draft of the strategy at its meeting in January 2021.

Budgetary Framework

103. Under the Budget and Policy Framework Procedure Rules, the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets.

104. In addition to the virements above, the Section 151 Officer will also undertake all necessary technical adjustments to budgets and accounts during the year and reflect any changes to the accounting structure as result of management and organisational changes within the Council.

105. As set out in the Council's Constitution, the Section 151 Officer will also undertake all necessary financial and accounting adjustments required in order to prepare the Council's Statement of Accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting.

Reason for Recommendations

106. To enable Cabinet to recommend to Council approval of:

- The Revenue and Capital Budget and to set the Council Tax for 2021/22
- The Budget for the Housing Revenue Account
- The Capital Strategy
- The Treasury Management Strategy
- The Prudential Code of Borrowing Indicators for 2021/22 – 2023/24

- The Capital Programme for 2021/22 and the indicative programme to 2025/26, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
- The Minimum Revenue Provision Policy for 2021/22

Financial Implications

107. Whilst the financial assumptions, basis and implications of the proposed Revenue and Capital Budget Strategy are set out within the detail of this report and appendices, this section provides an opportunity to summarise key aspects and to comment on the robustness of those details as the Council's Section 151 Officer.
108. The Revenue Budget Strategy for 2021/22 has been constructed in the context of a 3.8% increase in WG funding and a proposed 3.5% increase in Council Tax. The funding available through the WG grant is higher than anticipated and this has allowed for targeted investment and an opportunity to address base budget structural issues. It has not though avoided the need to make savings and the Council is still seeking to deliver savings across all areas, with the priority being to maximise the delivery of efficiency savings and support transformation of our services for residents and visitors to the City in part to minimise the ongoing and likely long-standing impact of the COVID-19 pandemic.
109. Fees and Charges proposals have been built into the Revenue Budget Strategy for 2021/22 that reflect all applicable statutory requirements, adequately cover the cost of service provision and can help manage the demand for services.
110. The Medium Term Financial Planning position for the Council remains uncertain, given both the absence of WG grant information beyond 2021/22 and the likelihood of challenges to be faced due to the uncertain post pandemic legacy. The report and the MTFP (Annex 1) has clearly set out the challenges and based on a prudent assessment of funding, work will need to continue on identifying savings, further resilient actions and opportunities for transformation beyond the traditional one-year budget cycle. Budget consideration and delivery is not an 'annual event' and work has continued in-year to ensure the robustness of budgets alongside regular review of the key financial risks, in particular those arising from the pandemic has been a critical consideration.
111. The position reported last year in respect of purportedly under-declared landfill tax and work with HMRC remains ongoing. The position will be kept under review and a further update included in both the Council's Out-turn Report and the 2020/21 Statement of Accounts.
112. In terms of financial resilience, regular reporting to Members on budgetary and service performance is critical and the 'Financial Resilience Snapshot' provides a key summary analysis. Within this, the level of available reserves is a key strategy consideration and positive action has been taken in order to ensure earmarked reserves are at a level, which supports

the financial resilience of the Council given the uncertainty arising from medium term financial challenges and not least, as we emerge from the pandemic. In addition to earmarked reserves, the Council has maintained its General Contingency budget at the previous years' level and will review future year requirements based on the impact of the pandemic on directorate expenditure and associated recovery plans, and once funding (and therefore savings requirements) over the medium term are more certain. The better than anticipated Welsh Government settlement has also meant that the Financial Resilience Mechanism is available to fund one off investment in-year but again this represents an important mitigation for any future settlement volatility and the legacy of the pandemic into the medium term.

113. The Capital Strategy contained within this report sets out the current investment plans across council assets and the funding arrangements that are in place. The Capital Programme at Cardiff continues to grow as new schemes are developed and delivered. Any additional schemes are though subject to robust business cases and are set in the context of overall affordability with regard to our Prudential Indicators. Regular reporting of performance against these indicators for Members confirms that the current and planned programme continues to operate within the limits set. Clearly, this position will be kept under constant review, in particular where the later years of the programme are refined as further information becomes available.
114. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced as part of this budget report.
115. The budget proposals have been set in response to the feedback from public consultation in terms of the priorities set. The impact and link through to wider strategic priorities have also been highlighted and in particular, how the budget is contributing to requirements in respect of the Future Generations Act.
116. Financial control continues to be of fundamental importance due to the impact of the pandemic and the lack of certainty of future settlements. It is vital that responsible officers take ownership of their budgets and that expenditure remains within approved levels. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported on regularly as part of the Council's performance management arrangements.
117. In conclusion, as the Council's Section 151 Officer, the following comments are made in respect of the adequacy of the budget proposals in terms of their robustness and affordability
 - I am satisfied that the Budget estimates are based on accurate and robust data modelling.
 - I believe the Revenue Budget Strategy for 2021/22 and the Medium Term Financial Plan set out a prudent and appropriate allocation of resources that balances the delivery of services whilst ensuring the continued financial resilience of the Council.

- I am satisfied that the Capital Strategy sets out an investment programme that is deliverable, affordable and mitigates risk appropriately.
- I am satisfied that the Council maintains a minimum level of General Fund balances at £14.255 million and this is appropriate in the context of all other available reserves, the challenges facing the Council in the medium term and the focus on maintaining and strengthening financial resilience.
- I am satisfied that the level of available earmarked reserves is appropriate after allowing for planned use in 2021/22.

118. I believe the proposals set out in this report will allow the Cabinet to recommend to Council a Revenue and Capital Strategy that is balanced and robust.

Legal Implications

119. The body of the Budget Report sets out certain legal duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the Report. The Local Government Finance Act 1992, as amended, ('LGFA 1992') requires the Council to set a balanced budget, including the level of the Council Tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources. The approval of the Council's budget and Council Tax, and the adoption of a financial strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council Tax; and may make recommendations on the borrowing and capital expenditure strategy, (pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007)).

120. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties and allowances made in funds for contingencies and reserves. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer. Members should note that, after the Council has approved its budget and

Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased), subject to certain provisos (s.37 LGFA 1992).

121. The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of authorities. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (as amended) specify the Prudential Code for Capital Finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act). Regard must also be had to the CIPFA Prudential and Treasury Management Codes of Practice, as well as WG guidance in respect of Investments and the Minimum Revenue Provision.
122. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of legislation, which governs housing finance. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA, which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Cardiff Bus

123. The body of the report refers to the Capital Programme. The programme proposed includes provision for the release of the second and final tranche of viability support (£6.6 million) to Cardiff City Transport Services Limited. The report to Council in October 2020 headed "Securing the Future Sustainability and Viability of Cardiff City Transport Services" envisaged that financial support could extend over two years and provided that '... any release of funds allocated in future years will be subject to review and included as part of future budget proposals'. Detailed legal advice was contained in the October report and remains relevant to the decision to release the further tranche of viability support. Counsel's advice has been obtained on this matter and has confirmed that the proposal can be achieved within legal constraints.

Civil Enforcement

124. Appendix 10 to the report notes that the income generated from car parking fees, residents' permits, penalty charge notices and moving traffic offences (MTOs) will be used to fund the associated operational costs including the cost of the enforcement service. Further, that any surplus or deficit will be transferred to a separate account and can only be used for specific purposes in accordance with Section 55 of the Road Traffic Regulations Act 1984 ('1984 Act'). The report anticipates a surplus. It is apparent from the statutory provision that there is no requirement of

revenue neutrality. That said, it is important to note that in making orders under the Road Traffic Regulation Act 1984 (as regards parking and other matters), the 1984 Act is not a fiscal measure and does not authorise a local authority to use its powers to charge purely in order to raise surplus revenue for other transport purposes. The approach to car-parking fees, residents' permits, penalty charge notices and moving traffic offences must be based on legitimate considerations that can be taken into account in accordance with the provision of the relevant legislation.

Equality Duty

125. The Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are:
- Age
 - Gender reassignment
 - Sex
 - Race – including ethnic or national origin, colour or nationality
 - Disability • Pregnancy and maternity
 - Marriage and civil partnership
 - Sexual orientation
 - Religion or belief – including lack of belief. As noted in the report, consideration has been given to the requirements to carry out Equality Impact Assessments in relation to the various saving proposals and EIAs have been carried out in respect of certain of the saving proposals, so that the decision maker may understand the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the service remodelling to deliver savings. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) are background papers to this report. The decision maker must consider and have due regard to the information obtained from the Equality Impact Assessments prior to making the decisions recommended in the report.

The Well-Being of Future Generations (Wales) Act 2015 ('The 2015 Act')

126. The 2015 Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published

well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions, which affect them. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <https://gov.wales/topics/people-andcommunities/people/futuregenerations-act/statutory-guidance/?lang=en>.

Employee and Trade Union Consultation

127. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from savings, there will be some staff reductions during the financial year 2021/22. Legal Services are instructed that: (i) engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications and (ii) the Council has formally consulted with Trade Unions about the 2021/22 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law, relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. In relation to any potential redundancies, it is important that all required statutory notices are served. Due to the fact that the potential number of redundancies could exceed 20 posts Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. To this end Legal Services are instructed that consideration is being given to redeployment opportunities, VR and that consultations are ongoing. It is noted that the budget proposals also provide for the creation of posts.

Charging

128. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery). Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

Consultation

129. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources. Members will note that the Council has engaged in consultations as part of the budget process as set out earlier in the report under the heading “Consultation and Engagement”. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in the Appendices to the report.

General

130. All decisions taken by or on behalf of the Council must:
- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
 - Comply with any procedural requirement imposed by law.
 - Be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules.
 - Be fully and properly informed.
 - Be properly motivated (i.e. for an appropriate, good and relevant reason).
 - Be taken having regard to the Council’s fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Council to act prudently and in good faith in the interests of those to whom the duty is owed.
 - Otherwise be reasonable and proper in all the circumstances

HR Implications

131. The final budget proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan. The budgetary position as outlined in this report represents a necessary response to the identified budget shortfall.
132. Paragraph 50 and 51 of the Report sets out information regarding net decrease of 13.0 FTE Council posts overall made up of the deletion of

26.3 FTEs including the deletion of 9.8 FTE vacant posts, 8.2 FTE where voluntary redundancy or retirement applications have been approved, and 9.8 FTE posts to be determined. This has been offset, somewhat, by the creation of 14.8 FTEs.

133. Whilst the numbers of staff impacted by this budget proposal may not be as significant as in previous years, the Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will consistently work hard to reduce the number of compulsory redundancies wherever possible. In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through the Cardiff Academy allowing employees to either refresh their existing skills or develop new skills in order to enhance their opportunities to find another role in the Council or externally.
134. The Trade Unions and employees have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions and employees will continue to be consulted in all the proposals that impact on staff.

Property Implications

135. There are no specific property implications in respect of the Budget Report 2021/22. The Strategic Estates Department will assist where necessary in supporting delivery in relevant areas such as the Capital Strategy, the Capital Investment Programme and Major Development Projects. Where there are property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

CABINET PROPOSAL

(a) Recommendations to Council

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses to the Budget Consultation recommend that Council:

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 3.5% as set out in this report and that the Council resolve the following terms.
- 2.0 Note that at its meeting on 17 December 2020 Cabinet calculated the following amounts for the year 2021/22 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- a) 147,794 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
- b)
- | | |
|-----------------|-------|
| Lisvane | 2,513 |
| Pentyrch | 3,369 |
| Radyr | 3,847 |
| St. Fagans | 1,746 |
| Old St. Mellons | 2,192 |
| Tongwynlais | 822 |

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2021/22 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £457,978).
£1,112,538,978
- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c).
£430,979,000
- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £681,559,978
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non-Domestic Rates.
£487,912,796
- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £400,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.
£1,312.96
- f) Aggregate amount of all special items referred to in Section 34(1).
£457,978
- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.

£1,309.86

- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those parts of the Council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,330.15
Pentyrch	1,361.80
Radyr	1,342.73
St. Fagans	1,329.18
Old St. Mellons	1,332.12
Tongwynlais	1,337.84

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	886.77	1,034.56	1,182.36	1,330.15	1,625.74	1,921.33	2,216.92	2,660.30	3,103.68
Pentyrch	907.87	1,059.18	1,210.49	1,361.80	1,664.42	1,967.04	2,269.67	2,723.60	3,177.53
Radyr	895.15	1,044.35	1,193.54	1,342.73	1,641.11	1,939.50	2,237.88	2,685.46	3,133.04
St. Fagans	886.12	1,033.81	1,181.49	1,329.18	1,624.55	1,919.93	2,215.30	2,658.36	3,101.42
Old St. Mellons	888.08	1,036.09	1,184.11	1,332.12	1,628.15	1,924.17	2,220.20	2,664.24	3,108.28
Tongwynlais	891.89	1,040.54	1,189.19	1,337.84	1,635.14	1,932.44	2,229.73	2,675.68	3,121.63
All other parts of the Council's Area	873.24	1,018.78	1,164.32	1,309.86	1,600.94	1,892.02	2,183.10	2,619.72	3,056.34

- 2.2 Note that for the year 2021/22, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

VALUATION BANDS

A £	B £	C £	D £	E £	F £	G £	H £	I £
191.81	223.78	255.75	287.72	351.66	415.60	479.53	575.44	671.35

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:-

Part of Council's Area
VALUATION BANDS

	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Area									
Lisvane	1,078.58	1,258.34	1,438.11	1,617.87	1,977.40	2,336.93	2,696.45	3,235.74	3,775.03
Pentyrch	1,099.68	1,282.96	1,466.24	1,649.52	2,016.08	2,382.64	2,749.20	3,299.04	3,848.88
Radyr	1,086.96	1,268.13	1,449.29	1,630.45	1,992.77	2,355.10	2,717.41	3,260.90	3,804.39
St. Fagans	1,077.93	1,257.59	1,437.24	1,616.90	1,976.21	2,335.53	2,694.83	3,233.80	3,772.77
Old St. Mellons	1,079.89	1,259.87	1,439.86	1,619.84	1,979.81	2,339.77	2,699.73	3,239.68	3,779.63
Tongwynlais	1,083.70	1,264.32	1,444.94	1,625.56	1,986.80	2,348.04	2,709.26	3,251.12	3,792.98
All other parts of the Council's Area	1,065.05	1,242.56	1,420.07	1,597.58	1,952.60	2,307.62	2,662.63	3,195.16	3,727.69

- 2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2021 to March 2022 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £42,523,290.

- 2.5 Agree that the Common Seal be affixed to the said Council Tax.

- 2.6 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2021 to 31 March 2022 namely

	£
County Council of the City and County of Cardiff	113,768
Vale of Glamorgan County Borough Council	12,832

- 2.7 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.

- 3.0 In accordance with the Local Government Act 2003, the Local Authority (Capital Finance and Accounting) (Wales) Regulations 2003 and subsequent amendments and the CIPFA Prudential Code and Treasury Management Codes of Practice:

- (a) Approve the Capital Strategy 2021/22.

- (b) Approve the Treasury Management Strategy 2021/22 and authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long-term borrowing.
 - (c) Approve the Prudential Indicators for 2021/22 – 2025/26 including the affordable borrowing limit.
 - (d) Delegate to the Section 151 Officer the ability to effect movement between the limits for borrowing and long-term liabilities, within the limit for any year, and to bring forward or delay schemes in the Capital Programme.
 - (e) Approve the Minimum Revenue Provision Policy for 2021/22
- 4.0 Subject to Council approving the Capital budget and further to the decision of Council in October 2020, headed “Securing the Future Sustainability and Viability of Cardiff City Transport Services limited”, authorise the issue and acquisition of additional equity in Cardiff City Transport Services Limited to allow the release of £6.6 million included in the 2021/22 capital programme with this payment being subject to Cardiff City Transport Services Limited agreeing to use the same solely to carry out interventions to support viability and strengthen the balance sheet through fleet acquisition.
- 5.0 To approve the Budgetary Framework outlined in this report.
- 6.0 To maintain the current Council Tax Reduction Scheme as set out in this report.

(a) Matters for Cabinet Decision

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government, Act and having considered the responses to the Budget Consultation is recommended to:

- 7.0 Approve the changes to fees and charges as set out in Appendix 3 (a) and 3 (c) to this report.
- 8.0 Delegate authority to the appropriate Director in consultation with the appropriate Cabinet Member, the Section 151 Officer and the Cabinet Member for Finance, Modernisation & Performance, to amend or introduce new fees and charges during the year, subject if necessary (having regard to the proposed change), to an Equality Impact Assessment and public consultation being undertaken and the results thereof being duly considered before the delegated authority is exercised.
- 9.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased by 1.5% having taking into account WG guidance.

- 10.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 3 (b).
- 11.0 Agree that all Housing Revenue Account rent increases take effect from 5 April 2021.
- 12.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan, and to note the opportunities for savings over the medium term.
- 13.0 Agree that in the event that final settlement differs from Provisional Settlement (as set out in paragraph 30 of the report), there will be a proportionate adjustment to or from earmarked reserves, and that the Section 151 Officer be authorised to prepare an addendum to the 2021/22 Budget to reflect the requisite changes.

SENIOR RESPONSIBLE OFFICER	Chris Lee Corporate Director Resources and Section 151 Officer
	19 February 2021

The following Annexes are attached:

Annex 1	Medium Term Financial Plan
Annex 2	Housing Revenue Account 2020/21 Budget and MTFP
Annex 3	Capital Strategy 2020/21 (including Capital Programme)
Annex 4	Treasury Management Strategy

The following Appendices are attached:

Appendix 1	Budgetary Support for Corporate Plan and Future Generations
Appendix 2	Policy Growth Areas
Appendix 3	Summary of Fees and Charges (a) General Fund (b) Housing Revenue Account (c) Fees and Charges Appendix 3 (c) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.
Appendix 4	Use of Financial Resilience Mechanism
Appendix 5	Changes for Cardiff Consultation
Appendix 6	Directorate Revenue Budgets
Appendix 7	Cabinet Portfolio Revenue Budgets
Appendix 8	(a) Financial Resilience Snapshot (b) Financial Risk and Mitigations
Appendix 9	Earmarked Reserves
Appendix 10	Civil Parking and Enforcement Account
Appendix 11	Cardiff Harbour Authority
Appendix 12	Guide to Prudential Indicators

Appendix 13 Arena Budget Update Report (January 2021) - exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.

The following background papers have been taken into account

- Budget Strategy 2021/22 and the Medium Term Financial Plan (September 2020)
- 2021/22 Budget Proposals - for Consultation (January 2021)
- The WG Provisional Local Government Settlement (December 2020)
- Equality Impact Assessment of Cardiff Council's 2021/22 Budget Proposals
- Details of Fees and Charges

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Cardiff Council

Medium Term Financial Plan

2022/23 – 2025/26



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Section 1. Introduction

1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is good financial practice. In particular:

- It helps ensure that the Council understands, and can prepare for, the challenges in setting a balanced budget.
- It encourages discussion about the allocation of resources, helping to ensure they are directed towards delivering core responsibilities and policy objectives.
- It is an important part of understanding the Council's financial resilience, helping to protect the Council's long term financial health and viability.

1.2 Governance

The MTFP process is an integral part of the Council's financial planning framework. It closely aligns with other key aspects of the financial planning process, including the Council's Capital Strategy.

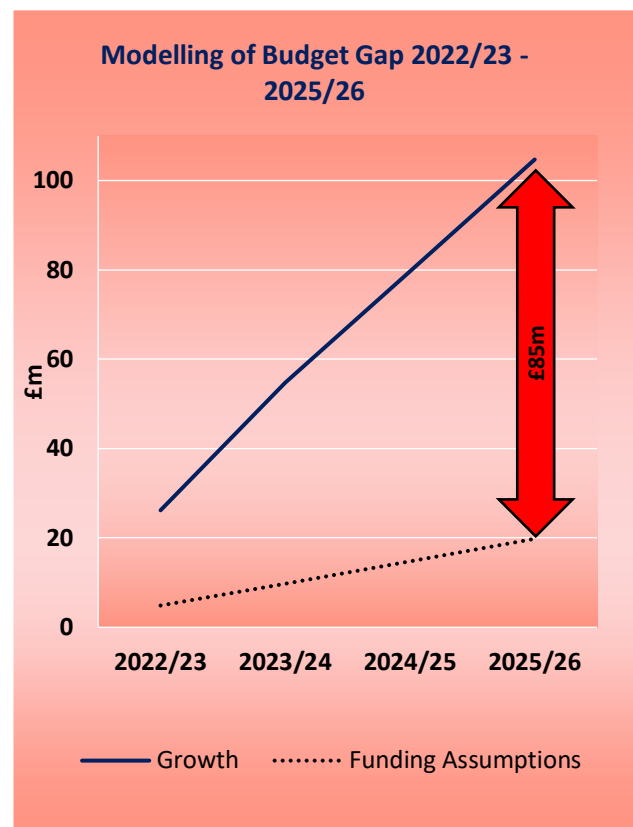
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and review the plan.

The transition from high-level planning principles, to detailed budgets that align with the Council's priorities, is shaped by Elected Members with support and advice from senior management. As proposals develop, engagement is extended to a wider range of partners including citizens, Scrutiny, staff, School Budget Forum and Trade Unions. Consultation feedback is considered as part of the finalisation of annual budget proposals.

The MTFP is formally reported as part of the Council's Budget Report and an update is included with the Budget Strategy Report.

1.3 MTFP Overview

The Council has faced an extended period of financial challenge. Whilst Local Government Financial Settlements have been more positive in 2020/21 and 2021/22, the impact of COVID-19 on the national economic picture means future funding is volatile, and will need to be kept under close review. The MTFP currently estimates a budget gap of £85 million over the period 2022/23 – 2025/26.



“Budget Gap” is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial pressures.

Section 2. Key Considerations

2.1 Council Priorities

Capital Ambition, sets out the Administration’s policy agenda. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities for Cardiff will be achieved. Key priorities are summarised below.



The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It aligns with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.

The Council’s financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the above priorities.



This ensures that resources are spent in line with priorities and that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of Capital Ambition, including where applicable, the financing requirements of the capital investment needed to deliver the Administration’s priorities.

In addressing the medium term budget gap, savings will be required. There will be a need to continue to ensure that scarce resources are allocated in a way that support identified priorities.

2.2 City Overview

Previous iterations of the MTFP have included detail around Cardiff’s demographics, including population, education, housing, employment and deprivation. The pandemic has had an unprecedented impact on all of these areas, and previous expectations around some demographic variables are not necessarily still relevant to today’s MTFP. The lasting impact and effect on people’s day-to-day lives, are still uncertain, but are likely to include those set out in the following paragraphs. Given the level of uncertainty posed, the risk section of the MTFP, considers pandemic-related uncertainty in more detail.

Population

As at 2018, Cardiff had a population of 364,000. Between 2008 and 2018, its population grew by 9.5%. Beyond 2018, the expectation was that the city would continue to grow, albeit at a slower rate. There will be a need to consider whether this will continue to be the case once the lasting impact of the pandemic on working practices, birth rates and housing begin to become clearer, all of which could impact on the overall population of the city.

Section 2. Key Considerations

Implications for Financial Planning

Generally, a growing city places greater demand on Council services, including housing, education, environment and social care. Steeper growth in the under-18 and over-65 age brackets will mean continued demand on social services and education.

Demand for these services will require careful modelling, including the extent to which additional Council Tax from more dwellings may offset cost. There is a need to gauge how demand for services in new communities, including school places, might affect demand in other parts of the city.

Education

Investment in the building of new schools, and the refurbishment and improvement of existing accommodation is being progressed via the 21st Century Schools Band B Programme, along with programmed asset renewal works. New schools will also be developed in connection with the Local Development Plan (LDP). The timing of previously assumed revenue pressures in this regard will require review. There will be a need to consider lasting effects of the pandemic and consider the use of blended learning practices and factors that may affect levels of support required by pupils.

Implications for Financial Planning

Capital financing and future operating costs will need to be reflected in forecasts.

Employment

Where possible, working from home has become a necessity during periods of lockdown, and many employers are indicating that a move to more agile working is likely to become a permanent feature.

Whilst the Job Retention Scheme is running, the true impact on unemployment levels is unknown. Once financial support ends, more companies may be unviable with further job losses likely. This may affect levels of deprivation, benefit claims and Council Tax receivable. The loss of companies and more agile working will also affect Non-Domestic Rates yield, which in turn could affect funding levels if there is an impact on the All Wales Pool.

There are large disparities in unemployment levels across the city, and there is in-work poverty. Just over a fifth of people in employment earn less than the Real Living Wage. The Real Living Wage is an independently calculated hourly rate of pay, set to cover the basic cost of living, which is paid voluntarily by more than 6,000 UK employers. Cardiff Council is a Real Living Wage Employer and an advocate of Real Living Wage in the city.

Housing

Cardiff's Local Development Plan (LDP) is a 20 year Plan from 2006 - 2026. It set a target for 41,000 additional homes by 2026. Statutory periodic review of the LDP will take place over the next few years. The Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes.

Implications for Financial Planning

The financing costs of the Council's house building programme are reflected in the Housing Revenue Account (HRA) business plan (as the HRA is a ring-fenced account.) From a General Fund perspective, planned housing growth will mean that new communities will need the support of Council services such as waste and schools.

Deprivation

The 2018/19 National Survey for Wales indicated that 16% of people aged 16 or over in Cardiff live in households in material deprivation, which is slightly above the Welsh average of 14%. However, there is disparity across the city. The full and lasting impact of the pandemic on these figures will depend on the areas outlined above.

Section 2. Key Considerations

Implications for Financial Planning

Policies to tackle poverty will need consideration in financial planning. These include the capital financing implications of the provision of affordable housing (HRA), making Cardiff a Living Wage City, together with a continued focus on education. Pressures on the homelessness service will be kept under review in terms of potential cost pressures.

One Planet Cardiff

One Planet Cardiff sets out the Council's strategic response to the climate change emergency. It contains a wide range of ambitious actions aligned with the vision of achieving carbon neutrality by 2030. These include building sustainable homes, green energy generation, facilitating active travel and enhancing biodiversity.

Implications for Financial Planning

The capital financing of larger schemes associated with One Planet Cardiff will need to be captured in the MTFP.

There will also be a need to consider any potential revenue costs, including those required to deliver schemes, as well as those associated with their ongoing operation. In addition, there will be a need to capture any revenue savings associated with One Planet Schemes.

2.3 Economic and Financial Outlook

Local financial planning is linked to the economic context. At present, economic, demographic, social and global considerations, (all key external factors that influence budget-setting), are fraught with uncertainty due to the global pandemic.

UK Context

The Office for Budget Responsibility (OBR) produce medium term forecasts for key economic

indicators. Latest published forecasts (November 2020) underlined the global economic impact of the Coronavirus Pandemic. Restrictions on economic and social life have driven unprecedented falls in national income, whilst fuelling rises in public deficits and debt. Since figures were published, the situation has continued to evolve. Whilst further lock down measures have had an impact on the economy, there is hope that vaccine roll-out may boost recovery later in the year. The fast pace with which circumstances have changed throughout the course of the pandemic mean that economic forecasts can also change quickly.

GDP fell sharply over the first two quarters of 2020, placing the UK in a recession. The second quarter of 2020 saw the biggest quarterly decline in GDP since comparable records began. By comparison, as lockdown restrictions eased, July to September saw the fastest three-month growth on record (of 15.5%), although the economy was still around 10% smaller than before the pandemic started. By November, monthly figures showed that, following the reintroduction of stricter public health measures, GDP had once again decreased. Estimated figures for the final quarter of 2020, indicate the economy grew by 1%, avoiding a double dip recession.

Implications for Financial Planning

Whilst vaccine rollout offers potential for recovery, there is still currently considerable uncertainty. The longer-term impact on households and businesses is yet to be seen. Other uncertainties include potential shifts in consumer confidence and behaviour, and any seasonality of the virus. The effects of the UK /EU trade deal are an added uncertainty.

BREXIT

The UK has recently agreed a Trade Deal with the European Union. There will be a need to closely monitor and take appropriate action in respect of

Section 2. Key Considerations

any practical implications that arise across the range of services delivered.

Public Sector Net Borrowing

Government support for jobs and businesses during the pandemic has had a significant impact on public sector borrowing. At the same time, restrictions on society and the resultant economic contraction has simultaneously decreased receipts. Public Sector Net Borrowing (PSNB) increased by £212.7 billion to £270.8 billion during the first 9 months of 2020, whilst HMRC cash receipts were 12.7% lower than a year earlier.

At the end of July 2020, debt was 99.4% of GDP, the highest debt to GDP ratio since the financial year ending 1962. In December 2020, UK public sector net debt was £2.1 trillion, with further heavy borrowing anticipated in coming months. Clearly, there will be a need to restore debt to more sustainable levels over time, and this has the potential to affect spending on public services. The UK Budget, expected in March 2021, may give further indications in this regard.

Implications for Financial Planning

The position is uncertain, in terms of both the future economy, and its implications for spending on public services.

The UK Government Spending Review due in March 2021, will provide further clarity to the UK Government's fiscal policy and its potential implications for the Welsh Block Grant.

Welsh Context

The WG Budget covers one year only which means the Council has no indicative funding figures for 2022 or beyond. Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and distribution decisions must be made by both Westminster and Welsh Government before funding reaches individual Welsh Authorities.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election. Beyond that, the position is currently uncertain.

2.4 Council Financial Context

Historic Context

Over the 10 year period 2012/13 – 2021/22, the Council has identified over £200 million in savings and lost over 1,600 FTE posts in services other than schools.



This period coincides with a marked deterioration in general grant levels. Whilst Cardiff has not seen a **cash** reduction in AEF since 2015/16, until 2020/21 there were annual real term reductions. AEF has not kept pace with the inflationary and demand pressure that the Council has experienced.

Impact on the Council's Budget

The extended period of financial challenge has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

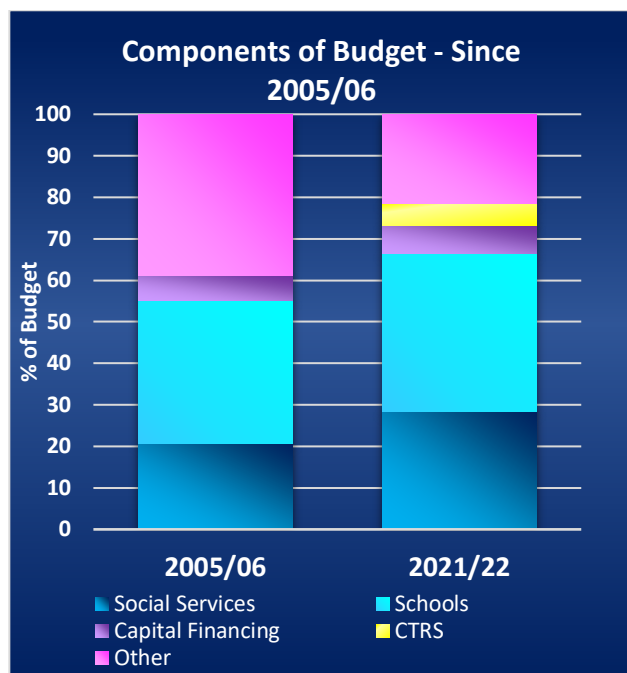
Section 2. Key Considerations

Demand and price pressure has been acute in Social Services and Schools. Between 2017/18 – 2021/22, these budgets increased by £84 million.

Year	Schools £m	Social Services £m	Total £m
2017/18	7.2	9.2	16.4
2018/19	7.4	8.4	15.8
2019/20	10.4	4.1	14.5
2020/21	10.4	10.6	21.0
2021/22*	6.2	10.4	16.6
TOTAL	41.6	42.7	84.3

*Proposed

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



Implications for Financial Planning

This context makes it more challenging to continue to deliver material levels of savings over the medium term. The Council's financial resilience will continue to be kept under close review.

The "Other Services" budget includes all Council Services except Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £85 million budget gap are set out below.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Base Budget Brought Forward	682,253	687,132	692,060	697,037
Schools				
Pay Costs	5,373	5,071	5,073	5,133
Price Inflation	75	75	75	75
Pupil Numbers (Primary and Secondary)	1,327	1,334	1,159	460
Special School Places / Resource Bases	925	825	725	0
Local Development Plan / SOP	716	797	859	3,380
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
Total Schools Pressures	7,326	7,012	6,801	7,958
Social Services				
Pay Costs	733	744	756	765
Price Inflation	3,650	3,395	2,500	2,545
Demographic - Adult Social Services	1,650	1,750	1,800	1,850
Demographic - Children's Social Services	2,500	2,500	2,500	2,500
Total Social Services Pressures	8,533	8,389	7,556	7,660
Other Services				
Pay Costs	1,726	1,748	1,790	1,797
Price Inflation	700	580	830	830
Commitments	1,132	953	900	1,535
Demographic Growth	800	800	800	400
Total Other Services Pressures	4,358	4,081	4,320	4,562
Capital Financing	2,972	6,081	3,304	1,798
Emerging Financial Pressures	3,000	3,000	3,000	3,000
Resources Required	708,442	715,695	717,041	722,015
Resources Available:				
Aggregate External Finance	492,792	497,720	502,697	507,724
Council Tax before any future increases	193,590	193,590	193,590	193,590
Earmarked Reserves	750	750	750	750
Total Resources Available	687,132	692,060	697,037	702,064
BUDGET REDUCTION REQUIREMENT	21,310	23,635	20,004	19,951

3.2 Pressures Key Assumptions

Employee Costs

Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award - 2% per annum
- NJC Pay Award – 1.5% per annum

Whilst there have been messages at a UK level regarding public sector pay restraint, Local Government Pay is a matter for collective bargaining through the National Joint Committee, and Teachers' Pay Awards are set by Welsh Government. In light of this, it is not prudent to assume no pay award at this stage, however, this assumption will undergo regular review.

National Insurance

No significant changes to National Insurance rates or thresholds are anticipated. This position will be kept under review.

Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place during 2019/20 and resultant changes in Employers' contributions are reflected in current budgets. The results of the next actuarial review could affect later years of the MTFP. At this stage, no further change in contribution rate is assumed but this will be kept under close review.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. At present, the MTFP reflects no further changes, but this is another area that will require careful consideration as the next actuarial review nears.

Incremental Pay Progression

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, budgets should be sufficient to cover the top of each pay grade. No pressures are anticipated in respect of pay progression for non-teaching staff for this reason.

Apprenticeship Levy

Forecast pay pressures allow for the Council's Apprenticeship Levy to increase in line with general pay uplifts. The Apprenticeship Levy is a Government levy payable by larger employers at 0.5% of annual pay bill.

Redundancy Costs

In times of financial challenge, savings requirements mean that redundancy costs are an important consideration in financial planning. The Council has a base budget and earmarked reserve set aside to meet these costs. Financial forecasts include potential redundancy costs over and above existing provision.

Price Inflation

The Council's budgetary policy is that directorates manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies. Areas deemed exceptional and included as forecast price pressures include out of county placement costs, NDR, Social Services commissioned care costs and energy.

At December 2020, inflation (CPI) stood at 0.6% compared to 1.3% as at December 2019. The table below sets out OBR forecasts for CPI. Where appropriate, these inform inflationary costs over the medium term. However, consideration is also given to other key cost drivers in the services being commissioned, including for example wages.

2022/23	2023/24	2024/25	2025/26
1.6%	1.7%	1.9%	2.0%

Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications of previous Cabinet or Council decisions. Further detail on each area is set out below.

Capital Financing Costs

Forecast capital-financing costs reflect the 2021/22 – 2025/26 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save/earn basis.
- Borrowing predicated on income or savings achieve the outcomes expected in order to pay for themselves in the intended timescales.
- The timing and delivery of expenditure will be as profiled in the capital programme.
- The assumed interest rate for new borrowing is circa 2%.
- Capital receipt targets will be met
- The timing and method of managing borrowing repayments will be determined in accordance with the Treasury Management Strategy
- There remains one pool of debt for the General Fund and HRA.

The Capital Programme includes a number of major projects including the development of a new Indoor Arena. Whilst it is anticipated that capital-financing costs will be recovered through new income streams over the life of the project, the MTFP reflects an element of interim support between 2024/25 and 2025/26.

Levies

Forecast financial commitments include estimated increases to levies and contributions. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of approximately £18 million. The budget for the SWFS is levied across constituent local authorities

on a population basis. Estimates reflect potential future levy increases as a result of both population increases as well as potential increases to the SWFS' overall budget.

Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2022/23, which is when remaining reserve funding will be almost fully depleted.
- Revenue funding associated with the procurement of a new refuse vehicle fleet.
- The operating costs of a Household Waste Recycling Centre consistent with the timescales in the capital programme.
- Additional maintenance costs associated with the future upkeep of capital programme investment in the public realm.
- Revenue funding to operate a youth zone, consistent with capital programme timescales.

Demographic Pressures

The key areas of forecast demographic growth, and the associated financial impact over the period 2021/22 – 2024/25 are summarised below:

Demographic Increases	£m
Adults Social Services	7.0
Children's Social Services	10.0
Pupil Numbers	4.3
Additional Needs of Pupils	2.5
LDP / SOP – School Places	5.8
Out of County Education Placements	2.0
Other	0.8
TOTAL	32.4

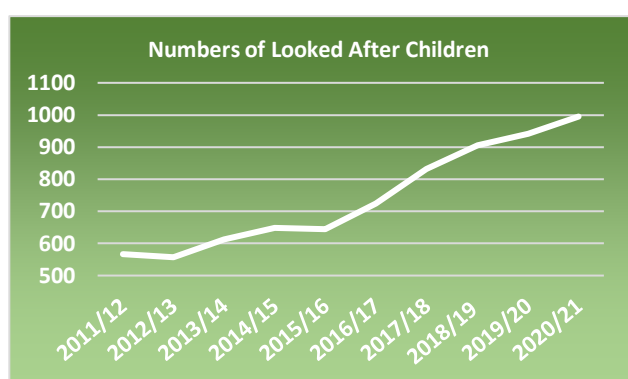
Adults Social Services

Estimated growth in Adult Social Services is particularly difficult to predict at present, as sadly, the pandemic has had a particular impact on this demographic. The MTFP includes an annual allowance for demographic growth in this area, but this will need to be closely reviewed in coming

months as the immediate impacts of the pandemic begin to subside, and its lasting impact on placement numbers and market sustainability becomes clearer.

Children's Social Services

Estimated growth in Children's Services is also difficult to predict. The number and complexity of care packages for looked after children can vary significantly year on year. At present, there is also uncertainty regarding what long tail impact the COVID 19 pandemic may have on family breakdown. The graph below sets out annual increases since 2011/12.



Financial forecasts currently include £2.5 million per annum to reflect potential growth in Children's Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate take effect. Further modelling will be required in relation to the potential future mix of placements (fostering and residential), to determine whether the significant increase in residential placements in recent years will even out.

Pupil Numbers & Associated Learning Needs

Pupil number projections reflect the existing pupil population moving up a year group each year. They are adjusted to take account of historic retention rates. New pupils starting nursery each year are modelled using published birth rate data.

Up until September 2024, projections show a continued reduction in primary pupil numbers and an increase in secondary pupils. Following this, the recent fall off in primary numbers begins to

feed through into secondary schools whilst primary numbers begin to increase again.

Costs associated with the Associated Learning Needs (ALN) of pupils are more difficult to model. As well as estimating future predicted demand, there is also a need to consider complexity of need as different types of support have different costs. ALN forecasts are based on estimates by the Education directorate and take into account historic and projected pupil population information. They will be regularly reviewed to take account of most recent information. There will also be a need to keep potential increases in eligibility for Free School Meals under close review.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. Forecast figures have been amended to reflect schools beginning to open in LDP areas from the September 2022, a year later than previously assumed (before the pandemic). Each new school may take a different form, with some being starter schools, which refer to schools that begin with reception and year one groups only and then grow year on year, and others offering places in all year groups from the outset. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city.

Forecasts for 2025/26 include a significant increase in the number of special school pupil numbers. This increase reflects the anticipated completion of SOP expansion works at three special school sites in that year. Figures currently assume that those places would become available in September.

During the interceding years, there will be a need to model to what extent the costs associated with the availability of additional special school places could be offset by savings in other areas, in particular Out of County placement budgets.

Forecasts currently allow for consistent annual growth in the number of Out of County Placements between 2022/23 and 2024/25. The amount of growth allowed for 2025/26 is at a lower level, on the basis that the availability of additional capacity within Cardiff may avoid the need to place Out of County. As noted in the preceding paragraph, as well as limiting future demographic growth, there will be a need to consider whether the additional capacity may enable savings on existing Out of County budgets.

Emerging Financial Pressures

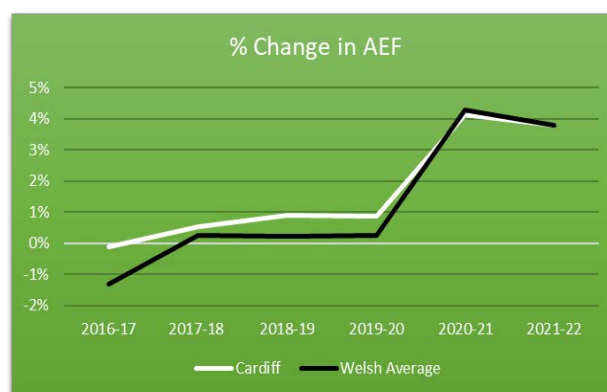
Forecasts include £3 million per annum to address emerging financial pressures, which equates to just under 0.5% of the Council's net budget. This reflects the fact that it is impossible to foresee all issues and that additional burdens may arise over the next five years, through new legislation, unforeseen demand, policy change, and grant fall out.

The inclusion of a figure against emerging issues provides a margin of headroom, avoiding the need to identify additional savings proposals at short notice. Sums included for emerging pressures are kept under regular review and are removed from plans if they are no longer considered necessary.

3.3 Funding Key Assumptions

Aggregate External Finance (AEF)

The 2021/22 Local Government Finance Settlement was for one year only. The settlement was significantly more positive than expected with a real term increase in funding for Local Government. At +3.8% Cardiff's increase was at the level of the Welsh average. The chart below models recent settlements (in cash terms).



Whilst settlements were more positive in both 2020/21 and 2021/22, it would not be prudent to assume this will continue. Weighing up the considerations in the economic outlook, in particular, the potential for public spending to be tightened as a means of addressing unprecedented levels of UK debt, funding assumptions are currently based on annual increases of 1%.

If indicative funding is worse than these planning assumptions, there may be a need to identify significant additional savings at short notice. This could pose a material risk to the Council's financial resilience, as the achievability risk associated with such savings is likely to be high.

In order to address this risk, the Council has a £3.8 million base budget called a Financial Resilience Mechanism (FRM.) It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

Reserves

In the interests of financial resilience, reserves should not be heavily relied upon to fund the budget. This is because:

- Reserves are cash sums and their use to fund the budget creates a gap in the finances of the following year.
- Earmarked reserves are set aside for a particular purpose.

- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts assume that £0.75 million will be used from reserves to support the budget each year between 2022/23 and 2025/26. This means a total of £3 million will be used from reserves to support the budget over the four years.

The Council has a Strategic Budget Reserve to support the medium term and any opportunities to increase that reserve at year-end are taken. In addition, there is an annual review of reserves, with amounts released where they are no longer required for the purpose originally intended.

The proposed use of reserves is considered to strike an appropriate balance between the points set out at the start of this section, with the need to support services in times of financial pressure. These assumptions will be kept under review.

Grant Funding

Specific grants must be used for a particular purpose, which is defined by the grant provider. The funding may only be used for that purpose, and the Council is audited to ensure compliance. The Council receives a significant amount of specific grant funding, notably from WG.

Over an extended period, Welsh Local Government have pressed WG for “funding flexibility.” This means that wherever possible, funding should be directed through AEF. As well as providing more flexibility for Local Authorities, this would also reduce administrative burdens.

There has been a tendency in recent years, for WG to direct additional funding for Local Government through specific grants. Examples of this have included Teachers’ Pay and support for Social Services pressures. These grants support day-to-day operational pressures, as opposed to WG policy initiatives.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core activity. Whilst still a challenge where grants support specific initiatives, there is at least an opportunity to review whether those initiatives should continue.

The Council has a budget of £125,000 to deal with in-year specific grant funding issues. In addition, the MTFP reflects anticipated reductions to specific grant streams, where failure to do so could ultimately result in a larger cost, such as a fine. Beyond this, the MTFP is based on the assumption that any future specific grant reductions would be dealt with by:-

- Reviewing the grant funded activity
- Providing transitional funding through the FRM, (if it is still available)
- Providing funding through the sum included within the MTFP to meet emerging financial pressures.

Section 4. Addressing the Gap

4.1 Budget Gap

The estimated budget gap for the period 2022/23 – 2025/26 is set out below:

2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
21.3	23.6	20.0	20.0	84.9

This will need to be addressed through a combination of savings, income generation and Council Tax increases.

4.2 Council Tax

Council Tax accounts for 28% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by over 4% (after accounting for Council Tax Reduction Scheme (CTRS)). This is called the gearing of the tax. The Council has little control over the majority of its funding, which is through Welsh Government Grant.

Technical variables that must be considered when setting the Council Tax include:

- The Council Tax Base of the Authority
- Council Tax Support Budgets
- The level of the Council Tax

Council Tax Base

The Council Tax Base is the number of Band D equivalent properties in the city. In simple terms, it reflects the number and type of dwellings in the city, and takes into account if they may be eligible for Council Tax discounts or exemptions. Local Authorities use the Council Tax Base to calculate how much Council Tax they expect to generate.

Whilst other factors affect the Council Tax Base, broadly speaking, property development in an area usually means that the Council Tax Base will increase, generating more Council Tax income. Whilst there is the potential for the Council Tax Base to increase over the medium term, the

budget strategy does not pre-empt these increases within MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

Council Tax Support Budgets

The Council pays Council Tax support to eligible recipients under the CTRS. The current annual budget is over £35 million.

The CTRS Budget must be considered when projecting future Council Tax income. If eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the CTRS Budget. This is because support must be paid at the new, higher rate. Figures quoted in the next section are net, in that they take into account the associated impact on the CTRS Budget.

The level of the Council Tax

In addressing the budget gap, it is assumed that Council Tax will increase by 4.0% per annum. An annual 4.0% increase would contribute the following amounts to addressing the budget gap:

2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
6.3	6.6	6.8	7.1	26.8

The assumption of annual 4.0% increases is not fixed, and will be kept under review over the medium term and is subject to Member approval.

4.3 Savings Requirement

The residual budget gap to be met from savings after taking into account assumed Council Tax increases is:

2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
15.0	17.0	13.2	12.9	58.1

Section 4. Addressing the Gap

In addressing this gap there will be a need to:

- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to review income streams, whilst recognising that in the short to medium term, core income budgets are at risk due to the pandemic and therefore opportunities to generate additional income will be more limited than in previous years.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Capture the full financial benefit of the early intervention and preventative work ongoing across the Authority, in order to manage the pattern of future demand for Council services.
- Continue to undertake service reviews
- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

In developing detailed savings proposals for the medium term, there will be a need to work across directorate boundaries to review all elements of expenditure that the Council is able to influence. This will include working with delegated schools to identify efficiency opportunities in relation to the £254 million Schools' budget.

Further work on developing a fully defined set of proposals for these years and for 2022/23 in particular will take place in order to inform the 2022/23 Budget Strategy Report which will be considered by Cabinet in July 2021.

Section 5. Risk and Uncertainty

5.1 Sensitivity Analysis

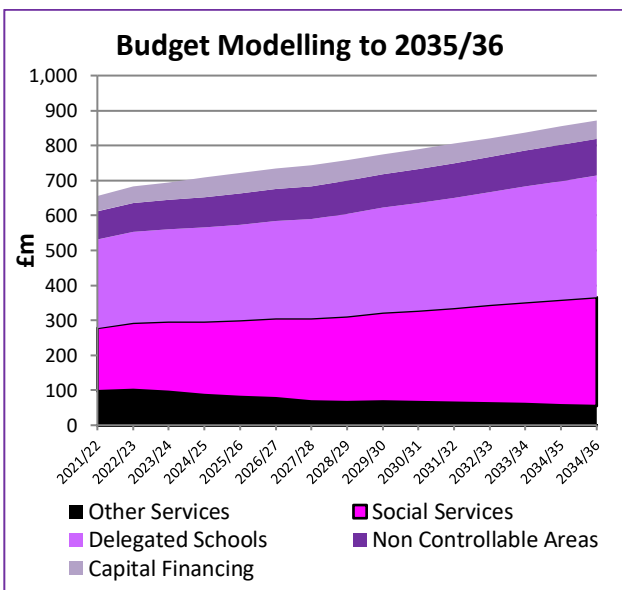
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of non Covid-19 related sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.9
Teachers Pay Award 1% higher (from Sept)	0.7
NJC Award 1% higher	2.4
CPI 1% higher (on permitted heads)	1.4
Total Annual Impact	9.4

If **all** these variables changed, they could have a £9.4m impact in any individual year. The cumulative impact across the MTFP would be £38 million. It is unlikely that **all** variables would shift unfavourably, but the scale of the impact if they did, highlights the importance of regularly reviewing assumptions.

5.2 Longer Term Outlook

This graph models a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term albeit not as quickly as in previous iterations of the MTFP due to slightly more favourable funding assumptions. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

5.3 Key Risks

The key risks associated with the MTFP are recapped below:

Funding	<ul style="list-style-type: none"> Worse than predicted LG financial settlements. The potential fall out of specific grants – especially where they support core activity. Challenges in relation to capital funding and the associated implications for revenue budgets. These include the impact of additional borrowing beyond that reflected in the current programme.
Demand	<ul style="list-style-type: none"> The difficulty of modelling complexity of demand, including in Adult and Children’s Services and Additional Learning Needs. The difficulty in modelling increased demand for services resulting from the LDP. Homelessness
Uncertainty	<ul style="list-style-type: none"> BREXIT and any impacts of the trade deal The 2021 UK Budget and the subsequent outlook for public spending. The potential for key assumptions in the MTFP to fluctuate. <u>The ongoing financial impacts of the Covid-19 pandemic, which are separately recorded below.</u>
Financial Resilience	<ul style="list-style-type: none"> The medium term savings requirement, particularly when viewed in the context of historic savings levels. The shape of the Council’s budget – with over 70% now accounted for by capital financing, Social Services and Schools. Planned use of reserves to support the budget, which will need to be kept under review. The difficulties associated with predicting the cash impact of preventative strategies.

Section 5. Risk and Uncertainty

5.4 Covid-19 related risks

In 2020/21, the Covid-19 virus and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income. During the first three quarters of 2020/21, the Council incurred additional costs of £37 million in responding to the crisis and experienced income losses of £30 million due to lockdown measures. Support is being received from the Welsh Government's Covid-19 Hardship Fund, which totals just under £0.5 billion in 2020/21.

Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. This has included the impact of adapting to an essential service model at the height of the crisis, through to the proactive measures the Council has taken to restart services and support city recovery as lockdown measures have eased. Over the course of coming months, and throughout the period covered by the MTFP, it will be key to ensure close links between financial planning and strategies to assist Cardiff's post-crisis renewal.

Review of current year issues associated with the pandemic, is a starting point in identifying future considerations. However, much of the current year to date has been spent in a lockdown situation. As restrictions have been eased, there have been shifts in the key issues that need to be addressed at each step. This will continue to be the case over the medium term.

The adjacent paragraphs identify some of the key overarching issues arising from the current pandemic and considers their potential implications for Cardiff Council next financial year and beyond. Not all these issues are reflected as figures in the MTFP at present, but they will be kept under close review and brought in incrementally as required.

Business Failure / Unemployment increases

Financial risks include:

- Potential increase in CTRS Demand
- Potential need to increase bad debt provisions
- Vacancies in investment estate
- Free School Meals – potential eligibility increase
- Any long term effect on council tax collection rates
- Business rates yield – funding implications
- Extra demand on advice / into work services
- Economic Development – regeneration pressure
- Any increase in empty buildings – vandalism / anti-social behaviour
- Impact on council tax base if development dries up

Ongoing public health measures

Financial risks include:

- Potential need for an annual PPE budget
- Potential for learning needs catch up
- Provider / Supplier viability
- Longer-term loss of income – venues etc.
- Cleansing – schools, offices and school transport
- School catering – any change in model?
- Future Health and Safety requirements
- Shared Regulatory Service – pressures of enforcing guidelines
- Test, Trace Protect – currently assumed that funding will be sufficient and ongoing

Behavioural Shift

Financial risks include:

- New transport norms – impact on parking and civil parking enforcement income, as well as Cardiff Bus
- More emphasis on outside space may result in additional maintenance / cleansing costs
- Office and ICT requirements associated with new ways of working
- Financial impact of strategies developed to support the “new normal”
- Switch in waste streams – more people at home
- Welsh Government Grant priorities – potential changes

Demographic Implications

- Changed demographic profile – difficulty predicting demand – especially in Adult Services
- Homelessness – transitional arrangements
- Potential for increase family breakdown

Housing Revenue Account 2021/22 Budget and Medium Term Financial Plan

Cardiff Council



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1. Context and Outlook

1.1 Introduction

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing. This is required to be 'ring fenced' in accordance with the Local Government and Housing Act 1989. The ring fencing of the account means that local authorities must not subsidise costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG) or subsidise General Fund costs from the HRA.

The main expenditure items within the account include repairs and maintenance costs, supervision and management costs (including tenant consultation, rent collection, housing allocations and property and estate management) and capital financing charges on the HRA's outstanding loan debt (interest and provision for repayment). The major income streams include rents and income from service charges.

The Council aims to provide good quality, affordable homes in communities where all people feel safe and connected.

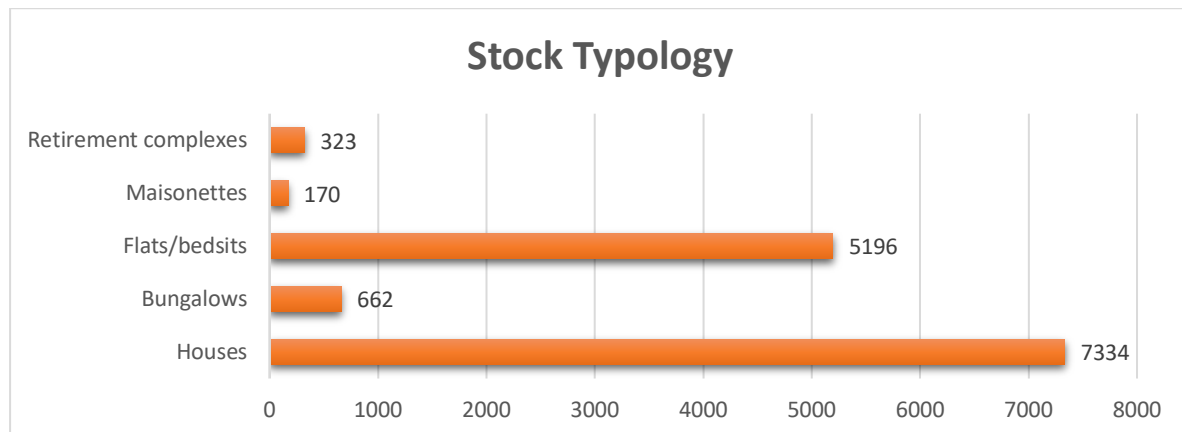
Good, energy efficient housing is vital to the health and wellbeing of tenants while regeneration and enhancement of the environment is important for all local residents.

Key services to tenants and leaseholders include management, repair and service costs of the housing stock, tenancy services including anti-social behaviour management, welfare advice and support including Into Work Services and the Community Hubs.

While recognising the importance of services to existing tenants the Council also understands the pressure of housing need in the city and has an ambitious new build programme to help address this and an allocations system that ensures that those with the greatest need are housed first.

1.2 Stock Typology

The Housing Revenue Account has a standard stock of 13,685 properties across the wards of Cardiff with a range of stock, as follows:



1. Context and Outlook

1.3 Demand for Social Housing

There is a high demand for social housing in Cardiff and a limited number of properties become available to let each year.

Cardiff Council in partnership with Cadwyn, Cardiff Community, Hafod, Linc Cymru, Newydd, Taff, United Welsh and Wales and West Housing Associations operate a Common Housing Waiting List for social housing, from which suitable applicants are identified to be offered available properties.

The number of applicants on the Common Waiting List was 7,882 at the beginning of January 2021, with 485 identified as homeless. The total number of lets in the year to 1st January was 1,302 of which 805 were let by the Council with 497 let by partners. Pressures continue with new applications for the waiting list exceeding 1,000.

Cardiff Council has set a target of building 1,000 new Council homes by 2022 and at least 2,000 new Council homes in the longer term to meet the increasing demand for good quality, affordable social housing. Cardiff's programme currently represents the largest Council housing build programme in Wales and will see around £400 million invested over the period to 2029/30 delivering a variety of new Council homes in volume and at pace.

1.4 Key Objectives and Priorities

Key objectives and priorities for the HRA in the medium term include the following:

- A new build housing programme to deliver 1,000 new Council housing units by 2022 with a further 1,000 to follow, including the continuation of the 10 year Cardiff Living innovative building partnership
- Ensuring high quality and sustainable housing through the maintenance of the Welsh Housing Quality Standard and investment in capital improvement works
- Providing assistance to tenants with debt management and budgeting to minimise the impact of Universal Credit, other welfare reform changes and the economic impact from Covid 19
- Remodelling and refurbishment of existing homes, such as improvements to sheltered blocks
- Ensuring our estates are good places to live through improved estate management, regeneration and area improvement works
- Investing in energy efficiency works and exploring the challenges and opportunities of a carbon neutral future
- Helping to address the issues of an aging population, developing specialist older persons accommodation and ensuring that our tenants can stay independent for as long as possible
- Helping to address the increasing pressures and complexity of homelessness and housing need, delivering good quality supported and temporary accommodation schemes that meet the needs of both families and single people and contributing to the move towards rapid rehousing

1. Context and Outlook

- Continued delivery of community benefits through our contracts linked to Into Work opportunities for our tenants and other residents
- Consulting and involving tenants and encouraging participation.

2. Rent Policy

2.1 Rent Policy Framework

Whilst the responsibility for setting rents for dwellings rests with the Council, it is necessary to operate within a policy framework set by the Welsh Government (WG). A new five year Social Housing Rent policy was introduced by the WG Government in 2020/21. This will run from 2020/21 to 2024/25 and allows for a maximum 1% rent increase above the rate of the consumer price index (CPI).

The new rent policy recognises the requirement to balance the needs of landlords with the interests of tenants and consequently includes a requirement that social landlords make an annual assessment of affordability and cost efficiencies which demonstrate that their homes and services represent value for money. This assessment is set out in section 4.

2.2 WG Policy for Social Housing Rents

The new five year rent policy set by the WG provides for a maximum annual uplift of CPI +1% each year from 2020/21 to 2024/25 using the level of CPI from the previous September each year. The September 2020 CPI was 0.5%.

CPI + 1% will be the maximum increase allowable in any one year but landlord decisions on rent must also take into account the affordability of rents for tenants. Should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate changes to rent levels to be applied for that year only.

2.3 Council Policy for Social Housing Rents

In line with the above policy, it is proposed that rents increase by CPI + 1% over the period. The average rent for a Council home in Cardiff will increase by £1.59 per week (£1.69 based on 49 week collection) exclusive of service charges for 2021/22. This results in an average weekly rent of £107.80 for standard housing stock.

It is considered that the rent uplifts proposed above will allow for obligations to tenants and lenders to be met and help to support the financial viability of the Housing Revenue Account whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans.

The table below sets out the proposed average rent per property type for Cardiff for 2021/22.

<i>No. of Bedrooms</i>	<i>Estimated Average Rent 2021/22</i>
1	£96.76
2	£111.45
3	£128.15
4	£141.99

2.4 Tenant Consultation

Consultation on the rent increase took place between 15th December 2020 and 13th January 2021. Due to the pandemic, the survey was carried out on line and telephone assistance was offered if that was required. The survey was promoted over social media platforms such as Twitter and Facebook with a “link” to the survey via the Council website. Letters were also sent to 1,380 randomly selected individual tenants encouraging them to take part.

The online survey proved successful, resulting in more than a tenfold increase in the response compared to the previous year. It was also reassuring that most age groups took part in the survey. 49% of those who responded paid the whole of their rent with the remainder on full or partial benefits.

81 tenants expressed an opinion about whether the rent was good value for money and 53% thought that the proposed rents were very good or fairly good value for money, while 28% thought that they were poor or very poor value.

Whilst the majority of respondents stated they were not experiencing difficulties paying their rent, 32% stated they were, of which 6 specifically took up the offer of Council assistance. Further information about the affordability of Council rents can be found in section 4.

3. 2021/22 Budget and Medium Term Financial Plan

3.1 Revenue Budget

The forecast financial position for the Housing Revenue Account for the financial years 2021/22 to 2025/26 is set out below:

	2021/22	2022/23	2023/24	2024/25	2025/26	
	£000	£000	£000	£000	£000	
Expenditure	Employees	23,822	24,952	25,651	26,420	27,371
	Premises - Council House Repairs	20,632	21,319	22,022	22,661	23,319
	Premises - Other Repairs & Maintenance	1,495	1,533	1,569	1,610	1,652
	Premises - Other Premises Costs	4,213	4,426	4,557	4,692	4,831
	Transport	180	186	193	200	208
	Supplies & Services	4,454	4,799	5,056	5,377	5,699
	Support Services	6,638	6,836	7,050	7,247	7,449
	Capital Financing	30,148	31,234	35,538	38,580	40,702
	Contribution to reserves/General balances	250	250	0	0	0
	Total Expenditure	91,832	95,535	101,636	106,787	111,231
Resources	Rents and Service Charges	(85,923)	(89,563)	(95,428)	(100,475)	(104,814)
	Fees & Charges	(644)	(651)	(659)	(668)	(676)
	Other Income	(5,265)	(5,321)	(5,549)	(5,644)	(5,741)
	Total Resources	(91,832)	(95,535)	(101,636)	(106,787)	(111,231)

3.2 Key Assumptions

Key assumptions and factors which make up the HRA revenue budget proposal and capital investment programme include the following items:

- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (CPI assumed to increase incrementally to 2% by 2024/25)
- In the absence of an agreed pay award, 2% annual uplifts are included for 2021/22. Provision is made for employers' National Insurance and Superannuation contributions, employee incremental pay progression as well as other full year impacts of the costed establishment including Apprenticeship levies and the Voluntary Living Wage
- General inflation increases of 2% for non-employee budgets
- A £20.632 million budget has been set for Council Housing Repairs for 2021/22 reflecting the estimated requirements for both planned and responsive maintenance
- A contribution to a new reserve for 2021/22 and 2022/23 to mitigate against risk and to improve resilience within the Housing Development Capital programme
- The direct revenue financing budget for capital expenditure assumes a contribution of £2.4 million in 2021/22
- Continued receipt of the Major Repairs Allowance of £9.5 million

3. 2021/22 Budget and Medium Term Financial Plan

- An allowance is made for the ongoing estimated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery, bad debts provision and the potential impact on void allowances
- Capital financing requirements reflect the increasing borrowing requirement proposed in the Capital Investment Programme
- Receipt of approved Affordable Housing Grant
- Changes to fees and charges are set out in detail in Appendix 3b of the Council's overall budget proposals

3.3 Capital Investment Programme

		2021/22	2022/23	2023/24	2024/25	2025/26	Total	
		£000	£000	£000	£000	£000	£000	
Expenditure	Regeneration and Area	3,150	4,150	5,150	5,150	5,150	22,750	
	External and Internal Improvements	19,250	21,100	13,600	11,100	9,950	75,000	
	New Build and Acquisitions	60,990	89,085	69,250	50,750	32,790	302,865	
	Disabled Facilities Adaptations	3,350	3,350	3,350	3,350	3,350	16,750	
	Total Expenditure	86,740	117,685	91,350	70,350	51,240	417,365	
Resources	Major Repairs Allowance Grant	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)	12
	Additional Borrowing	(63,706)	(95,320)	(66,750)	(50,350)	(34,340)	(310,466)	74
	Direct Revenue Financing	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(12,000)	3
	Grant estimates and contributions	(10,734)	(6,565)	(7,700)	(3,900)	0	(28,899)	7
	Capital Receipts	(400)	(3,900)	(5,000)	(4,200)	(5,000)	(18,500)	4
	Total Resources	(86,740)	(117,685)	(91,350)	(70,350)	(51,240)	(417,365)	100

Expenditure commitments proposed over the next 5 years include:

- Regeneration and area improvement projects aiming to create better and safer places to live by undertaking Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces
- Planned maintenance projects aim to enhance the standard and safety of existing dwellings and maintain the achievement of the Welsh Housing Quality Standards. Works to the internal and external fabric of housing stock include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures
- In order to meet the increasing demand for good quality, affordable social housing, new homes will be delivered via a number of routes such as construction by the Council and working together with developers to acquire completed sites

3. 2021/22 Budget and Medium Term Financial Plan

- Disabled adaptations to dwellings aims to help eligible tenants to live independently and improve their movement in and around the home.

The programme is reviewed annually in line with the 30 year HRA Business Plan.

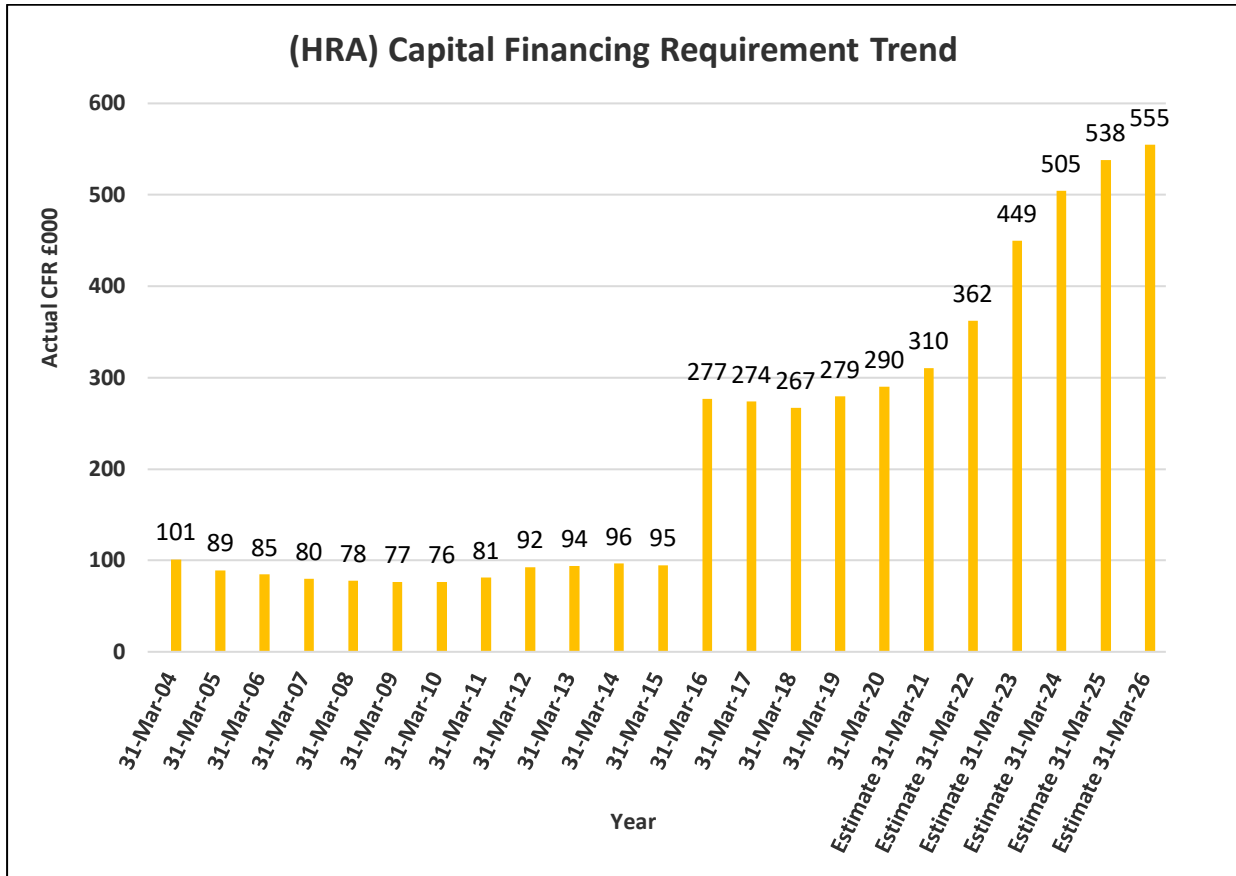
The capital expenditure commitments for the Housing Revenue Account proposed and incurred in the past, highlight a significant need to borrow in order to invest in homes and to create new assets. This is demonstrated by the increase in what is termed the Capital Financing Requirement (CFR).

Where capital expenditure has been incurred without a resource to pay for it, this will increase the CFR which is the HRA's underlying need to borrow. A prudent provision is made for the repayment of historic capital expenditure from the revenue budget in line with an agreed policy. This reduces the CFR.

The calculation of the CFR is summarised in the table below.

Movement	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision and Voluntary Provision
=	Closing Capital Financing Requirement (CFR)

The chart below shows the historic trend in the CFR for the Housing Revenue Account. This includes the £187 million payment made to HM Treasury to exit the subsidy system in 2015/16 and also the significant future capital investment proposed.



The revenue budget impact of capital schemes for rent payers includes:

- The costs of operating/maintaining new assets
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council’s approach to making prudent provision for repayment of capital investment paid for by borrowing)
- The revenue costs of preparing and delivering projects
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as income, cost avoidance and, importantly, improved outcomes for rent payers.

The table below shows two ratios highlighting the impact of the increasing borrowing requirement on the net revenue stream (rental and service charge income for the year).

- Capital financing costs as a proportion of the Net Revenue Stream - An increasing ratio indicates that a greater proportion of the HRA resources are required to meet capital financing costs over the period.
- HRA Capital Financing Requirement (Debt) as a ratio of the Net Revenue Stream – this ratio shows the amount of debt proportionate to the net revenue stream and is an indicator of financial sustainability. It helps to explain the relationship of debt to the HRA resources available to deliver services.

3. 2021/22 Budget and Medium Term Financial Plan

	2011/12 Actual	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
HRA Capital Financing costs as a proportion of the Net Revenue Stream (%)	15.48	32.97	32.94	33.93	34.09	36.69	38.00	38.53
HRA Capital Financing Requirement as a ratio of Net Revenue Stream	2.24	3.81	3.90	4.43	5.31	5.59	5.65	5.58

4. Affordability and Value For Money

The WG Rent Policy recognises the need to balance the needs of landlords and the interest of tenants and therefore the policy includes a requirement that social landlords make an annual assessment of affordability, cost efficiencies and demonstrate that their homes and services represent value for money.

4.1 Affordability

The WG have made clear that affordability should include all costs of living in a property including rent, service charges and energy costs. A review has therefore been carried out of the affordability of living in a Council property in Cardiff.

The review used the Joseph Rowntree Living Rent Model which states that a rent should be affordable for a household with someone in full-time employment and earning around the minimum wage. The model uses the earnings of the lower quartile of earners resident in Cardiff and assumes that 28% of income is available to pay rent and is adjusted for the size of the household.

The review indicated that Council rents are affordable when compared to the Joseph Roundtree Living Rents.

4.2 Comparative Rent levels

As set out above, an uplift of CPI +1% would result in an average rent increase of £1.59 and an average rent of £107.80. The table below shows average gross rents including service charges. Council rents are below the Local Housing Allowance (LHA) rates for Cardiff, and well below market rents. It is estimated that private tenants claiming benefits are paying on average £25 per week above LHA levels.

No. of Bedrooms	Market Rent	Local Housing Allowance Rate 2020/21	Current Average Rent 2020/21	Estimated Average Rent 2021/22
1	£147.00	£105.32	£95.33	£96.76
2	£178.00	£129.08	£109.81	£111.45
3	£225.00	£152.55	£126.26	£128.15
4	£300.00	£193.63	£139.89	£141.99

While up to date information is not available, previous years' figures have shown that Council rents are broadly aligned with the rents of other social landlords in Cardiff, with rents for some property types, including one bed flats, being considerably lower than housing association rents.

It is clear that Council rents are considerably more affordable than private sector rents.

4.3 Energy Costs

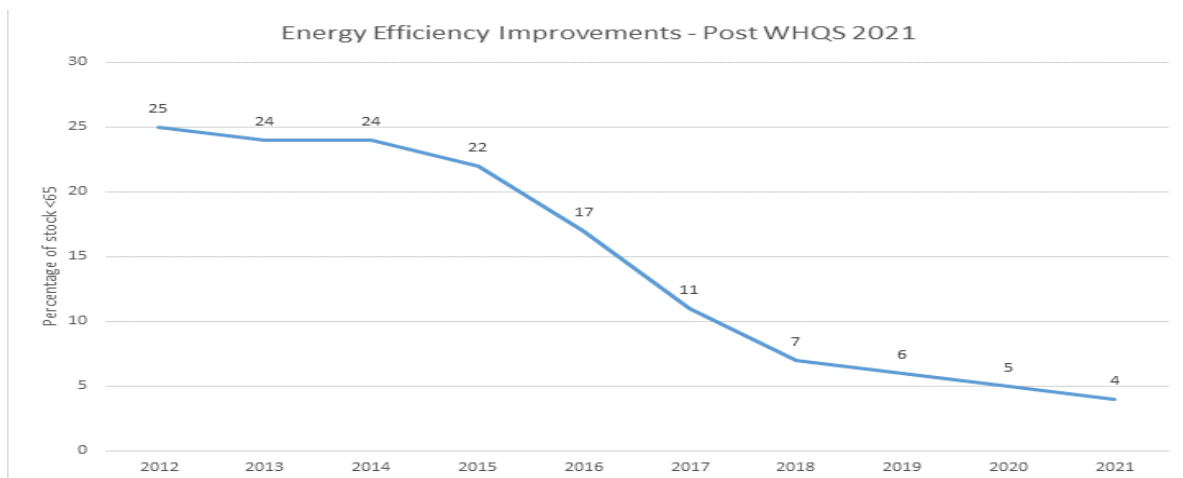
Existing Council homes exceed the energy efficiency requirements as set out in the Welsh Housing Quality Standard (WHQS) guidance.

4. Affordability and Value For Money

The Standard states “the annual energy consumption for space and water heating must be estimated using the Governments Standard Assessment Procedure for Energy Rating of Dwelling (SAP 2005) method.

A minimum of 65 out of 100 must be achieved”. The current average SAP rating for the Council’s 13,685 properties is 71.5.

The Council has worked to continually improve SAP levels in all its stock and the graph below shows how the number of poor performing properties has reduced since 2012 with only 4% now below the required standard.



Every effort is being made to improve energy efficiency where possible, including increasing the amount of loft and wall insulation and by installing more efficient heating systems. “A” rated energy efficient boilers have been fitted to 99% of all Council properties. Moving forward the service intends to pilot the retrofitting of renewable energy sources such as solar panels and external wall insulation which will dovetail with the Councils One Planet Agenda to decarbonise the city by 2030.

A ‘Cardiff standard’ has been set for all Council new builds which requires a fabric first approach to delivering energy efficient homes. This means that the external fabric of the building is as effective as possible in reducing heat loss thereby reducing bills and helping to tackle fuel poverty.

Currently, on average, Council new build properties are achieving a high B SAP rating. WG are considering the requirement that all new build affordable homes (which are allocated grant) achieve an A SAP rating. To achieve this it would be necessary to install renewable technology as well as continuing with the fabric first approach or adopt a construction method such as PassivHaus.

The Council’s first PassivHaus scheme is underway at Highfields in Heath. This will deliver 10 new Council homes and will provide the opportunity to evaluate how PassivHaus works for tenants. The award of a WG Innovative Housing Programme grant of £3.8 million will allow the service to deliver the Council’s first Zero Energy housing scheme. The Cardiff Living development at the former Rumney High school site will deliver 214 new homes to a high energy efficiency specification incorporating solar PV with batteries, ground source heat pumps and electric vehicle charging points.

4. Affordability and Value For Money

Beattie Passive will be creating 48 new modular homes for the city, providing temporary homes for families while a more permanent housing solution is found. These one, two and three bedroom flats will be state of the art Haus4 builds at the Gasworks site in Grangetown.

The timber-framed units, built for a 60+ year lifespan, are manufactured off-site using sustainable materials with a low carbon footprint, and delivered to site for installation.

4.4 Value for Money

Value for Money is achieved by focusing on key priorities in the pursuit of social objectives that benefit a range of stakeholders/service users and delivering these priorities in an effective and efficient way. Cardiff aims to achieve this in the following ways:

- Maintaining homes to a high standard
- Building new homes
- Delivering a high standard of tenancy services
- Community investment such as work to increase employability, financial and social inclusion
- Meeting the housing needs of the most vulnerable
- Preventing evictions
- Supporting people to live independently
- Supporting national and local policy objectives

We recognise that tenants have a right to expect good value for rents and to obtain maximum impact from available resources. We consult service users when setting rents and charges to get the balance right between service costs, service levels, priorities for investment, the need for new homes and affordability.

In order to continue to demonstrate value for money, during 2021/22 and in future years, the Council will undertake the following:

- Review all costs to reflect activity and value for money
- Seek opportunities to undertake external benchmarking and self-assessment with peers
- Continue to follow the Councils best practice in relation to procurement of goods and services
- Secure maximum value from assets through an understanding of stock and making intelligent (social) business decisions based on that understanding. This will necessitate:
 - Understanding condition of stock
 - Maintenance costs and investment needs
 - Demand within our communities
 - Performance of the stock at an appropriate and proportionate level of detail
 - Variation in performance across the stock
 - Priorities for improvement

A range of high quality services are provided to Council tenants including a dedicated Welfare Liaison Team to maximise income and prevent arrears and a Tenancy Sustainment service to support more vulnerable tenants.

4. Affordability and Value For Money

The clear aim of the housing service is to prevent unnecessary legal action and evictions. A wide range of additional services are also available locally through the Hubs, including Into Work help and support.

A Tenants Satisfaction Survey is normally carried out each year. In light of the pandemic, a decision was made to postpone the survey until 2021/22. The Council considers this will also provide a better reflection of services and any need for service change.

The Rent Survey carried out in January identified that 53% of tenants considered the proposed rents were very good or fairly good value for money, with only 28% disagreeing.

4.5 Cost Efficiencies

In 2019/20 the service commenced a review of spend and costs, to ensure that good value for money is being achieved. The review indicated a number of areas where efficiencies could be made, including the level of repairs carried out on void properties and recharges from other services.

Additional opportunities for efficiencies include a proposed review of office accommodation in line with increased home working and office rationalisation. Also there are plans for a further review of responsive repairs.

It is planned that this work will be continued into 2021/22 with a full review of all costs and overheads.

4.6. Financial Resilience

As well as recurring financial risks, the Council has embarked on a £400 million new build programme to meet the housing needs of current and future generations. This creates a number of risks to financial resilience which needs to be monitored and managed closely.

The Council will do this by:

- Ensuring that a HRA General balance is maintained and maintained at a prudent level
- Create specific earmarked reserves to mitigate against increasing and unforeseen costs in respect to the new build programme such as the price of materials, uncertain rent policy in the medium / long term
- Annually updating and submitting to the WG for approval a 30 year business plan
- Ensuring strong asset management practices and understanding of the condition of existing stock
- Continuing to develop indicators to support assessment of financial resilience
- Maintaining a prudent approach to repayment of capital expenditure
- Regular monitoring and review of expenditure against approved budgets
- Compliance with the terms of reference set by the Housing Board in respect to approval or changes in sites proposed for new housing development including viability assessments.

5. Key Risks and Uncertainties

5.1 Key Risks and Uncertainties

Key risks and uncertainties which could impact on the budget proposals for 2021/22 and the medium term include, but are not limited to, the following:

Risk Description	Impact	Pre Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
Restricted rent uplift for 2021/22 and future years due to the impact of lower CPI and potential changes to the rent policy beyond 2024/25	Significant reduction in available revenue resources to support the HRA budget and key commitments impacting on level and quality of service provision to tenants and capital schemes that can be taken forward. Affordability, prudence and sustainability of additional borrowing. Impact on local and national affordable housing targets	Red	Ongoing multivariate sensitivity and stress testing to determine potential impact. Identify operational efficiencies and savings. Revise budget and avoid over commitment of new build programme. Planned build- up of reserves and general balance to support financial resilience.	Amber
Cost inflation increase above rent uplifts	Increase in costs of supervision, management and repairs and maintenance	Amber	Review and reprioritise revenue operating costs and consider a reduction in planned expenditure proposed to be funded by borrowing	Green
A reduction in the (£9.5m per annum) WG Major Repairs Allowance (MRA) grant	Impact on the achievability of the Capital Programme	Red	Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans	Amber
Impact of Welfare Reform and Universal Credit	Impact on tenants' ability to pay rent, resulting in increased rent arrears, requirement for bad debt provision and increased debt collection and recovery costs	Amber	Understanding of the Welfare Reform regime and risks. Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision.	Amber/Green
Impact of Covid 19	Increase in unemployment impacting on tenants' ability to pay rent, resulting in increased	Red	Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits	Amber

5. Key Risks and Uncertainties

	rent arrears, requirement for bad debt provision and increased debt collection and recovery costs		and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision.	
Impact of Brexit	Shortage of supply and cost inflation of materials due to increased bureaucracy and uncertainty.	Amber	Maintain communication channels with suppliers and contractors including seeking alternative sources of supply. Embrace post-Brexit procurement opportunities to ensure regime is simple, efficient and delivers greater value for money.	Amber / Green
Failure to meet new build housing programme targets resulting in delays to timing of lettings of new build properties	Non achievement of Capital Ambition targets. Failure to reduce housing waiting list and impact on temporary accommodation and homelessness. Holding costs of vacant sites and revenue costs of development teams. Reduction in rental income receivable and resources available to support the HRA budget	Red	Contractual commitments are closely monitored by the New Build Board. Individual project viability is reviewed at key stages of the scheme development. Ongoing review of new build programme development and resources required.	Amber
Treasury Management	Increased costs of interest and prudent repayment of any borrowing undertaken to pay for capital expenditure proposed in the HRA Capital programme	Red	Integrated Council wide Treasury Management policies and strategy. Regular reporting in line with best practice. Review of programme in line with affordability and government policy changes such as rent. Setting a prudent approach to repayment of debt and identification of revenue resources to support financial resilience. This all allows the Council to respond to issues quickly and appropriately.	Amber
Challenge of Decarbonisation	Failure to plan and invest strategically in order to meet carbon reduction targets could result in failure to meet WG target. This will impact on tenants' energy costs.	Red/Amber	Work closely with WG to understand key requirements, targets, delivery methods and costs. Plans in place to pilot renewable technology in order to meet the challenge.	Amber

5. Key Risks and Uncertainties

	The requirement to meet the cost of decarbonisation without additional funding will impact on other spend – could reduce borrowing capacity and reduce funds available for new build.			
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Review and monitoring of the financial and wider risks identified for the Housing Revenue Accounts takes place as part of the Directorate’s risk identification and monitoring process.

HRA risks are considered within the Directorate Operational Risk Register which is reviewed and updated quarterly.

The development and progress of the New Build programme is reported to and monitored at the Housing Development and Capital Finance Board which meets bi-monthly whilst the revenue and capital financial position is considered as part of regular monthly monitoring and reporting processes.

5.2 Sensitivity Analysis

The assumptions as detailed within 3.2 above are based on best information and will be subject to a risk of change. The table below sets out key areas of sensitivity and their potential annual impact based on the financial year 2021/22.

Assumption	£'000
CPI 0.5% lower than anticipated	381
CPI 1% higher than anticipated	762
Employers’ Pay Award 1% higher than budgeted	312
Revenue repair costs 2% higher than budgeted	402
Void rent loss 1% higher than budgeted	774

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table above, mitigation would take the form of numerous and varied measures to bring the budget back into a viable financial position.

CPI and Rent increases

Rent increases of 1.5% (CPI+1%) are assumed within the budget for 2021/22 and with incremental increases from 2022/23 onwards in line with the WG forward indicators for inflation factors. A reduction to a CPI of 0% would reduce rental income due by £381,000 which would have a significant impact on planned development and new build aspirations, unless mitigating actions were taken.

Conversely, an increase in CPI to 1% would generate an additional £762,000. Rent increases/decreases via the rent policy impacts on the affordability of new housing. In broad terms, for every £1m extra income in rent after all additional costs are met, circa 100 properties can be built through additional borrowing. The Council will continue to maximise its ambition to deliver new affordable housing but will also ensure any plans are financially viable.

Employers' pay award

In the absence of an Employers agreed pay award, a 2% uplift has been assumed for 2021/22. A pay award increase 1% higher than budgeted would result in an increased funding requirement of £312,000.

Revenue Repairs

Revenue responsive and planned maintenance costs are estimated at £20.116 million for 2021/22. An increase of 2% would require additional funding of £402,000.

Void property percentage

The level of void properties is budgeted at 1.55% with an estimated rental loss of £1.2 million for standard housing stock based on the 2021/22 budget. A 1% deterioration in this position would result in reduced rental income of £774,000.

Capital Strategy 2021/22

Cardiff Council



Delivering Capital Ambition

In July 2017, the Cabinet approved 'Capital Ambition', a five year policy programme which set out the Administration's principles, priorities and ambitions for the city. This has been updated with the Administration's priorities and commitments for the remainder of the municipal term.

These commitments prioritise maintaining momentum in city regeneration and economic development, tackling inequality and inclusive growth, responding to the climate emergency and public service reform. The policy agenda now also includes, in response to the public health crisis and its consequent economic impact, a programme of work to support recovery and successfully reposition Cardiff as a successful global city over the longer term.

Progressing this ambitious agenda will require capital investment if the administration is to deliver on its major commitments. This would include investment in new schools and in modernising school buildings, delivering a significant house building programme and

enabling the continued regeneration of the city's business and transport infrastructure.

It is therefore crucial that, when long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include:

- A long term view of capital expenditure plans and any financial risks to which the Council is exposed.
- Ensuring due regard to the long term financing, affordability implications and potential risks.
- A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The Capital Strategy will therefore continue to help support informed decision making in the delivery of Capital Ambition.



Strategic Context

As the capital city of Wales, Cardiff is the commercial, cultural and retail driver of Wales. It has been one of the fastest growing cities in the UK, with this growth set to continue.

Whilst the city has driven jobs creation across Wales over the last 5 years, the impact of the Covid-19 pandemic has been significant on the economy. Unemployment has doubled since January 2020, with a clear need for the Council to play a role in supporting people and businesses during what forecasts anticipate to be a period of significant economic contraction.

Other challenges still endure. The rapid population growth has required more school placements and social care provision whilst placing pressure on housing and the city's transport infrastructure and environment.

Capital Ambition identifies the opportunities facing the city and sets out the response to challenges. This is not just a consideration of how challenges are responded to, but it is also

about investing in future economic growth and development, prioritising investment in schools, affordable housing, tackling homelessness, and protecting the city's most vulnerable people. It sets out the approach for tackling congestion and air pollution, improving recycling rates and keeping our streets clean, along with a series of commitments to respond to the climate emergency, to create opportunities for local people and addressing inequality. All these capital projects will play an important role in supporting, and accelerating the Council's work in responding to Covid-19 and leading the recovery.

Where Capital Investment is needed to deliver the administration's priorities, in responding to these issues, the Capital Strategy is a framework that the Council can rely on to develop a clear, consistent and informed process in undertaking capital investment decisions.

Working for the future

- Support the implementation of the Council's new Low-Carbon Fuels Strategy and promote the roll-out of electric Council vehicles
- Invest in a new fully segregated safe cycling network across the city by 2022
- Develop and deliver a Metro and Strategic Transport programme of public transport and highway network improvements
- Establish a private wire connection for the Solar Farm at Lamby Way
- Continue to invest in our parks and green spaces which have acted as havens for many communities during the pandemic
- Working with the transport sector to support buses and taxis to achieve the Welsh Government's target of "Zero Tallpipe" by 2028.
- Finalise the delivery contract for the Cardiff Heat Network and begin construction by December 2021
- Deliver the 'One Planet Cardiff' Strategy
- Ambition to become a Carbon Neutral City by 2030

Working for public services

- In partnership with major public services and other city partners, delivering the Test, Trace & Protect Service
- Ensuring our buildings and schools are 'Covid Safe'
- Building strong partnerships at the local, regional and national level
- Increasing the number of citizens accessing Council services via digital channels each year
- Develop an agile working strategy for the Council and increasing the number of devices that enable mobile working
- Developing a plan to secure investment into the Council's historic assets including City Hall by December 2021
- Strengthen how we recruit to make sure that the Council's workforce better reflects the communities we serve

Capital Ambition

Working for Cardiff

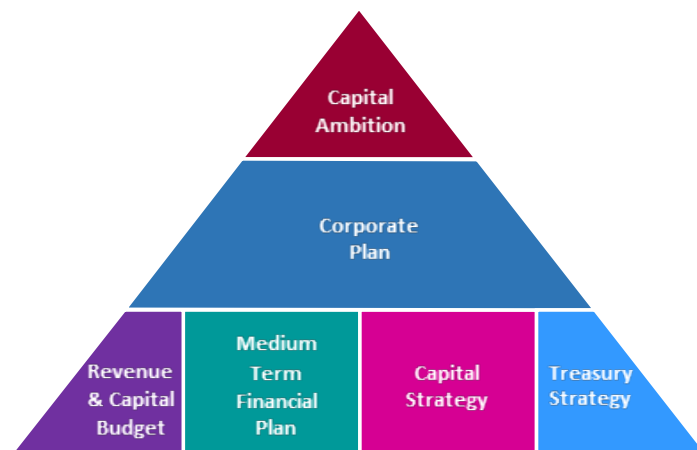
- Aim to Achieve recognition as a Unicef Child Friendly City by the end of 2021
- Deliver enhancements to the school estate through a programme of asset renewal and target investment in schools that require priority action
- Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026
- Invest in digital infrastructure, equipment and new learning technologies for schools
- Deliver the Older Persons Housing Strategy to support independent living
- Progressing plans for Youth Hubs
- Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.
- Implement full assessment of needs for single homeless people via the new Assessment Centre
- Working with partners in order to bring forward overarching proposals for increasing Cardiff's tree canopy as part of the One Planet Cardiff strategy

Working for Wales

- Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square
- Finalise the masterplan for the Canal Quarter to transform the eastern edge of the city centre
- Progress a strategy for the next phase of development of the International Sports Village
- Bringing forward proposals to protect and revitalise historic buildings in the Bay.
- Consider development and investment opportunities for St David's Hall
- Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024
- Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton
- Progress the development of Metro Central

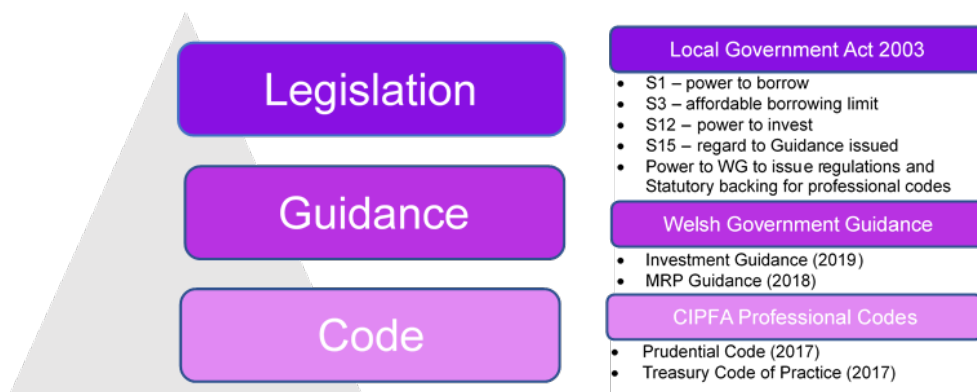
Capital Strategy Framework

The Capital Strategy is an integral part of the Council's Strategic and Financial Planning Framework.



In 2004, local authorities were provided with the flexibility to make their own capital investment decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable. The Council has

complied with these principles since their introduction and in various updates. Consultation is taking place on further updates and strengthening of the CIPFA Professional Codes, which will be included in further updates to this strategy.



The Capital Strategy sets out the Council's approach to:

- working with partners
- asset management planning
- risk appetite
- governance and decision making
- capital investment in 2021/22 and indicatively to 2025/26
- funding the strategy
- managing the borrowing requirement
- prudent Minimum Revenue Provision (MRP) Policy for repayment of capital expenditure
- affordability.

The remainder of this strategy considers these in more detail. The Strategy forms an integral part of the Budget report and it is recognised that there are various strategy developments that need to take place over the medium term as part of new regulatory requirements and as mitigations to financial resilience risk.

The Section 151 Officer is required to report, in the Budget Report, on the deliverability, affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.

Working with Partners

Delivering investment across the city to meet the ambition to create a greener, fairer and stronger capital city and its role as the economic driver for the wider region and Welsh context needs a strategic approach with the private and public sector. This is particularly relevant given the financial challenges faced by the Council.

The significant re-invention of the city over the years has been driven by the private sector and without this much of the investment seen over the past few years would not have happened.

The Council works closely with regional, local authority partners in the Cardiff Capital Region, with partners in the Great Western Gateway and also as part of the UK Core Cities Group nationally. Within the city the Council has significant partnerships with other public sector bodies via informal or formal boards such as the Public Sector Service Board, Registered Social Housing Landlords, charities, universities and colleges to support the delivery of services for its residents, communities and businesses.

The Council will continue to work with Welsh Government to align key priorities and to make a case for a much longer term and sustained approach to capital investment that not only supports the city's vital infrastructure, but also projects that can make a stepped change in helping to drive the recovery of the city, region and nation forward.

The Council will continue to use its enabling role to harness skills and private funding, in order to take forward capital investment to deliver improvements and inclusive growth which would not otherwise be deliverable or affordable. It will set out its vision and co-ordinate activity between business and government bodies to develop a more productive and innovative platform for investment in the city. This will include during 2021/22 the feasibility of a joint venture agreement to deliver economic regeneration and development in respect to transportation improvements.



Asset Management Planning

The Council has responsibility for assets used in service delivery including property, highway infrastructure (roads, footpaths, structures, lighting) and Council dwellings. It is essential to understand the need, utilisation, condition and the investment and operating cost requirements of assets, whether owned or leased.

The Council's historic retained interests in land assets in various parts of the city has been an enabler in its ability to support development of key capital projects in the city. The Council also has a track record of acquiring significant assets on the basis of future regeneration projects or to secure strategic options. It is recognised that the acquisition of new assets such as land could gain or lose value in the intervening period. However the overarching aim of the Council is to release the value in the asset once the regeneration has been completed and such benefits are wider than only to make a financial return.

When prioritising investment it is essential to understand the long term cost of maintaining and operating existing assets and their fitness for purpose, having consideration of which are deemed essential in continued service delivery or which can be considered for alternative uses. The backlog of maintenance in some key assets is recognised and alternative approaches to longer term solutions will be considered to address the risks this poses rather than continued investment by the

Council in the same assets. This is neither an effective asset management approach nor affordable in the long term. These will be considerations in key assets such as schools and administrative buildings required for the long term.

Approved Asset Management Plans are in place for property assets including dwellings that demonstrate the Council's stewardship of assets. A disposal strategy is also to be updated in 2021 to relinquish or find alternative beneficial uses for assets deemed surplus to requirements. This includes using property effectively across the Council by using suitable sites for the building of affordable Council housing.

The Council has set up a number of working groups that aim to provide assurance to Cabinet by embedding strategic asset management activity as a corporate activity. This covers activities such as property asset management, housing delivery and school organisation planning and for major transport projects.

During 2021/22, Cabinet will consider development of plans for Highways and other infrastructure assets as well as updates on property asset management plans already developed.



In undertaking complex projects, decision making needs to be supported by proportionate business cases in line with best practice covering strategic, economic, financial, commercial and management cases. For large complex projects, professional external advice and services would be sourced to undertake due diligence to understand risks and inform decision making.

Capital investment to be undertaken can be broadly split into three types:

1. Expenditure on **existing assets** to ensure they meet the requirements of service delivery, are fit for purpose, meet health and safety guidance, and reduce future costs.
2. Expenditure on **creation of new assets, specific projects or non treasury investments to meet strategic aims**. Non treasury investment to meet service or Council obligations could include loans or equity towards capital expenditure incurred by external bodies, Council subsidiaries or joint ventures.
3. Expenditure on **non treasury investments purely to maximise financial return on assets and generate revenue income**. Examples of this are the purchase of commercial investment property, or to provide loans to others at commercial rates solely for a financial return.

In respect of 1 and 2, the Council recognises that achieving these aims will require consideration of alternative delivery structures and of all forms of funding including additional borrowing. Financial austerity has had a significant impact on affordability, however taking the city forward is not just a consideration of how we manage decline. Capital investment funded by borrowing will be undertaken in priority areas to meet Capital Ambition, whilst at all times clearly understanding how the affordability of such expenditure can be managed over the longer term supported by robust due diligence, business cases, risk management and monitoring.

In respect of 3, the Council generated revenue income of circa £4.2 million in 2019/20 from existing commercial investment property

landholdings, the income being used to support the delivery of services.

These holdings stem from historic interests of land, managed in accordance with an Investment Property Strategy approved by Cabinet. The aim is to review existing land holdings, maximise yield from the existing estate, remove liabilities, and secure future sustainable income streams by acquiring new sites that would support economic regeneration in the city. Acquisitions are funded by proceeds of existing investment property, the value of which was circa £125 million as at 31st March 2020.

The Council is mindful of a recent HM Treasury consultation and subsequent restrictions on borrowing from the PWLB solely for commercial yield. The income receivable from the commercial property portfolio to support the revenue budget is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income. This will be an ongoing consideration where expenditure on the types non treasury investments identified previously are proposed, including development of any limits and indicators to determine any risk to proportionality.

The Council in 2019/20 secured the site of the Red Dragon Centre for circa £58.4 million as an enabler for a wider masterplan for the Atlantic Wharf Regeneration. Revenue income receivable is circa £3m p.a with any surpluses generated reinvested into the delivery of the overall project rather than being used to support the ongoing delivery of Council services.

Non treasury investment funded by additional borrowing would only be undertaken after:

- Cabinet approval of a robust business case supported by independent advice
- Consideration of the legal basis on which the expenditure is being incurred
- Affordability and risk assessment of such expenditure over the longer term

During 2021/22, the Council will review its approach and guidance in respect of business cases and including effectiveness of governance for projects where there is deemed to be a significant financial resilience or operational risk exposure.

Governance and Decision Making

The Council has robust processes in place to approve, manage and monitor capital projects arising from the Capital Strategy.

Prioritisation, Capacity and Skills

Following consideration of resources and affordability, capital expenditure requirements are prioritised on the following basis:

- Firstly, to meet expenditure on Annual Sum requirements, to meet expenditure on mandatory grants and for the renewal of existing assets such as property, parks and highways.
- Secondly, to meet expenditure on schemes previously approved by Cabinet which have been committed to, either contractually or in principal years and where following a review, these are still deemed essential to proceed.
- Thirdly, new expenditure proposed after consideration of:
 - link to strategic objectives
 - risk of not undertaking the expenditure
 - statutory / legislative requirements
 - financial implications and affordability
 - review of relevant business cases.

To support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council will need to ensure access to sufficient skills and capacity both within the Council and externally in order to deliver the investment programme. Such capacity could be project management and development skills; technical and design skills, knowledge, availability of contractors as well as wider market factors.

Defining Capital Expenditure

The Council has determined criteria and eligibility for capitalisation and it is important, despite pressures on revenue budgets, that only acceptable costs are charged as capital expenditure. Any internal recharges of costs

should be evidence based and regularly reviewed. Advice would need to be sought where relevant and eligibility is reviewed by Wales Audit as part of the external audit of the Council's accounts and external grants.

Constitution, Procurement and Value for Money

The Council's Procurement Strategy ensures that the principles and practices associated with procuring works, goods and services consistently achieve value-for-money and actively contribute to the Council's priority outcomes. The Strategy, and the Council's Socially Responsible Procurement Policy aims to ensure that procurement becomes sufficiently flexible and agile to support the Council to operate in an efficient, compliant and ethical manner to deliver capital projects on time, on budget and to specified quality standards with contractors supporting the delivery of wider community benefits.

Procurement considers third party spend across budgets and taking opportunities to consolidate and aggregate spend and achieve economies of scale are a key focus.

The Council recognises the benefits of utilising regional, joint and local framework arrangements where they can demonstrate value for money and compliance with the Council's Procurement Strategy objectives.

The Council's process and authority for the acquisition and disposal of land or property is set out in the Constitution. Transactions over £1 million are required to be approved by Cabinet as part of a business case with all transactions to be verified by a valuation.

Approval, Monitoring and Reporting the Capital Programme

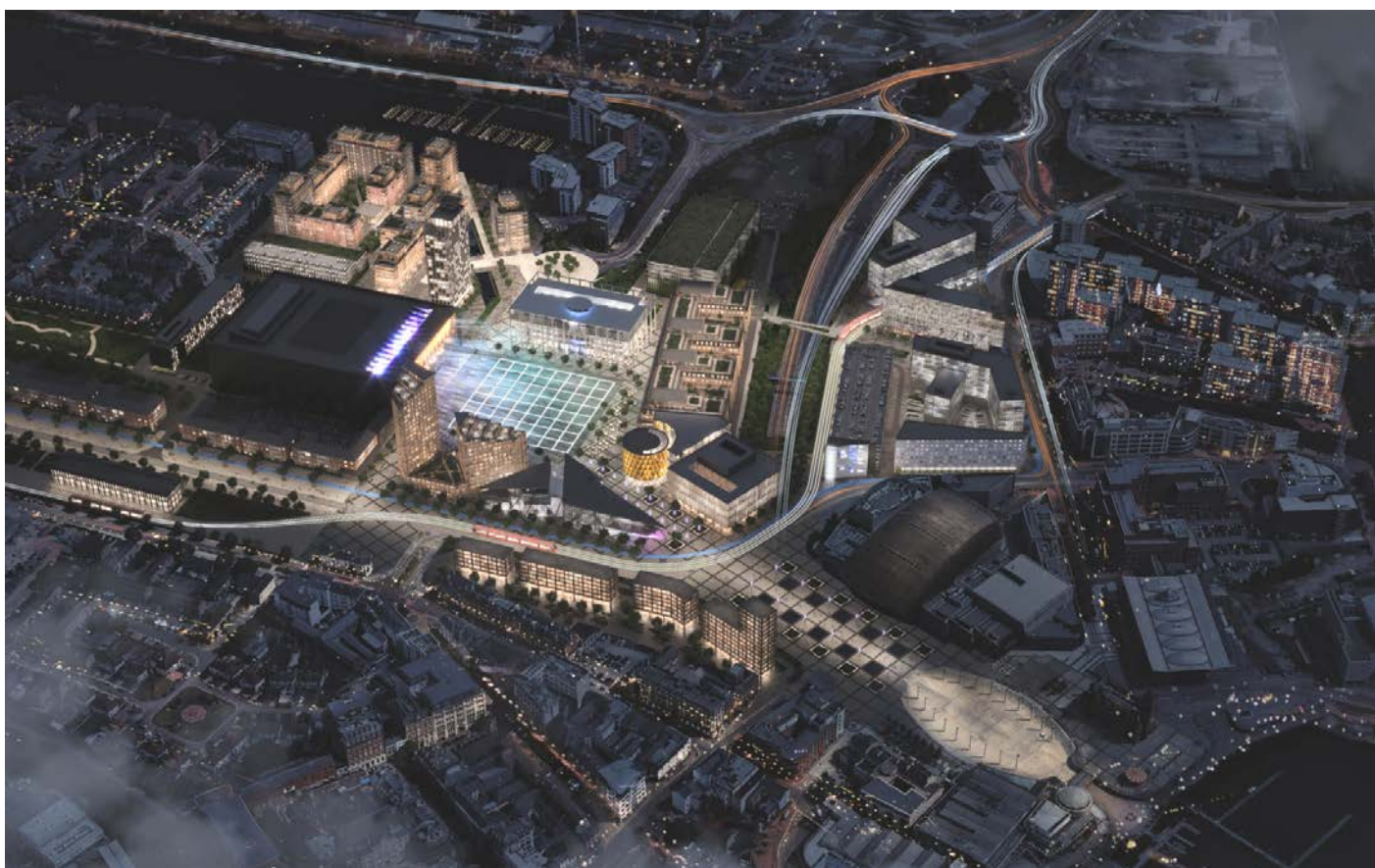
The Capital Strategy informs the Council's capital investment programme and Treasury Management Strategy. This integration is one of the reasons why it is deemed that full Council should continue to consider and approve the affordability of the Capital Strategy and detailed programme as part of the Council's budget proposals recommended by Cabinet.

Governance and Decision Making

Council approves the capital investment programme having consideration of CIPFA's Prudential and Treasury Management Code indicators highlighting the impact of capital decisions on the revenue budget and affordability, prudence and sustainability.

Directorates are responsible for monitoring capital schemes, and the reporting of progress in delivering the Capital Programme periodically to Cabinet as part of the Council's Budget Monitoring and final outturn reports. The reports include:

- Forecast expenditure during the year on schemes
- The stage at which projects are in terms of timescale and any issues resulting in delay
- Changes in funding available for schemes
- Any cost increases and how they are being managed
- Virements or other changes required in accordance with the Council's Constitution.



Capital Investment Programme 2021/22 to 2025/26

The Capital Programme is a five year rolling programme, initially set for 2021/22 and on an indicative basis for four years thereafter. It has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans.

The proposed Capital Programme for future years is summarised in the following table.

In comparison, actual capital expenditure in 2019/20 was £165 million (£123 million General Fund, £42 million HRA). Projected capital expenditure in 2020/21 is £158 million (£100 million General Fund, £58 million HRA).

The detailed five year Capital Programme proposed is included at the end of this Annex.

Indicator						
Capital Programme Expenditure						
	2021/22* £000	2022/23 Indicative £000	2023/24 Indicative £000	2024/25 Indicative £000	2025/26 Indicative £000	Total £000
Annual Sums Expenditure	26,121	21,282	18,940	17,515	17,815	101,673
Ongoing Schemes	36,199	59,211	27,059	1,899	225	124,593
New Capital Schemes (Exc ITS)	3,035	7,625	11,700	6,650	5,650	34,660
Schemes Funded by External Grants and Contributions	56,627	24,278	42,464	77,231	33,479	234,079
Invest to Save (ITS) / Earn Schemes	35,631	138,936	170,874	17,250	11,776	374,467
Total General Fund	157,613	251,332	271,037	120,545	68,945	869,472
Total Public Housing (HRA)	86,740	117,685	91,350	70,350	51,240	417,365
Total Capital Programme	244,353	369,017	362,387	190,895	120,185	1,286,837

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2021/22 budget monitoring report.

The detailed programme includes

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for previous commitments.
- New capital investment proposed in year.
- Assumptions for known external grants and contributions, which are in most cases subject to a bid process.
- Projects proposed on the basis of revenue savings, revenue income or other sources of retained income to repay initial investment over time, including new schemes approved in 2021/22, subject to business case.
- The Housing Revenue Account programme, with a focus new Council homes to meet demand for affordable housing

Subject to Council approval, the final tranche of viability support (£6.6 million) to allow Cardiff Bus to implement that part of its Turnaround Strategy relating to fleet investment and

strengthening the balance sheet will be released.

The budget report also provides an update on the Indoor Arena, prior to a Final Business Case in summer 2021. The proposed programme includes enabling costs and subject to due diligence, direct funding of the arena construction by the Council as an alternative for third party funding. This will be fully funded by annual lease income from the Arena Operator.

The Council is also continuing to develop a number of strategic projects, which, subject to approval of business cases, due diligence and affordability may be considered for approval as part of future iterations of the detailed investment programme. These include projects arising from the Transport White Paper including Metro; Atlantic Wharf Masterplan; Core Office Strategy; 21st Century Schools and responding to the climate emergency.

Funding the Strategy

The Council has several funding streams available to support capital investment. The resources assumed to pay for the five year capital investment programme from 2021/22 are set out in a table at the end of this Annex.

Cash Resources to pay for Capital Investment

These include:

- Non ring-fenced grants i.e. for use on Council determined priorities. These include General Capital Grant and Major Repair Allowance received from Welsh Government.
 - Ring-fenced grants to achieve a particular outcome and therefore with restricted use as specified by the funder. The main source of external grant is from WG, which in most cases follows an application or bidding process for schemes or distribution of grants on a formula basis. The short term nature of grant awards makes long term planning and delivery of strategic schemes very difficult. Where external grant funding bids are made, it is essential that these are in line with Council priorities and include consideration of any revenue budget consequences. Where grants require match funding, the Council will prioritise such support to increase the likelihood of a successful bid.
 - External Contributions from planning agreements or other sources. Large housing development sites as part of the Council's Local Development Plan will also impact on the city's infrastructure. Developer agreements either in place or to be determined will aim to mitigate impacts such as affordable housing, school capacity, open space and public transport infrastructure, subject to the planning process. Where contributions are being requested, sufficiency to achieve the required outcomes should be considered along with the any revenue budget implications. The Finance section collates the profiling of sums received, over future years.
- Revenue budgets and earmarked reserves held and modelled specifically to support the affordability of capital investment.
 - Capital receipts arising from the disposal of Council assets. The Council's approach to receipts is as follows:
 - Prioritise receipts required to meet the balance of the £40 million target for General Fund Capital Receipts (net of fees), assumed in the 2018/19 – 2022/23 Capital Programme and any additional targets set in subsequent years.
 - Use of receipts in excess of this target to be considered to reduce the level of debt.
 - Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
 - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

Where Cabinet approve land to be appropriated between the General Fund and Housing Revenue Account, this is to be at a valuation certified by a registered valuer with the decision delegated to the Corporate Director Resources.

The actual realisation and timing of capital receipts can be uncertain given the number of variable factors involved. In order to take this into account, a Capital Programme that includes assumptions on significant levels of capital receipts needs to be supported by a clear, approved strategy for the realisation and timing of such receipts. To do otherwise would be a significant risk to the Council's borrowing requirement and future revenue budget pressures.

Funding the Strategy

In respect to the £40 million capital receipts target and the subsequent £1 million increase to this target in 2019/20, £6.9 million was raised by 31 March 2020 and £2 million is assumed receivable in 2020/21, subject to timing of disposals. The approach to meet the balance of £32.1m is to be updated in the Corporate Property Strategy to be considered by Cabinet in June 2021 including the key areas of disposal that will be considered.

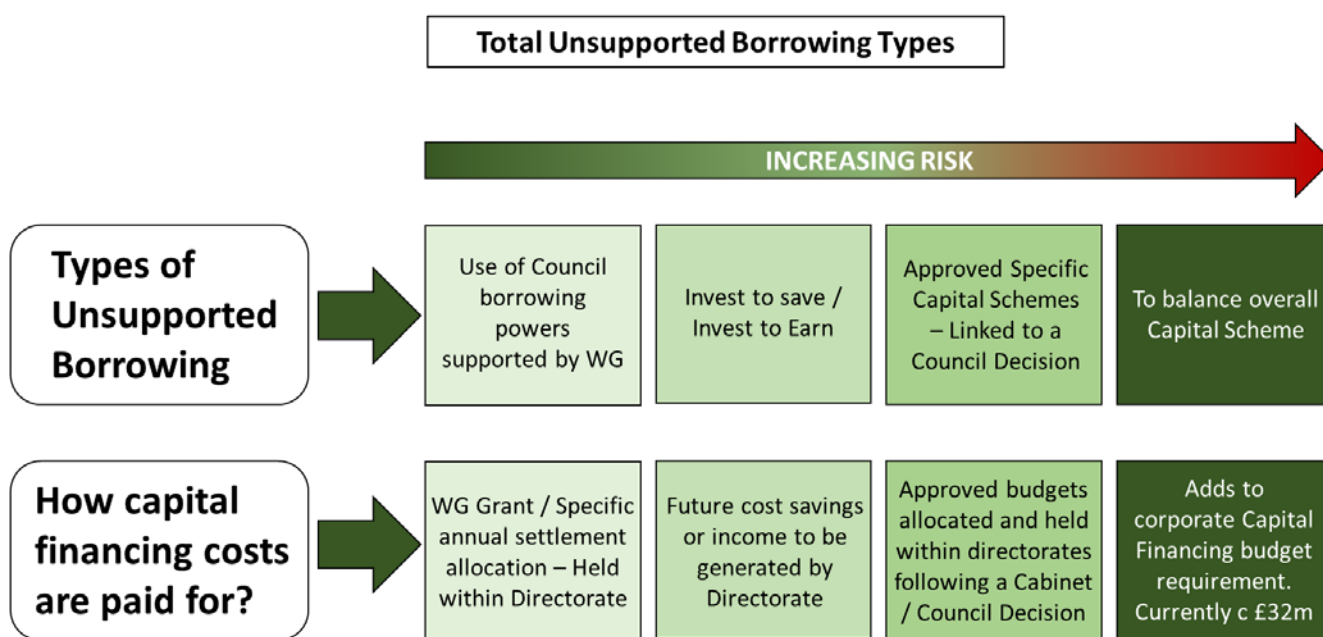
Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the Council’s budget monitoring reporting process.

Borrowing to pay for Capital Investment

There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment.

The Council approves its own affordable borrowing limit as part of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed. There are two main types of borrowing to pay for capital investment which form part of the Council’s borrowing requirement and is managed as part of the Treasury Management Strategy:

- ‘Supported Borrowing’ - costs of servicing are included within the annual Revenue Support Grant (RSG) the Council receives from Welsh Government.
- ‘Unsupported Borrowing’ - costs of servicing to be met from Council tax, rent, savings, additional income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown below.



Welsh Government itself has been utilising and considering different options to meet the cost of investment, primarily by utilising the ability of local authorities to borrow.

This includes schemes such as:

- Local Government Borrowing Initiative for highways and schools and potentially for coastal erosion.
- Providing interest free loans using Financial Flexibility Funding available to them for a range of schemes deemed repayable from

future income or enhancements in land value.

Whilst welcome where there is linkage to the strategic aims of Cardiff Council, these present an ongoing risk to the Council as all risk of expenditure remains with the Council and WG require all funding to be paid back in full in future years.

The Council is currently exploring alternative funding options for the new Arena, including

Funding the Strategy

'Direct Funding' of the Arena utilising PWLB or other financial instruments. This would be at no direct cost to the Council though as any costs of

'Direct Funding' would be matched or exceeded by annual lease income receivable by the Arena operator. A decision on the preferred funding mechanism will be made by Cabinet as part of the approval of a final business case (FBC) in summer 2021.

The Council will consider the risks and benefits of new school investment proposed by Welsh Government as part of its Mutual Investment Model (MIM) for 21st Century Schools. This is where new schools could be built under a Public Private Partnership arrangement and Councils will be required to pay a revenue charge per annum for use of the asset over a defined period to which the Welsh Government would contribute a fixed percentage.

The Council will also explore with Welsh Government the development of a Tax Increment Finance pilot, a means of unlocking development value through investing in

infrastructure, assumed to be paid for from anticipated future business rates.

In assessing alternative income sources proposed to pay for investment funded by borrowing, the long term risks, sustainability and responsibility for them would need to be clearly understood. This is together with lessons learnt where similar schemes have been introduced elsewhere. Robust business cases and due diligence is essential.

Leasing

Lease obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself. In consideration of new accounting requirements from 2022/23, the Council will undertake a data gathering exercise to understand materiality and the detailed financial implications.



Managing the Borrowing Requirement

The Council's Treasury Management Strategy considers how the cash requirements arising from the Council's Capital Strategy and detailed investment programme are managed by external borrowing and the timing of any such borrowing. This is delegated to the Section 151 Officer. Audit Committee is responsible for seeking assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

Where capital expenditure has been incurred without a resource to pay for it i.e. when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council's Capital Financing Requirement (CFR) which is the Council's underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

Movement	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision and Voluntary Provision
=	Closing Capital Financing Requirement (CFR)

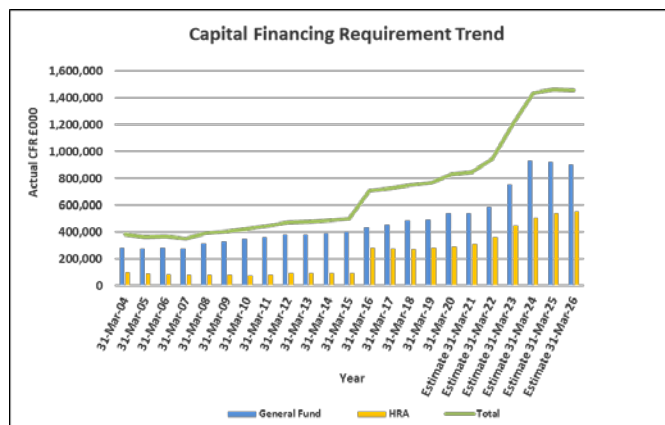
Future projections of the CFR based on the Capital investment programme and resources deemed available to fund it are shown in the table below.

Forecasts are subject to the timing of capital expenditure and receipt of funding sources.

Indicator							
Capital Financing Requirement as at 31 March							
	2020 Actual £m	2021 Estimate £m	2022 Estimate £m	2023 Estimate £m	2024 Estimate £m	2025 Estimate £m	2026 Estimate £m
General Fund	538	537	584	755	930	920	900
Housing Revenue Account	290	310	362	449	505	538	555
Total	828	847	946	1,204	1,435	1,458	1,455

The chart below shows the trend in the CFR including the Housing Revenue Account.

The latter includes the £187 million payment made from the HRA to HM Treasury to exit the subsidy system in 2015/16 and also future expenditure to create new Council owned affordable housing in accordance with the Housing 30 Year Business Plan. The increase for the general fund relates to previous commitments and new expenditure commitments primarily those assumed to pay for themselves from future income or savings such as the indoor arena, City Deal and the 21st century schools financial model.



Managing the Borrowing Requirement

The Medium Term Financial Plan projections for the General Fund and HRA, include the costs of servicing the respective borrowing requirements. The Treasury Management Strategy addresses how the Council will meet the borrowing requirement including any external borrowing

The Council can consider various debt instruments, with the main source of long term borrowing for local authorities historically being the Public Works Loan Board. Best treasury management practice is that loans are not taken

on a project by project basis. However alternative options will be considered for specific council projects where relevant such as leasing, loans from Welsh Government and bonds where these would allow financing requirements to be met in an efficient manner. Advantages and disadvantages of such products, supported by external advice in respect of different options, would need to be considered including risks, track record and cost of issuance.



Prudent Minimum Revenue Provision (MRP) Policy Statement

Where capital expenditure is paid for using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long term impacts across generations.

Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision'. Instead Welsh Government has provided guidance and examples in order to interpret that term.

A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate.

The previous approach to MRP on supported borrowing was based on a reducing balance basis. This was tested and reviewed during 2019/20 and a change in approach adopted whereby current and future generations who make use of assets, will pay an equal and consistent amount of MRP and there is a defined point at which debt will be fully provided.

The reduction in revenue resources as a result of the change is proposed to be continued to be made available to strengthen the Local Authority's financial resilience in respect of capital and treasury, through a Treasury Management Reserve.

It is proposed that the Council's MRP Policy to apply for 2021/22 and for future years is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer:

- *Council expenditure undertaken based on 'supported borrowing' approved by WG is to be provided for on a straight line basis over 45 years.*

- *HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum.*
- *Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.*
- *Any additional expenditure linked to specific schemes e.g. Invest to Save/Earn, 21st Century Schools etc. is to be provided for on a straight line basis, or annuity basis, over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by Welsh Government as is the case with the Local Government Borrowing Initiative.*
- *Voluntary revenue provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 Officer.*
- *Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases, loan repayments, income) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.*
- *The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.*

Affordability

Capital investment undertaken historically, and the proposed Capital Programme, form an integral part of the Council's revenue budget and Medium Term Financial Plan. The revenue budget impact of capital schemes for Council Tax and Rent payers include:

- The costs of operating / maintaining new assets.
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council's approach to making prudent provision for repayment of capital investment paid for by borrowing).
- The revenue costs of preparing and delivering projects.
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as income, cost avoidance and importantly improved outcomes for residents of the city.

Where capital investment has been undertaken by borrowing, the Council is required to spread the cost of that investment over future year's revenue budgets. This is in accordance with its Policy on Prudent Provision for the Repayment of Capital expenditure which is approved as part of the budget proposals each year.

It is recognised that the Council cannot afford to do everything, however where revenue resources are deemed available to increase the level of Council borrowing, where it needs to do so, this will be considered. The Council's approach to affordability of its capital financing budgets in the medium term are as follows:

- General Fund – Additional investment funded by borrowing over the medium term to be minimised unless in accordance with the principles agreed as part of budget strategy.
- Housing Revenue Account - Increasing over the medium term primarily as a result of implementing Capital Ambition target of new affordable housing. Future rent policy of WG and a robust approach to ensuring viability of new development will be key to affordability.

- Strategic and major development projects – To create specific revenue budget allocations to cover capital financing costs arising from approved business cases.

Prudential indicators and financial resilience indicators included in the Budget Report must be considered in taking a longer term view of affordability, prudence and sustainability.

The percentage of the Council's revenue budget that is committed to capital financing costs is increasing in the long term. Given the pressure on revenue budgets, this clearly limits the affordability of other priorities in future years and must be a factor considered by members when determining the Capital Programme.

The indicator below identifies the trend in the cost of capital financing (excluding the running costs of schemes) as a percentage of net revenue stream. Financing costs include:

- Interest payable on borrowing and receivable on investments
- Penalties or any benefits receivable on early repayment of debt
- Prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- Reimbursement of borrowing costs from directorates in respect of Invest to Save/Earn schemes.

For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers and service charges. These are clearly based on future assumptions in respect to Aggregate External Financing, council tax income and housing rents. Any adverse change in these variables may have a significant impact on the outlook for this indicator.

An increasing ratio indicates that a greater proportion of the estimated future revenue budget is required for capital financing costs over the planned Capital Programme period.

Although there may be short term implications, Invest to Save/Earn schemes are intended to be net neutral on the capital financing budget.

Affordability

However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will be delayed or will not materialise. This would have a detrimental long term consequence on the revenue budget and requires careful monitoring when considering future levels of additional borrowing.

In accordance with the principles of Invest to Save/Earn, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate budgets, capital receipts or other budgets.

Accordingly, a gross ratio is also calculated which indicates the gross capital financing cost i.e. it represents a worst case scenario.

The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. An increasing ratio limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources.

Indicator							
Ratio of Financing Costs to Net Revenue Budget Stream							
	2019/20 Actual %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %
General Fund – Net Capital Financing Budget	4.77	4.73	4.68	4.81	5.19	5.40	5.34
General Fund – Gross Capital Financing Budget	7.05	6.77	7.27	7.42	8.82	9.76	9.56
Housing Revenue Account (HRA) – Gross Capital Financing Budget	32.97	32.94	33.93	34.09	36.70	38.00	38.53

Two additional local indicators are also produced to support decision making and are shown in the tables below for the period up to 2025/26. The first indicator for the General Fund only shows the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget. This excludes expenditure on levies, Council Tax support and delegated schools budgets.

An increasing percentage indicates that a greater proportion of the controllable budget is required for capital financing costs, which are committed in the long term.

Indicator								
Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	Difference 11/12-25/26 %
Net	13.47	11.34	11.00	11.40	12.52	13.11	12.98	(3.64)
Gross	15.17	16.38	17.02	17.51	21.19	23.59	23.13	52.47

Affordability

The second additional indicator below for the General Fund and HRA highlights the impact of the increasing Capital Financing Requirement (Debt) as a ratio of the Net Revenue Stream. It

is an indicator of financial sustainability and helps to explain the relationship of debt to the resources available to deliver services.

Indicator								
Capital Financing Requirement (Debt) as a ratio of the Net Revenue Stream								
	2011/12 Actual %	2019/20 Actual %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %
General Fund	0.72	0.86	0.82	0.86	1.09	1.32	1.28	1.23
Housing Revenue Account (HRA)	2.24	3.81	3.90	4.43	5.31	5.59	5.65	5.58

CIPFA is currently consulting on changes to the Prudential Code and further iterations of the Capital Strategy will include any additional indicators recommended.



References

Key Documents

Capital Ambition (Cabinet February 2021)

Investment Property Strategy (Cabinet November 2016)

Corporate Land and Property Asset Management Plan (Cabinet February 2018)

Treasury Management Strategy 2021/22 (Council March 2021)

Image Sources (in order of appearance)

Cover – City aerial view

Silverbale Park St Mellons – Cardiff Living Housing Project

Wood Street - Artistic impression

Rhydypennau Hub

Proposed indoor arena, aerial view – Artistic Impression

Fitzalan High School, 21st century schools – Artistic impression

Kingsway – Artistic impression

Butetown – Youth Hub

Attachments to the Capital Strategy 2021/22

Capital Investment Programme 2021/22 - 2025/26

Capital Funding 2021/22 - 2025/26



Capital Investment Programme 2021/22 - 2025/26

		<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
Annual Sums Expenditure								
1	Disabled Adaptations Grants (see also Public Housing)	To provide adaptations and internal modifications to allow the recipient to live independently within their own home.	5,604	4,550	4,550	4,550	4,550	23,804
2	Owner Occupier Costs - Housing Regeneration	Towards owner occupier costs of improvements to housing and boundary walls as part of public housing regeneration schemes. Includes enabling works to improve energy efficiency in areas eligible for Welsh Government grant funding.	352	280	140	140	140	1,052
3	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	66	50	50	50	50	266
4	Neighbourhood Renewal Schemes (NRS)	Local regeneration schemes based on ward member priorities.	631	550	0	0	0	1,181
5	Schools Property Asset Renewal	To address the condition of the schools property stock within the Council in accordance with Directorate Asset Management plans and priority works arising from surveys. Health and Safety and Additional Learning Needs Strategy.	2,302	2,302	2,815	2,815	2,815	13,049
6	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools, to address rising pupil numbers and works required in schools that are not part of the 21st Century Schools programme.	1,040	1,040	1,040	1,040	1,040	5,200
7	Highway Carriageway Reconstruction	Programme to address structural failure, beyond routine repairs.	400	100	0	0	0	500
8	Carriageway Investment	Road resurfacing - Priorities based on annual engineering inspections.	4,850	4,000	3,350	3,350	3,350	18,900
9	Footway Investment	Footway resurfacing including implementation of dropped kerbs - Priorities based on annual engineering inspections.	760	760	755	470	470	3,215
10	Footway Improvements around Highway Trees	To address the condition of tree roots and tree pits on footways.	125	125	125	125	125	625
11	Street Lighting Renewals	To replace and install new street lighting columns including renewal of electrical cabling.	498	1,000	740	270	270	2,778
12	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,224	1,150	1,100	1,000	1,000	5,474
13	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding.	250	335	335	335	335	1,590
14	Road Safety Schemes	Local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding.	335	335	335	335	335	1,675
15	Telematics / Butetown Tunnel	Transportation infrastructure improvements including CCTV systems.	300	300	300	30	330	1,260
16	Transport Grant Match Funding	Match funding for Council bids to Welsh Government for transport schemes.	423	375	375	375	375	1,923
17	Strategic Cycle Network Development	Implementation and match funding of the Cycling Strategy as prioritised in the integrated network map. Installation of cycle parking and network improvements to improve network permeability.	1,612	800	400	400	400	3,612
18	Materials Recycling Facility	Upgrades to minimise downtime at the Materials Recycling Facility.	45	45	45	45	45	225
19	Waste Recycling and Depot Site Infrastructure	Safety improvements at waste management facilities, skip renewal and retaining wall replacement.	0	100	0	0	0	100
20	Non Schools Property Asset Renewal	To address the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	3,685	1,855	1,355	1,355	1,355	9,605
21	Parks Infrastructure	To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	140	140	140	140	140	700
22	Play Equipment	Replacement of existing play equipment in parks.	473	90	90	90	90	833
23	ICT Refresh	To replace failing / non compliant hardware for corporate systems.	806	800	700	400	400	3,106
24	Contingency	To address unforeseen pressures in the Capital Programme that arise in year that cannot be managed within existing resources.	200	200	200	200	200	1,000
TOTAL ANNUAL SUMS			26,121	21,282	18,940	17,515	17,815	101,673

Capital Investment Programme 2021/22 - 2025/26

<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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Ongoing Schemes / Amendments to Ongoing Schemes								
25	City Centre Youth Hub	Council contribution to create a multi agency Youth Hub.	329	750	0	0	0	1,079
26	Displacement of 2020/21 Intermediate Care Fund Grant for Hubs	Council funding carried forward for development of Rhiwbina Hub (£270k) and City Centre Youth Hub (£370k).	640	0	0	0	0	640
27	Targeted Regeneration Investment Programme	Match funding towards a three year programme for the region - subject to successful grant awards for individual projects such as Tudor Street Commercial Property and Environmental Improvement scheme.	1,130	0	0	0	0	1,130
28	Children's Services Accommodation Strategy	Balance of proceeds from disposal of 150 Thornhill Road ring-fenced for schemes which provide direct benefit to children.	0	229	0	0	0	229
29	Children Looked After	Development of short stay assessment accommodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy.	130	0	0	0	0	130
30	Schools Additional Asset Renewal / H&S and Additional Learning Needs (ALN)	Subject to use in 2020/21, the balance of £25 million additional funds allocated for Schools property improvements including those for Health & Safety and Additional Learning Needs .	7,250	10,000	3,000	0	0	20,250
31	Whitchurch High School - Disability Discrimination Act (DDA) and Suitability Works	DDA adaptation works to the school to allow for progression of pupils and to determine longer term Council wide approach to ensuring a permanent solution to accessibility for disabled pupils and condition of facilities.	729	0	0	0	0	729
32	21st Century Schools Band B (assumed from Asset sales)	Part of the Council's match funding towards expenditure funded by Welsh Government Grant. £25m of this is assumed to be from the proceeds of asset sales, with the balance being additional borrowing paid for by revenue budgets identified in the Band B financial model.	0	12,500	12,500	0	0	25,000
33	Millennium Walkway	To complete replacement of the timber surface of the Millennium Walkway which provides a link between Wood Street and Cowbridge Road East and provides access and egress for the Principality Stadium.	1,500	400	0	0	0	1,900
34	City Centre Transport Schemes	Council resources to support the design and implementation of City Centre Transport Improvements along with any approved Welsh Government or other external funding sources.	30	1,259	0	0	0	1,289
35	City Centre Transport Impact - enabling works	Works and smart corridors to mitigate impact of City Centre transportation improvements, being undertaken as part of the Clean Air Direction, in adjacent wards and key routes.	1,500	1,500	1,000	0	0	4,000
36	Western Transport Bus Interchange	To create a public transport interchange in the west of the city as part of the redevelopment of the former Household Waste Recycling Centre.	258	1,100	0	0	0	1,358
37	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	To provide connected routes creating a network for cyclists to safely use and facilitate a significant mode shift from private car to cycling resulting in improved road safety and reducing congestion.	1,000	2,000	1,000	0	0	4,000
38	Bereavement Property Asset Renewal	A segregated property asset renewal allocation for bereavement services from the rest of the property portfolio to allow more of the bereavement reserve to be support the revenue costs of the service and directorate.	45	95	100	105	225	570
39	Coastal Risk Management Programme - construction match funding	A scheme to manage flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way travellers site. Subject to design, final business case approval. Welsh Government contribution is assumed in the form of Local Government Borrowing Initiative.	88	920	1,000	0	0	2,008
40	Flooding and Drainage	Match funding for implementation of priority schemes to alleviate flooding, where there is an approved business case and WG grant funding is in place following an application process.	250	250	250	250	0	1,000

Capital Investment Programme 2021/22 - 2025/26

			<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
41	New Household Recycling and Service Centre	To explore options and any required land acquisition for a new Household Waste Recycling Centre in the North of the city and creation of reuse centre facilities in partnership with the third sector.	0	200	1,650	1,475	0	3,325
42	Waste Recycling and Collection Review	To support implementation of approved options arising from a review of the Recycling Service Strategy that meets current and future targets and aspirations.	815	0	0	0	0	815
43	Indoor Arena Contribution to Delivery (Part)	Council contribution in the form of identified capital receipts towards costs of constructing the indoor arena.	4,300	5,000	0	0	0	9,300
44	International Sports Village (Phase 1)	Reinvestment of proceeds from land sales to kickstart development on sites.	2,000	5,500	0	0	0	7,500
45	Llanrumney Development	A new bridge and road link between the Llanrumney estate and the A48 as part of the East Cardiff Industrial Strategy. Subject to land receipts and a further Cabinet report.	250	2,000	5,250	0	0	7,500
46	Central Square Public Realm	Completion of Central Square public realm following completion of development.	0	342	0	0	0	342
47	James Street Development Strategy - Butetown	Completion of clearance / enabling works prior to an exercise to gauge market interest and secure a disposal or development partner to regenerate the site.	280	0	0	0	0	280
48	Cardiff Indoor Market Restoration	Invest in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness - subject to a successful lottery fund grant award.	69	50	509	69	0	697
49	Community Asset Transfer	To pump prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	98	0	0	0	0	98
50	Roath Park Dam	Initial estimates of additional costs of the scheme, subject to a report to Cabinet and Implementation of works deemed required as part of the Reservoir Act 1975 following an inspection report and requirements of Natural Resources Wales. Cost is subject to option appraisal, detailed design of recommended option and impact on other features of the park.	50	2,250	450	0	0	2,750
51	Cardiff Riding School	Completion of upgrade to riding surface.	38	0	0	0	0	38
52	Upgrading Council Chamber conference systems	Microphone/webcasting system used for formal meetings needs to be replaced as it is at the end of its life. Proposal for WIFI and upgrades at one location only as well as the acquisition of portable systems and webcasting hardware.	200	0	0	0	0	200
53	Modernising ICT to improve Business processes	Investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	350	350	350	0	0	1,050
54	Cardiff City Transport Services Ltd - Cardiff Bus Support	Second tranche of a financial viability package of support in accordance with a Council report in October 2020.	6,600	0	0	0	0	6,600
55	Cardiff Capital Region City Deal (CCRCD)	Towards Council total commitment of £28.4m over a number of years based on its share of £120m to the Wider Investment Fund - profile based on Dec 2020 five year business plan and subject to progress on projects.	6,270	12,516	0	0	0	18,786
TOTAL ONGOING SCHEMES			36,199	59,211	27,059	1,899	225	124,593

New Capital Schemes/Annual Sums (Excluding Invest to Save)

56	Additional Disabled Adaptations	To meet future cost as well as increased demand arising from demographic pressures.	0	0	0	450	450	900
57	Alleygating	To meet demand for additional gating schemes in line with the Alley Gating Policy and Strategy. This will support in reducing crime and anti-social behaviour as well as Council costs associated with removing fly-tipping, graffiti and debris from rear lanes.	50	50	50	50	50	250

Capital Investment Programme 2021/22 - 2025/26

			<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
58	Neighbourhood, District and Local Centre Regeneration	The current COVID crisis has amplified the importance of local spaces, local shopping and services for communities. Together with a further phase of the Neighbourhood Renewal Scheme, this allocation includes public realm and green space improvements, community safety measures and improved neighbourhood facilities to help communities to adapt and thrive.	250	450	450	450	450	2,050
59	City Centre Youth Hub	Additional Council contribution towards development of the multi agency Youth Hub, subject to a further report to Cabinet.	0	500	0	0	0	500
60	Youth Zone	Subject to land assembly as part of the Investment Property Strategy as well as a business and report to Cabinet, to enter into a development partnership to create a Youth Zone. Any drawdown of this match funding allocation is subject to confirmation of grant funding and operating costs being in place.	0	500	500	0	0	1,000
61	Targeted Regeneration Investment Programme	Further match funding required to meet grant funding requirements as well as to secure additional grant.	200	0	0	0	0	200
62	Children's Respite Provision	Following an assessment of respite services for children at Ty Storrie, to align service provision with the needs of young people.	0	500	750	500	0	1,750
63	Additional Schools Property Asset Renewal	Towards priority works identified from condition surveys.	0	0	5,000	3,000	2,000	10,000
64	Additional Telematics Asset Renewal	Subject to an agreed asset management plan by Cabinet in respect of determining essential and obsolete assets, an allocation towards improving aged traffic signals at junctions, hostile vehicle mitigating bollards, CCTV cameras across city to meet current standards, and Variable Message Signs.	0	0	300	300	300	900
65	City Centre Transport Schemes - Churchill Way Canal	As part of City Centre East highway works, to expose the existing dock feeder canal at the upper end of Churchill Way. The Canal will be delivered as part of the wider transport scheme and will be used to cleanse highway surface water as part of the Sustainable Drainage infrastructure installed with the scheme. Once constructed, the Canal will provide a new public space with seating areas	750	2,250	0	0	0	3,000
66	One Planet Strategy - Small schemes and matchfunding	As well as larger projects included in the strategy, this allocation allows Investment in smaller schemes to support the strategy. Priorities for capital expenditure and match funding for external grants to be managed within allocation in accordance with an agreed governance process.	700	500	900	900	900	3,900
67	Additional Non Schools Property Asset Renewal	Towards priority works identified from condition surveys.	0	0	0	500	500	1,000
68	Roath Park Dam	Revised and additional cost estimates of potential solutions deemed required following an options appraisal, with the overall scheme subject to detailed design and Cabinet report during 2021/22.	0	0	2,950	0	0	2,950
69	Teen/Adult Informal Sport and Fitness Facilities	To improve the condition of priority MUGA's, fitness equipment, BMX tracks and skate parks.	200	200	200	200	200	1,000
70	Additional Parks Play Equipment	To increase play equipment annual sums to meet the backlog of maintenance, where Section 106 monies are not available and to ensure continuity of provision.	200	200	200	100	100	800
71	Green Flag Park Infrastructure Renewal	To support the replacement of ageing infrastructure in existing Green Flag parks to support assessment criteria.	100	100	100	100	100	500
72	Combatting Motorcycle Nuisance	To protect park users from the risk which motorcycles present when ridden in a park, with locations prioritised based on recommendations and issues reported to the Council and South Wales Police.	150	0	0	0	0	150

Capital Investment Programme 2021/22 - 2025/26

			<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
73	Flatholm Island - NLHF Project 'A Walk Through Time'	Match funding for a delivery phase application to the Heritage Grants Scheme in March 2021 for funding over 3 years. Subject to securing external funding the project aims to fund the stabilisation and restoration of its heritage assets for which the Council is responsible.	25	75	100	0	0	200
74	Pentwyn Leisure Centre redevelopment	Subject to a business case to demonstrate expenditure can be repaid and a Cabinet Report, to create a bespoke centre and elite training, fitness and conditioning facility. Total cost of £5m, of which £2 million would be from capital receipts, with £3 million subject to a business case demonstrating that any additional borrowing can be repaid from future income.	0	2,000	0	0	0	2,000
75	Waste Recycling and Depot Site Infrastructure	Depot and Infrastructure renewal programme to ensure the safe and efficient delivery of services.	310	200	200	100	100	910
76	Waste Grants Match funding	To secure waste and recycling related grants e.g. Circular Economy, Ultra Low Emission Vehicle (ULEV) where match funding is a condition of a successful grant award. This will support measures and new innovations to improve recycling performance and meet statutory targets.	100	100	0	0	0	200
77	Corporate ICT Systems	To replace failing/non-compliant hardware for corporate systems in line with asset replacement plan.	0	0	0	0	500	500
TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS			3,035	7,625	11,700	6,650	5,650	34,660
Schemes funded by Grants and Contributions (Further grants subject to approval of bids)								
78	Targeted Regeneration Investment Programme (WG)	Completion of commercial property improvement scheme - Tudor Road.	119	0	0	0	0	119
79	Targeted Regeneration Investment Programme (WG)	Green infrastructure, public realm and transport improvements - Tudor Road.	1,330	0	0	0	0	1,330
80	Enable Grant (WG)	Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	436	0	0	0	0	436
81	Onsite Construction Skills Hub (Construction Industry Training Board)	Hub to enable individuals to benefit from the onsite construction experience.	110	0	0	0	0	110
82	21st Century Schools Band B (WG)	Strategic investment programme for priority schools including land acquisition, funded by Welsh Government grant and subject to approval of individual business cases.	24,330	6,733	39,639	76,530	33,479	180,711
83	Childcare Capital Grant (WG)	Towards schemes supporting childcare.	480	0	0	0	0	480
84	Reducing Infant Class Sizes (WG)	To create the necessary additional space required to deliver the foundation phase in reduced infant size classes. Completion of schemes at St Fagans and St Francis.	1,860	0	0	0	0	1,860
85	CCRCD Grant and matchfunding for Metro + Scheme	City Centre - Eastside grant with the CCRCD allocation current assumed in 2022/23.	475	1,500	0	0	0	1,975
86	Air Quality Direction 2019 - Grant (WG)	For measures including Bus retrofit; Taxi vehicle emissions incentive; City Centre transport and active travel; Implementation management and monitoring.	9,608	7,222	0	0	0	16,830
87	Safe Routes in Communities (WG)	For accessibility and safety improvements to encourage walking and cycling in communities.	750	0	0	0	0	750
88	Road Safety Grant (WG)	Towards measures that secure road safety casualty reduction.	175	0	0	0	0	175
89	Local Transport Fund (WG)	To develop integrated, effective, accessible, affordable and sustainable transport systems.	2,500	0	0	0	0	2,500

Capital Investment Programme 2021/22 - 2025/26

			<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
90	Active Travel Fund (WG)	To increase levels of active travel, improve health and well-being, air quality, connect communities and improve active travel access to employment, education and key services, destinations and public transport.	3,500	0	0	0	0	3,500
91	Ultra Low Emission Vehicle Transformation Fund (ULEV)	Electric Vehicle Charging Infrastructure.	150	0	0	0	0	150
92	Coastal Risk Management Programme - Design Works (WG)	Design works to address flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way Travellers Site. Subject to approval of Welsh Government contribution assumed in the form of Local Government Borrowing Initiative.	382	0	0	0	0	382
93	Cardiff Heat Network (Heat Network Investment Project)	Grant to be provided to Cardiff Heat Network Limited from the Department for Business, Energy & Industrial Strategy Heat Networks Delivery Unit towards the construction of a District Heat Network.	4,000	2,628	0	0	0	6,628
94	Coed Caerdydd - One planet	Green Canopy Programme submission of grant funding bid	0	50	100	0	0	150
95	Harbour Authority (WG)	Critical and non critical asset renewal programme.	460	0	0	0	0	460
96	Planning Gain (S106) and other contributions	Various schemes such as improvements to open space, transportation, public realm and community facilities	5,962	6,145	2,725	701	0	15,533
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (FURTHER GRANTS SUBJECT TO APPROVAL OF BIDS)			56,627	24,278	42,464	77,231	33,479	234,079

Additional borrowing undertaken by the Council to be repaid from revenue savings/income (Invest to Save - Subject to Business Case)

Existing Schemes

97	Private Rental Sector Lease Scheme - Loans	Interest free loans of up to £8,000 for the purposes of carrying out works to bring properties up to required standards, prior to entering into a rental agreement with the Council.	300	233	0	0	0	533
98	21st Century Schools - Band B Financial Model	Strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	4,564	24,527	16,596	0	0	45,687
99	Residential Street lighting conversion to LED	The roll out of LED street lighting in residential areas resulting in a reduction in costs, carbon emissions and improved lighting.	3,000	3,533	0	0	0	6,533
100	Energy - Salix	Installation of a range of energy efficiency measures (mainly LED lighting replacements) in a range of Council buildings.	500	0	0	0	0	500
101	Energy - REFIT Buildings	To develop options under the Refit framework with suppliers for a range of energy efficiency measures on a whole building perspective. The contractor guarantees energy savings from the work that it is undertaking over a given period, allowing initial investment to be repaid.	1,300	0	0	0	0	1,300
102	Lamby Way Solar Farm	Completion of a private wire connection to the solar farm.	1,300	0	0	0	0	1,300
103	Red Dragon Centre	Deferred consideration for acquisition of the site - Subject to registration of a planning application for an indoor arena.	5,724	0	0	0	0	5,724
104	Indoor Arena Contribution to Delivery (Part)	Part of £24.3m contribution to support construction of the Arena. This £15m would be paid for from a recurring revenue budget held by major projects. The balance of £9.3m is included in the capital programme, expected to be paid for by earmarked receipts including those due from Central Square.	0	7,500	7,500	0	0	15,000
105	Core Office Strategy - Digital Infrastructure	Smarter working, digital infrastructure and building adaptations to allow the relinquishment of Willcox House.	5,300	2,950	0	0	0	8,250

Capital Investment Programme 2021/22 - 2025/26

		<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
106	Leisure Centres - Alternative Service Delivery (ADM)	Balance of commitment to make prudential borrowing available to be repaid as part of the procurement exercise for leisure facilities.	395	0	0	0	395	
107	Waste Vehicle Replacement - Lease or buy	Setting an overall limit to be able to undertake effective lease versus buy option appraisal for Waste Collection vehicles, as long as revenue budgets are in place and committed to repay initial acquisition costs.	2,798	4,700	4,870	0	12,368	
108	CCRCD - 'Capital expenditure contribution towards Wider Investment Fund in advance of receipt of capital grant'	Council commitment of £48.6m over a number of years towards Wider Investment Fund expenditure in advance of confirmed grant receivable from HM Treasury - profile based on Dec 2020 five year business plan and subject to progress on projects as well as timing of HMT grant.	0	4,471	24,138	13,250	2,776	44,635
109	CCRCD - Housing SME Fund	Passporting of loan from Welsh Government given to Cardiff Council towards the CCRCD Housing SME Fund approved by Regional Cabinet. Funds to be recycled into projects until required to be repaid to the Council to return to Welsh Government.	0	4,000	4,000	2,000	0	10,000
110	Invest to Save - Annual Bid Allocation	Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time.	500	500	500	500	500	2,500
New Invest to Save Bids								
111	Supported Living - Learning Disabilities	Subject to a business case and Cabinet report, a pilot scheme to develop accommodation for adults with complex needs that are currently residing in care homes, who have been identified as having the potential to be enabled to progress into supported living schemes.	0	1,000	1,000	0	0	2,000
112	Young Persons Gateway Accommodation	To provide supported accommodation for young people (16-24) to help them live independently whilst still providing intensive 24 hour support. Additional properties are required and while these can be sourced from Council or housing association stock some works will be needed to bring them up to the required standard for shared housing.	250	0	0	0	0	250
113	Right Homes, Right Support Strategy - Residential Provision for Children Looked After	Subject to a business case, to make improvements to the residential offer for Children Looked After by the Council which are currently placed outside of the Council boundaries and with Independent Fostering Agencies. This includes an emergency pop-up unit, an assessment unit, and additional residential places in the city.	500	1,000	0	0	0	1,500
114	Cardiff Heat Network (Loan to CHN Ltd)	Loan from Welsh Government to be provided to Cardiff Heat Network Limited Ltd towards the capital costs arising from the delivery of Phase 1 of the Cardiff Heat Network using waste heat from the Viridor Energy Recovery Facility (the "Project") in a way which de-risks the Project, enabling the delivery of its carbon benefits against a context of relatively high financial risk. Repayable to the Council by CHN Ltd from Heat Revenues over 30 years in line with the business case approved by Cabinet. Loan is repayable by Council to WG, irrespective of the level of income generation.	0	3,872	4,720	0	0	8,592
115	Coastal Risk Management Programme - Construction - WG Local Government Borrowing Initiative	Works to address flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way travellers Site. Allocation is subject to Council match funding being in place and approval of Welsh Government contribution assumed in the form of Local Government Borrowing Initiative.	0	2,000	5,000	1,500	0	8,500

Capital Investment Programme 2021/22 - 2025/26

			<u>2021/22</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>£000</u>
116	International Sports Village (Phase 2)	Subject to a business case and a report to Cabinet, delivery of a velodrome and clubhouse, a cycle circuit, Toys R Us refurbishment, car parking, highways and public space, repayable from potential operator and rental income.	0	7,500	7,500	0	0	15,000
117	Indoor Arena - Enabling Costs	A further triggering of the affordability envelope towards costs such as Land assembly, the project team and Multi Storey Car Park.	7,700	600	26,000	0	8,500	42,800
118	Indoor Arena - Direct Funding (Replacement for Income Strip Third Party Funding)	Subject to due diligence, it is possible that direct borrowing would deliver better value than an income strip guarantee. Borrowing would be funded by the annual lease income from the arena operator, backed by parent company guarantee.	0	69,050	69,050	0	0	138,100
119	Pentwyn Leisure Centre Redevelopment	Subject to a Cabinet report and business case, to create a bespoke centre and elite training, fitness and conditioning facility. Total cost of £5m, of which £2 million would be from capital receipts, with £3 million subject to a business case demonstrating that any additional borrowing can be sustainably repaid from future income.	1,500	1,500	0	0	0	3,000
TOTAL INVEST TO SAVE			35,631	138,936	170,874	17,250	11,776	374,467

TOTAL GENERAL FUND	157,613	251,332	271,037	120,545	68,945	869,472
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Public Housing Capital Programme (HRA)

120	Regeneration and Area Improvement	Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.	3,150	4,150	5,150	5,150	5,150	22,750
121	External and Internal Improvements	Improvements include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures.	19,250	21,100	13,600	11,100	9,950	75,000
122	New Build and Acquisitions	Subject to approval of viability assessments, to develop or acquire land and new housing via a range of measures in order to increase the level of affordable housing in the city.	60,990	89,085	69,250	50,750	32,790	302,865
123	Disabled Facilities Adaptations	To provide adaptations and internal modifications to allow the recipient to live independently within the home.	3,350	3,350	3,350	3,350	3,350	16,750

TOTAL PUBLIC HOUSING	86,740	117,685	91,350	70,350	51,240	417,365
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TOTAL CAPITAL PROGRAMME EXPENDITURE	244,353	369,017	362,387	190,895	120,185	1,286,837
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Capital Funding 2021/22 - 2025/26

	<u>2021/22</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>	
	<u>£000</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>£000</u>	%
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>		
General Fund							
WG Unhypothecated Supported Borrowing	(8,845)	(8,845)	(8,845)	(8,845)	(8,845)	(44,225)	5.1
WG General Capital Grant	(8,868)	(5,712)	(5,212)	(5,212)	(5,212)	(30,216)	3.5
Additional Borrowing to balance existing capital programme	(31,747)	(47,834)	(21,354)	(147)	1,227	(99,855)	11.5
Additional Borrowing for new schemes approved in 2021/22	(3,035)	(5,625)	(11,700)	(6,650)	(5,650)	(32,660)	3.8
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/income or directorate budgets	(35,631)	(138,936)	(170,874)	(17,250)	(11,776)	(374,467)	43.1
Earmarked Capital Receipts	(6,600)	(14,842)	(5,250)	0	0	(26,692)	3.1
Non Earmarked Capital Receipts	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)	(26,000)	3.0
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)	0.1
Earmarked Reserves	(50)	(50)	(128)	0	0	(228)	0.0
External funding estimates and contributions	(56,627)	(24,278)	(42,464)	(77,231)	(33,479)	(234,079)	26.9
Total General Fund	(157,613)	(251,332)	(271,037)	(120,545)	(68,945)	(869,472)	100.0
Public Housing (HRA)							
Major Repairs Allowance WG Grant	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)	11.4
Additional Borrowing	(63,706)	(95,320)	(66,750)	(50,350)	(34,340)	(310,466)	74.4
Direct Revenue Financing	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(12,000)	2.9
External funding estimates and contributions	(10,734)	(6,565)	(7,700)	(3,900)	0	(28,899)	6.9
Capital Receipts	(400)	(3,900)	(5,000)	(4,200)	(5,000)	(18,500)	4.4
Total Public Housing	(86,740)	(117,685)	(91,350)	(70,350)	(51,240)	(417,365)	100.0
Total Capital Programme Resources Required	(244,353)	(369,017)	(362,387)	(190,895)	(120,185)	(1,286,837)	

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Treasury Management Strategy 2021/22

Cardiff Council



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Treasury Management

1. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice for public services, updated by CIPFA in 2017. CIPFA is currently consulting on updates to the Code in respect of governance, skills, knowledge and indicators. The Code requires the Council to set out the policies and objectives of its treasury management activities and adopt four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. The last section of this strategy includes a glossary of terms used in this document.

2. CIPFA has adopted the following as its definition of treasury management activities:

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

3. The definition of 'Investments' above includes:

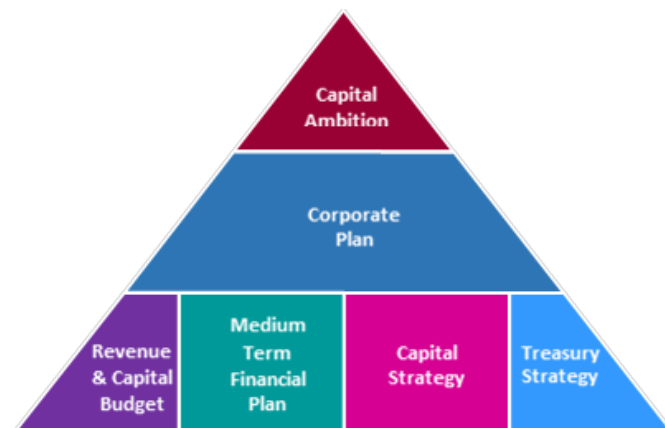
- treasury management investments (held for the prudent management of financial affairs), as well as
- non-treasury Investments, undertaken as part of a Capital Strategy either in the course of provision of services; or made for commercial reasons purely to make a financial gain. These are managed outside of normal treasury management activity.

Governance and Reporting

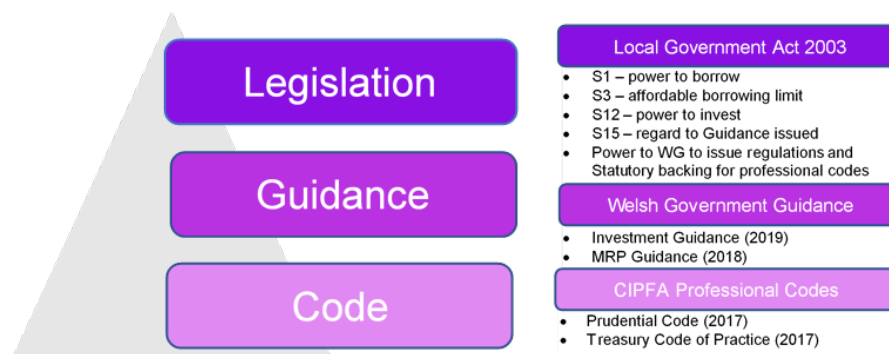
4. In compliance with Codes and Council policy, full Council receives a report on:

- the Treasury Management Strategy at the start of a forthcoming year
- a mid-year update and
- an outturn report.

5. The Treasury Management Strategy is an integral part of the Council's Strategic and Financial planning framework.



6. In 2004, local authorities were provided with flexibility in relation to the quantum and timing of borrowing decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable.



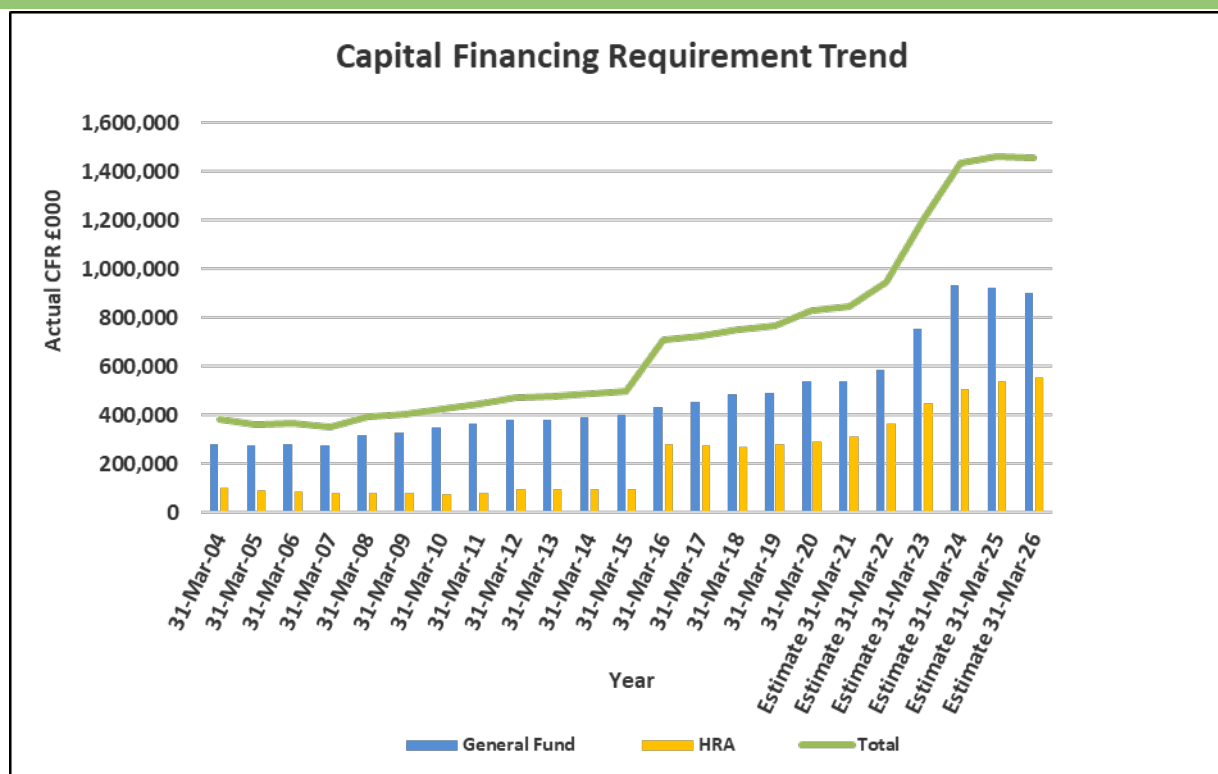
7. The Council has delegated responsibility for treasury management to the Corporate Director of Resources and S151 Officer. The Council's Treasury Management Practices which are updated annually, identifies specific responsibilities of officers as well as setting out schedules highlighting the way in which treasury activities are managed.
8. Responsibility for treasury decisions ultimately remains with the Council, however the Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Link Asset Services, Treasury Solutions includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
9. Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices and various reports are produced highlighting treasury management activities in accordance with council policy.

Capital Strategy and Capital Financing Requirement (CFR)

10. The Council's Capital Strategy sets out that successfully delivering the commitments set out in the Council's Capital Ambition will require capital investment. Having a capital strategy in place informs capital investment decisions by providing a framework, which will:
- provide a longer term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
 - ensure decisions can demonstrate sufficient regard to the long term financing, affordability implications and potential risks to the authority
 - provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.

11. The Capital Strategy is approved by Council as part of its budget setting process, with specific commentary required by the Council's S151 Officer in respect to deliverability, affordability and risks. The strategy sets out the approach to:
 - Working with partners - recognising the enabling role played by the Council in delivering investment and the need for alignment with Welsh Government on a longer term and sustained approach to capital investment.
 - Asset Management Planning - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
 - Risk Appetite - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed by robust business cases.
 - Governance and decision-making - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
 - Capital Investment Programme - the detailed five year capital investment programme proposed for 2021/22 to 2025/26.
 - Funding the strategy and investment programme - the Capital Resources assumed to be used to fund the 2021/22 to 2025/26 investment programme.
 - Affordability - understanding the impact of capital investment decisions on the Council's revenue budget and Medium Term Financial Plan via the calculation of various prudential indicators to be approved by Council. These include highlighting the percentage of capital financing costs committed as a percentage of the revenue budget.
 - Managing the borrowing requirement - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments. This is considered in the Treasury Management Strategy.

12. The detailed capital investment programme shows a significant borrowing requirement for a number of reasons. The Capital Financing Requirement for the General Fund and Housing Revenue Account are illustrated in the chart below. Where there is a rationale for doing so, further splits of the Capital Financing Requirement may be considered for future years.



13. The CFR projections show a continuing increasing trend. The key reasons for this and assumptions that can impact on the timing of investment include:

- An assumption that the council has the capacity and can implement the capital programme in accordance with the timescale in which funding is requested.
- An assumption that the non earmarked capital receipt target of £40 million set in 2018/19 and other capital receipts assumed are achievable and receivable in a reasonable time frame.
- The approach to making prudent provision in the Council’s revenue budgets for the repayment of any capital expenditure incurred on the basis of borrowing.
- The detailed capital programme that includes:
 - Agreed expenditure pre commitments in the capital programme approved in 2020/21 and prior years.
 - Additional investment proposed as part of the budget proposals for 2021/22 to 2025/26
 - Investment in the target to deliver 2000 new affordable homes in the Housing Revenue Account
 - Schools investment as part of the financial models for 21st Century Schools Band B and for additional asset renewal works to address condition
 - Specific schemes intended to pay for themselves from future revenue income or savings e.g. LED Lighting, District Heat Network, Cemetery expansion, Lamby Way solar farm and Core Office Strategy
 - Repayable loans offered by Welsh Government for specific schemes
 - Bringing forward agreed council contributions to the Capital Cardiff Region City Deal Wider Investment Fund including expenditure in advance of receiving HM Treasury Grant
 - The triggering of the affordability envelope approved by the Council following the acquisition of the Red Dragon Centre and enabling works and land acquisition required for the development of an Arena as part of the Atlantic

Wharf Regeneration Masterplan. An options appraisal and due diligence is to be considered in respect of the best means to deliver a financial package to allow the construction of the Arena itself following the appointment of the preferred bidder by Cabinet in November 2020. As planned within this process, this includes an assessment of whether it is financially beneficial for the Council to borrow the funding itself, which is then repayable by the operator or whether this should be done via a financial institution directly with the operator. It is currently assumed that the Council will provide the funding which will increase the Council's Capital Financing Requirement and need to borrow.

Treasury Management Strategy

14. The strategy covers the following areas:
 - Borrowing to finance the cash requirements arising from the Council's Capital Strategy and detailed capital investment programme. Costs of servicing that financing is included in Medium Term Financial Plans for the General Fund and Housing Revenue Account.
 - Treasury investments determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - Highlighting the approach to non-treasury Management Investments. Whilst these impact on the treasury function, they arise from capital expenditure plans which are reported separately from day to day treasury management activities. Accordingly this strategy focuses on Treasury investments.
15. The Council accepts that no treasury management activity is without risk. However the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.
16. The identification, monitoring and control of risk are integral elements of treasury management activities with risks including credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which were updated in March 2020.
17. The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA) and includes:
 - the current treasury position
 - economic background and prospects for interest rates
 - borrowing, including:
 - policy
 - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
 - borrowing strategy
 - treasury management indicators and limits for 2021/22 to 2025/26
 - investment policy and strategy, including security and investments approved for use
 - non treasury investments and
 - training.

The Treasury Position

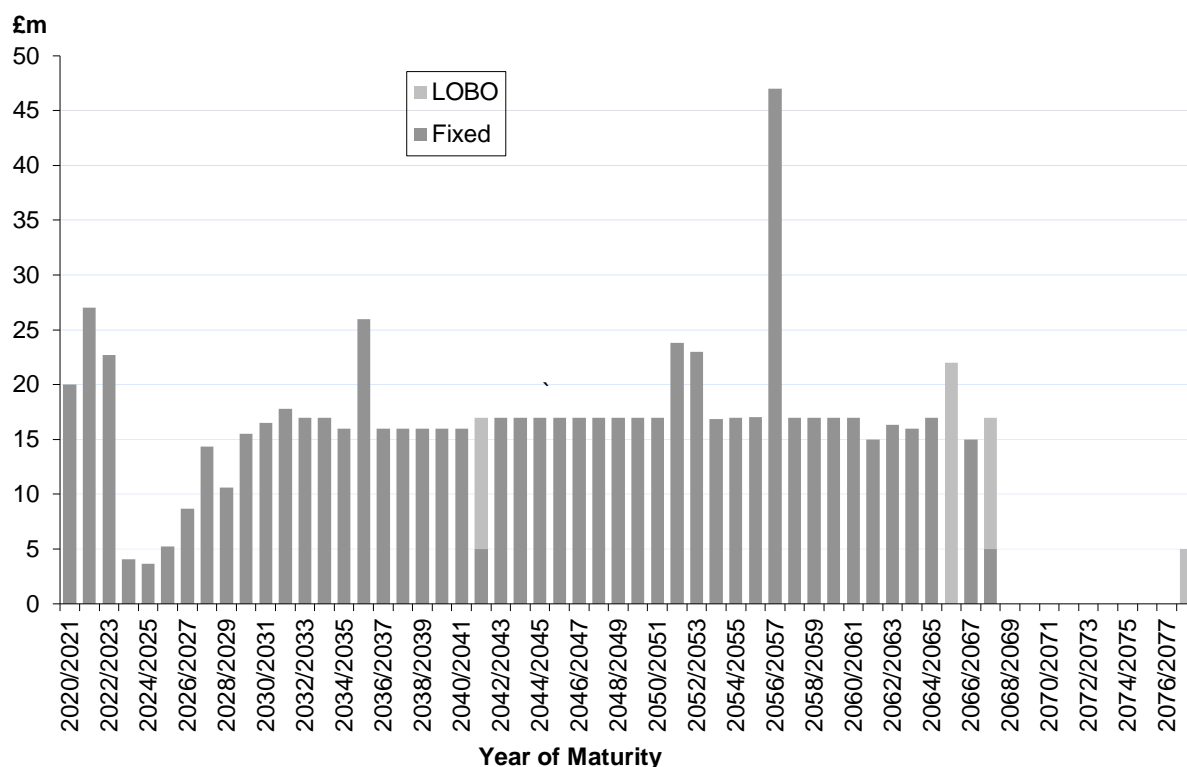
18. Borrowing and investments as at 31 December 2020 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	31 December 2019		31 December 2020	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
External Borrowing				
Public Works Loan Board (PWLB)	(668.9)	4.6	(698.9)	4.5
Market (Lender Option Borrower Option)	(51.0)	4.0	(51.0)	4.0
Welsh Government	(6.1)	0.0	(16.4)	0.0
Local Authority	(0.0)	0.0	(58.3)	1.5
Other	(4.5)	0.0	(3.6)	0.0
Total Debt	(730.5)		(828.2)	
Treasury Investments (Internally Managed)*				
Banks	91.0	0.90	76.0	0.22
Building Societies	10.0	0.75	10.0	0.07
Money Market Funds	22.0	0.71	35.1	0.00
Government	0	0	20.3	0.01
Total Treasury Investments (Net)	123.0	0.86	141.4	0.12
Net Treasury Investments / (Borrowing)	(607.50)		(686.8)	

*Note all investments are currently managed internally and no external fund management arrangements are in place.

19. The Council's debt maturity profile at 31 December 2020 is shown in the following graph on the assumption that all loans run to their final maturity.

The Treasury Position



20. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan without penalty. The Council has six such loans totalling £51 million.
21. Apart from the option to increase rates, these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35%. Details of the loans are shown in the next table.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
01/03/2021	6	6 months	23/05/2067
21/05/2021	6	6 months	21/11/2041
21/05/2021	6	6 months	21/11/2041
21/05/2021	6	6 months	23/05/2067
15/01/2023	5	5 years	17/01/2078
21/11/2025	22	5 years	23/11/2065

22. It should be noted that £24 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £5 million and £22 million have call options in January 2023 and November 2025 respectively and every five years thereafter. The likelihood of a request for an increase in rate is negligible.

Economic Background and Prospects for Interest Rates

23. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the twenty basis point certainty rate reduction available for PWLB loans. It is a central forecast, acknowledging for example that there are upside and downside risks.

	Actual 31/12/2020	March 2021	March 2022	March 2023	March 2024
Bank Rate	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB rate	0.75%	0.90%	1.00%	1.10%	1.20%
10yr PWLB rate	1.05%	1.30%	1.40%	1.50%	1.60%
25yr PWLB rate	1.60%	1.90%	2.00%	2.10%	2.20%
50yr PWLB rate	1.40%	1.70%	1.80%	1.90%	2.00%

Forecast at December 2020

24. In Its latest quarterly meeting, the Bank of England Monetary Policy Committee kept Bank Rate unchanged at 0.10% and announced a further £150 billion of quantitative easing to start in January 2021 as part of an overall target of £895 billion. There was no mention of negative interest rates, however it indicated that it “stands ready to adjust monetary policy” and signalled that rates would remain low unless future inflation was deemed to be persistently above its long term target. It made several references to downside risks and that any recovery following Covid-19 would take time and includes a risk of a persistent period of elevated unemployment.
25. UK public borrowing is forecast to reach £394 billion in the current year, the highest ever peace time deficit and 19% of Gross Domestic Product. In normal times, such an increase in total gilt issuance would lead to a rise in gilt yields, and so PWLB rates. However, the quantitative easing has depressed gilt yields to historic low levels. Overall, the pace of recovery is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one. The spread of a new mutation of the virus and further restrictions will result in further contractions of the economy.
26. Provided that both monetary and fiscal policy are kept loose for a few years yet, then it is still possible that in the second half of this decade, the economy may be no smaller than it would have been if COVID-19 never happened. The significant caveat is if another mutation of COVID-19 appears that defeats the current batch of vaccines, however there are likely to be painful longer term adjustments in some industries, impact on globalisation and long distance supply chains.
27. An agreement in respect of a Brexit deal has eliminated a significant downside risk for the UK economy. The initial agreement only covers trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis.
28. In summary, central banks are likely to continue to support growth by maintaining loose monetary policy through keeping rates very low for longer. Governments could also help a quicker recovery by providing more fiscal support for their economies at a time when total debt is affordable due to the very low rates of interest. They will also need to avoid significant increases in taxation or austerity measures that depress demand in their economies.

29. PWLB rates are based on Government borrowing rates (Gilts) and can be the subject of exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments over the forecast period. There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, could impact gilt yields, (and so PWLB rates), in the UK.
30. Downside risks to PWLB rates are:
 - Bank of England raises bank rate faster than anticipated causing UK economic growth and increases in inflation, to be weaker than anticipated.
 - Geopolitical risks in Asia, Europe and the Middle East, which could lead to increasing safe haven flows to the UK.
 - Resurgence of the Eurozone sovereign debt crisis due to high level of government debt, low rate of economic growth and vulnerable banking and political systems of certain countries, impacted by the virus crisis.
 - Weak capitalisation of banks, which could be undermined further depending on extent of credit losses resultant of the pandemic.
31. The potential for upside risks especially for longer term PWLB rates include:
 - The Bank of England is too slow in its pace and strength of increases in bank rate and, therefore, allows inflation pressures to build up too strongly within the UK economy.
 - Expectation of a stronger economic recovery.
 - Increases in the pace and strength of reversal of quantitative easing.
32. As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. Investment returns are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
33. The unexpected policy increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure.
34. On 25 November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchases of 'assets for yield' in its three year capital programme.

35. The new margins over gilt yields for the Council, following approval of a its certainty rate submission is as follows:

- **PWLB Certainty Rate** is gilt plus 80 basis points
- **PWLB HRA Certainty Rate** is gilt plus 80bps

Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21. Where there is a borrowing requirement for certainty, there is deemed to be value in borrowing from the PWLB for all maturity periods.

Borrowing Policy

36. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. Expenditure decisions are assumed in the Capital Strategy and a detailed programme approved by Council with the recurring cost implications factored into Medium Term Financial Plans. All borrowing is undertaken in the name of the Council and secured on all revenues of the Council.
37. The Council can consider various sources and debt instruments to pay for capital expenditure as well as its short term working capital requirements including unexpected cash outflows. This includes the Public Works Loan Board, the financial markets, Municipal Bond Agency, Local Authorities and other public bodies, leases, public private partnership models and the issuing of bonds for significant levels of funding or smaller bond schemes linked to specific themes such as green growth. These are detailed in the Council's Treasury Management Practices and the advantages and disadvantages of such products would need to be considered including risks, track record and cost of issuance, supported by external advice in respect of different options.
38. Best treasury management practice is that loans are not taken on a project by project basis, however this may be a consideration for investment property purchases or similar, where there may be a need to meet specific cash flows or track performance in the short term.
39. The Council's currently maintains a single pool of all Council debt for all activities which will continue to be reviewed to ensure the current approach maintains a 'fair' interest cost for respective activities.
40. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry), it makes financial sense to use any internal cash balances held in the short-term to pay for capital expenditure and minimise costs (internal borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future and so this position is kept under continuous review and delegated to the Corporate Director Resources.
41. The Council's Borrowing Strategy considers all options to meet the long-term aims of:
 - Promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact.
 - Pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities.
 - Ensuring borrowing plans are aligned to known capital expenditure spending plans and financial reserve levels.
 - Achieving a balanced maturity profile.
 - Having regard to the effects on current and future Council Tax and rent payers.

42. The Council does not intend to borrow in advance of need and will not do so just to gain financially. However, this option may be considered if it is felt that borrowing in advance allows opportunities to lock into favourable long-term rates. This will include opportunities to secure low interest rate loans from Welsh Government. This will be limited to no more than the expected increase in the Council's borrowing requirement over a three year period.

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2021/22

43. Where capital expenditure is paid for using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long term impacts across generations.
44. Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision'. Instead Welsh Government has provided guidance and examples in order to interpret that term.
45. A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate and this is included in the Council's Capital Strategy for 2021/22.

Council's Borrowing Requirement

46. The following table shows the actual level of external borrowing currently held by the Council including planned external borrowing in 2020/21 and scheduled loan repayments in future years. It compares this to the projected CFR i.e. the need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and funding plans as set out in the budget report for 2021/22. The difference between the projected CFR in 2025/26 (£1,455 million) and the actual level of external borrowing after any planned repayments (£767 million) is £688 million, i.e. there is insufficient cash held by the Council to support this projected level of under borrowing and this means there is a requirement for the Council to undertake further external borrowing over the medium term.

47. The section below sets out the approach to meeting the known borrowing requirement including use of temporary cash balances, external borrowing, sources of borrowing and timing.

Borrowing Strategy

48. In the short term, continuing with an approach of internal borrowing, using temporary cash balances available will continue to be a cost effective way of meeting part of the borrowing requirement. A high level balance sheet review undertaken suggests that a maximum level of internal borrowing could be circa £90 million (c9% of the 2021/22 CFR).
49. As mentioned previously, the Council will consider various sources and debt instruments to meet the borrowing requirement. This includes low interest loans from Welsh Government. The Council continues to qualify for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate).
50. Given the risks within the economic forecasts, setting a fixed target for the quantum and timing of borrowing is not deemed appropriate. A pragmatic approach will be adopted by Council's Section 151 Officer due to changing circumstances with the following strategy proposed to manage the Council's Capital Financing Requirement:
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs.
 - External borrowing (short, medium and long term) will be taken for the balance of the Council's borrowing requirement, with timing delegated to the Council's Section 151 Officer. This will aim to keep internal borrowing to approximately £60 million, subject to balance sheet capacity and future interest rate forecasts.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m
External borrowing at 1 April	722	828	830	803	780	776	772
Known / New borrowing	110	22	tbc	tbc	tbc	tbc	tbc
Scheduled repayments	(4)	(20)	(27)	(23)	(4)	(4)	(5)
External Borrowing at 31 March	828	830	803	780	776	772	767
Capital Financing Requirement	828	847	946	1,204	1,435	1,458	1,455
Shortfall / (Surplus) borrowing requirement	0	17	143	424	659	686	688
Requirement as % of CFR	0	2.0%	15.1%	35.2%	45.9%	47.0%	47.3%

- External borrowing is likely to be at fixed rates to meet the long term borrowing policy aims and current forecasts for rates.

51. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast or low interest loans were available from Welsh Government, then fixed rate external borrowing may be undertaken sooner to reduce the level of internal borrowing. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.
52. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and penalty rates charged for early debt repayment, results in limited options for restructuring of debt. Options have previously been considered for early repayment of loans, however the penalties outweighed the benefits. This position is expected to continue to be the case in the next few years.
53. The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice 2017 as well as Capital expenditure indicators in the Capital Strategy and overall budget report to consider affordability indicators.

Authorised Limit

54. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined indicators when setting this limit and be content that the impact upon future Council Tax payers and Council tenants is acceptable.
55. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.
56. Based on the capital programme proposed, it is recommended that the Council approve the following authorised limits (Statutory limit under Section 3 (1) of the Local Government Act 2003) and operational boundaries (figures for 2020/21 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Indicator						
External Debt - Authorised limit						
	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Limit for external borrowing and other long-term liabilities	1,126	1,472	1,472	1,472	1,472	1,472

57. This limit is consistent with proposals contained within the budget for capital expenditure with the addition of financing and accounting requirements in relation to landfill obligations. The overall limit for the Council has been set at a constant level of £1,472 million for 2021/22 to 2025/26 and cannot be breached without further Council approval.

Operational Boundary

58. The proposed operational boundary or projected level of external debt (excluding landfill) is set at the anticipated level of the CFR at the end of each year.

Indicator						
External Debt - Operational Boundary						
	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Boundary for external borrowing and other long-term liabilities	847	946	1,204	1,435	1,458	1,455

59. This will be subject to the level and timing of borrowing decisions and so the actual level of borrowing can therefore be below or above this initial estimate. However what cannot be breached without a further report to Council is the authorised borrowing limit.

Maturity Structure of Borrowing

60. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The table assumes that loans run to their final maturity, however a separate column is also included to show the maturity profile should the Council repay its LOBO loans early.

Indicator				
Maturity structure of borrowing in 2021/22				
	Upper limit	Lower limit	Actual to Maturity	Actual if LOBOs Repaid Early
	%	%	%	%
Under 12 months	10	0	3.34	6.31
12 months and within 24 months	10	0	2.81	3.43
24 months and within 5 years	15	0	1.61	4.33
5 years and within 10 years	20	0	8.12	8.12
10 years and within 20 years	30	0	21.51	21.51
20 years and within 30 years	35	0	21.03	19.55
30 years and within 40 years	35	0	26.32	26.32
40 years and within 50 years	35	0	14.64	10.43
50 years and within 60 years	15	0	0.62	0.00
60 years and within 70 years	5	0	0.00	0.00

Treasury Investment Policy

61. The Council has regard to the CIPFA Treasury Management Code and also complies with Welsh Government guidance on investments. The Council's investments include those arising from its own temporary cash balances as well as balances held from the activities of Joint Committees for which it is the Accountable body.
62. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council's risk appetite for treasury investments is low and its current business model for financial assets for treasury management investments is to collect contractual cash flows as part of the prudent management of its financial affairs. It aims to achieve the optimum return on investments commensurate with proper levels of security and liquidity. Risk will be contained by ensuring:
- All investments and repayments are in sterling.
 - Investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk.
 - A list of highly credit worthy counterparties with whom to invest is created and monitored.
 - Diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk.
 - Any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by the Council.
 - Continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the S151 Officer.
63. The Markets in Financial Instruments Directive (MiFID II) was implemented from 3 January 2018. Where requested by counterparties to do so, the Council has opted up to be classed as a 'professional' client following the submission of qualitative and quantitative information on its treasury activities.
64. Economic, Social and Governance issues are important to the Council and can play an important part in long term investments decision making. However the key aim for the treasury management of temporary cash balances is Security, Liquidity and then Yield for short term cash balances. Accordingly, consideration of wider ethical issues are not currently a key factor in the options for placing of short term cash balances.

Treasury Investment Strategy

65. The Council will retain access to a range of products and organisations available to manage short term investment balances and to achieve diversification. It uses Welsh Government guidance and judgements to define products available for use as specified or non specified and sets credit criteria to mitigate credit risk. These are defined in the sections below. Any funds held by the Council on behalf of joint committees will be managed in accordance with this strategy.

Treasury Management Investments

66. Financial institutions entered the pandemic with strong balance sheets predominantly a result of regulatory changes imposed on banks following the Financial Crisis. All three rating agencies have reviewed banks around the world with similar results in many countries of most banks being placed on Negative Outlook, but with a small number of actual downgrades.
67. The ability to change credit criteria and the approach to investments is delegated to the S151 Officer. This allows a prompt response to uncertainties in financial markets, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.
68. The Council aims to have sufficient liquid funds to ensure it does not become a forced borrower for a significant period of time at rates in excess of what may be earned on such investments. Short term cash flow forecasts and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators to determine maximum periods for investments.

Specified Investments

69. A specified investment is defined as one:
- which is in straightforward easily understood low risk products
 - not involving corporate share or loan capital
 - where the principal sum to be repaid at maturity is the same as the initial principal sum invested.
70. Specified investments may comprise up to 100% of the Council's total investments.

Instruments approved for use	Minimum Credit Criteria
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Term deposits – banks and building societies up to one year	Long-term A- /Short-term F1 or Government Equity Support

Non-Specified Investments

71. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £100 million is to be set for non-specified investments including investments for greater than one year (**Required Prudential Indicator**).

Treasury Management Investments

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+ or part nationalised	30	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills	Assumed Government Guarantee	40	6 months
Collective Investment Scheme structures – Constant as well as Low Volatility Money Market Funds	AAA – (Fitch, Moody's or S&P)	100	Liquid
Collective Investment Scheme Structures – Ultra Short Dated Bond Funds	AAA - (Fitch, Moody's or S&P)	20	Liquid
Collective Investment Scheme Structures - Government Bond Funds, Corporate Bond Funds, Gilt Funds and Floating Rate Notes	AA-	10	Weighted Average Maturity 3 years

72. The Council can utilise collective investment funds which pool together investments in a diversified portfolio of products and sectors. These may include short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial papers, together with a weighted average maturity of up to 60 days. It should be noted that any such funds are triple A rated and allow instant access.

Security / Creditworthiness Policy

73. The Council uses Fitch credit ratings as a basis for assessment of credit worthiness of institutions it will invest with. Changes in the criteria and decisions with whom to invest are delegated to the S151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” - the strongest capacity for timely payment of financial commitments.
74. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:

Treasury Management Investments

- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
- media reports as well as sovereign credit ratings. No minimum sovereign rating is applied to the UK, however for non UK based institutions the minimum Fitch sovereign rating is AA-
- the informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors
- financial sector and country exposure
- the extent to which organisations who do not meet the above criteria, are nationalised.

75. Local authorities usually do not have a credit rating, but are expected to assume the UK Sovereign rating. In accordance with the Local Government Act 2003, a person lending money to a local authority shall not be bound to enquire whether the authority has power to borrow the money and shall not be prejudiced by the absence of any such power. All loans are secured on future revenues of local authorities and this includes the ability to take legal action if any debts are not repaid. As demonstrated in benchmarking of treasury management investments, inter local authority lending is a significant option being used for short term investment balances, and is an option that continues to be available as part of the strategy proposed.

76. The Council's lending list for direct investment in an organisation is based on the following credit criteria, with the maximum limit for direct investment in any one group of related companies, whether ring fenced or otherwise, being £20 million:

Fitch Ratings (minimum)	Long term	Short term	Limit £m
Overnight to three months	A-	F1	6
Overnight to one year	A	F1	12
Overnight to two years	AA-	F1+	15
UK Part Nationalised Banks overnight to two years	n/a	n/a	20

77. Where treasury advisors recommend a shorter duration than would be allowed in accordance with Fitch criteria above, then the shorter period is adhered to.

The Council's current list of approved counterparties is shown below:

	£m	Duration
Australia AAA		
Australia and New Zealand Banking Group	12	1 year
Commonwealth Bank of Australia	12	1 year
National Australia Bank	12	1 year
Canada AAA		
Canadian Imperial Bank of Commerce	15	2 years
National Bank of Canada	12	1 year
Toronto Dominion Bank	15	2 years
France AA		
Credit Industriel et Commercial	12	1 year
Societe Generale	6	3 Months

Treasury Management Investments

Germany AAA		
Bayerische Landesbank	6	3 Months
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	15	2 years
Landesbank Hessen-Thuringen Girozentrale	12	1 year
Netherlands AAA		
Cooperatieve Rabobank U.A.	12	1 year
Singapore AAA		
DBS Bank	15	2 years
Oversea Chinese Banking Corporation	15	2 years
United Overseas Bank	15	2 years
Sweden AAA		
Skandinaviska Enskilda Banken	15	2 years
Switzerland AAA		
UBS AG	15	2 years
U.K AA		
Barclays Bank (NRFB)	12	1 year
Goldman Sachs International Bank	12	1 year
Handelsbanken	15	2 years
HSBC Bank plc (RFB)	15	2 years
Santander UK plc	12	1 year
SMBC Bank International Plc	12	1 year
Standard Chartered Bank	12	1 year
Bank of Scotland (RFB)	12	1 year
Lloyds Bank (RFB)	12	1 year
National Westminster Bank (RFB)	20	2 years
Royal Bank of Scotland (RFB)	20	2 years
Coventry BS	6	3 months
Leeds BS	6	3 months
Nationwide BS	12	1 year
Skipton BS	6	3 months
Yorkshire BS	6	3 months
UK Local Authority (Per Authority)	15	2 Years
Debt Management Agency Deposit Facility	n/a	6 months
Money Market Funds		
Aberdeen Liquidity Fund	12	Liquid
BlackRock ICS Sterling Fund	12	Liquid
Deutsche Managed Sterling Fund	12	Liquid
Fidelity GBP ICF	12	Liquid
Goldman Sachs Sterling Reserves Fund	12	Liquid
HSBC GBP Liquidity	12	Liquid
Insight Sterling Liquidity Fund	12	Liquid
JPMorgan GBP Liquidity LVNAV	12	Liquid
LGIM Sterling Liquidity Fund	12	Liquid

* In respect of the Council's day to day banking provider, there is a risk that the counterparty limit would be exceeded for a short period on receipt of unexpected funds.

78. The above list has been determined having regard to current participation in the financial markets and brokerages, sovereign countries whose banks we would be content to use and selecting some of their highest rated organisations.
79. The continued impact of Covid 19, implications arising from Brexit and the UK's own sovereign rating on the credit ratings of financial institutions are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results

Treasury Management Investments

in the counterparty or investment scheme no longer meeting the Council's criteria, its further use for new investment will be withdrawn immediately. Investments already held with that counterparty will be reviewed and options to call back funds before maturity would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.

80. In addition to treasury management investment activity, local authorities can utilise their powers to borrow in order to invest in other financial assets. Such activity includes loans supporting service outcomes, investment in or loans to subsidiaries, and investment property portfolios primarily for a financial return. Whilst these impact on treasury management activity, they are managed outside of this Treasury Management Strategy and approved separately as part of the Council's Capital expenditure plans arising from its Capital Strategy. Regulator concerns in relation to the extent of this activity have resulted in recent updates to CIPFA professional Codes of Practice including the Treasury Management Code. Whilst no national monetary, financial or other controls or limits are in place currently, regulations have been updated to ensure the risks and implications of such activities are clearly governed and understood over a long term period.
81. The most significant investments currently held by the Council and managed outside of normal treasury management activity are the Council's 100% shareholding in Cardiff Bus, the Council's investment properties, which include various historic freeholds within the City held for income generation or capital appreciation. The Council has also recently secured the Red Dragon Centre site as the basis for developing an Arena and the start of a significant regeneration initiative.
82. Investment for non-treasury management purposes requires careful investment management. Any previous and future proposals for such investments form part of the approved Capital Strategy and Capital Programme, setting out where relevant, the risk appetite and specific policies and arrangements for non-treasury investments. This will include an appropriate investment management and risk management framework, making it explicit in any decision making:
- The powers under which investment is made.
 - The governance process including arrangements in place to ensure appropriate due diligence to support decision making.
 - The extent to which capital invested is placed at risk.
 - proportionality of any income to resources available to the Council
 - The impact of potential losses on financial sustainability.
 - The methodology and criteria for assessing performance and changes to market and other conditions.
 - How knowledge and skills in managing such investments is arranged and that these are monitored, reported and highlighted explicitly in the decision making process and due diligence.
 - Creation of Treasury Management Practices which specifically deal with how non-treasury investments would be carried out and managed.
83. Where investment is undertaken in assets and property primarily for financial return, these investments should be proportional to the level of resources of the authority and consistent with CIPFA guidance. This guidance emphasises the importance of the Council's S151 (Responsible Finance) Officer role in reviewing and informing decisions being made in relation to non-treasury Investments.

84. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies; regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.
85. Audit Committee Members who are responsible for reviewing and seeking assurance on treasury management activities have also been provided with the opportunity for specific internal and external training. The development of further training will be informed by individual and collective Audit Committee self-assessments.

Glossary of Terms

Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

Borrowing

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

Capital Financing Requirement (CFR)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account.

Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

Glossary of Terms

Chartered Institute of Public Finance & Accountancy (CIPFA)

CIPFA is the professional body for accountants in public finance. As a specialised public services body, it provides information, guidance, and determines accounting standards and reporting standards to be followed by Local Government.

Collective Investment Scheme Structures

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

Corporate Bonds

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

Counterparty

One of the parties involved in a financial transaction with whom the Council may place investments.

Counterparty / Credit Risk

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

Credit Criteria

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

Credit Default Swaps

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

Credit Rating

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as "Highest Credit Quality" and indicates the strongest capacity for timely payment of financial commitments.

Debt Management Account Deposit Facility (DMADF)

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government's investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

Debt Restructuring

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

Diversification of Investments

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

Duration (Maturity)

The length of time between the issue of a security and the date on which it becomes payable.

External Borrowing

Money borrowed from outside of the Council.

Financial Instrument

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

Fitch Credit Ratings

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

Fixed Rate

An interest rate that does not change over the life of a loan or other form of credit.

Floating Rate Notes

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

Four Clauses of Treasury Management

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

Glossary of Terms

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Medium Term Financial Plan

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

Markets in Financial Instruments Directive (MiFID)

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007, but was revised with changes taking effect from **3 January 2018** (MiFID II).

Glossary of Terms

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional'.

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client". The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a Constant Net Asset Value (CNAV) are those where the sum invested is the same on maturity, Low Volatility Net Asset Value (LVNAV) are those where any sum invested is likely to be the same on maturity. Funds with a Variable Net Asset Value (VNAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Pooling

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Glossary of Terms

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Ring Fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Management

The management of the organisation’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

Glossary of Terms

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

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Appendix 1
CARDIFF COUNCIL BUDGET 2021/22
Support for the Corporate Plan and Future Generations

CORPORATE PLAN	2021/22 BUDGET <i>(includes 5 year capital expenditure, and additional revenue allocations for 2021/22 including one-off sums)</i>
CARDIFF IS A GREAT PLACE TO GROW UP	<ul style="list-style-type: none"> • £251m - 21st Century Schools Band B investment programme • £54.7m - Investment in the existing schools estate • £6.2m - Net additional revenue support for Children's Services • £6.3m - Net additional revenue support for Schools • £0.2m - For Child Friendly City Initiatives - Children's Universities and Innovation Labs • £0.5m - For a summer engagement programme for children and young people • £0.3m - to support the most vulnerable young people to transition to Education Employment and Training (EET) and to re-engage those who have dropped out of EET during the pandemic. • £4.3m - Capital investment in Right Homes Right Support Strategy for children and investment in children's respite provision and gateway accommodation for young people
CARDIFF IS A GREAT PLACE TO GROW OLDER	<ul style="list-style-type: none"> • £41.8m - Disabled adaptations to enable people to remain in their home (Adults & Children) • £5.2m - Net additional revenue support for Adult Services
SUPPORTING PEOPLE OUT OF POVERTY	<ul style="list-style-type: none"> • Revenue budget funding to continue to pay the voluntary living wage to staff • £0.2m - To temporarily expand the money advice team in connection with the Coronavirus Pandemic • £0.1m - Additional revenue funding for homelessness
SAFE, CONFIDENT & EMPOWERED COMMUNITIES	<ul style="list-style-type: none"> • £378m - Investment in social housing, including new Council Homes • £2m - Capital investment in supported living for adults with complex needs • £5.4m - Investment in Leisure Centres • £3.2m - Investment in Youth and Wellbeing Hubs • £0.2m - Revenue funding to support young people following the Coronavirus Pandemic • £32.7m - Neighbourhood Regeneration • £9.7m - Capital investment in parks infrastructure and playground equipment • £0.4m - Revenue investment in playground management, park rangers and trees • £0.4m - To support socially valuable bus routes
A CAPITAL CITY THAT WORKS FOR WALES	<ul style="list-style-type: none"> • £73m - Support for Cardiff Capital Region City Deal (CCRCDD) Projects • £234m - Economic Development Initiatives • £41m - Investment in Highway Infrastructure Assets • £0.8m - Revenue support for localised highways and footways repairs
POPULATION GROWTH IS MANAGED IN A RESILIENT WAY	<ul style="list-style-type: none"> • £25m - Energy sustainability and generation • £61m - To develop strategic cycle routes, improve transportation infrastructure and encourage active travel and sustainability, subject to grant funding • £18m - Capital support for recycling activity including a new recycling facility for the north of the city • £0.2m - Revenue funding to improve recycling performance • £3.9m - For One Planet Cardiff Strategy match-funding (capital) • £0.5m - Revenue funding to support delivery of the One Planet Cardiff Strategy • £0.3m - Revenue funding for deep cleansing and to trial bin sensors in communal areas • £18m - To address flooding and coastal erosion • £0.2m - Revenue funding for edible playgrounds and to support schools active travel
MODERNISING & INTEGRATING OUR PUBLIC SERVICES	<ul style="list-style-type: none"> • £13.1m - Investment in modernising ICT, improving business processes and core office strategy • £10.6m - Investment in non-schools buildings

Appendix 1
CARDIFF COUNCIL BUDGET 2021/22
Support for the Corporate Plan and Future Generations

	The Five Ways of Working at the Heart of the Future Generations Act
LONG TERM	<ul style="list-style-type: none"> • Long-term affordability of the capital programme - prudential & local indicators • Modelling a future budget outlook to understand how today's decisions and assumptions will affect the future shape of the budget • Identifying current and future risks and their potential financial impact • Carefully evaluating the Council's financial resilience and ensuring mechanisms are in place to protect this position • Highlighting that budget opportunities forgone in one year will have a cumulative effect over time • Savings that involve removal of services seen as a last resort • Capital investment directed to areas that support the Council's priorities and emerging issues
PREVENTION	<ul style="list-style-type: none"> • Exploring opportunities for strength based practice and preventing escalation of need – reflected in savings • Increasing the independence of individuals to live in their own homes and signposting to third sector organisations rather than institutionalised care • Carefully evaluating the use of finite resources to try and avoid deterioration of our existing assets, seeking options to relinquish them where feasible to avoid future costs • Revenue support to tackle homelessness and long term investment in new affordable housing
COLLABORATION	<ul style="list-style-type: none"> • Savings predicated upon working with others to continue to deliver services • Work with private and public partners to develop services and investment for the future to support the delivery of Capital Ambition objectives including the Capital Strategy
INTEGRATION	<ul style="list-style-type: none"> • Budget proposals are not considered in isolation, with consideration given to the potential impact of any decision on other council services, external partners and service users • Areas of integrated working include Health and Social Services, Community Safety, Regulatory Services and Third Sector • Integration between the key elements of the Financial Strategy (Budget, Capital Programme, Treasury Management Strategy, Capital Strategy, MTFP) as well as the Council's key priorities
INVOLVEMENT	<ul style="list-style-type: none"> • City wide consultation • Effort to engage with groups that have been traditionally less involved • Service user specific consultation on proposals where appropriate • Consideration of consultation feedback in drafting final budget proposal • Budget Scrutiny and engagement with key stakeholders – Schools Budget Forum, Trade Unions, staff

Capital Ambition - Policy Growth

Directorate	Outline	£000
Economic Development	Playground Management Funding to a) expand the playground management team, thereby improving the ability to react quickly to addressing defects, and b) to meet the additional costs associated with the upkeep of safety surfacing.	188
	Parks - Trees, Biodiversity and Urban Rangers Additional resource to increase the number of Park Rangers to enable the service to perform its existing functions over a wider area and put the service on a more proactive footing.	112
	Support for the City Development Agenda Funding to provide direct policy support for the City Region, Great Western Gateway and other Strategic Partnerships.	50
Economic Development Total		350
Education	Cardiff Commitment - Education and Skills Funding to support the most vulnerable young people to be able to transition into Education, Employment and Training (EET) mid economic crisis and to re-engage those young people that have dropped out of EET during the pandemic: Youth mentoring capacity for Looked After Children Pre-16 whose education and well-being has been severely disrupted and for hard to reach young people who have already dropped out, or are at risk of dropping out of EET. Also the development of a Post 16 Portal to improve the visibility of and access to Post 16 education, training and work based learning opportunities in Cardiff for all young people.	265
Education Total		265
Planning, Transport, Environment	One Planet Cardiff Funding to support the delivery of One Planet Cardiff and Transport White Paper objectives.	120
Planning, Transport, Environment Total		120
Resources	Digital Service Development – Improving the quality of Data Capture and responding to challenges Cardiff has already seen significant take up in services delivered via the mobile app with customers on average demonstrating a minimum of 65% shift to Web and app when new services are introduced. This funding will enable the procurement of a new 'online form builder' to support the creation and implementation of online forms at pace, to meet demand from service areas and our 'digital first' obligation to residents.	50
	Human Resources - Equalities Training Budget To support the equality and diversity of our organisation by increasing the annual funding for each of the Council's five equality networks to £5,000 per annum, in order to increase the capacity for training.	15
Resources Total		65
TOTAL		800

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Appendix 3 (a)

CARDIFF COUNCIL: FEES AND CHARGES 2021/22

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
Economic Development							
Charges in respect to filming in the City							
1	Charges in respect to filming in the City	£100.00 - £250.00	Nil	Nil	1 April 2021	No proposed increase	
Workshop Rents							
2	Workshop Rents	See Comment			1 April 2021	Subject to condition of lease. Rents reviewed on a commercial basis.	
Land and Building Rents							
3	Land and Building Rents	See Comment			1 April 2021	Subject to condition of lease.	
Business Development							
4	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2021	No proposed increase. Currently no lending being undertaken. If this were to change, the fees would be subject to review	
5	Equity Administration - one off payment	£1,000.00					
Venues							
6	Commercial Catering	Various	Nil	Nil	1 April 2021	No proposed increase	
St Davids Hall							
7	Auditorium Hire				1 April 2021	The proposed new charges are: • Standard Hire - Morning or Afternoon £2,590.00 - Evening £5,761.00 - Full Day £8,351.00 • Concessionary Hire - Morning or Afternoon £2,072.00 - Evening £4,609.00 - Full Day £6,681.00	
	• Standard Hire						
	- Morning or Afternoon	£2,515.00	£75.00	2.98%			
	- Evening	£5,593.00	£168.00	3.00%			
	- Full Day	£8,108.00	£243.00	3.00%			
	• Concessionary Hire						
	- Morning or Afternoon	£2,012.00	£60.00	2.98%			
- Evening	£4,474.00	£135.00	3.02%				
- Full Day	£6,486.00	£195.00	3.01%				
8	Level 1 Studio - Per session - Standard & Concessionary	£264.00	£8.00	3.03%			The proposed new charge is £272.00
9	Level 2 Foyer - Per session	£184.00	£6.00	3.26%			The proposed new charge is £190.00
10	Level 3 - Per session - AM, PM or Evening	£416.00	£12.00	2.88%			The proposed new charge is £428.00
11	Daystage (Level 3) - Evening	£1,141.00	£34.00	2.98%			The proposed new charge is £1,175.00
12	Ivor Novello Room - AM, PM or Evening	£89.00	£3.00	3.37%			The proposed new charge is £92.00
13	Viscount Tonypanydy Room - AM, PM or Evening	£89.00	£3.00	3.37%			The proposed new charge is £92.00
14	Green Room - AM, PM or Evening	£205.00	£6.00	2.93%		The proposed new charge is £211.00	
15	St Asaph Room - AM, PM or Evening	£205.00	£6.00	2.93%		The proposed new charge is £211.00	
16	Ticket postage fee	£1.50	Nil	Nil		No proposed increase	
17	Cloakroom charge	£1.50					
18	Resale of tickets	20% of ticket value					
19	Issuing ticket duplicates for lost tickets	£2.50					
20	Purchase of ticket from being on Waiting List	£2.50					
21	Exchange ticket to another performance	£2.00					
22	Ticket Protection	£1.85					
23	Friend of St David's Hall - With Digital brochure	£20.00					
24	Friend of St David's Hall - With Digital & printed brochure	£25.00					
25	Group discounts	Various - See Comment					
26	Programme price	Various - See Comment				Programme prices are set by promoters	
Norwegian Church							
27	Wedding Package based on 60 guests - 5pm till midnight	£4,500.00	Nil	Nil	1 April 2021	No proposed increase	
28	Grieg Room hire – day hire	£400.00					
29	Day Delegate Rate (minimum numbers 20)	£40.00					
30	Grieg Room – Evening Hire - 7pm until midnight	£600.00					

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
31	Concert hire – 7.30-9.30pm	£360.00	Nil	Nil	1 April 2021	No proposed increase
Cardiff Castle						
32	Cardiff Castle Gift Shop	Various	Nil	Nil	1 April 2021	No proposed increase
33	Castle Key	£6.75	£0.25	3.70%		The proposed new charge is £7.00
34	Cardiff Castle Tours	£3.75	£0.15	4.00%		The proposed new charge is £3.90
35	Castle Banquet	£49.95	Nil	Nil		No proposed increase
36	Castle Room Hire	£650.00	£25.00	3.85%		The proposed new charge is £675.00
City Hall / Mansion House						
37	Assembly Room Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,900.00 £2,500.00	Nil	Nil	1 April 2021	No proposed increase
38	Marble Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,700.00 £1,700.00				
39	Lower Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,150.00 £1,800.00				
40	Ferrier Hall Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£390.00 £600.00				
41	Council Chamber Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£330.00 £500.00				
42	Syndicate Rooms Hire • Mon - Fri (Full Day) • Weekends, Evenings & Bank Holidays (4 hours)	£430.00 £360.00				
43	All City Hall Room Hire - Discounted for Registered Charities	30%				
44	Mansion House Hire • 4 hour session • Evening 6 hour session	£550.00 £1,050.00				
45	Mansion House Hire Charges - discount for registered charities	20%				
Cardiff Caravan & Camping Park Charges						
46	Pitches (Other than during events) per night • Maximum 2 Adults or Family (2 adults, 2 children) - With electric - Without electric • Single Occupancy - With electric - Without electric • Hiker	£32.00 £28.00 £27.00 £24.00 £20.00	Nil	Nil	1 April 2021	No proposed increase
47	Pitches (During events) per night • Maximum 2 Adults or Family (2 adults, 2 children) - With electric - Without electric	£40.00 £35.00				
48	Additional Person charge per night • Child • Adult • Adult (Events)	£4.00 £10.00 £15.00				
49	Extra Vehicles	£10.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
50	Calor Gas		Nil	Nil	1 April 2021	No proposed increase
	• Propane					
	- 3.9kg bottle	£17.30				
	- 6.0kg bottle	£20.40				
	- 13.0kg bottle	£26.00				
51	• Butane		Nil	Nil	1 April 2021	No proposed increase
	- 4.5kg bottle	£17.90				
	- 7.0 kg bottle	£22.85				
	- 15.0kg bottle	£36.60				
	Tokens					
	• Washer	£3.00				
	• Dryer	£2.00				
Cardiff Story Museum						
52	Hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours)		Nil	Nil	1 April 2021	No proposed increase
	• Corporate Rate	£900.00 plus staffing costs				
	• Charity Rate	£630.00 plus staffing costs				
53	Talks by Museum Professional Staff - per hour	Various - from £70				
54	Museum formal education / school visits (Formal education and school packages are tailored according to the teacher's requirements.)	Range from £1.00 per pupil to £4.50 per pupil and / or £25.00 to £80.00 per led session.				
55	Children's birthday parties	Various - from £75.00				
56	Left Luggage facility		Nil	Nil	1 April 2021	No proposed increase
	• Small lockers	£5.00				
	• Medium lockers	£8.00				
	• Large lockers	£10.00				
	• Overnight 24 hours	£20.00				
57	Hire of Learning Suite		Nil	Nil	1 April 2021	No proposed increase
	• 10am - 4pm					
	- Standard Rate	£120.00				
	- Charity Rate	£85.00				
	• Evening					
- Standard Rate	£285.00 + staffing costs					
- Charity Rate	£220.00 + staffing costs					
• Additional Hours (per hour)	£40.00					
Events - Park & Ride/Parking						
58	Major Event Park & Ride		Nil	Nil	1 April 2021	No proposed increase
	• Pre Book	£8.00				
	• On Day	£10.00				
59	City Centre Parking		Nil	Nil	1 April 2021	No proposed increase
	• Pre Book	£12.00				
	• On Day	£15.00				
60	Mini buses & Coaches	£25.00				
61	Parking (small local events)	Various from £3.00				
62	City Centre Parking (small local events)	£10.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
County Hall Venue Hire										
63	1 x committee room/council chamber • Weekday (4 hours) • Weekday (6 hours)	£220.00 £360.00	Nil	Nil	1 April 2021	No proposed increase				
64	1 x committee room including kitchen • Weekday (6 hours) • Weekend (6 hours)	£650.00 £880.00								
65	2 x committee rooms including kitchen • Weekday (6 hours) • Weekend (6 hours)	£1,025.00 £1,455.00								
66	3 x committee rooms including kitchen • Weekday (6 hours) • Weekend (6 hours) • Weekend (6 hours) including Staff Canteen	£1,400.00 £1,920.00 £2,450.00								
67	Staff Canteen	£350.00								
68	Bank holiday rate	Additional £550.00								
69	Car Park Hire -Exclusive use x 586 spaces	£2,344.00								
70	Car Park Hire - per Space	£5.00								
71	Room Hire - Discounted for Registered Charities	10%					See Comment			This is the discount available to registered charities
Parks										
72	Allotments (Per Annum) - Full Price • Category A per pitch • Category B per pitch • Category C per pitch • Chalet • Brick cubicle	£12.96 £12.54 £12.00 £122.25 £28.13	See Comment		2 February 2021	Allotment year runs from 2nd February. Fees are reviewed annually in line with the delegated authority set out in the Budget Report.				
73	Allotments (Per Annum) - Concession • Category A per pitch • Category B per pitch • Category C per pitch • Chalet	£6.48 £6.27 £6.00 £63.13								
Parks Outdoor										
74	Roath Park • Duck or Fish food • Postcards	£0.60 (£1.00 both) £0.50 (£2.50 Pack of 6)	Nil	Nil	1 April 2021	No proposed increase				
75	Roath Park Conservatory	£2.00 - £26.00 depending on type and size of group								
76	Roath Park Conservatory - School/Group Booking Fees	£4.00								
77	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00								
78	Pavilions • Half Day • Full Day	£38.10 £57.00								
79	Football Pitch & Changing Facilities	£60.50								
80	Football Pitch only	£48.50								
81	Rugby Pitch & Changing Facilities	£82.50								
82	Rugby pitch only	£66.00								
83	Cricket Pitch & Changing Facilities	£72.50								
84	Cricket - Pitch only	£60.50								
85	Baseball Pitch & Changing Facilities	£72.50								
86	Baseball - Pitch only	£60.50								

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
87	Training area & changing facilities	£30.00	Nil	Nil	1 April 2021	No proposed increase
88	3G Pitch - Gold/Silver Accredited - per hour	£66.00				
89	3G pitch - Bronze/Standard Accredited - per hour	£66.00				
90	3G pitch - Non Accredited - per hour	£66.00				
91	3G pitch - Off Peak - per hour	£40.00				
Channel View						
92	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2021	No proposed increase The proposed new charge is £31.50 The proposed new charge is £36.50 The proposed new charge is £43.50 The proposed new charge is £48.50 The proposed new charge is £34.00 The proposed new charge is £18.00 No proposed increase The proposed new charge is £14.50 No proposed increase The proposed new charge is £7.00 The proposed new charge is £7.00 The proposed new charge is £3.90 The proposed new charge is £3.90 No proposed increase The proposed new charge is £3.90
93	All Weather pitch outside 3G Off Peak	£40.00				
94	3G Outside Off peak and weekends	£30.00				
95	3G Outside Peak	£35.00				
96	3G Inside Off peak and weekends	£42.50				
97	3G Inside Peak times	£47.50				
98	Upper Activity area (per hour)	£33.00				
99	Committee Room / Crèche (per hour) off peak	£17.00				
100	Committee Room / Crèche (per hour) Peak	£25.50				
101	Meeting Room 3 (Peak times per hour)	£14.00				
102	Children's party	£135.00				
103	Adult Activities 1hr	£6.80				
104	Spin / TRX / Kettlebells/Boxmaster	£6.80				
105	School Holiday - Children's activities	£3.80				
106	Junior Activities	£3.80				
107	Soft Play	£3.80				
108	50 + (access to gym, specific classes at off peak times)	£3.80				
Cardiff Riding School						
109	Spectator	£0.50	Nil	Nil	1 April 2021	No proposed increase The proposed new charge is £15.50 No proposed increase The proposed new charge is £4.00 The proposed new charge is £20.00 No proposed increase The proposed new charge is £12.00 The proposed new charge is £45.00 No proposed increase The proposed new charge is £45.00 The proposed new charge is £12.00
110	Competition Entry - Pony Club/Riding Club members discounted	£12.50				
111	Competition Entry - non members	£15.00				
112	Work Livery 6 hrs per week (Horse worked)	£110.00				
113	Work Livery 9 hrs per week (Horse worked)	£89.00				
114	Work Livery 12 hrs per week (Horse Worked)	£60.00				
115	1 night livery	£27.50				
116	Certificate	£3.50				
117	Child Disability 1hr pony lesson	£18.00				
118	Stable Management 1 hr Private	£40.00				
119	Stable Management 1 hr group	£11.00				
120	Stable Management 1 hr long term (yr fee)	£42.00				
121	Uni 1 hr group lesson	£22.50	Nil	Nil	1 April 2021	No proposed increase
122	Course 1 hr group lesson	£22.50				
123	1/2 hr Private up to 2 persons	£30.00				
124	1/2 hr Private up to 3 persons	£22.00				
125	1 hour Private up to 2 persons	£42.00				
126	1 hour Private up to 3 persons	£40.00				
127	Hire of Hats	£2.50				
128	1/2 hr group weekday lesson	£14.00				
129	1/2 hr group weekend lesson	£15.50				
130	1 hr group weekday lesson	£22.50				
131	1 hr group weekend lesson	£23.50				
132	Pony Club Day (extended lesson)	£44.00				
133	Pony Club Stable Management (1hr)	£11.00				
134	Pony Club 1/2 hr group	£14.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
135	Pony Club 1 hr group	£22.50	Nil	Nil	1 April 2021	No proposed increase
136	Stable Management 1.5 hours	£16.50				
137	Riding Club 1.5 hours	£16.50	£1.50	9.09%		The proposed new charge is £18.00
138	Riding Club 1hr Ride+ 1 SM	£35.00	£1.50	4.29%		The proposed new charge is £36.50
139	Riding Club Day	£44.00	£1.00	2.27%		The proposed new charge is £45.00
140	Assisted Livery	£80.00				
141	Full Livery Care Only	£155.00	Nil	Nil		No proposed increase
142	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
143	Manure (per bag)	£1.00				
144	Christmas Show Entry	£7.50	£1.00	13.33%		The proposed new charge is £8.50
145	Adult Gloves	£7.00				
146	Child Gloves	£4.00	Nil	Nil		No proposed increase
147	Plain Whip	£8.00				
148	Schooling Whip	£13.00				
149	Holiday Club	£6.00	£2.00	33.33%	The proposed new charge is £8.00	
150	Pony Ride (Sat/Sun)	£7.00	£0.50	7.14%	The proposed new charge is £7.50	
151	Party	£230.00	Nil	Nil	No proposed increase	
152	DIY Livery (per week)	£66.00				
153	Snr Pony Club	£31.00	£1.00	3.23%	The proposed new charge is £32.00	
154	Pony Club 1hr Ride+ 1 Stable Management	£35.50	£0.50	1.41%	The proposed new charge is £36.00	
Canton Community Hall						
155	Parents & Tots	£3.10	Nil	Nil	1 April 2021	No proposed increase
156	Parents & Tots (MaxActive)	£1.55				
157	Parents & Tots (Extra Child)	£2.10				
158	Little Tiddlers/ Ti a Fi	£3.10				
159	Photocopying	£0.20				
160	Circuits	£5.40				
161	Boxacise	£5.40				
162	Pilates	£5.40				
163	Adult Archery	£5.60				
164	Adult Max Active Fitness	£2.70				
165	Junior Archery	£3.50				
166	Junior Football	£2.50				
167	Junior Streetgames	£1.50				
168	Junior Pool Club	£2.00				
169	Junior Holiday Activities	£2.70				
170	Friday Parties	£130.00				
171	Weekend Parties	£155.00				
172	Badminton Court Booking	£12.10				
173	Table Tennis	£4.70				
174	Whole main Hall	£39.00				
175	Function Room	£13.50				
176	Committee Room	£13.00				
177	Multi Use Games Area (Off Peak)	£25.00				
178	Multi Use Games Area (Peak)	£42.00				
179	Active Card Membership	£20.00				
Sailing Centre						
180	Windsurfing - 2 day - Adult	£195.00	£5.00	2.56%	1 April 2021	The proposed new charge is £200.00
181	Windsurfing - 2 day -Youth	£135.00	Nil	Nil		No proposed increase
182	Multi Activity - 2 day -Youth	£135.00	Nil	Nil		No proposed increase
183	Supervised Sailing & Windsurfing (3 hour session)	£25.00	£1.00	4.00%		The proposed new charge is £26.00

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
184	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£115.00	£5.00	4.35%	1 April 2021	The proposed new charge is £120.00
185	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£225.00	£10.00	4.44%		The proposed new charge is £235.00
186	Youth Sailing Courses					The proposed new charges are:
	• 2 day	£135.00	Nil	Nil		• 2 day - No proposed increase
	• 3 day	£190.00	£5.00	2.63%		• 3 day £195.00
	• 5 day	£310.00	£10.00	3.23%		• 5 day £320.00
	• 6 week	£210.00	£5.00	2.38%		• 6 week £215.00
	• 10 week	£340.00	£10.00	2.94%		• 10 week £350.00
	• After Schools club	£140.00	£5.00	3.57%		• After Schools club £145.00
187	Youth Sailing Taster 1/2 day	£34.00	£1.00	2.94%		The proposed new charge is £35.00
188	Scout Sailing Taster 1/2 day	£22.00	£1.00	4.55%		The proposed new charge is £23.00
189	Sailing Schools Group (per pupil)	£12.00	£0.50	4.17%		The proposed new charge is £12.50 per pupil
190	Adult Level 1: 2 day	£195.00	£5.00	2.6%		The proposed new charge is £200.00
191	Adult Level 1: 6 week	£295.00	£5.00	1.69%		The proposed new charge is £300.00
192	Adult Sailing Taster 1/2 day	£50.00	Nil	Nil	No proposed increase	
193	Corporate Sailing Taster				The proposed new charges are:	
	• Half Day	£75.00	£3.00	4.00%	• Half Day £78.00	
	• Full Day	£150.00	£5.00	3.33%	• Full Day £155.00	
194	Sailing/Windsurfing				No proposed increase	
	• Half Day	£130.00	Nil	Nil		
	• Full Day	£260.00				
Sailing Centre (Powerboat & Shore based)						
195	Powerboat Level 1	£130.00	Nil	Nil	1 April 2021	No proposed increase
196	Powerboat Level 2	£245.00	£5.00	2.04%		The proposed new charge is £250.00
197	Powerboat Safety Boat	£245.00	£5.00	2.04%		The proposed new charge is £250.00
198	Powerboat Intermediate	£275.00	£10.00	3.64%		The proposed new charge is £285.00
199	Powerboat Advanced	£295.00	£10.00	3.4%		The proposed new charge is £305.00
200	Private Tuition - Powerboat	£255.00	£5.00	1.96%		The proposed new charge is £260.00
201	Royal Yachting Association (RYA) First Aid	£95.00	Nil	Nil		No proposed increase
202	Royal Yachting Association (RYA) VHF/DSC	£95.00				
Activity Adventure Program Cardiff Bay Water Activity Centre						
203	Archery session (1.5 hours)	£25.00	Nil	Nil	1 April 2021	No proposed increase
204	Archery course (4 x 1.5 hours)	£75.00				
Fishing						
205	Fishing Licences - Day		Nil	Nil	1 April 2021	No proposed increase
	• Junior	£4.60				
	• Concession	£5.00				
• Adult	£8.80					
206	Fishing Licences - Annual					
	• Junior	£25.00				
	• Concession	£33.00				
	• Adult	£50.00				
Slipway Fees and Charges						
207	Single occupancy launch	£5.00	Nil	Nil	1 April 2021	No proposed increase
208	Multi occupancy launch	£14.00	£1.00	7.14%		The proposed new charge is £15.00
209	Sail boat launch	£14.00	£1.00	7.14%		The proposed new charge is £15.00
210	Motor boat launch	£14.00	£1.00	7.14%		The proposed new charge is £15.00
211	Boat Launch - Season Tickets per metre	£26.00	Nil	Nil		No proposed increase
Rowing						
212	Level 1 Blades Junior (4 x 2.5 hours)	£75.00				
213	Level 1 Blades Adult (3 x 2.5 hours)	£85.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
214	Level 2 Blades Junior (4 x 1.5 hours)	£70.00	Nil	Nil	1 April 2021	No proposed increase
215	Level 2 Blades Adult (3 x 2 hours)	£80.00				
216	Private Tuition (1.5 hours)	£35.00				
217	Recreational Rowing - per hour	£5.00				
218	Ergo Room Junior - per hour	£4.00				
219	Ergo Room Adult - per hour	£4.00				
Cardiff International White Water						
220	White Water Rafting	£55.00	£5.00	9.09%	1 April 2021	The proposed new charge is £60.00
221	White Water Rafting (Extreme)	£45.00	£10.00	22.22%		The proposed new charge is £55.00
222	Park and Play (PP per session cost)	£10.00	Nil	Nil		No proposed increase
223	Retained Water Pool Park & Play	£6.00				
224	IRF Award	£120.00	£60.00	50.00%		The proposed new charge is £180.00
225	Zero to Hero	£90.00	£30.00	33.33%		The proposed new charge is £120.00
226	Zero to Hero	£120.00	Nil	Nil		No proposed increase
227	1 Day Paddle course	£85.00	£10.00	11.76%		The proposed new charge is £95.00
228	Multi Activity half day non school	£25.00	£10.00	40.00%		The proposed new charge is £35.00
229	River Board	£55.00	£10.00	18.18%		The proposed new charge is £65.00
230	Tubing (NEW)	£50.00	£15.00	30.00%		The proposed new charge is £65.00
231	Hot Dog	£55.00	£10.00	18.18%		The proposed new charge is £65.00
232	Paddle Party (Now a 90 minute session)	£12.50	£2.50	20.00%		The proposed new charge is £15.00
233	School 2 Hour Session (6 Week Block)	£6.00	Nil	Nil		No proposed increase
234	SUP Ladies Only	£80.00	£30.00	37.50%		The proposed new charge is £110.00
235	SUP Taster	£30.00	£5.00	16.67%		The proposed new charge is £35.00
236	Paddle School	£150.00	£50.00	33.33%		The proposed new charge is £200.00
237	Surf School	£120.00	Nil	Nil		No proposed increase
238	1-2-1 Coaching (White Water & Flat Water)	£35.00				
239	Multi Activity Week	£190.00	£20.00	10.53%		The proposed new charge is £210.00
240	Air Trail	£10.00	£2.00	20.00%	The proposed new charge is £12.00	
Harbour - Car Parking						
241	Car parking fees - Havannah Street		Nil	Nil	1 April 2021	No proposed increase
	• 1 hour	£2.10				
	• 2 hours	£3.40				
	• 3 hours	£4.10				
	• 4 hours	£5.10				
	• 5 hours	£6.10				
	• 6 hours	£8.60				
	• 7 hours	£9.40				
	• 8 hours	£10.00				
	• 9 hours	£10.80				
	• 10 hours	£11.50				
• 11 hours	£14.40					
• 24 hours	£24.00					
242	Barrage Car Park		Nil	Nil	1 April 2021	No proposed increase
	• 1 hour	£2.20				
	• 2 hours	£3.30				
	• 3 hours	£4.40				
	• 4 hours	£5.50				
	• 5 hours	£7.20				
	• 6 hours	£9.60				
	• 7 hours	£11.40				
• 8 hours	£13.20					

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Harbour - Navigation & Mooring						
243	Navigation Fee - per metre	£25.91	£0.29	1.12%	1 April 2021	The proposed new charge is £26.20. Yacht clubs and marinas are entitled to 10% discount.
244	Permission to Moor - per metre	£17.65	£0.20	1.13%		The proposed new charge is £17.85. Yacht clubs and marinas are entitled to 10% discount.
245	Provision of Mooring	£97.85	Nil	Nil		No proposed increase
246	Commercial operator's licence	£187.00 plus £0.10 per passenger carried	£5.00	2.67%		The proposed new charge is £192.00 plus £0.10 per passenger carried
247	Use of Harbour Authority landing stages.	£420.00	£13.00	3.10%		The proposed new charge is £433.00
248	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase
Education and Lifelong Learning						
Schools' Catering						
249	School Meals - per meal • Primary • Secondary • Adults	£2.50 £2.95 £3.00 (£3.60 inc VAT)	See Comment		1 April 2021	The planned 2020/21 increase was never implemented due to reduction in provision as a result of Covid. Awaiting confirmation of 2021/22 prices.
Music Service						
250	Music Service Charges per hour • Maintained Schools • Non Maintained Schools	£40.00 - £42.50 £43.50	Nil	Nil	1 April 2021	No proposed increase
251	Music Service Ensemble Fees	£53.50 - £64.50				
252	Music Service Choir Fees • Primary • Secondary	£41.50 £47.50				
253	Music Service Advanced Percussion Fees • Primary • Secondary	£47.50 £54.00				
Storey Arms						
254	Storey Arms • Cardiff LA schools • Other schools	£88.50 to £354.00 £160.00 to £376.00	Nil	Nil	1 September 2021	No proposed increase
255	UWIC Level 1 2 day Team Building (per head)	£168.00				
256	Mountain Leader Award Training (6 day) adult training	£485.00				
257	2 day non-residential National Governing Body (NGB) award – adult training	£178.00				
258	1 day National Governing Body (NGB) award assessment – adult training	£209.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
Housing & Communities										
Gypsy & Traveller Sites										
259	Gypsy Sites - Rent - per pitch - per week • Rover Way • Shirenewton	£75.02 £83.27	£0.45 £0.50	0.60%	1 April 2021	The proposed new charges are: • Rover Way £75.47 • Shirenewton £83.77				
260	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil			No proposed increase			
Disabled Facilities Services										
261	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2021	No proposed increase				
262	Disabled Facility Grant Income	£900.00 or 15% whichever the greater								
Libraries/Hubs										
263	Late return penalty charge • Non-children's book per day (capped at £10.00) • Spoken word per day (capped at £10.00) • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£0.25 £0.45 £0.65 £2.60 £1.50	Nil	Nil	1 April 2021	No proposed increase				
264	Loan charge • Spoken word - 3 weeks • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£1.70 £0.65 £2.60 £1.50								
265	PC printouts • A4 • A3	£0.25 £0.45								
266	Photocopies • B/W (A4/A3) • Colour - A4 - A3	£0.15 £1.10 £1.60								
267	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20								
268	Replacement card • Adult • Child	£2.50 £0.60								
269	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders								
270	Hubs room hire • Private • Charity / Community Group	£20.00 £10.00								
Libraries/Hubs - Local Studies Dept										
271	Research fee - per hour	£16.00					Nil	Nil	1 April 2021	No proposed increase
272	Scanned or digital images fee - per item	£3.10								
273	Photocopies by staff • B/W (A4/A3) • Colour - A4 - A3	£0.25 £2.10 £3.10								
274	Reproduction • Individual/not for profit • Commercial organisation	£11.00 £26.00	Nil	Nil	1 April 2021	No proposed increase				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
275	Document filming	£20.30					
Libraries/Hubs - Central Library							
276	Meeting Room 4 Hire				1 April 2021	No proposed increase	
	• Per Hour	£50.50					
	• Half Day	£202.00					
	• Full Day	£404.00					
277	• Per Hour for Charities/Community groups	£20.60					
	Creative Suite Hire						
	• Per Hour	£60.60	Nil	Nil			
	• Half Day	£252.50					
278	• Full Day	£505.00					
	• Per Hour for Charities/Community groups	£20.60					
	ICT Suite Hire						
	• Half Day	£202.00					
279	• Full Day	£404.00					
	• Per Hour for Charities/Community groups	£20.60					
	Adult Community Learning						
	279	Category A (Full Fee) - hourly course fee	£5.70	£0.30	5.26%	1 April 2021	The proposed new charge is £6.00
280	Category B (State Pension or FT Student)	£4.25	£0.25	5.88%	The proposed new charge is £4.50		
281	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.25	£0.25	5.88%	The proposed new charge is £4.50		
282	Severn Road Adult Centre (Room hire per hour)	£12.50	Nil	Nil	No proposed increase		
Adult Community Learning - Llanover Hall							
283	Theatre hire per hour				1 April 2021	The proposed new charges are: • Commercial rate £22.00 • Weekend rate £27.50 • Charity/Community group rate £18.00 • Rehearsal / Research £16.50	
	• Commercial rate	£21.00	£1.00	4.76%			
	• Weekend rate	£26.00	£1.50	5.77%			
	• Charity/Community group rate	£17.00	£1.00	5.88%			
• Rehearsal / Research	£15.50	£1.00	6.45%				
284	Green Room hire per hour	£13.00	£0.50	3.85%		The proposed new charge is £13.50	
285	Pottery Room hire per hour					The proposed new charges are: • Without materials/firing £16.50 • With materials/firing £21.50	
	• Without materials/firing	£15.50	£1.00	6.45%			
	• With materials/firing	£20.50	£1.00	4.87%			
286	Meeting Room hire per hour	£13.00	£0.50	3.85%		The proposed new charge is £13.50	
287	Multi Arts Room hire per hour	£15.00	£0.50	3.33%		The proposed new charge is £15.50	
288	Life Drawing Room hire per hour	£15.50	£0.50	3.23%		The proposed new charge is £16.00	
289	Jewellery Room Hire per hour	£10.50					
290	Stained Glass Workshop	£20.00					
291	Computer Room hire per hour	£10.50	Nil	Nil	No proposed increase		
292	Fashion Room hire per hour	£10.50					
293	Arts/Craft classes - per term	£53.00	£3.00	5.66%	The proposed new charge is £56.00		
294	Pottery classes (includes materials & firing) - per term	£74.00	£4.00	5.41%	The proposed new charge is £78.00		
295	Youth Drama (3 hour class)	£76.00	£3.00	3.95%	The proposed new charge is £79.00		
Childcare Workforce Development							
296	Paediatric First Aid	£48.00			1 April 2021	No proposed increase	
297	Food Hygiene	£32.00	Nil	Nil			
298	Fire Warden	£25.00					
299	Emergency First Aid At Work	£35.00					
300	Health And Safety	£32.00					
301	Basic Child Protection	£25.00					
302	Advanced Child Protection	£35.00					

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
303	Child Protection Level 3	£55.00	Nil	Nil	1 April 2021	No proposed increase				
304	Welsh in Childcare Setting	£20.00								
305	Agored Food and Nutrition	£20.00								
306	Agored Refresher	£5.00								
307	Food and Nutrition Best Practice Guidance	£5.00								
308	Behaviour Management (Intro)	£20.00								
309	Behaviour Management (Advanced)	£20.00								
310	Makaton Level 1/2	£30.00								
311	Makaton Level 3/4	£30.00								
312	Working with Parents of Children with ALN	£20.00								
313	Introduction to Social Communication and Autism	£20.00								
314	Inclusive Approach to Early Years	£20.00								
315	Overview of the ALN Code	£20.00								
316	Supporting the Development of Play	£20.00								
317	Introduction to Child Development	£20.00								
318	Attachment Theory	£20.00								
319	Digital Literacy	£20.00								
320	Manual Handling Children with Additional Needs	£30.00								
321	Maths in Early Years Settings	£20.00								
322	Leadership and Management	£20.00								
323	Play & Creativity	£20.00								
324	Working with Babies	£30.00								
325	Induction & Supervision	£20.00								
326	Motivating Staff	£20.00								
327	Obs, Ass & Planning	£20.00								
328	Handling Conflict	£20.00								
329	Foundation Phase	£20.00								
330	Safe Recruitment	£20.00								
331	WRAP Training	£5.00								
332	Childminder Briefings	£5.00								
333	CYPOP 5 Childminding Course	£100.00								
334	CIW Compliance	£5.00								
335	UNCRC Training	£5.00								
Early Help Room Hire - The Conference Centre										
336	Monmouth Suite						Nil	Nil	1 April 2021	No proposed increase
	• Internal rate half day	£50.00								
	• Internal rate full day	£75.00								
	• External rate half day	£100.00								
• External rate full day	£175.00									
337	Lecture Theatre									
	• Internal rate half day	£175.00								
	• Internal rate full day	£250.00								
	• External rate half day	£250.00								
• External rate full day	£300.00									
338	Brecon Suite		Nil	Nil	1 April 2021	No proposed increase				
	• Internal rate half day	£50.00								
	• Internal rate full day	£75.00								
	• External rate half day	£100.00								
• External rate full day	£175.00									

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
339	Ogmore • Internal rate half day • Internal rate full day • External rate half day • External rate full day	£50.00 £75.00 £100.00 £175.00			1 April 2021	No proposed increase
Planning, Transport & Environment						
Bereavement & Registration Services						
340	Cremation	£700.00	£40.00	5.71%	1 April 2021	The proposed new charge is £740.00
341	Burial	£810.00	£45.00	5.56%		The proposed new charge is £855.00
342	Grave purchase	£900.00	£70.00	7.8%		The proposed new charge is £970.00
343	Cremated Remains Burial	£320.00	£30.00	9.4%		The proposed new charge is £350.00
344	Cremated Remains Purchase	£370.00	£60.00	16.2%		The proposed new charge is £430.00
345	Memorial Income	Various	Nil	Nil		No proposed increase
346	Grave Reservation (Pre Purchase Graves)	£450.00	£35.00	7.78%		The proposed new charge is £485.00
347	Non Cardiff Residents - Grave Purchases Only	New Charge - See Comment				New charge for 2021/22. The proposed charge is £485.00
348	Registration Ceremony - St Dwywen's Room • Monday - Thursday • Friday	£160.00	£10.00	6.25%		The proposed new charges are: • Monday - Thursday £170.00 • Friday £195.00
		£185.00		5.41%		
349	Registration Ceremony - St David's Room • Monday - Thursday • Friday • Weekends	£275.00	£20.00	7.28%		The proposed new charges are: • Monday - Thursday £295.00 • Friday £335.00 • Weekends £365.00
		£315.00		6.35%		
		£345.00		5.8%		
350	Registration Ceremony - Approved Premises • Monday - Thursday • Friday • Weekends • Bank Holidays	£435.00	£25.00	5.75%	The proposed new charges are: • Monday - Thursday £460.00 • Friday £500.00 • Weekends £560.00 • Bank Holidays £600.00	
		£475.00		5.26%		
		£535.00		4.67%		
		£575.00		4.35%		
351	Webcast and DVD of Ceremony	£100.00	Nil	Nil	No proposed increase	
352	Audio recording of ceremony	£55.00				
353	Registry Office Ceremony	£46.00	Nil	Nil	Statutory Fees - No Proposed Increase	
354	Notice Fee	£35.00				
355	Notice Fee (Immigration/Referrals)	£47.00				
356	Citizenship ceremonies	£80.00				
357	Private Citizenship ceremonies	£150.00				
358	Photos for Citizenship Ceremonies	£10.00	Nil	Nil	No proposed increase	
359	Certificate	£11.00				
360	Copy Certificates - Priority Service (same day)	£35.00	Nil	Nil	Statutory Fees - No Proposed Increase	
361	Registrars Certificate	£11.00				
362	Registrars Fees to Attend Church	£90.00				
Dogs Home						
363	Dogs Home - Puppies Rehoming	£170.00	£80.00	47.06%	1 April 2021	The proposed new charge is £250.00
364	Dogs Home - Other Dogs Rehoming	£150.00 - £350.00	£50.00 - £200.00	33.33% - 57.14%		The proposed new charge is £200.00 - £550.00
Planning						
365	Planning Fees (Statutory)	Various	Nil	Nil	1 April 2021	No proposed increase
366	Building Control Charges (Statutory)	Various				
367	Building Control Charges	Various based on size of scheme	Nil	Nil	1 April 2021	No proposed increase
368	Tree Preservation Orders - search and copy of information • Extract • Full Copy	£15.00				
		£30.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Pre Application Advice						
369	Pre Application Advice - Statutory Charges <ul style="list-style-type: none"> Householder Minor Development - (1-9 dwellings; floor space including change of use less than 999m²) Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m²) Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m²) 	£25.00 £250.00 £600.00 £1,000.00				These are statutory charges - No proposed increase
370	Pre Application Advice Category 'A' Strategic Development <ul style="list-style-type: none"> 25 or more residential units (including conversion) 2,000m² or more of commercial floor space change of use of buildings or land over 2000m² mixed use development of a site of 1ha and over development requiring an Environmental Impact Assessment 	£2,500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				
371	Pre Application Advice Category 'B' Major Development <ul style="list-style-type: none"> 10-24 residential dwellings (including conversion) 1000m² – 1999m² of commercial floor space change of use of buildings or land between 1000m² – 1999m² development of a site of 0.5ha – 0.99ha mixed use developments with a combined floor space of 1000m² – 1999m² 	£1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)	Nil	Nil	1 April 2021	No proposed increase
372	Pre application Advice CATEGORY 'C' – Minor Development <ul style="list-style-type: none"> 1-9 residential dwellings (including conversion) 100m² – 999m² of commercial floor space change of use of buildings or land between 100m²-999m² mixed use developments with a combined floor space of less than 0.5ha telecommunications equipment and masts not being confirmation of permitted development advertisement applications agricultural developments Pre application advice - development 	£250 plus VAT with additional hourly rate of £100 plus VAT				
373	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate	Nil	Nil		These are statutory charges

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
	Transportation					
374	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £1,200.00 per linear metre for standard residential roads and 7% applied to £1,900.00 per linear metre for new Spine Roads and Avenues.	£24.00 per linear metre for standard residential roads and £38.00 per linear metre for new Spine Roads and Avenues.	2.00%		The proposed new charge is 7% fee applied to a rate of £1,224.00 per linear metre for standard residential roads and 7% applied to £1,938.00 per linear metre for new Spine Roads and Avenues.
375	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development	See Comment			Based on total cost of Highway works connected with the development: 7.5% engineering fee - cost under £1 million 7% - cost over £1 million
376	Road and Street Works Act (RASWA)	Various based on size of scheme				
377	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00				
378	SAB - Sustainable Drainage Approval Body - Application • Per application Plus an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area as follows: • each 0.1 hectare or fraction of 0.1 hectare, for the first 0.5 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares • each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£350.00 £70.00 £50.00 £20.00 £10.00			1 April 2021	
379	SAB - Sustainable Drainage Approval Body - Pre application advice package (includes Review of submitted information & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£150.00 £400.00 £650.00	Nil	Nil		No proposed increase
380	SAB - Sustainable Drainage Approval Body - Pre application advice (includes Review of submitted information, 1hr meeting & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£250.00 £500.00 £750.00				
381	SAB - Sustainable Drainage Approval Body - Other services • Site Visit (if required over & above the pre application package) • Technical Advice	£168.00 per visit £50.00 per hour				
382	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00	Nil	Nil		No proposed increase

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
383	Road Safety Audits (RSA) • Desktop check/Advice • Essential RSA • Minor RSA • County RSA • Full RSA	£180.00 £285.00 £540.00 £795.00 £1,175.00	£3.50 £6.00 £10.00 £15.00 £25.00	1.94% 2.11% 1.85% 1.89% 2.13%	1 April 2021	The proposed new charges are: • Desktop check/Advice £183.50 • Essential RSA £291.00 • Minor Works £550.00 • County Works £810.00 • Full £1,200.00
384	Road Safety Learn to Ride Courses • Level 1 Holiday Course • Level 2 Holiday Course	£20.00 £10.00	Nil	Nil		No proposed increase
385	Signage Application/Feasibility Study Design and Signals	£250.00	£5.00	2.00%		The proposed new charge is £255.00
386	Equality Impact assessments & access audits	£500.00	Nil	Nil		No proposed increase
387	Sign Design and Signals	Various based on size of scheme	See Comment			Charge is based on size of scheme
388	Clamping & Removal of Untaxed Vehicles • Release from clamp or compound if within 24hrs of offence • Release from pound 24hrs or more after offence • Surety Fee (deposit in lieu of tax) - Motorcycles, light passenger vehicles and light goods vehicles - Buses, recovery vehicles, haulage vehicles and goods vehicles - Exceptional vehicles such as large lorries or coaches • Storage per complete day at pound (if instantly removed the first 24hrs is not charged)	£100.00 £200.00 £160.00 £330.00 £700.00 £21.00	Nil	Nil		No proposed increase
389	Clamping & Removal of Illegally Parked Vehicles • Clamp removal fee • Vehicle removal charge • Storage per day, or part of day during which the vehicle is impounded • Vehicle disposal charge	£40.00 £105.00 £12.00 £50.00				
390	Abandoned Vehicle - Fixed Penalty Notice	£200.00				This is a statutory charge - No proposed increase
391	Accident Information Partial = a plan of where the collisions occur Full = all background information on collisions in requested area • Up to 40 collisions - Partial - Full • Between 40-80 collisions - Partial - Full • >80 collisions Ad hoc	£275.00 £405.00 £545.00 £810.00 Ad hoc	£6.00 £8.00 £11.00 £16.00	2.18% 1.98% 2.02% 1.98%		The proposed new charges are: • Up to 40 collisions - Partial £281.00 - Full £413.00 • Between 40-80 collisions - Partial £556.00 - Full £826.00 • >80 collisions - ad hoc
392	Temporary Traffic Regulation Orders (for both Emergency & Full TROs)	£1,450.00	£550.00	37.93%		The proposed new charge is £2,000.00
393	Traffic Data - Per Junction • Signal layout drawing Inc. Method Of Control • SCOOT and/or fixed time plan timings • Controller specification which would include the phase mins, intergreens, phase delay	£71.00 £71.00 £122.00	£1.50 £1.50 £2.50	2.11% 2.11% 2.05%	The proposed new charges are: • Signal layout drawing inc Method Of Control £72.50 • SCOOT and/or fixed time plan timings £72.50 • Controller specification which would include the phase mins, intergreens, phase delay £124.50	
394	CCTV requests in connection with Data Protection Act (CD/DVD)	£10.00	Nil	Nil	No proposed increase	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
395	Traffic Signal - Switch Offs	£370.00 per switch off/on plus a £60.00 admin charge per invoice	£10.00 per switch off/on	2.70%	1 April 2021	The proposed new charge is £380.00 per switch off/on plus a £60.00 admin charge per invoice
396	Land / Property Searches	£95.00	£2.00	2.11%		The proposed new charge is £97.00
397	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil		No proposed increase
398	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
399	Trade/Shop Front Displays on the Highway	£200.00				
400	H Bar Markings	£155.00	£3.00	1.94%		The proposed new charge is £158.00
401	Skip Licence - Standard Charge					The proposed new charges are:
	• 7 days	£37.00	£0.74	2%		• 7 days £37.74
	• 28 days	£74.00	£1.48			• 28 days £75.48
402	Section 171 Opening Up Notice	£255.00	£20.00	7.84%		The proposed new charge is £275.00
403	Section 50 - Installation of Equipment, In ,On or Above the Public Highway - per 200m	£550.00	£10.00	1.82%		The proposed new charge is £560.00
404	Section 50 - Installation of Equipment, In ,On or Above the Public Highway - 6 or more properties per 200m	New Charge - See Comment				New charge for 2021/22. The proposed charge is £1,122.00
405	Road Space Booking	£25.00	£5.00	20.00%		The proposed new charge is £30.00
406	Containers Sited on the Public Highway					The proposed new charges are:
	• Initial 28 days:					• Initial 28 days:
	- Residential	£100.00	£2.00	2.00%		- Residential £102.00
	- Commercial	£250.00	£5.00		- Commercial £255.00	
	• Renewals	£100.00	£2.00		• Renewals £102.00	
407	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£180.00	£3.60	2.00%	The proposed new charge is £183.60	
408	Mobile Cranes	£500.00	£10.00	2.00%	The proposed new charge is £510.00	
409	Tower Crane Oversail	£500.00	£10.00	2.00%	The proposed new charge is £510.00	
410	Permits for Hoardings on the Public Highway				The proposed new charges are:	
	• Initial 28 days:				• Initial 28 days:	
	- Residential permit per street	£105.00	£2.10	2.00%	- Residential permit per street £107.10	
	- Commercial permit per street	£325.00	£6.50		- Commercial permit per street £331.50	
	• Renewal (28 days):				• Renewal (28 days):	
	- Residential	£100.00	£2.00		- Residential - no proposed increase £102.00	
	- Commercial	£275.00	£5.50		- Commercial - no proposed increase £280.50	
411	Scaffold Licences - Residential				The proposed new charges are:	
	• Initial 28 days	£105.00	£2.10	2.00%	• Initial 28 days £107.10	
	• Renewal	£105.00			• Renewal £107.10	
412	Scaffold Licences - Commercial				The proposed new charges are:	
	• Initial 28 days:				• Initial 28 days:	
	- Small	£150.00	£3.00	2.00%	- Small £153.00	
	- Medium	£250.00	£5.00		- Medium £255.00	
	- Large	£550.00	£11.00		- Large - £561.00	
	• Renewal per week - all	£100.00	£2.00		• Renewal per week - all £102.00	
413	Vehicle Crossovers	£180.00	£3.60	2.00%	The proposed new charge is £183.60	
414	Section 50 Road Opening for Vehicle crossovers	£125.00	£2.50	2.00%	The proposed new charge is £127.50	
415	Advertising Frame Permits - New Applications	£190.00	£3.80	2.00%	The proposed new charge is £193.80	
416	Advertising Frame Permits - Renewals	£140.00	£2.80	2.00%	The proposed new charge is £142.80	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
417	Tables & Chairs on the Public Highway • 1-2 Tables up to 8 chairs • 3-4 Tables up to 16 chairs • 5-10 Tables up 40 chairs • 11+ Tables	£220.00 £550.00 £990.00 £990.00 plus £35.00 for every chair over 40	£4.40 £11.00 £19.80 £19.80 plus £0.70 for every chair over 40	2.00%	1 April 2021	The proposed new charges are: • 1-2 Tables up to 8 chairs £224.40 • 3-4 Tables up to 16 chairs £561.00 • 5-10 Tables up 40 chairs £1,009.80 • 11+ Tables £1,009.80 plus £35.70 for every chair over 40
418	Smoking Enclosures • Up to 12 square metres • Over 12 square metres	£225.00 £375.00	£4.50 £7.50	2.00%		The proposed new charges are: • Up to 12 square metres £229.50 • Over 12 square metres £382.50
419	Charges for Temporary Signs	£70.00	Nil	Nil		No proposed increase
420	Additional Inspections	£60.00				
421	Road and Street Works Act (RASWA) Supervisory Charge	£47.50				
422	Road and Street Works Act (RASWA) - All Inspections	£47.50				
423	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
424	Section 74 Notice - Charges for Overstays	£100-£2,500				
425	School Transport Bus Passes	£425.00	£25.00	5.88%	1 September 2021	The proposed new charge is £450.00
426	Replacement of School Bus Passes	£10.00	Nil	Nil	1 April 2021	No proposed increase
427	Replacement Bus Passes Concessionary Travel (per pass)	£10.00				
428	Disclosure Barring Service (DBS) check for School Transport)	£44.00 plus £10.00 admin fee				
429	Shopper Park & Ride (Excluding Cardiff East)	£4.40 £5.50				
	• One person in car • Two or more people in car					
430	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees				
431	Bus Service Publicity & Infrastructure	Based on cost of work plus 10% - administration fees				
Parking						
432	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2021	Fees set by Welsh Government. This charge becomes £70.00 after 14 days. No proposed increase. Fees set by Welsh Government. The proposed new maximum is £360.00 No proposed increase New charge for 2021/22. The proposed charge is £150.00
433	Moving Traffic Offences	£35.00				
434	Replacement Blue Badges	£10.00				
435	Blue Badge Fraud (Maximum Claimable)	£180.00	£180.00	100.00%		
436	Application for Disabled Bays	£24.00	Nil	Nil		
437	Infrastructure Charge for Disabled Bays	New Charge - See Comment				
438	Parking Dispensations • Prohibited Parking Areas • Permitted Parking Areas	£20 Application Fee plus: • £15 per day/part day • £10 per day/part day	Nil	Nil	No proposed increase	
439	Parking Suspensions • City Priority Zones • All Other Areas	£58 Application fee plus: • £15 per 6m of vehicle or £15 per pay & display or limited waiting bay • £10 per 6m of vehicle or £10 per pay & display or limited waiting bay	Nil	Nil	No proposed increase	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
440	Trade Waivers • 1 hour • 1 day • 7 days • 28 days	New Charges - See Comment			1 April 2021	New charges for 2021/22. The proposed charges are: • 1 hour £3.00 • 1 day £8.00 • 7 days £24.00 • 28 days £60.00
441	Medical Permits					New charge for 2021/22. The proposed charge is £10.00
442	Motorcycle permits					New charge for 2021/22. The proposed charge is £10.00
443	Carer permits					New charge for 2021/22. The proposed charge is £10.00
444	Car Park Season Passes • 1 month • 3 months • 6 months • 12 months	£110.00 £300.00 £550.00 £1,025.00	£20.00 £60.00 £110.00 £205.00	18.18% - 20%		The proposed new charges are: • 1 month £130.00 • 3 months £360.00 • 6 months £660.00 • 12 months £1,230
445	Business Permits • Up to 100 • 101-110 • 111-225 • 226+ • Vehicles registered before March 2021 • Diesel Surcharge • No band	£50 charge except diesel surcharge currently no charge	See Comment			New structure for 2021/22. The proposed new charges are: • Up to 100 £40.00 • 101-110 £60.00 • 111-225 £80.00 • 226+ £100.00 • Vehicles registered before March 2021 £80.00 • Diesel Surcharge £20.00 • No band £120.00
446	On Street Parking	Various	See Comment		1 September 2021	Parking Charges currently under review with new tariffs planned to be introduced in September 2021
447	Car Parks	Various			1 September 2021	
448	Resident Parking Permits • 1st permit & visitor only • 2nd permit & visitor	£7.50 £30.00	Nil	Nil	1 April 2021	No proposed increase
Charges for Street Numbering of Properties						
449	All Street naming & Numbering	£123 per street plus £52 per unit (plot/flat)	£2.50 per street plus £1 per unit	1.92% - 2.03%	1 April 2021	The proposed new charge is £125.50 per street plus £53.00 per unit (plot/flat)
450	Searches/Address Confirmation	£50.00	£1.00	2.00%		The proposed new charge is £51.00

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Recycling & Neighbourhood Services						
Waste - Enforcement						
451	Abandoned Trolley Recovery Fee	£75.00				
452	Waste Fixed Penalty Notices				1 April 2021	No proposed increase
	• Section 46 Notice	£100.00				
	• Section 47 Notice	£100.00				
	• Waste transfer note request	£300.00				
	• WTNR & WCR	£300.00				
	• Litter & Commercial DOC	£100.00				
453	Pay as You Throw				1 April 2021	No proposed increase
	• Domestic	Various				
454	Fixed Penalty Notices				1 April 2021	No proposed increase
	• Dog Fouling	£100.00				
	• Litter from a Vehicle	£100.00				
	• Litter General	£100.00				
	• Litter Smoking from a Car	£100.00				
	• Litter smoking related	£100.00				
455	Highways Fixed Penalty Notices				1 April 2021	No proposed increase
	• Skips breach of Licence	£100.00				
	• Skips no Licence	£100.00				
	• A boards	£100.00				
	• Street Cafés	£100.00				
	• Fly Posting	£100.00				
	• Free Distribution of Literature	£100.00				
	• Scaffolding	£100.00				
• Abandoned Vehicles	£200.00					
456	Highways Fixed Penalty Notices				1 April 2021	No proposed increase
	• Flytipping	£400.00				
	• Flytipping - Duty of Care	£300.00				
	• Flytipping - Litter	£100.00				
	• Waste Carrier Request	£300.00				
Waste - Commercial Recycling Centre						
457	General Waste (per tonne)	£145.00	£5.00	3.45%	1 April 2021	The proposed new charge is £150.00 per tonne
458	Hardcore and Rubble (per tonne)	£40.00	£5.00	12.50%		The proposed new charge is £45.00 per tonne
459	Wood (per tonne)	£85.00	Nil	Nil		No proposed increase
460	Garden Waste (per tonne)	£60.00	£2.00	3.33%		The proposed new charge is £62.00 per tonne
461	Plasterboard (per tonne)	£100.00	£10.00	10.00%		The proposed new charge is £110.00 per tonne
462	Cardboard (per tonne)	Nil				
463	Tyres (per tonne)	£105.00				No proposed increase
464	Oils (Mineral/Engine/Vegetable) (per tonne)	£400.00				
465	Commercial Fridge (per unit)	£100.00				
466	Large Domestic Appliances (per unit)	£45.00	£45.00	100.00%	The proposed new charge is £90.00 per unit	
467	Small Domestic Appliances/Domestic Fridges (per unit)	£45.00				
468	Scrap Metal/Car Batteries	Nil			No proposed increase	
469	Public Weigh In	£20.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Waste - Collections						
470	Non - Recyclable Bulky Item Collections	£12.50 for every 2 items	Nil	Nil	1 April 2021	No proposed increase
471	Green bags, food liners & kerbside caddies	Nil	Nil	Nil		No proposed increase
472	Replacement reusable garden sacks	£3.00	£0.50	16.67%		The proposed new charge is £3.50
473	Replacement kitchen food caddy	£2.00	Nil	Nil		No proposed increase
474	Replacement/new wheeled bin or equivalent striped bag provision	£25.00				
475	Replacement Garden Bin	£25.00	£10.00	40.00%	The proposed new charge is £35.00	
Governance & Legal Services						
Searches						
476	Search Fees	£116.40	£8.60	7.39%	1 April 2021	The proposed new charge is £125.00
Property Fees						
477	Sale of Land	1% of sale price - Minimum fee £605.00	£15.00	2.47%	1 April 2021	The proposed new minimum fee is £620.00
478	Purchase/Exchange of land	Charge based on time spent - Minimum fee £605.00	£15.00	2.47%		The proposed new minimum fee is £620.00
479	Registration fee on notice of assignment / underletting / charge	£105.00	£5.00	4.76%		The proposed new charge is £110.00
480	Consent for Assignment/Underletting/Change of Use/Alterations	£480.00	£5.00	1.04%		The proposed new charge is £485.00
481	Grant of Shop Lease	Charge based on time spent	See Comment			Charge based on time spent
482	Workshops Lease	£285.00	£15.00	5.26%		The proposed new charge is £300.00
483	Grant of Industrial Lease	Charge based on time spent	See Comment			Charge based on time spent
484	Market Tenancies	£355.00	£5.00	1.41%		The proposed new charge is £360.00
485	Lease Renewals	£360.00	Nil	Nil		No proposed increase
486	Variations/Surrenders	£400.00				
487	Easements	£470.00				
488	Wayleaves/licences	£320.00	£10.00	9.09%		The proposed new charge is £120.00
489	Deed of Postponement	£110.00				
490	Release of Covenant	£375.00	£5.00	1.33%		The proposed new charge is £380.00
491	Transfers subject to mortgage	£270.00	£5.00	1.85%		The proposed new charge is £275.00
492	Vacating receipts	£78.00	£2.00	2.56%		The proposed new charge is £80.00
493	Sales of freehold /lease extensions	£600.00	Nil	Nil		No proposed increase
494	Deeds of variations (RTB leases)	£200.00	£50.00	25.0%		The proposed new charge is £250.00
495	Nursing home charge fees	£82.00	£3.00	3.66%		The proposed new charge is £85.00
496	Shared equity scheme resales redemptions	£410.00	£10.00	2.44%		The proposed new charge is £420.00
497	Miscellaneous bespoke agreements - minimum fee, charge actual time spent	Charge based on time spent	See Comment		Charge based on time spent	
498	Legal charges/debentures	£620.00	See Comment		Charge will be based on time spent - minimum £650.00	
Planning Fees						
499	Standard S106 - minimum fee, charged at actual time spent	Minimum Fee - £1,560.00	£10.00	0.64%	1 April 2021	The proposed new minimum fee is £1,570.00
500	Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent	Minimum Fee - £2,320.00	£10.00	0.43%		The proposed new minimum fee is £2,330.00
501	Unilateral obligations for S106	£985.00	£5.00	0.51%		The proposed new charge is £990.00
502	Unilateral obligations for S106 in relation to Appeals	£980.00	£10.00	1.02%		The proposed new charge is £990.00
503	Deed of variation for S106	£680.00	£10.00	1.47%		The proposed new charge is £690.00
504	Consent to disposals under S106 restriction	£82.00	£3.00	3.66%	1 April 2021	The proposed new charge is £85.00
Highway Agreements						

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment			
505	Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent	Minimum charge - £550.00	Nil	Nil	1 April 2021	No proposed increase			
506	Section 38/278 Highway Agreements	1.5% of Bond Sum							
507	Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent	Minimum charge £550.00							
Resources									
Meals on Wheels									
508	Meals on Wheels - Hot meal only	£3.90	£0.10	2.56%	1 April 2021	The proposed new charge is £4.00			
509	Meals on Wheels - Hot meal with dessert	£4.60	£0.12	2.61%		The proposed new charge is £4.72			
Telecare (24/7 Services)									
510	Community Alarm Service - Contact Only - per week	£2.49	£1.00	40.16%	1 April 2021	The proposed new charge is £3.49			
511	Community Alarm Service - Contact and Mobile Response - per week	£5.16	£0.10	1.94%		The proposed new charge is £5.26			
512	Telecare Plus Packages - per week (Adult Services referrals)	£5.16	£0.10	1.94%		The proposed new charge is £5.26			
513	Telecare SIM Units - monthly charge	£6.50	Nil	Nil		No proposed increase			
514	Supply and installation of telecare monitoring unit	£125.00							
515	Installation of telecare monitoring unit	£35.00							
516	Installation of telecare monitoring unit AND pendant	£50.00							
517	Replacement Telecare pendant	£40.00							
518	Supply / installation of keysafe for mobile response customer	£50.00							
519	Supply / installation of keysafe for contact only customer	£65.00							
520	Supply / installation of keysafe for non-Telecare customer	£99.00							
Telecare (for Housing Associations)									
521	Community Alarm Service - Contact Only - per week				Nil		Nil	1 April 2021	No proposed increase
	• Housing Associations	£1.99							
• Housing Associations Block Purchase	£1.25								
522	Community Alarm Service - Contact and Mobile Response - per week								
	• Housing Associations	£4.13							
• Housing Associations Block Purchase	£2.58								
523	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants)								
	• Weekdays (5 days)	£30.89							
	• Weekends (2 days)	£17.19							
524	Weekly Charge for Building Checks (per tenant/property)								
	• Weekdays (5 days)	£0.80							
• Weekends (2 days)	£0.48								
525	Weekly Charge for Welfare Checks (per tenant/property)								
	• Weekdays (5 days)	£0.60							
• Weekends (2 days)	£0.36								
526	Out of Hours Call Handling - Cost per Call	£3.50							
Security (24/7 Services)									
527	Annual charge per site for holding keys	£250.00	Nil	Nil	1 April 2021	No proposed increase			
528	Alarm Monitoring (Fire, Intruder, Environmental) - Annual charge per service	£250.00							
529	Lift Monitoring - Annual charge per lift	£300.00							
530	Call out charge for first hour on site								
	• Weekday	£30.00							
	• Unsociable hours	£35.00							
	• Weekends	£40.00							
	• Public Holiday	£45.00							

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
531	Charge per hour after first hour		Nil	Nil	1 April 2021	No proposed increase
	• Weekday	£15.00				
	• Unsociable hours	£18.90				
	• Weekends	£21.32				
	• Public Holiday	£35.00				
532	Lone Worker Monitoring Device	£113.00				
533	Cognitive Impairment Monitoring Device	£116.00				
534	Lone Worker / Cognitive Impairment - monthly monitoring cost	£9.99				
Social Services						
535	Maximum Charge for Non-Residential Care Services - per week	£100.00			1 April 2021	Maximum charge set by WG. Actual charge subject to means testing.
Externally Set						
536	Rent Smart Wales - licensing / registration charges		Various - See Comment		1 April 2021	These fees are set and approved by Welsh Government
537	Shared Regulatory Service					These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.
Cardiff Port Health Authority						
538	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£100.00	£5.00	5.00%	1 April 2021	Fee set by Association of Port Health Authorities (APHA). The new charge is £105.00
539	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£135.00	£5.00	3.70%		Fee set by APHA. The new charge is £140.00
539	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£205.00	£5.00	2.44%		Fee set by APHA. The new charge is £210.00
540	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£265.00	£5.00	1.89%		Fee set by APHA. The new charge is £270.00
540	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£340.00	£5.00	1.47%		Fee set by APHA. The new charge is £345.00
541	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£400.00	£5.00	1.25%		Fee set by APHA. The new charge is £405.00
541	Port Health - Vessels with 50 - 1000 persons	£400.00	£5.00	1.25%		Fee set by APHA. The new charge is £405.00
542	Port Health - Vessels with over 1000 persons	£680.00	£10.00	1.47%		Fee set by APHA. The new charge is £690.00
542	Port Health - Extensions	£70.00	£5.00	7.14%		Fee set by APHA. The new charge is £75.00

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Appendix 3 (b)

CARDIFF COUNCIL: HRA FEES AND CHARGES 2021/22

No.	Income Source	Current Charge £	Proposed Price Change	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	6 April 2021	No proposed increase
2	Landlord consents for leaseholders	£185.00				
3	Postponement of Right to Buy charge	£100.80				
4	Administration charge for major works	12% (capped at £250)	Nil	Nil		No proposed increase
5	Leaseholders Sub-Letting Charge	£10.00	Nil	Nil		No proposed increase
6	Leaseholder Management Fee	£163.08	Nil	Nil		No proposed increase
7	Council Dwellings Rent, including sheltered dwellings (per week)	Various	See Comment	1.50%		As per Welsh Government guidance
8	All Property Cleaning Charge (per week)	£0.49	£0.01	2.04%		The proposed new charge is £0.50
9	Retirement Complex - Telecare (per week)	£2.76	Nil	Nil		No proposed increase
10	Retirement Complex - Fire and safety building checks (per week)	£2.35	Nil	Nil		No proposed increase
11	Retirement Complex - Cleaning (per week)	£9.42	£0.14	1.49%		The proposed new charge is £9.56
12	Retirement Complex - Service Charges (per week)	Various	See Comment			In line with costs at each complex
13	Retirement Complex - Communal Maintenance (per week)	£6.47	£0.10	1.55%		The proposed new charge is £6.57
14	Retirement Complex - Scheme Management (per week)	£7.57	£0.11	1.45%		The proposed new charge is £7.68
15	Grounds & Pest Control (per week)	£1.11	£0.02	1.80%		The proposed new charge is £1.13
16	Flats Service Charge - Communal Maintenance (per week)	£1.13	£0.02	1.77%		The proposed new charge is £1.15
17	Flats Service Charge - Reduced Cleaning Charge (per week)	£2.59	£0.04	1.54%		The proposed new charge is £2.63
18	Discretionary Repairs (per week)	£1.82	£0.03	1.65%		The proposed new charge is £1.85
19	Sheltered Service Charges - Personal Heating (per week)	Various	See Comment	6.70%		In line with costs at each complex
20	Water Charges Sheltered Complex (per week)	Various		-3.60%		
21	Adult Services Furniture Renewal (per week)	£73.56	£1.10	1.50%		The proposed new charge is £74.66
22	Carport (per week)	£4.45	£0.07	1.57%		The proposed new charge is £4.52
23	Garages - Attached (per week)	Various	See Comment	1.50%		As per Welsh Government guidance
24	Garage rents - Tenants (per week)	£6.50	£0.10	1.54%		The proposed new charge is £6.60
25	Garage rents - Private Let (per week)	£10.83	£0.16	1.48%		The proposed new charge is £10.99
26	Garage rents with water - Tenants (per week)	£6.77	£0.10	1.48%		The proposed new charge is £6.87
27	Garage rents with water - Private Let (per week)	£11.10	£0.16	1.44%		The proposed new charge is £11.26
28	Garage Rent at sheltered complex (Electricity) (per week)	£9.16	£0.14	1.53%		The proposed new charge is £9.30
29	Hardstandings (per week)	£2.36	£0.04	1.69%		The proposed new charge is £2.40
30	Lock up Hardstanding (per week)	£3.25	£0.05	1.54%		The proposed new charge is £3.30
31	Concierge Service Butetown/Arc (per week)	£1.07	£0.02	1.87%		The proposed new charge is £1.09
32	Concierge Service Litchfield Court (per week)	£16.29	£0.24	1.47%		The proposed new charge is £16.53
33	Flats Service Charge - Cleaning Rota scheme (per week)	£4.65	£0.07	1.51%		The proposed new charge is £4.72
34	Flats Service Charge - Cleaning Cleaner on site (per week)	£5.23	£0.08	1.53%		The proposed new charge is £5.31
35	Flats Service Charge - Cleaning Reduced communal area (per wk)	£1.17	£0.02	1.71%		The proposed new charge is £1.19
36	Flats Service Charge - Lighting (per week)	£1.00	£0.02	2.00%		The proposed new charge is £1.02
37	Flats Service Charge - Door Entry (per week)	£0.65	£0.01	1.54%		The proposed new charge is £0.66
38	Hostel Service Charges (per week)	Various	See Comment	1.50%		As per Welsh Government guidance
39	TV Licence - Hostels (per week)	£0.44 / £0.53	See Comment			In line with costs
40	Drainage Service - Tai Penlan (per week)	£5.79				
41	Hostel Rent (per week)	Various	See Comment	1.50%		As per Welsh Government guidance
42	Tresillian Hostel Communal Heating & Lighting (per week)	£6.86	£0.07	1.02%		The proposed new charge is £6.93
43	Litchfield Court Temporary accommodation (per week)	Various	See Comment	1.50%		As per Welsh Government guidance
44	Additional refuse collection (weekly) at Courtenay Road flats	£1.17	£0.02	1.71%		The proposed new charge is £1.19
45	Contracted out Grounds Maintenance Services	Various	See Comment	-3.50%		In line with costs
46	Lock up Hardstanding Private Let (per week)	£5.42	£0.08	1.48%		The proposed new charge is £5.50
47	John Kane Court Service Charge	Various	See Comment	1.50%		In line with costs
48	John Kane Court Heating	£5.04	-£0.66	-13.10%		The proposed new charge is £4.38

Appendix 3 (b)

No.	Income Source	Current Charge £	Proposed Price Change	% Change	Effective Date	Comment
49	John Kane Court - Water	£3.96	-£0.12	-3.03%		The proposed new charge is £3.84
50	Private Leasing Scheme	Various	See Comment			As per LHA rate set by Welsh Government.

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Appendix 4

One-off use for 2021/22		£000
Cleaner and Greener	One Planet Cardiff To fund project delivery support to schemes identified in One Planet Cardiff.	404
	Deep Cleansing Team Targeted cleansing of the least clean streets, as well as those with the densest population and regular on-street waste presentation issues. The funding will support a combination of planned rotational cleansing and additional reactive capacity to ensure that Corporate Plan targets on clean streets are met.	234
	Trial Bin Sensors in Communal Bin Areas Trial bin sensors in communal bin areas to monitor fill rates and ensure waste is cleared promptly. The sensors should assist with more efficient collection schedules and could help to identify improper use. The trial would enable 100 sensors to be trialled at different compounds.	120
	Increasing Recycling Performance and ensuring correct waste presentation Funding to enable a) the trial of two teams of recycling wardens to manage the pink sticker contamination process. The teams will educate residents on correct materials to place in green bags and enforce non-compliance where education steps have been exhausted and b) to support communication to all households regarding separate glass collections, and to provide public support and advice on changes via the contact centre.	217
	Biodiversity - weed control Exploration of alternative methods / products for weed control in the public realm. The funding will enable the trial of two alternative products in two wards for the 2021 control season.	50
	Ash Die Back To fund the development and implementation of an action plan to ensure an appropriate level of preparedness in respect of the spread of Ash Die Back disease.	50
	Edible Playgrounds Funding to take forward 10 edible playground projects in Cardiff schools during 2021/22, with the aim of supporting outside play, pupil wellbeing, the new curriculum and behavioural change aligned with One Planet Cardiff objectives.	157
	School Active Travel Plans Additional funding to further the Active Travel Schools Team's engagement work with schools across Cardiff, to support the development of Active Travel Plans and initiatives to encourage and enable children to scoot, walk and cycle to school.	50
	Total	1,282

Appendix 4

One-off use for 2021/22		£000
Children and Young People	<p>Creation and delivery of a Summer Engagement Programme for Children and Young People</p> <p>WG funding has provisionally been announced that would double the grant resources available to fund the Summer Holiday Enrichment Programme, aimed at 7 to 11 year olds in areas of deprivation. The £543,000 would be used to provide a citywide programme of activity which will include older pupils, especially those identified as most vulnerable, in order to provide re-engagement and improve their general health and wellbeing throughout the holiday periods.</p>	543
	<p>Playgrounds</p> <p>The 2021/22 Budget includes £188,000 of ongoing additional funding to enable the improvement of playgrounds across the City. This one-off allocation of £100,000 will supplement that sum, in order to assist with the re-opening of playgrounds, and accelerate enhancements to playground management.</p>	100
	<p>Youth Services</p> <p>Funding to support various initiatives to engage with young people and improve their health and well-being in the response to the Coronavirus Pandemic.</p>	204
	<p>Child Friendly City - Innovation Labs</p> <p>Funding to enable the creation of inspiring and nurturing spaces in which young people can develop entrepreneurship and active citizenship skills, helping to build confidence and self esteem following the Coronavirus Pandemic, and to showcase with city partners innovative ways in which empty spaces in Cardiff can be used for social good.</p>	75
	<p>Child Friendly City - Children's Universities</p> <p>Funding to enable the provision of extra-curricular activities inside and outside of schools (both virtually and face-to-face) aimed at improving pupil mental health and well-being, self-confidence, self-worth, resilience and attainment levels. Partnered with Cardiff University, the scheme aligns with the Cardiff 2030 ambition to 'Deliver a Passport to the City,' enabling a structured partnership approach to the delivery of activities, and recognition for children and young people at a time when they need inspiration and motivation following a year of lockdowns.</p>	135
	Total	1,057

Appendix 4

One-off use for 2021/22		£000
Support for Communities	Increasing capacity of the Money Advice Team in 2021 and 2022 Funding to enable the temporary expansion of the money advice team to increase the capacity of the service, and enable it to meet the anticipated increase in demand for advice in the aftermath of the Coronavirus Pandemic.	219
	Socially Valuable Bus Routes To support the provision of a social subsidy to bus routes where deemed necessary.	432
	Total	651
City Infrastructure	Localised Highway Asset Improvements - Carriageways To support the repair of defective carriageways, improving the condition of the network as well as safety and accessibility.	410
	Localised Highway Asset Improvements - Footways To fund footway improvements to supplement existing programmes, improve safety and complement the Active Travel agenda.	400
	Total	810
Grand Total		3,800

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Changes for Cardiff

Consultation on Cardiff Council's 2021/22 Budget Proposals

Research Findings
February 2021



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



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Cardiff Research Centre

Cardiff Research Centre is part of the City of Cardiff Council's Policy, Partnerships & Community Engagement service. We strive to deliver research, information and consultation services for the City of Cardiff Council and its partner organisations.

Services include:

- Collection, analysis and interpretation of primary survey data;
- Analysis and interpretation of a wide range of secondary demographic and socioeconomic data including the Census and all other sources from the wider data environment;
- Specialised studies on a wide range of topics including social, economic and demographic data sources and their uses;
- Quantitative and qualitative research and consultation projects;
- Supporting the Cardiff Debate Community Engagement exercise with other public service partners;
- Management of the Cardiff Citizens' Panel;
- Focus Group facilitation;
- Advice and support on all aspects of research including survey & questionnaire design, &
- GIS thematic & schematic mapping services.

For further information please contact:

Cardiff Research Centre

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1. Consultation methodology

Consultation on the Council's budget proposals for 2021/22 was undertaken by the Cardiff Research Centre. The consultation ran from 13th January to 10th February 2021, following the budget announcement from the Welsh Government on 22nd December 2020.

Throughout 2020, the COVID-19 pandemic had a major impact on both the delivery of Council services, and on the lives of residents. Lockdown restrictions were eased and re-introduced at various points throughout the year, both locally and nationally, in response to the spread of the virus. At the time of consultation, the whole of Wales was under Alert Level 4 which required residents to stay at home as much as possible, not to mix with other households, and non-essential shops and community buildings closed.

These restrictions made the traditional methods of engagement impossible. In previous years, paper copies of the survey would be made available to residents in public buildings such as Hubs, libraries and community centres across the city. The 2021-22 Budget Consultation was therefore delivered solely online.

Other methods used to promote the survey, such as emails to schools, and flyers and posters in GP surgeries were also not available this year, given the additional demands on these services.

The Cardiff Research Centre worked closely with partnership organisations to ensure as representative a response as possible. In a bid to ensure the survey was promoted as widely as possible, the survey was promoted via:

a) Email

- Organisations known to work with less frequently heard groups (see Appendix 6)
- Cardiff Youth Council
- Cardiff's Citizen's Panel

b) Internet/intranet

The survey was hosted on the Council website, and promoted to Council employees via DigiGov, Intranet and Staff Information.

c) Social media

The survey was promoted to almost 90,000 followers via Facebook and Twitter by the Corporate Communications Team throughout the consultation period. The Facebook campaign reached approximately 150,425 users, and on Twitter, 989,898 users.

Targeted promotion was facilitated via stakeholder's social media accounts and Facebook boosts aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc'¹ of the city. This reached around 125,200 users, with 2,973 clicks through to the survey itself.

¹ See Appendix 6 for map of 'Southern Arc'

A separate survey was distributed to secondary schools across Cardiff.

After data cleansing to remove blank and duplicated responses, **a total of 2,870 responses** were received from the main and youth surveys.

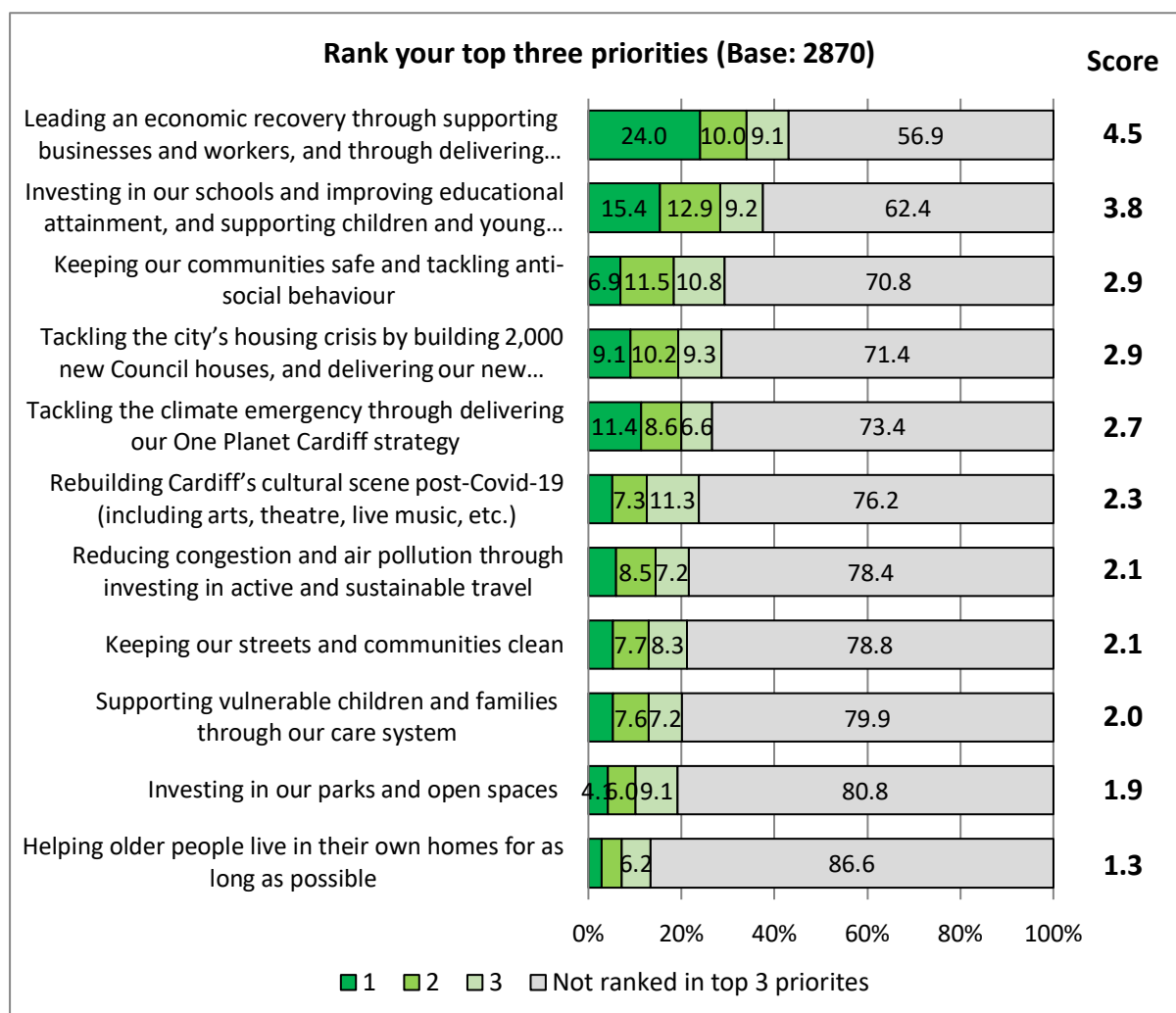
Scoring provided to each priority

Responses to the ranking questions were validated to exclude non-responses, therefore including only those giving at least one exclusive ranking score per priority.

Scores were calculated by assigning eleven points for each first place ranking, ten points for each second place ranking and nine points for each third place ranking, this combined figure was then divided by the overall number of respondents answering this question, to give a final score.

2. Results / Council Service Priorities

Q1. Here we have outlined some of the services the Council delivers to support our economy and our communities as we emerge from the Covid-19 crisis. We would like you to rank your top three priorities in order of importance.



Scores were calculated by assigning eleven points for each first place ranking, ten points for each second place ranking and nine points for each third place ranking, this combined figure was then divided by the overall number of respondents answering this question, to give a final score.

The three areas ranked as most important were:

1. Leading an economic recovery through supporting businesses and workers, and through delivering our major regeneration schemes
2. Investing in our schools and improving educational attainment, and supporting children and young people.
3. Keeping our communities safe and tackling anti-social behaviour

The different responses provided by demographic group are detailed in Appendix 2.

Q2. Please tell us why your highest priority is important to you

Respondents were asked to explain why they had voted for their highest priority. A total of 1,874 comments were received, which have been grouped in to themes, with the top three shown below for each of the top three priorities. A full list of themes is available in Appendix 3.

1) Leading an economic recovery through supporting businesses and workers, and through delivering our major regeneration schemes (449 comments were left in relation to this priority)

Theme	No.	%	Example Comments
Economic Recovery Key to everything else	212	47.2	<ul style="list-style-type: none"> – Focus needs to be on this to support any other objective. – Without an economic recovery, many of the other items cannot happen. – Everything depends on the economy. – Unless we recover economically, we will never be in a position to fulfil any of the above. – Without economic recovery, you can forget the rest.
Employment opportunities / Back to work	123	27.4	<ul style="list-style-type: none"> – If businesses flourish, there will be more employment. – It is vital to keep businesses running if they are viable, or will be post-Covid. This increases revenue for the LA and helps to prevent unemployment. – We need to generate more jobs to start recovery. – Successful economically will provide employment and opportunities, which in turn will raise living standards if fairly distributed.
Needed to generate income / Wealth	103	22.9	<ul style="list-style-type: none"> – Economic recovery will produce more tax revenue that can then be used to improve housing, healthcare, education etc. – We have to have a strong economy to give people jobs which will then mean they have money to spend and a sense of self-worth. – Economic recovery is critical to bringing back money to the city. A wealthy city can fund change. – Keeping people in work is the best way to seed potential for kids to achieve at school, people to take responsibility for their own health, improve their living situation and contribute through paying income tax and council tax.

2) Investing in our schools and improving educational attainment, and supporting our children and young people. (281 comments were left in relation to this priority)

Theme	No.	%	Example Comments
Good Education is crucial	113	40.2	<ul style="list-style-type: none"> – Education is the foundation for not just the current generation but many to follow. – Without education, economic recovery cannot be achieved. – Education is the key to ensuring the city is a dynamic and attractive place for businesses and workers. Without this, the city will be less able to afford all other plans. – Tackling education inequality could help address poverty in the long term.
Children are the future	106	37.7	<ul style="list-style-type: none"> – Children are the future of the city. – Our children are our future! – Vital to support children's education and wellbeing - all investment for the future. – Young people are the future. – Children are our future leaders and need the biggest investment.
Too much time missed from education	84	29.9	<ul style="list-style-type: none"> – The younger generation have missed almost two years of education due to COVID -19. This gap needs to be filled with training opportunities etc. – Most disrupted education of a generation. Lifelong consequences for young people. – The children and young people have been robbed of their normal childhood and education, and every effort should be made to rectify this.

3) Keeping our communities safe and tackling anti-social behavior

A total of 122 comments were received for this priority, which have been grouped into the following themes:

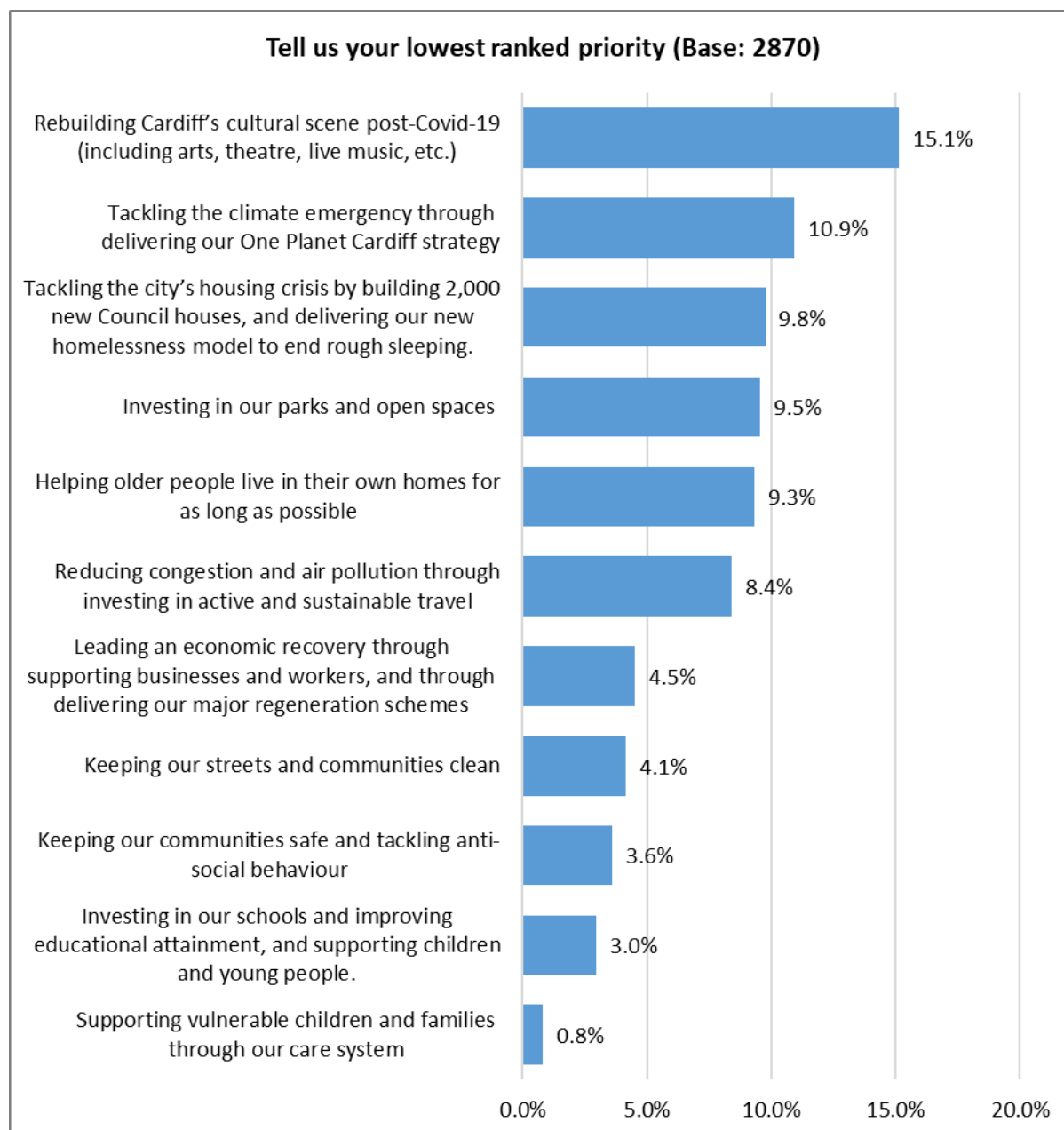
Theme	No.	%	Example Comments
Safety should be priority/People don't feel safe	57	46.7	<ul style="list-style-type: none"> – You need to feel and be safe when you leave your house at any time of the day or night. – Antisocial behaviour and crime appears to be on the rise and it makes me feel unsafe. – The scourges of Cardiff are drugs and aggressive begging. I would like to feel safe again! – A safe community is integral to achieving each of the other goals
Antisocial behaviour out of control	50	41.0	<ul style="list-style-type: none"> – Anti-social behaviour keeps me trapped indoors and scared to go out even for a walk – We have seen an increase in anti-social behaviour and it's quite frightening how quickly you feel less safe in your area. – Antisocial behaviour is getting worse year on year, it is also become more aggressive in nature. – I have spent at least four years reporting anti-social behaviour of off road bikes in my area, i have been attacked a number of times and i want something done. – In Canton, where I live it's intimidating with down and outs drinking, arguing, swearing and urinating outside the church near the local canton Tesco. Youths run amok stealing -from breaking into cars, sheds houses, racing cars through the area late at night.
Crime is High	28	23.0	<ul style="list-style-type: none"> – Crime is getting worse and it has a huge impact on the victims that goes way past the day it is committed. – A lot of knife crime has occurred in recent months involving teenagers as well as adults. – Petty crime is increasing as Police are spending all their time on unnecessary CV19 enforcement

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

Q3. We would also like you to tell us your lowest ranked priority

Respondents were then asked to identify which of the eleven priorities they felt to be of lowest importance.

‘Rebuilding Cardiff’s cultural scene post COVID-19’ was seen as of lowest importance amongst 15.1% of respondents, followed by ‘Tackling climate emergency through delivering our One Planet Cardiff Strategy’ (10.9%) and ‘Tackling the city’s housing crisis’ (9.8%).



There were differences of opinion by demographic group analysed, which are detailed in Appendix 2. There were no patterns correlating with level of deprivation.

Q4. Please tell us why your lowest priority is least important to you

Respondents were asked to explain why they had chosen their lowest priority. A total of 1,875 comments were received across all priorities. The table below identifies the priority which was deemed the lowest by respondents. 300 comments were left in relation to this priority, which have been grouped in to themes, with the top three shown below. A full list of themes is available in Appendix 4.

Rebuilding Cardiff's cultural scene post-Covid-19 (including arts, theatre, live music, etc.)

Theme	No.	%	Example Comments
More important issues	212	70.7	<ul style="list-style-type: none"> – There are more important things. – With everything that has happened, right now it feels like a 'nice to have'. Let's get the basics right first. – Children, vulnerable adults, climate change and the business economy are more important than entertainment at present. – In terms of a priority it's not something that a 'council' needs to throw resources at, for the most part a cultural scene will evolve naturally devised by people for themselves.
This will happen organically	61	20.3	<ul style="list-style-type: none"> – I feel that live music and culture will naturally happen once venues can open back up. Investment should be made elsewhere in the interim. – Because with economic recovery this sector will organically recover. – The cultural scene will still flourish after the crisis.
Private Sector/ Communities can assist	44	14.7	<ul style="list-style-type: none"> – If there is a demand for such things then private businesses will see the opportunity and respond accordingly. Public money should be focussed on services that only the council can/should provide. – This is something that can be left to the private sector. – This can potentially be driven by other agencies allowing the LA to concentrate on the other areas.

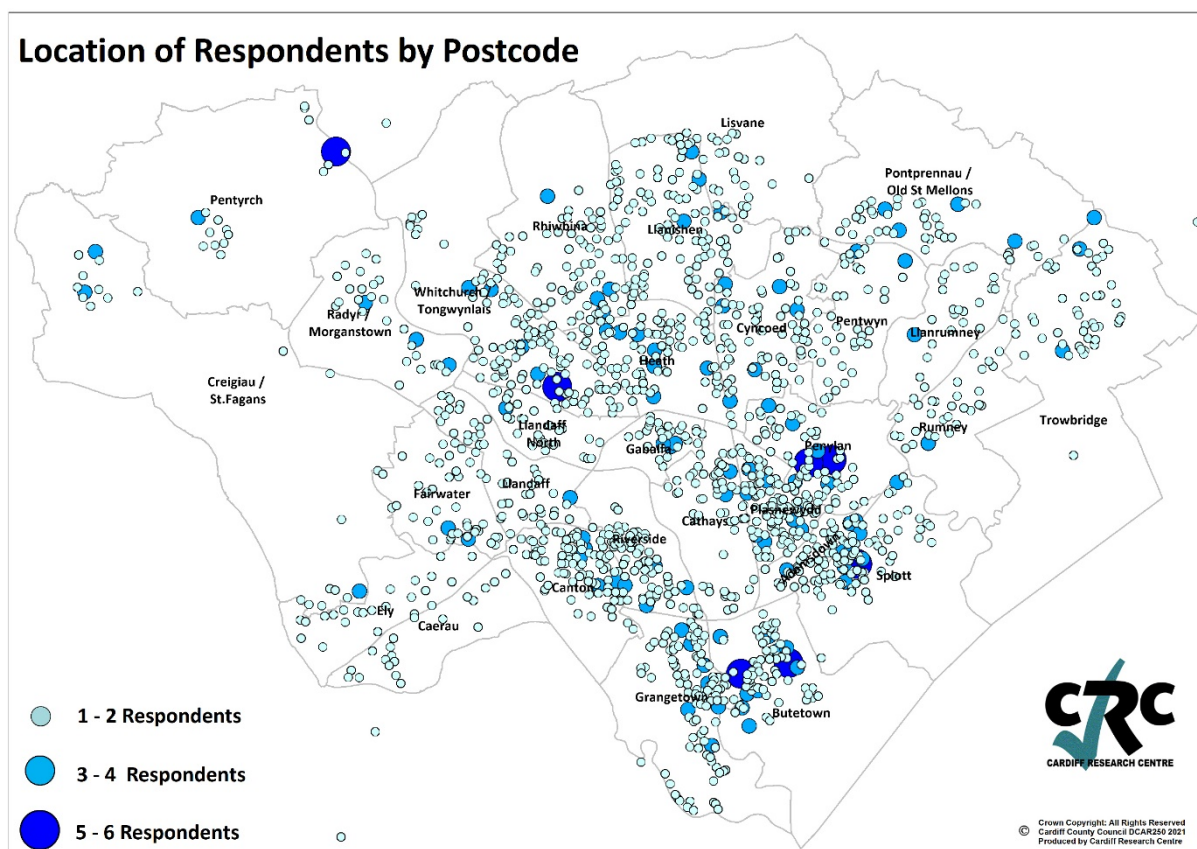
Q5. Do you have any other comments?

Respondents were given the opportunity to leave any additional comments they had in relation to the survey. A total of 623 comments were received, which have been grouped in to themes, with the top three shown below. A full list of themes is available in Appendix 5.

Theme	No.	%	Example Comments
Difficult to prioritise options provided	92	14.8	<ul style="list-style-type: none"> – You can't put any of these in the lowest priority these all improve the lives of citizens. – All the policies listed here are vital for Cardiff. Choosing between them is impossible really - maybe you could also ask for suggestions as to how money could be saved, or new ways of doing things. – It's hard to choose between mostly vital services. In a civilised society the authority would not have to make these kinds of choices. – All on the list are important.
Don't Waste Money / Unnecessary Projects / Overdevelopment	83	13.3	<ul style="list-style-type: none"> – Stop spending many millions of pounds on traffic calming schemes. – Stop ploughing money into projects that are not prioritised e.g. cycle lanes, paths, outdoor dining areas - back to basics every time. – Less vanity schemes, more true infrastructure provisions. – Construction and tearing down of the new music centre in Cardiff Bay seems entirely illogical and wasteful. – Wasting tax payers' money on the closure of Castle Street and rerouting cars and buses.
Invest in / Protect Green Spaces	50	8.0	<ul style="list-style-type: none"> – Stop destroying green spaces, stop building student flats and stop building offices. Build council housing. – The Council must stop allowing building on essential green spaces such as the Northern Meadows. These are irreplaceable and building on them is completely inconsistent with the Council's adoption of a Climate Emergency. – Stop talking about having a green policy and then continue to chop hundreds of trees down and build on green spaces. – Don't murder the meadows.

3. Appendix 1 - About You

Please provide your postcode:



What was your age last birthday?

There was an under-representation of respondents aged 16 - 34 (26.8% compared with 41.2% for the population as a whole, reflecting the proportion seen last year). The over-representation of those aged 55 and over seen for the 2020-21 consultation was reduced from 12.0 percentage points to 4.5.

	No.	%
Under 16	11	0.4
16-24	205	7.9
25-34	496	19.0
35-44	498	19.1
45-54	426	16.3
55-64	464	17.8
65-74	343	13.1
75+	95	3.6
Prefer not to say	73	2.8
	2611	100.0

	%	MYE 2019
16-34	26.8	41.2
35-54	35.4	28.8
55+	34.5	30.0

Are you...?

	No.	%
Female	1257	48.4
Male	1207	46.5
Prefer not to say	18	0.7
Other	113	4.4
	2595	100.0

Do you identify as Trans?

	No.	%
Yes	14	0.6
No	2311	93.3
Prefer to self-describe	17	0.7
Prefer not to say	135	5.5
	1700	100.0

How many children live in your household?

	No.	%
No children	1801	72.8
Yes, under 5 years old (pre-school)	219	8.9
Yes, aged 5 - 11 (primary school)	299	12.1
Yes, aged 11 - 16 (secondary school)	239	9.7
Yes, aged 16 - 18 in full-time education, or working	122	4.9
Yes, aged 16 - 18 but not in full time education or working	21	0.8
	2474	-

Do you care, unpaid, for a friend or family member due to illness, disability, a mental health problem or an addiction, cannot cope without your support?

	No.	%
Yes	355	14.8
No	2036	85.2
	2391	100.0

Which of the following best describes what you are doing at present?

	No.	%
Working full-time (30+ hours per week)	1384	55.5
Working part-time (less than 30 hours per week)	278	11.2
On a zero-hour contract	21	0.8
In full time education	100	4.0
Unemployed - Registered Job Seeker	27	1.1
Unemployed - Unregistered but seeking work	22	0.9
Permanently sick or disabled person	57	2.3
Wholly retired from work	466	18.7
Looking after home	29	1.2
Caring for a child or adult	42	1.7
Other	66	2.6
	2492	100.0

Which best describes your housing tenure?

	No.	%
Owned outright	882	35.5
Owned with a mortgage	1015	40.8
Rented from the Local Authority	43	1.7
Rented from a Housing Association	69	2.8
Private rented	414	16.7
Other	62	2.5
	2485	100.0

Are you or a member of your household...?

	You		A member of your household	
	No.	%	No.	%
Currently serving	14	0.5	56	2.0
An armed forces service leaver (Veteran)	71	2.5	79	2.8
Total	85	3.0	135	4.7

Do you identify as a disabled person?

	No.	%
Yes	268	10.6
No	2135	84.5
Prefer not to say	124	4.9
	2527	100.0

	No.	%
Deaf/Deafened/Hard of Hearing	144	5.7
Learning impairment/difficulties	33	1.3
Wheelchair user	14	0.6
Long-standing illness or health condition (e.g. cancer, HIV, diabetes or asthma)	340	13.5
Mental health difficulties	223	8.8
Visual impairment	41	1.6
Mobility impairment	150	5.9
Prefer not to say	115	4.6
Other	23	0.9
	2527	-

Do you regard yourself as belonging to a particular religion?

	No.	%
No, no religion	1314	53.5
Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations)	885	36.0
Muslim	29	1.2
Buddhist	14	0.6
Hindu	6	0.2
Jewish	12	0.5
Sikh	2	0.1
Other	42	1.7
Prefer not to answer	154	6.3
	2458	100.0

How would you describe your sexual orientation?

	No.	%
Bisexual	103	4.2
Gay Woman/Lesbian	32	1.3
Gay Man	113	4.6
Heterosexual/Straight	1897	77.9
Other	22	0.9
Prefer not to answer	267	11.0
	2434	100.0

Do you consider yourself to be Welsh?

	No.	%
Yes	1612	68.6
No	739	31.4
	2351	100.0

What is your ethnic group?

Main Survey

Overall, 85.6% of those giving their ethnicity were of a white background, broadly reflecting that of the population of Cardiff as a whole (84.7%), according to the 2011 Census.

	No.	%
White - Welsh/English/Scottish/Northern Irish/British	2082	85.6
White - Any other white background	106	4.4
White - Irish	31	1.3
Any other ethnic group	16	0.7
Mixed/Multiple Ethnic Groups - Any other	15	0.6
Asian/Asian British - Indian	14	0.6
Mixed/Multiple Ethnic Groups - White & Asian	13	0.5
Asian/Asian British - Bangladeshi	9	0.4
Mixed/Multiple Ethnic Groups - White and Black Caribbean	9	0.4
Asian/Asian British - Chinese	8	0.3
Asian/Asian British - Pakistani	8	0.3
Asian/Asian British - Any other	6	0.2
Mixed/Multiple Ethnic Groups - White and Black African	5	0.2
Arab	3	0.1
Black/African/Caribbean/Black British - African	3	0.1
Black/African/Caribbean/Black British - Caribbean	3	0.1
Black/African/Caribbean/Black British - Any other	1	0.0
Prefer not to say	101	4.2
	2433	100.0

Youth Survey

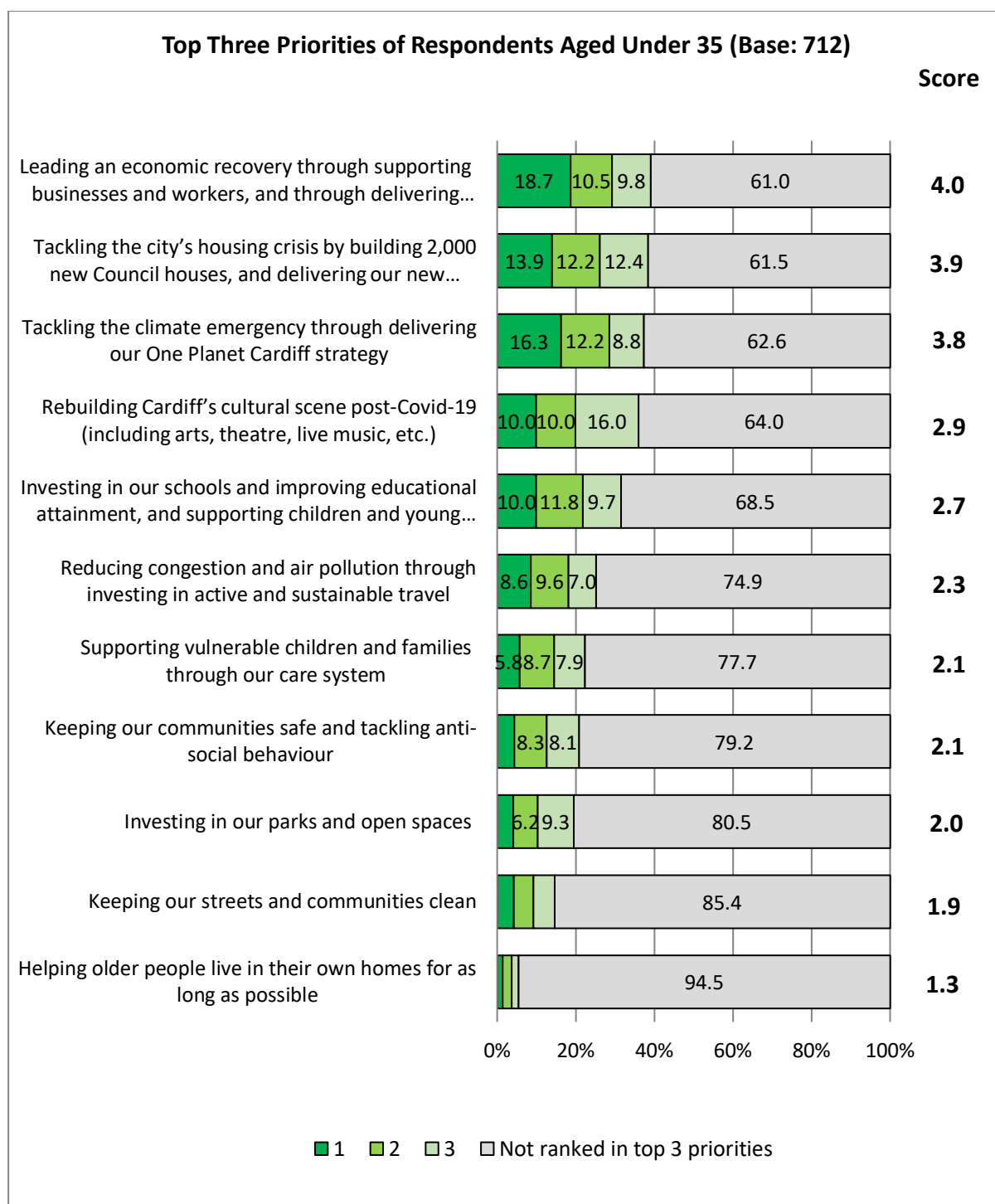
	No.	%
White	50	73.5
Asian	12	17.6
Black	2	2.9
Mixed	4	5.9
	68	

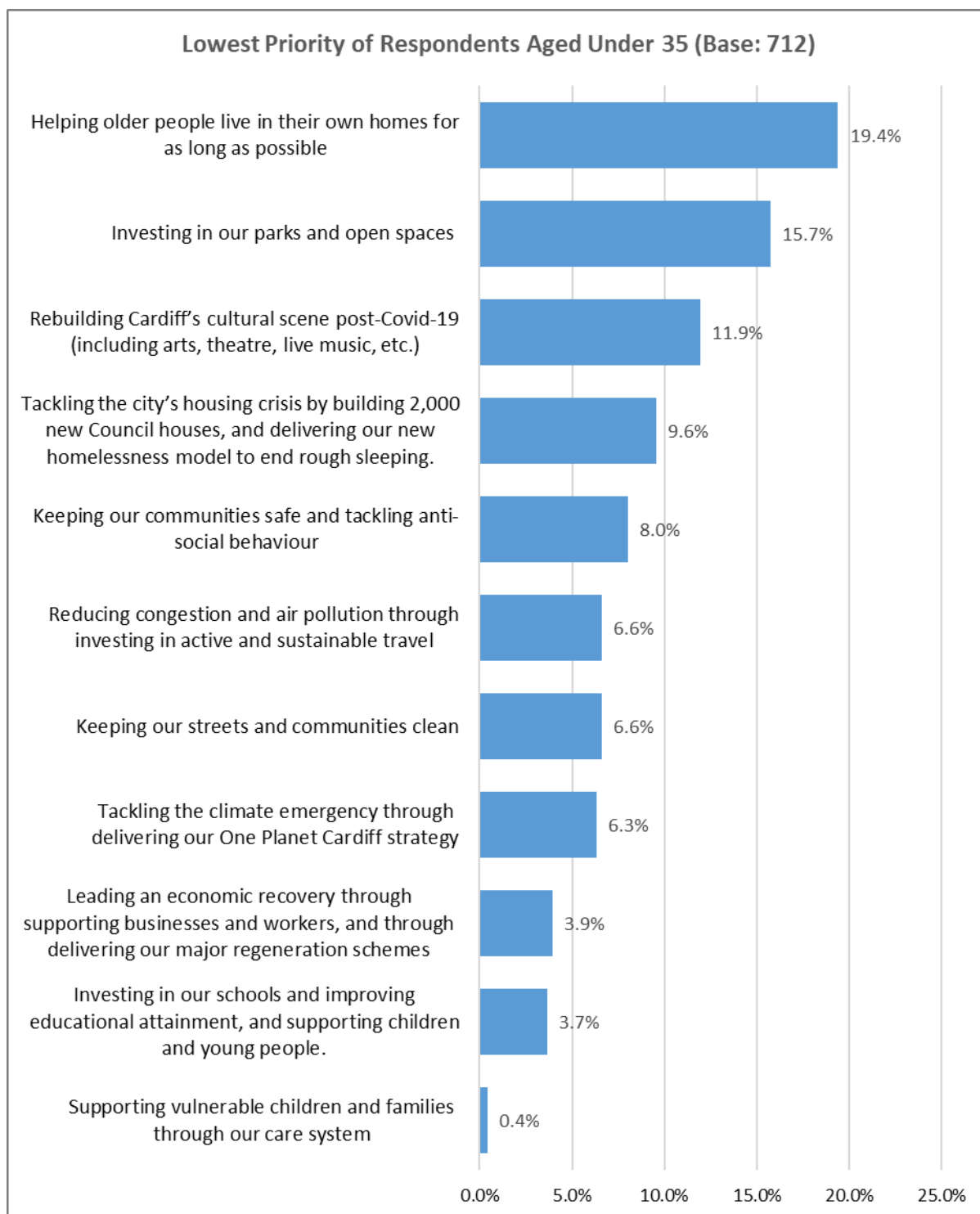
4. Appendix 2 – Priorities by Demographic

Respondents **under the age of 35** prioritised:

1. *Leading an economic recovery*
2. *Tackling the city’s housing crisis*
3. *Tackling the climate emergency*

The lowest priority was *Helping older people live in their own homes for as long as possible*

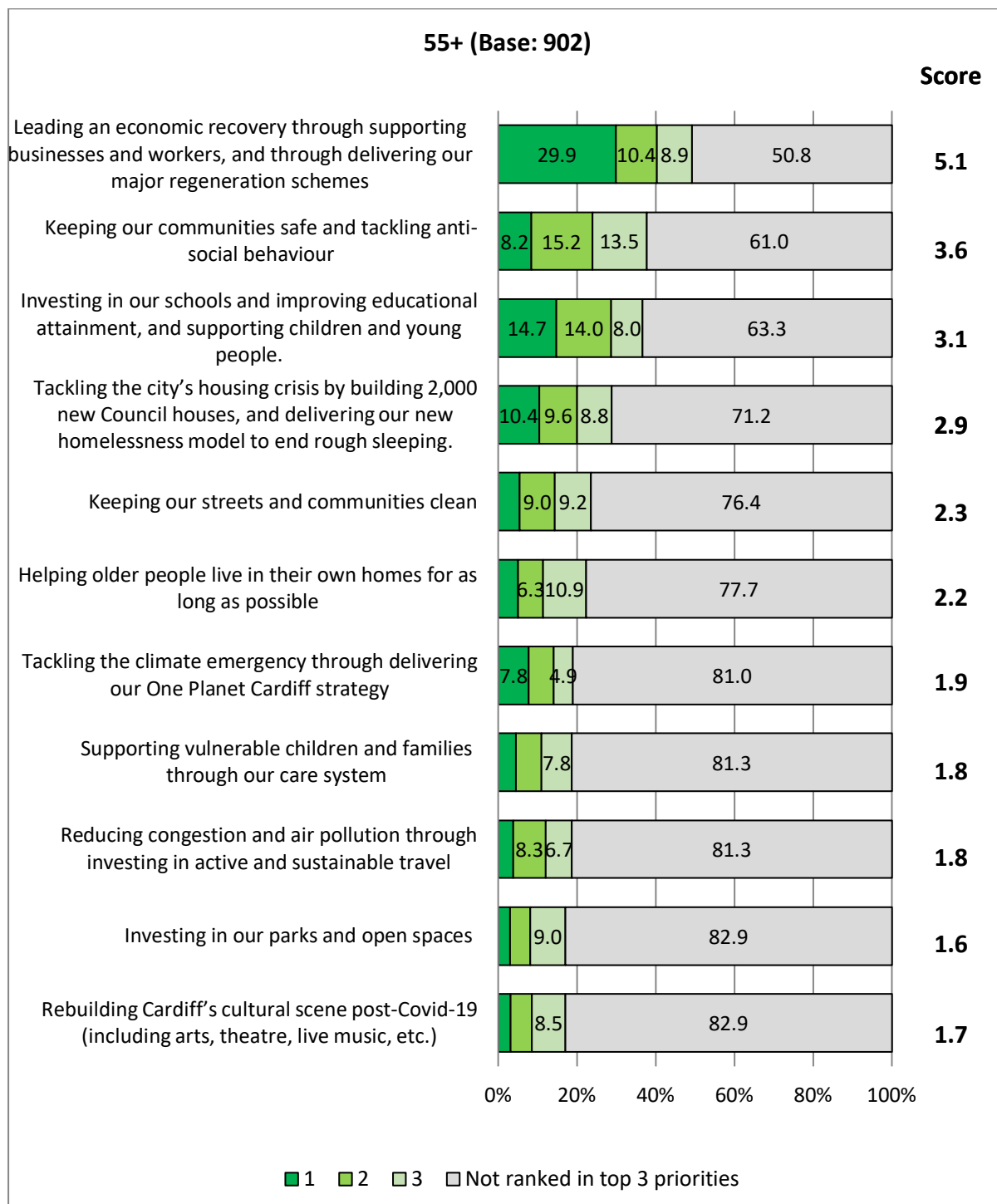


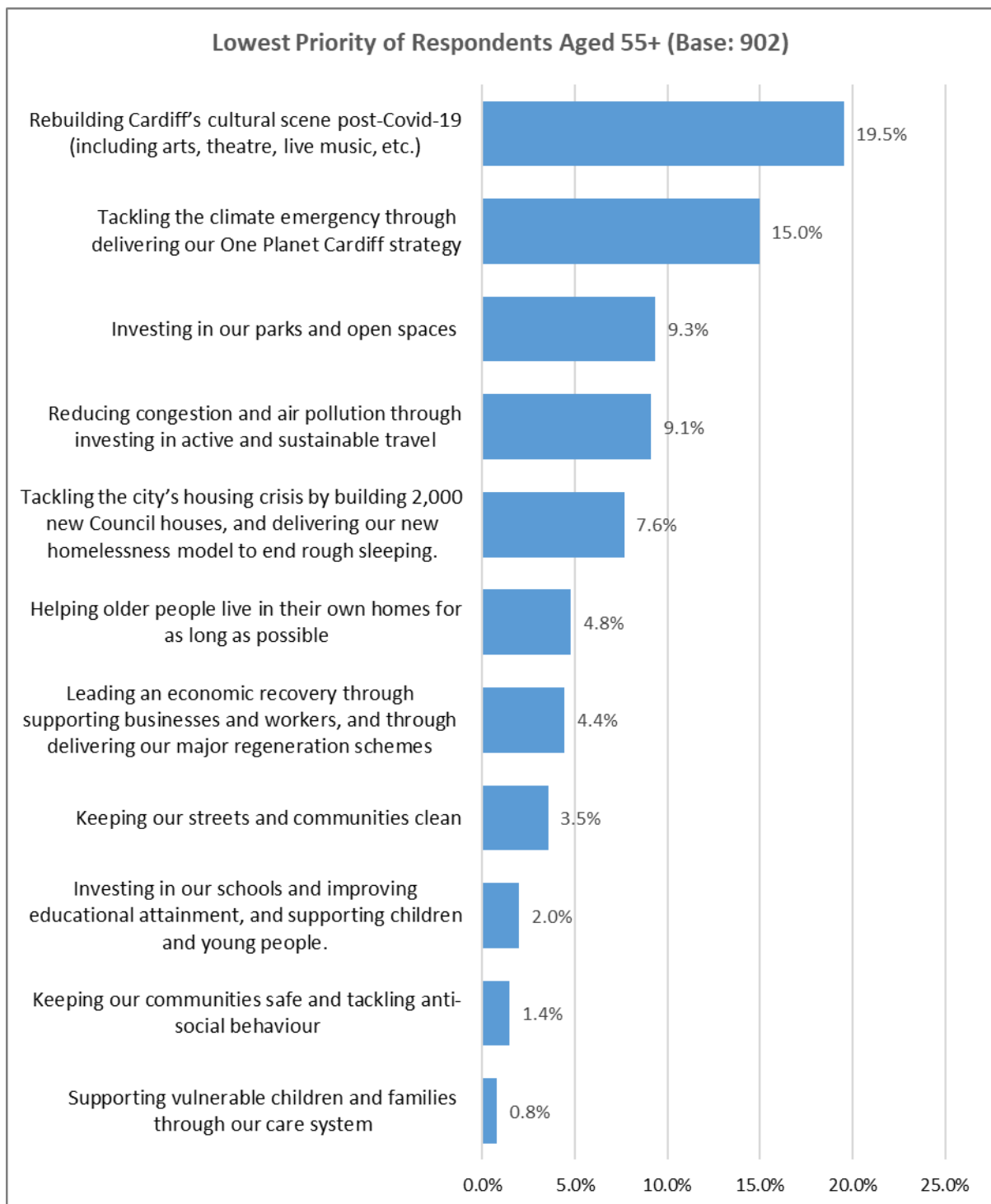


Respondents aged 55 and over prioritised:

1. *Leading an economic recovery*
2. *Keeping our communities safe and tackling anti-social behaviour*
3. *Investing in our schools and improving educational attainment, and supporting children and young people*

The lowest priority was *Rebuilding Cardiff's cultural scene post COVID-19*

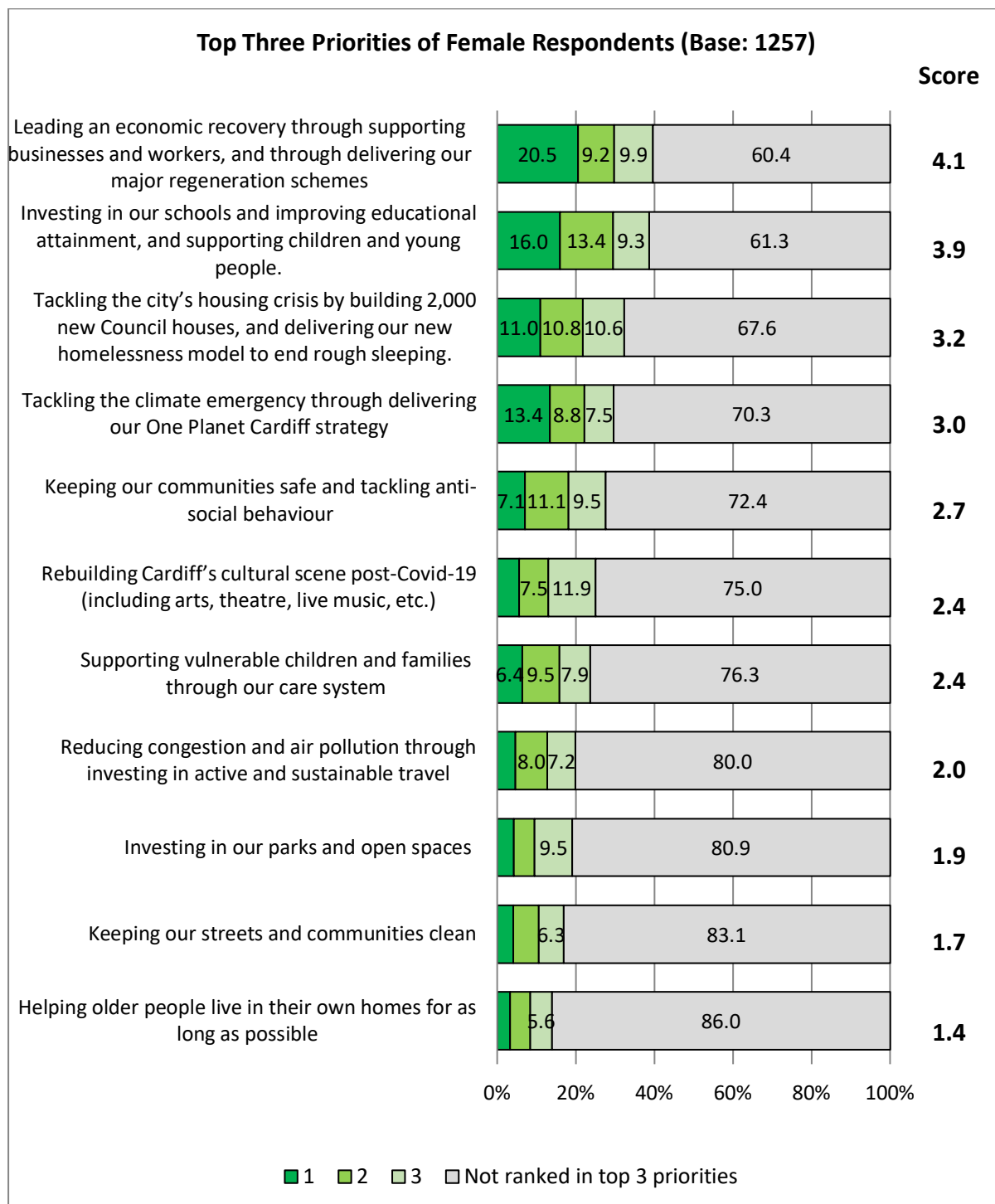


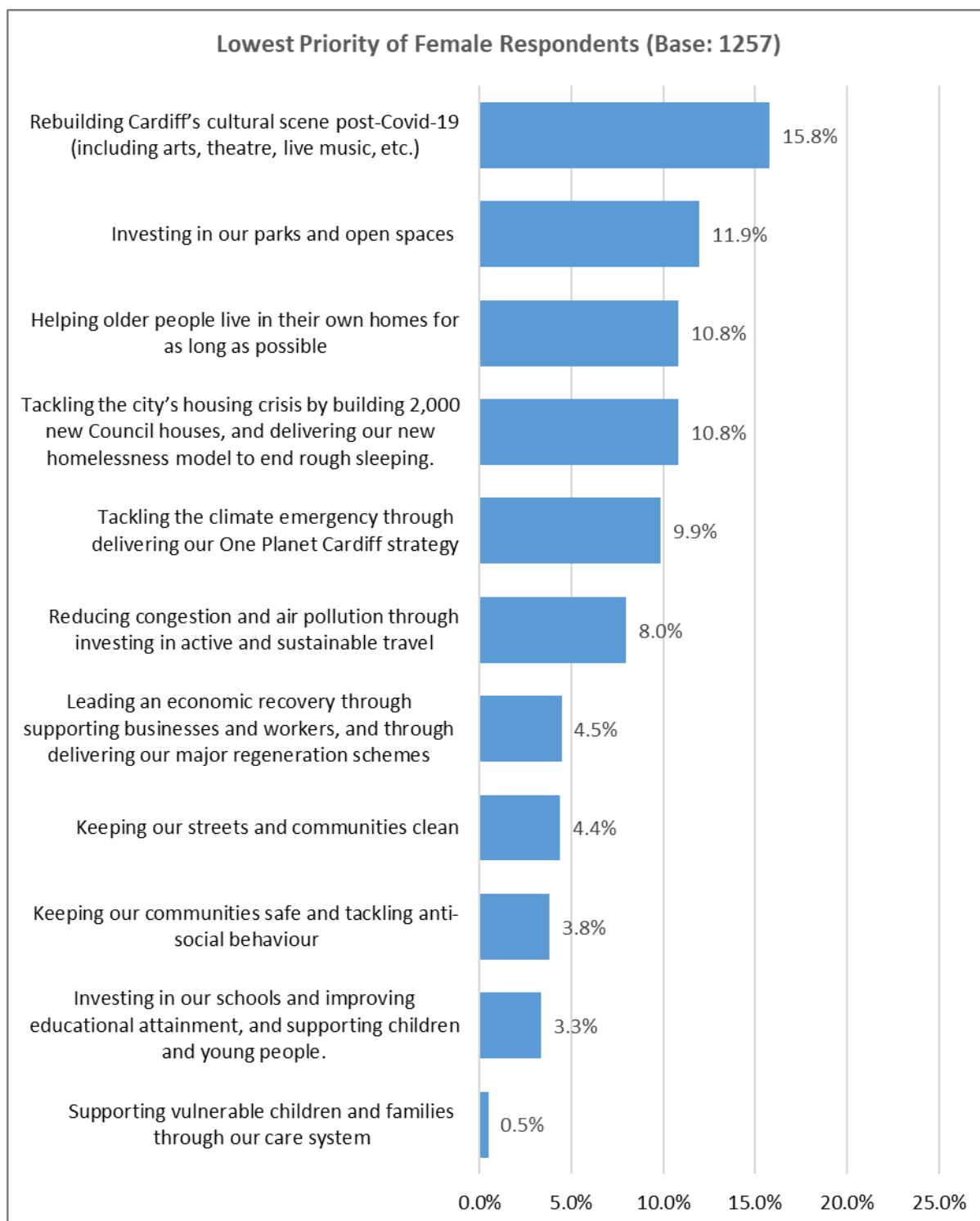


Female respondents prioritised:

1. *Leading an economic recovery*
2. *Investing in our schools and improving educational attainment, and supporting children and young people*
3. *Tackling the city's housing crisis*

The lowest priority was *Rebuilding Cardiff's cultural scene post COVID-19*

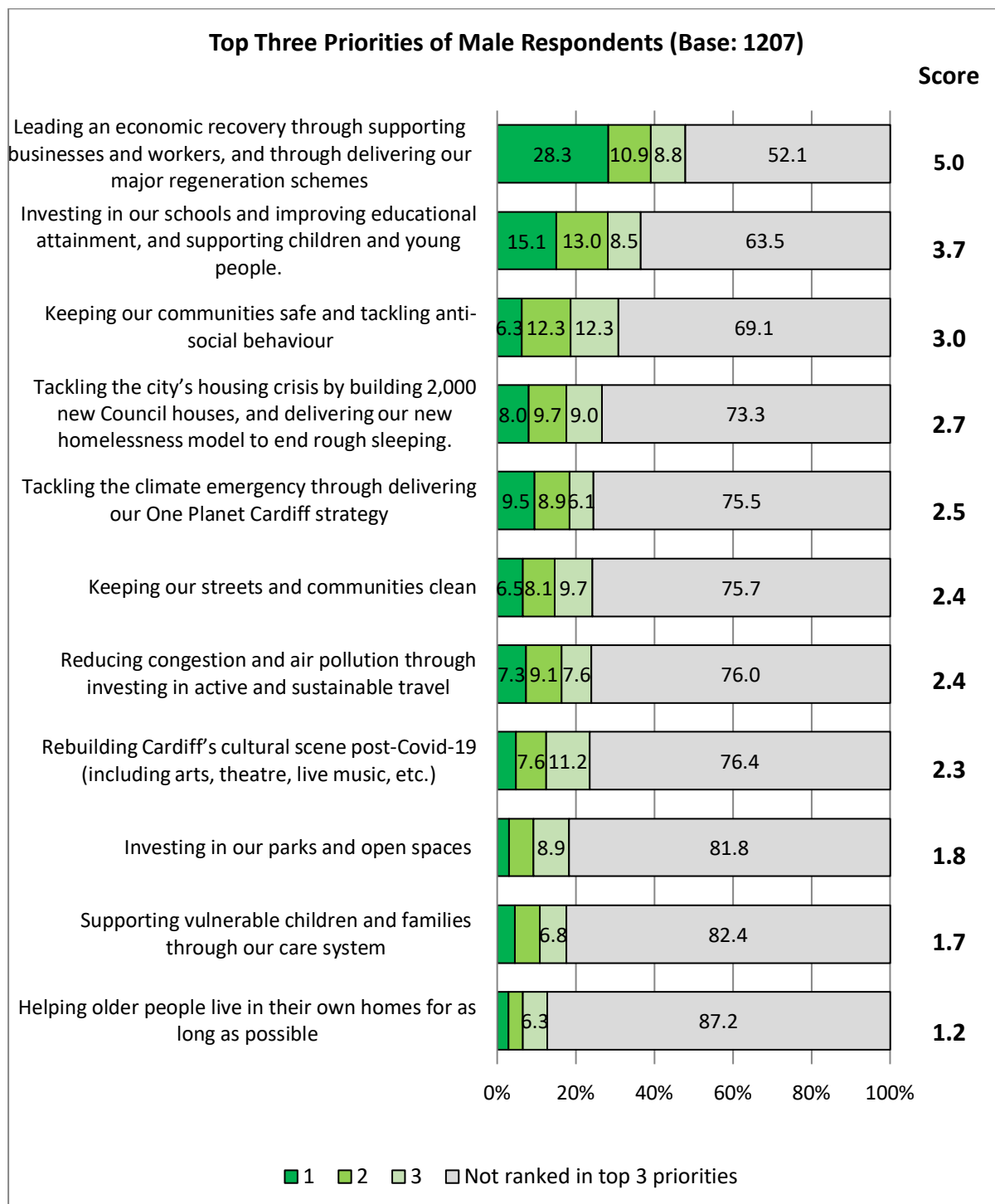


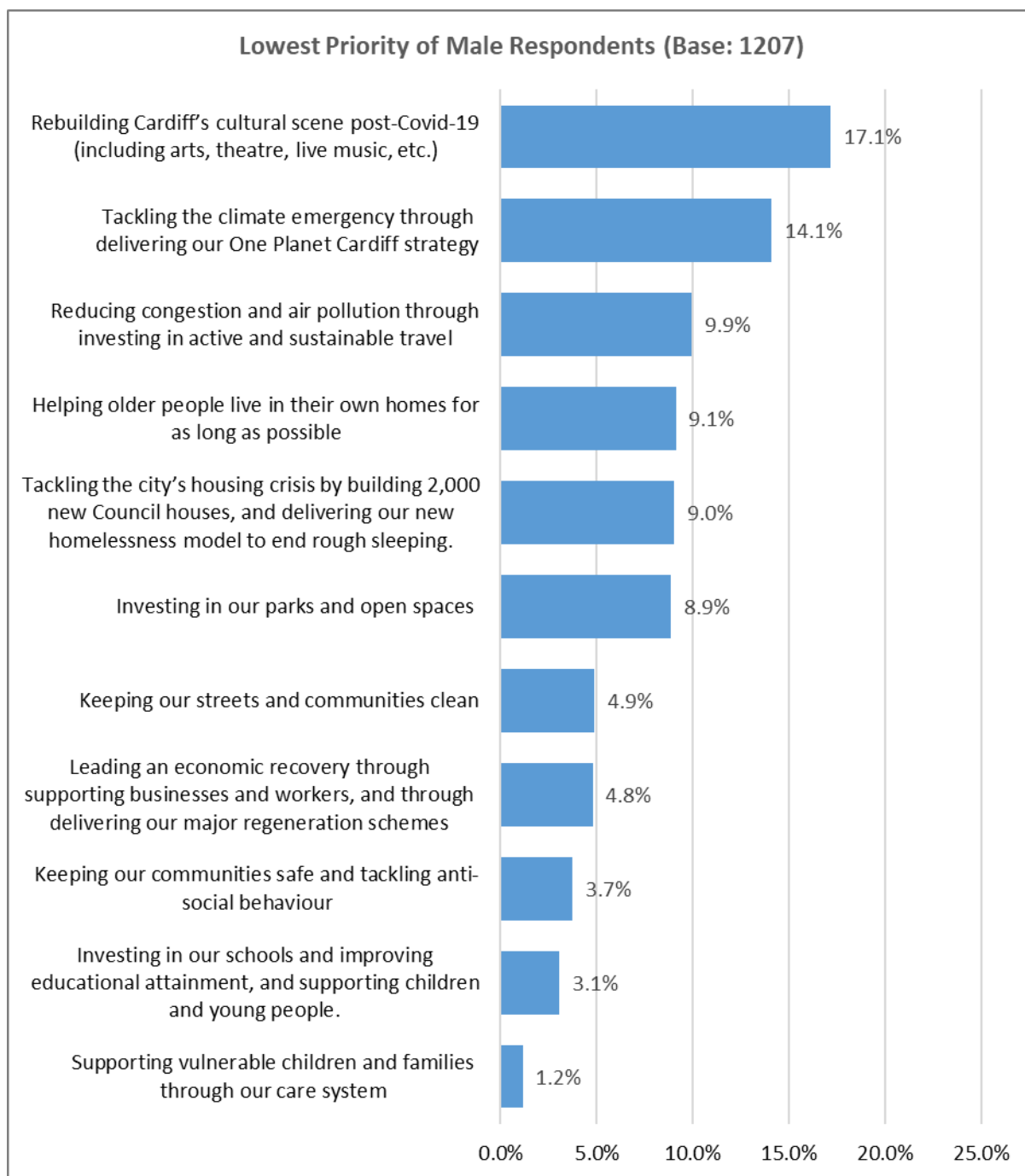


Male respondents prioritised:

1. *Leading an economic recovery*
2. *Investing in our schools and improving educational attainment, and supporting children and young people*
3. *Keeping our communities safe and tackling anti-social behaviour*

The lowest priority was *Rebuilding Cardiff's cultural scene post COVID-19*

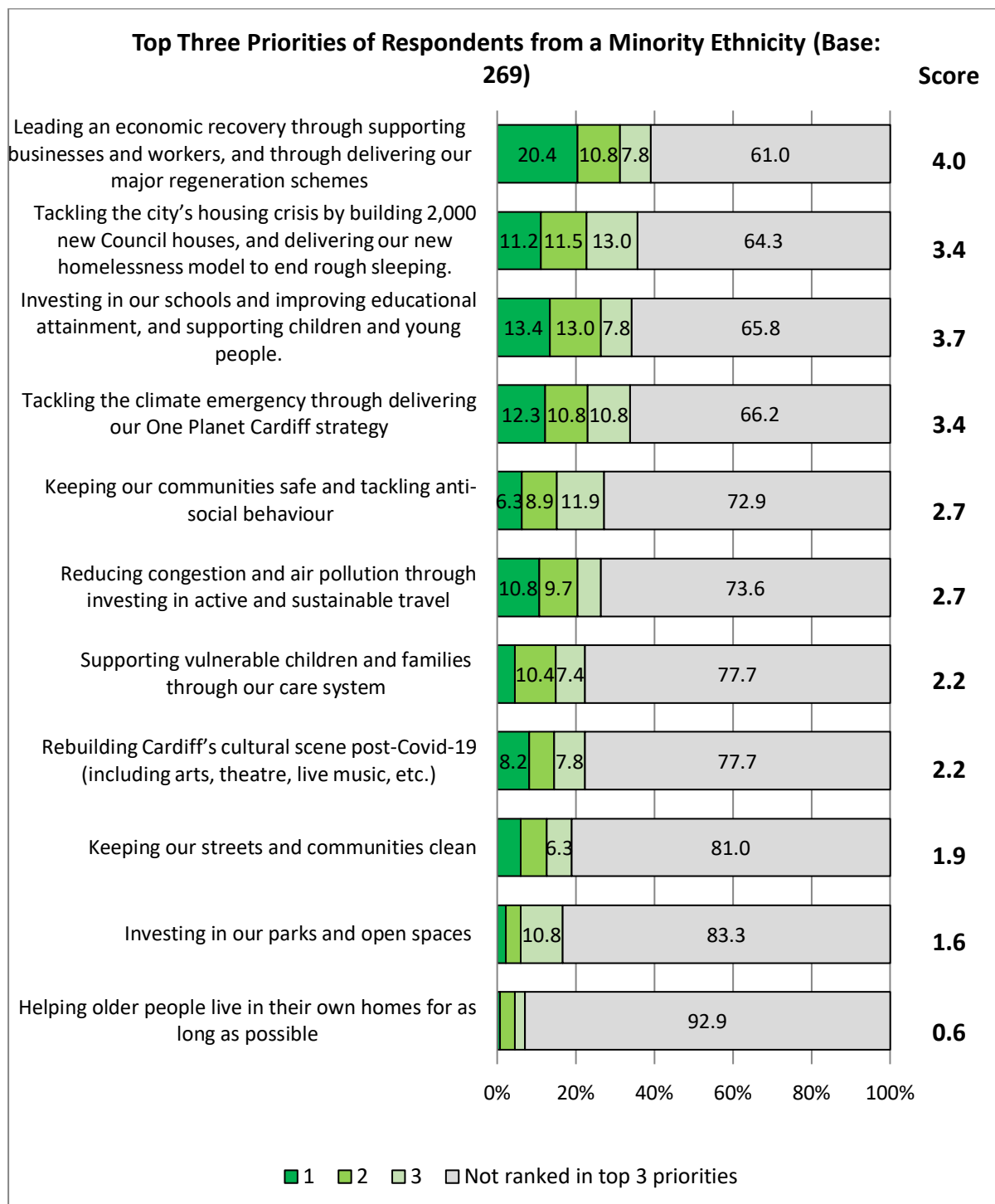


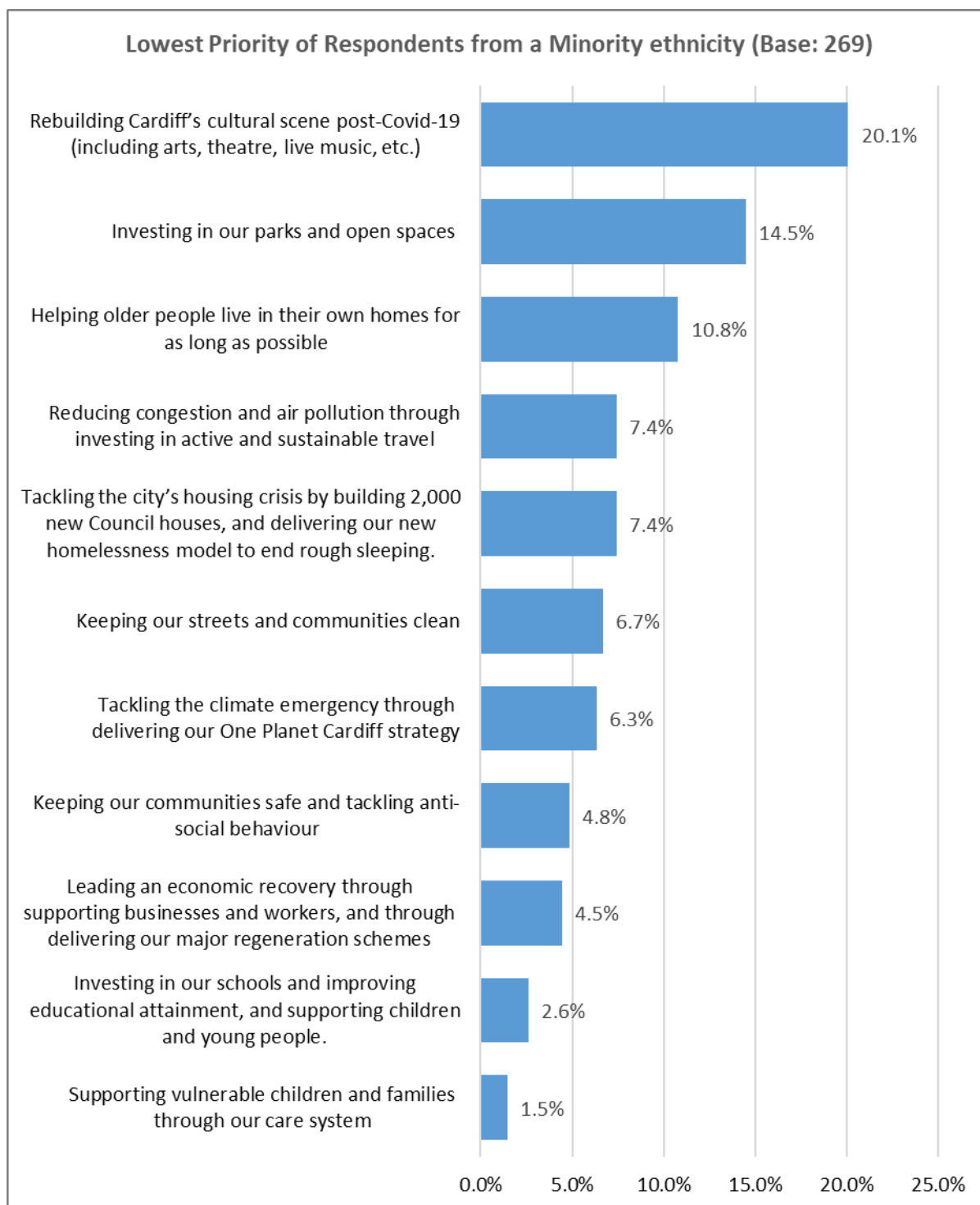


Respondents from a **minority ethnicity background** prioritised:

1. *Leading an economic recovery*
2. *Tackling the city's housing crisis*
3. *Investing in our schools and improving educational attainment, and supporting children and young people*

The lowest priority was *Rebuilding Cardiff's cultural scene post COVID-19*

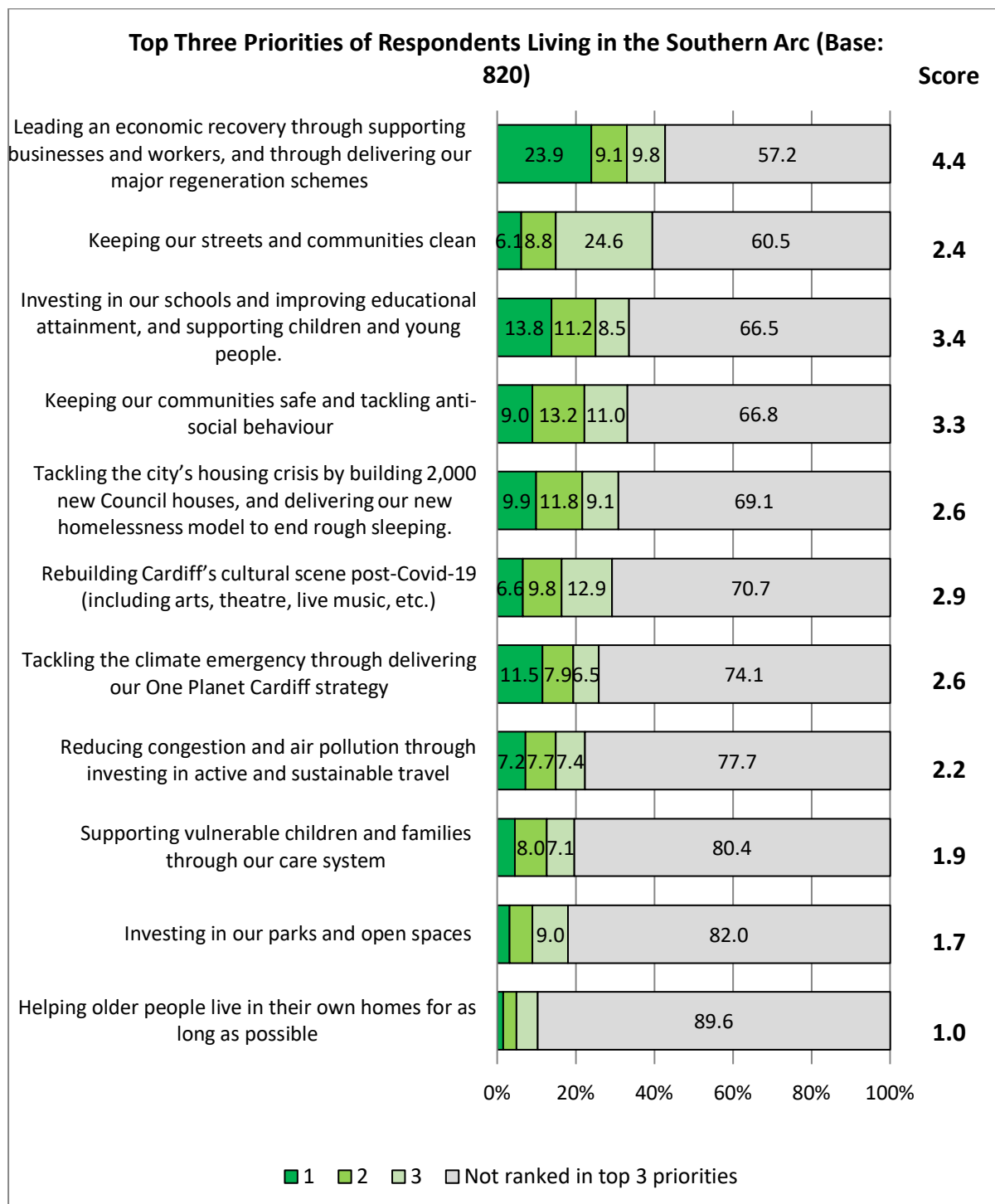


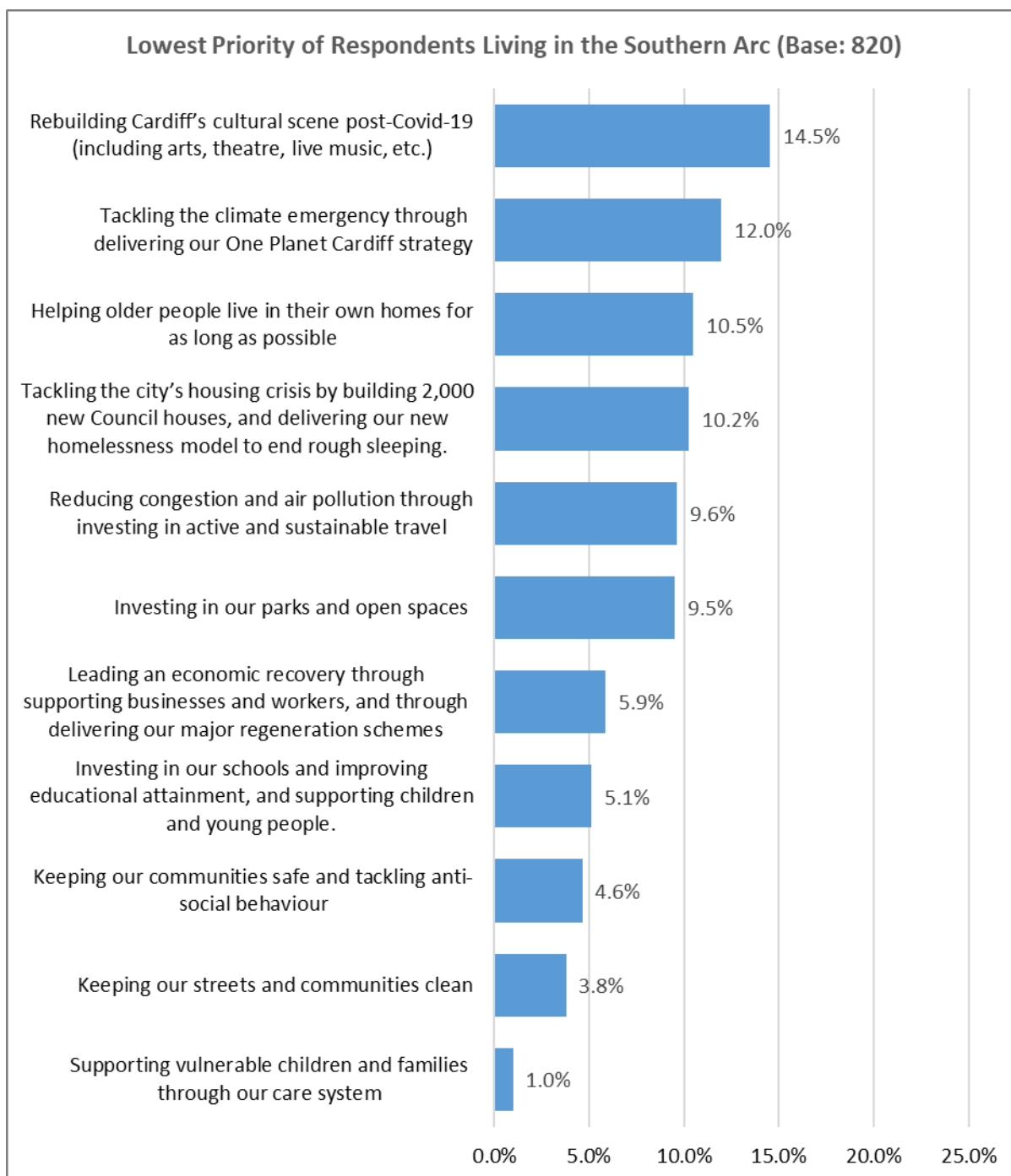


Respondents **living in the Southern Arc** prioritised:

1. *Leading an economic recovery*
2. *Keeping our streets and communities clean*
3. *Investing in our schools and improving educational attainment, and supporting children and young people*

The lowest priority was *Rebuilding Cardiff's cultural scene post COVID-19*

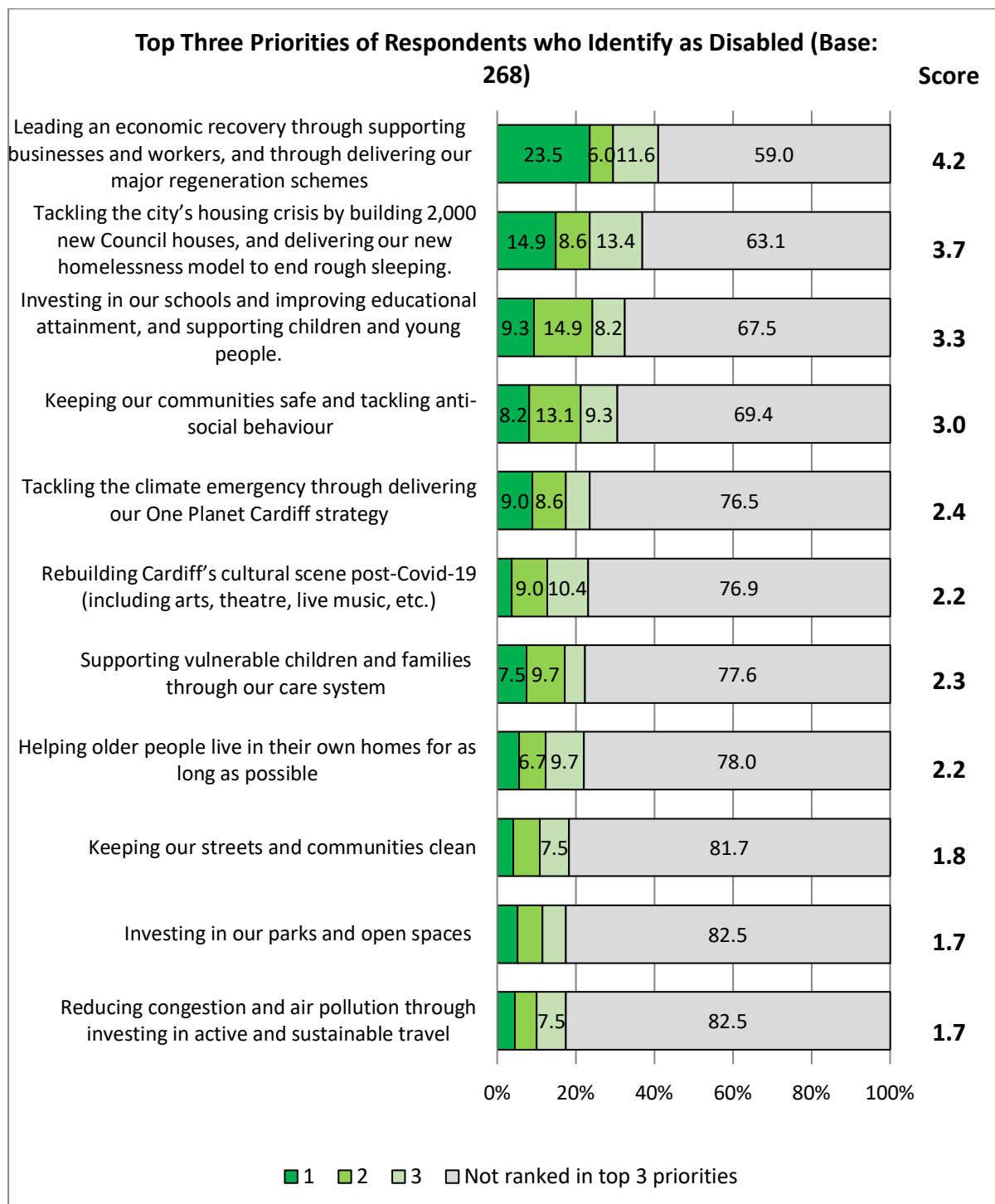


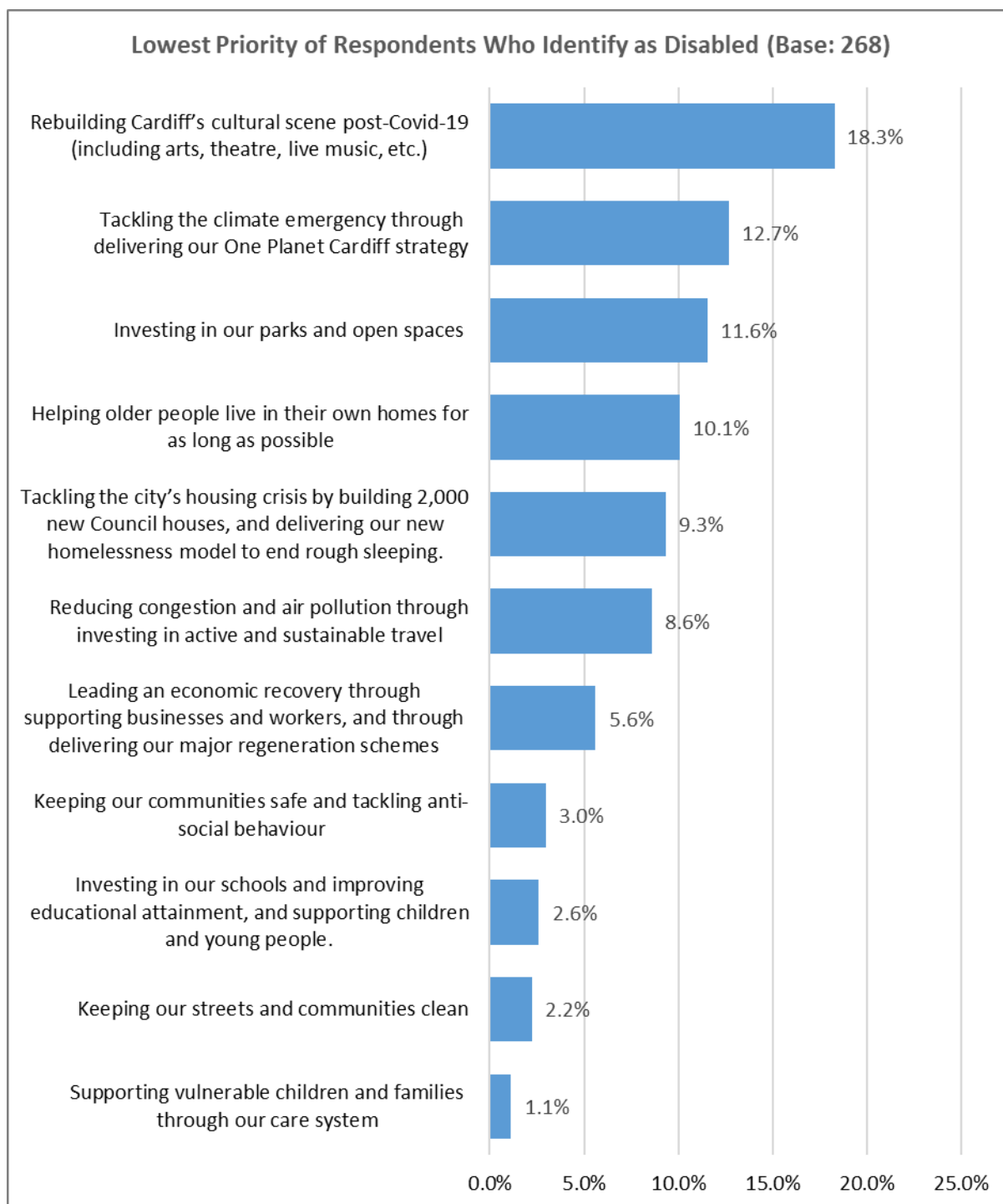


Respondents **identifying as disabled** prioritised:

1. *Leading an economic recovery*
2. *Tackling the city's housing crisis*
3. *Investing in our schools and improving educational attainment, and supporting children and young people*

The lowest priority was Rebuilding Cardiff's cultural scene post-COVID-19





5. Appendix 3 – Reasons for Choosing Highest Priorities

Please tell us why your highest priority is important to you

5.1 Leading an economic recovery through supporting businesses and workers, and through delivering our major regeneration schemes

A total of 449 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Economic Recovery Key to everything else	212	47.2	<ul style="list-style-type: none"> – Focus needs to be on this to support any other objective. – Without an economic recovery, many of the other items cannot happen. – Everything depends on the economy. – Unless we recover economically, we will never be in a position to fulfil any of the above. – Without economic recovery, you can forget the rest.
Employment opportunities / Back to work	123	27.4	<ul style="list-style-type: none"> – If businesses flourish, there will be more employment. – Not to me, but to the city. Economic recovery is essential to get money circulating again, providing jobs and therefore tax revenues. – It is vital to keep businesses running if they are viable, or will be post-Covid. This increases revenue for the LA and helps to prevent unemployment. – We need to generate more jobs to start recovery. – Successful economically will provide employment and opportunities, which in turn will raise living standards if fairly distributed.
Needed to generate income / Wealth	103	22.9	<ul style="list-style-type: none"> – Economic recovery will produce more tax revenue that can then be used to improve housing, healthcare, education etc. – We have to have a strings economy to give people jobs which will then mean they have money to spend and a sense of self-worth. – Economic recovery is critical to bringing back money to the city. A wealthy city can fund change. – Keeping people in work is the best way to seed potential for kids to achieve at school, people to take responsibility for their own health, improve

			<p>their living situation and contribute through paying income tax and council tax.</p> <ul style="list-style-type: none"> – You have to generate income before you can spend it. It is far better for people to be working, earning cash and spending it locally rather than living on benefits.
Support Business and Community	84	18.7	<ul style="list-style-type: none"> – Unless Business is supported, the City will become unattractive to both residents and visitors. – Keeping people in work and with jobs supports the local community and keeps people in work. Not a massive fan of the regeneration schemes as not important atm. – Local business is important to communities and the city.
COVID hit economy hard	69	15.4	<ul style="list-style-type: none"> – Impact and fallout of COVID will be felt for years. – Brexit and covid are decimating wales. – Economic recovery post covid is vital to the ongoing success of the city mitigating against empty shop frontage and derelict units and revisiting how town centres are used.
Rebuild economy	49	10.9	<ul style="list-style-type: none"> – We need to avoid a total financial crash and also increase and maintain our green areas. – Because the economy has been destroyed. – We need to get the economy started.
Helps with Independence / Health Well Being	47	10.5	<ul style="list-style-type: none"> – Economic recovery is fundamental to the wellbeing of all the citizens of Cardiff. Without a visible economy, none of the other issues can be addressed. – If people have work, they have hope and everything else should follow. – Business recovery to support jobs, is vital to enable people to feel independent, that they are able to look after themselves and their families and able to contribute to society as a whole.
Allows Cardiff to compete and grow	28	6.2	<ul style="list-style-type: none"> – Covid-19 has hit businesses badly, the city must regenerate, and a thriving city drives the economy of a wide surrounding area. A city needs to draw people to it, to spend, work and live, it has to move forward. – Economic stability and attracting new business and growth to the capital should support other areas of the council and provide opportunities to enhance other aspects of the city and council priorities.

<p>Need to include support to small independent businesses</p>	<p>27</p>	<p>6.0</p>	<ul style="list-style-type: none"> - Supermarkets have made a killing at the expense of small shops. Same with big businesses. Help the businesses that don't have a big buffer to protect them. - So many small businesses have suffered over the past year it is so important to support and give as much help to these people.
<p>City needs to be Attractive to visit and to and settle in</p>	<p>27</p>	<p>6.0</p>	<ul style="list-style-type: none"> - It's about regenerating the city and making it a place for people to want to travel to, to stay in and for people to feel proud of. - A thriving local economy with bring people back in the city and help support a strong bounce back from the current economic crisis we are in.
<p>Without Support businesses will fail</p>	<p>24</p>	<p>5.3</p>	<ul style="list-style-type: none"> - Without support, an economic recovery will not occur which in turn will lead to many failed businesses empty commercial property decay and worst of all job loss, which turn leads to the city and its people suffering further. - Without a strong thriving economy, there will be no jobs and our high streets will become ghost towns.
<p>Drives Investment</p>	<p>23</p>	<p>5.1</p>	<ul style="list-style-type: none"> - Because more businesses will mean more investment money in the city. - Economic recovery will generate additional revenues that will allow the City to rebuild and reinvest in other priorities. Generating jobs and increasing household income is key to sustainable prosperity.
<p>People are struggling</p>	<p>19</p>	<p>4.2</p>	<ul style="list-style-type: none"> - Many people including my wife have lost their job because of Covid, my own wage is frozen yet you plan on increasing our bill yet again! Every year we get poorer.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.2 Investing in our schools and improving educational attainment, and supporting our children and young people.

A total of 281 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Good Education is crucial	113	40.2	<ul style="list-style-type: none"> – Education is the foundation for not just the current generation but many to follow. – It is a foundation on which to build future success. – Without education, economic recovery cannot be achieved. – Education is the key to ensuring the city is a dynamic and attractive place for businesses and workers. Without this, the city will be less able to afford all other plans. – Tackling education inequality could help address poverty in the long term.
Children are the future	106	37.7	<ul style="list-style-type: none"> – Children are the future of the city. – Vital to support children's education and wellbeing - all investment for the future. – Young people are the future. – Children are our future leaders and need the biggest investment.
Too much time missed from education	84	29.9	<ul style="list-style-type: none"> – The younger generation have missed almost two years of education due to COVID -19. This gap needs to be filled with training opportunities etc. – Most disrupted education of a generation. Lifelong consequences for young people. – The children and young people have been robbed of their normal childhood and education, and every effort should be made to rectify this.
Significant impact on young people	82	29.9	<ul style="list-style-type: none"> – As an education worker, the impact covid has had on young people is huge. – Young people have been terribly impacted by Covid; Covid has also highlighted how far behind schools are in the use of technology, and while schools are feeling their way through the pandemic, I think some centralisation of standards, content, approach etc. would benefit everybody. – Young people have had a set back with covid affecting the way their education has been set and how their work is marked.

<p>More Support/Investment here is needed / ICT equipment / Languages</p>	<p>81 28.8</p>	<ul style="list-style-type: none"> - We are not sure of the total impact COVID will have to Cardiff children of all ages. My children's schools have done an amazing job but we must continue to support them to help our children. Children will need more support services, IT and changes to school buildings for more space. - There is very little support for children under 4 unless you live in certain areas. My 2 year old has a speech delay but there is no help or assistance yet except for us to pay for a private nursery to help support her when we don't need childcare. If we live in certain areas she could go to the Ely Centre for support free of charge in speech & language. - I believe that school classes will need to be smaller and more staff .. teachers aids teachers will need to be employed to support school children of all ages and backgrounds to catch up. I believe our future wealth lies in a well educated society.
<p>Lifelong consequences / Development of future citizens</p>	<p>62 22.1</p>	<ul style="list-style-type: none"> - Education is essential to support future economic, community and positive citizenship. - Our future will depend on the capabilities of the next generations. Well educated children and young people are essential to develop the necessary capabilities.
<p>Has affected Health & Well-Being</p>	<p>33 11.7</p>	<ul style="list-style-type: none"> - Impact of covid on our young people is significant - especially emotional wellbeing. - Children have missed out on almost a year's worth of education, and this has taken a huge toll on their attainment, physical and mental wellbeing. - Our children's education and wellbeing has suffered enormously during the pandemic and this will have a generational impact. We need to do everything possible to redress this.
<p>Misc. / Other</p>	<p>33 11.7</p>	<ul style="list-style-type: none"> - I'm a young person. - Educational achievement in Wales has plummeted in the last 3 decades - it requires a massive turnaround. - Equality across all schools in Cardiff - not just those with high levels of 'supported/free school meals' children - just because a school is in a nicer area does not mean it doesn't need investment Cardiff Council are guilty of neglecting children in 'nicer' schools who are taught in temporary buildings from pre-war!!

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.3 Tackling the climate emergency through delivering our One Planet Cardiff strategy

A total of 238 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Will have a positive effect on all other priorities / Other priorities irrelevant if Strategy not implemented	76	31.9	<ul style="list-style-type: none"> – Unless we tackle the climate emergency all the other priorities are impossible and irrelevant. – If climate change is not tackled, all the other objectives will be pointless. – It is the basis for everything else. Hopefully it includes the re-greening of Cardiff starting with protecting all healthy mature trees and green spaces. – Without addressing the climate crisis, all other priorities become almost irrelevant and systems breakdown and society is unable to function. – Climate change if unaddressed will render all other objectives pointless in the face of major worldwide catastrophe - prioritising this is enabling all other progress. Without it, there will be no community to enjoy or city to live in.
Issue is time sensitive / No future unless issue is addressed	61	25.6	<ul style="list-style-type: none"> – We may be facing up to 5 degrees of warming by the end of the century, so the climate emergency is a time sensitive and very worrying issue that must be addressed NOW before it is too late. – We don't have long left to fix the climate. – If we don't tackle the climate emergency we won't have a future. – We MUST tackle climate change for the future of our children.
Green Spaces	23	9.7	<ul style="list-style-type: none"> – I feel like we're losing green space and after a year of reduced social isolation, space is even more important to us! Please don't just 'invest/regenerate' these spaces. Allows us space to breathe and walk! – Once parks and green areas are gone they are never replaced. Mother earth is not going to wait for us to repair her, the problem will get worse before better. – We want you to stop selling off our green spaces for profit. You run expensive marketing campaigns about planting saplings whilst granting planning permission to cut down entire meadows.

We're in a climate crisis	15	6.3	<ul style="list-style-type: none"> – Climate emergency - declared by Welsh Government. – We are in a global climate crisis. – Because we are in a global climate emergency.
Flood Risks	10	4.2	<ul style="list-style-type: none"> – Without tackling climate change what is the point? Cardiff will be under water. – Nothing else matters if Cardiff is under water. The Climate Crisis should always be number one on any list. Even over Covid. – This is a cross cutting priority that will help focus and deliver on many fronts, recognizing the unique city we have and need to preserve, enhance and protect. Doing nothing is not an option, and future costs to remedy flood risks etc. will outweigh costs of acting now.
Air Pollution	9	3.8	<ul style="list-style-type: none"> – Climate change is vital, air pollution is a silent killer. Changes need to be made through out Cardiff and surrounding areas, it's just a cop-out to just focus on the center of Cardiff "clean air"! We all need to be able to breathe clean air! Control e.g. delivery vans HGVs using residential streets as a quick route. – Without clean air and water no life, no culture, no economy- stop cutting the wild flowers! This will save money too.
Animals / Wildlife	4	1.7	<ul style="list-style-type: none"> – The climate is crucial to our existence we need to protect it not just for ourselves and future generations but for all wildlife & fauna to ensure we can all survive and continue in harmony instead of being the aggressor to our environment and climate.
Misc. / Other	56	23.5	<ul style="list-style-type: none"> – It is the biggest challenge facing Cardiff & Wales currently. Also you have limited the choice of options and number of priorities which I do not agree is a reasonable way to present these as competing. – Climate change ought to be the top priority at all levels of government. – The climate situation will likely be the biggest challenge we face in the future. The economic recovery needed after Covid seems a good opportunity to make real changes.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.4 Tackling the city’s housing crisis by building 2,000 new Council houses, and delivering our new homelessness model to ending rough sleeping.

A total of 169 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Need to tackle Homelessness	84	49.7	<ul style="list-style-type: none"> – It is vital to end rough sleeping and get the homeless off the streets. – Homelessness is an important issue, and I feel it is particularly bad in Cardiff. – Helping this extremely vulnerable group with help both them and have a positive impact on the wellbeing and perception whole of the city as a whole. – Rough sleeping shouldn't be happening in 2021. Just in my street, I see homeless people every single day, desperate for something to eat and drink, browbeaten by circumstances. A home is the very least people deserve. – Homeless is a worldwide problem, and Cardiff is no different when it comes to this problem. Much needed accommodation.
Everyone deserves a Home	56	33.1	<ul style="list-style-type: none"> – Everyone deserves the dignity of a home. – A home should be a human right. – Everyone needs safe and secure housing to function to their fullest ability.
House prices / Rent too high	34	20.1	<ul style="list-style-type: none"> – House prices are ridiculous at the moment. We need to increase the supply of houses to reduce the prices. – Because housing is becoming increasingly unaffordable especially to vulnerable people and young people. – Rent in private housing is disproportionate to people's wages...plus the insecurity of long term renting. Dependant on the landlord. Plus council should maintain their properties to higher standards overall.....because it's a major investment for the future of Cardiff.
Housing Crisis / There are not enough houses	30	17.8	<ul style="list-style-type: none"> – Because there are not enough homes in Cardiff. – The housing crisis is the biggest problem facing my generation and in the country today. – Currently trying to buy a house in Cardiff and having difficulty due to the lack of houses on the market and prices.

Improve / More Social / Affordable Housing needed	29	17.2	<ul style="list-style-type: none"> – Been privately renting for too long with no security for my family. Need more council homes offered to working families. – The current housing and old council housing is extremely poor. – Homes are unaffordable to the lowest paid and need to be made more accessible to families on low incomes.
Families in substandard homes	11	6.5	<ul style="list-style-type: none"> – Too many adults and children living in poor housing conditions!
Too much wrong development - student accommodation	11	6.5	<ul style="list-style-type: none"> – Watching the amount of homeless people rise over the years has been heart breaking. It's shameful that we let this many people suffer without support. There have been far too many privately developed housing areas (including countless empty student accommodations) and this just reinforces poverty and class divides. Housing is a human right, not a luxury, and everyone deserves a roof over their head.
Increase no of houses / knock on effect of new builds	10	5.9	<ul style="list-style-type: none"> – Increasing housing supply will help other areas of the economy and will help create jobs at a time where they will be needed. Providing housing will also realise a cost benefit by reducing the time spent in B&B these savings can then be invested into other parts of the Council.
Landlord Issues	4	2.4	<ul style="list-style-type: none"> – Local authority housing is the best way to ensure every family has a home and are not being exploited by landlords. Reducing dependence on landlords will result in more properties being available to buy and lower house prices so that more lower income families can own their homes.
Use Empty properties to alleviate housing crisis	3	1.8	<ul style="list-style-type: none"> – Too many homeless whilst properties remain empty.
Misc. / Other	10	6.5	<ul style="list-style-type: none"> – Public transport is a disgrace. Why allow Plas Dwr to be re-let without more public transport in place? The closure of the road in front of the Castle was very ridiculous. All children should leave school in Cardiff with the ability to speak in Welsh.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.5 Keeping our communities safe and tackling anti-social behaviour

A total of 122 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Safety should be priority/People don't feel safe	57	46.7	<ul style="list-style-type: none"> – You need to feel and be safe when you leave your house at any time of the day or night. – Anti-social behaviour keeps me trapped indoors and scared to go out even for a walk – Antisocial behaviour and crime appears to be on the rise and it makes me feel unsafe. – The scourges of Cardiff are drugs and aggressive begging. I would like to feel safe again! – A safe community is integral to achieving each of the other goals
Antisocial behaviour out of control	50	41.0	<ul style="list-style-type: none"> – We have seen an increase in anti-social behaviour and it's quite frightening how quickly you feel less safe in your area. – Antisocial behaviour is getting worse year on year, it is also become more aggressive in nature. – I have spent at least four years reporting anti-social behaviour of off road bikes in my area, i have been attacked a number of times and i want something done. – Anti-social behaviour is on the increase and it has a far reaching impact on individuals and communities – In Canton, where I live it's intimidating with down and outs drinking, arguing, swearing and urinating outside the church near the local canton Tesco. Youths run amok stealing -from breaking into cars, sheds houses, racing cars through the area late at night.
Crime is High	28	23.0	<ul style="list-style-type: none"> – Crime is getting worse and it has a huge impact on the victims that goes way past the day it is committed. – A lot of knife crime has occurred in recent months involving teenagers as well as adults. – Petty crime is increasing as Police are spending all their time on unnecessary CV19 enforcement
Drugs are rife	15	12.3	<ul style="list-style-type: none"> – I live in Grangetown where drug dealers are everywhere. – Drug issues in Roath are bonkers at the moment. – Drug dealing and taking is a major issue in Butetown.
Police need to do more	13	10.7	<ul style="list-style-type: none"> – We need more visible police in canton day and night to stop youths running amok stealing, driving cars fast at night through the local streets,

			<p>letting off fireworks and shooting guns in the parks after dark</p> <ul style="list-style-type: none"> - I have experienced a number of incidents of antisocial behaviour and the police don't do anything. It causes people to feel unsafe in their community and homes due to lack of action particularly for the elderly - Lack of police capacity to deal with the crime level.
Misc. / Other	34	27.9	<ul style="list-style-type: none"> - Society has broken down. Basic respect for others needs to be reintroduced - Too much emphasis over the years on less relevant 'vote catching priorities' has seen a slip in standards in other areas. - I grew up in poverty on a Cardiff Council estate in the 70's but the same estate today looks like the third world - The wellbeing of Cardiff citizens needs to be a priority.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.6 Investing in our parks and open spaces

A total of 73 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Essential for health & well being	32	43.8	<ul style="list-style-type: none"> – So important for everyone’s mental and physical health and wellbeing. – Quality of life. – Cardiff does not have enough green space per head & such resources are essential for physical/mental health. – Having a clean and safe park with walk paths would be really beneficial for our overall wellbeing.
Invaluable during the pandemic	23	31.5	<ul style="list-style-type: none"> – Parks and open spaces are the only thing I've been able to enjoy over the last year and cycling to and in those parks – The value of our Green spaces has proven invaluable during this pandemic, without access to (walkable) green space many people would never have left their homes – During lockdown, it was essential to find a pleasant place to walk. Green spaces provide this.
Stop building on open spaces we need more	20	27.4	<ul style="list-style-type: none"> – Cardiff is at risk of being over developed and our green spaces lost forever. Once they are gone, they cannot be replaced. – The rate of destruction of Cardiff’s remaining green spaces is truly heart breaking. CCC’s planning processes needs urgent reform. – Investing in more green space and reducing construction over green space is vital and will go hand in hand with the One Planet Cardiff strategy.
Free and accessible - benefits everyone	16	21.9	<ul style="list-style-type: none"> – There are a lot of benefits to being outdoors, and I spend a lot of my free time outside. – The parks are my favourite and most free visited place. Especially during covid. Invaluable to mental health. – Parks are a wonderful provision for all age groups.
Important for the environment and climate	11	15.1	<ul style="list-style-type: none"> – The marvelous heritage of our parks and open spaces offer tremendous environmental and human welfare benefits the importance of which have been re-emphasised during the Covid restrictions – Green space and the environment are fundamental for everyone, it helps mental health and the planet

			<ul style="list-style-type: none"> – Protecting & investing in the green spaces that are left in cities is of highest importance in order to tackle climate change and protect wildlife.
Maintain our parks	9	12.3	<ul style="list-style-type: none"> – Cardiff is very fortunate to have its parks but they are deteriorating. Better maintenance is needed. – This is my only source of pleasure whilst walking my dog. It's sad to see the poor state of some parks. Flowerbeds removed, children's playgrounds in a sorry state.
Misc. / Other	4	5.5	<ul style="list-style-type: none"> – My priorities were generated using a random number generator. All the items listed are equally top priority for different reasons.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.7 Supporting vulnerable children and families through our care system

A total of 87 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
We need to provide immediate support to those most vulnerable	58	66.7	<ul style="list-style-type: none"> – It is important for the well-being of our most vulnerable that they are supported in line with well-being plan – Calls from children to the NSPCC have increased dramatically this past year. It shouldn't be the job of charities to protect those who cannot protect themselves – We should have a top focus on ensuring those families most in need and potential safeguarding issues are given a top priority. – We need to look after children and young people in care order to give them a good start in life. – They need as much help as they can get.
Invest money and time now to save resources in the future	19	21.8	<ul style="list-style-type: none"> – The future problems that will arise from not tackling this early will cost more in my opinion – Vulnerable families have greatest need of your help. There will be increased problems in the future if they are not helped – If we don't look after the children the cost emotionally and financially in the future will be massively increased, spend the money early and in the right place to give them a good start.
The Pandemic has hit the vulnerable hardest	16	18.4	<ul style="list-style-type: none"> – The most vulnerable have been hit the hardest during Covid and its likely to be hit the hardest post Covid too – Vulnerable children and families are ALWAYS the hardest hit by crisis – The pandemic has hit those who have the least the hardest and we need to prioritise helping those, in the most need.
Misc. / Other	14	16.1	<ul style="list-style-type: none"> – Having been through the system to get care for a vulnerability relative I know what a mess it is. – Because I have a profoundly disabled son. – I have and work with vulnerable children.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.8 Reducing congestion and air pollution through investing in active and sustainable travel

A total of 113 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Reduce congestion & air pollution / Avoid unnecessary travel	39	34.5	<ul style="list-style-type: none"> – Everyone benefits when people use cars less. Air quality, noise levels and people’s fitness levels all see improvements. – We do not want to go back to the usual gridlock and reliance on cars within the city. – Reducing congestion and air pollution will help tackle health issues and create a more pleasant environment, which will help create a better quality city. – I see car congestion as the single biggest problem faced by Cardiff. Cardiff's oversaturation with cars damages our health, how we engage with the city, how it looks, smells, sounds... it seeps into almost every aspect of our city.
Invest in and encourage active travel	32	28.3	<ul style="list-style-type: none"> – Make walking, running & cycling easier and with more space instead of being worried about cars. – Reduce the amount of traffic in the City by investing in active travel – We have to act NOW to make transport around our city more sustainable and equitable for all. Active travel is one step towards this.
The climate emergency is paramount	28	24.8	<ul style="list-style-type: none"> – All the other options are meaningless if we don't have a planet to live on. In 2019, an estimated 34% of CO2 emissions were from the transport sector – The impact of global warming is the biggest threat we face. – Solving all other problems will be pointless if we won't have a city to live in the next 30 years.
Improved public transport	22	19.5	<ul style="list-style-type: none"> – The public transport in the city is atrocious needs a lot of work to encourage people out of their cars, even more so following covid. Important to incentivise sustainable options for the future – The public transport provision within Cardiff - and coming into and out of Cardiff - needs to be improved, especially the buses. – The city's car traffic is unhealthy and completely embarrassing. A high percentage of the budget should be invested on interventions and schemes to improve public transport.
It affects everyone and all communities	22	19.5	<ul style="list-style-type: none"> – So many knock on benefits from doing this to everyone

			<ul style="list-style-type: none"> – Creating a better environment for residents will make the city a much better place to live and work – It protects the health of every citizen old and young. It protects Planet Earth.
Misc. / Other	21	18.6	<ul style="list-style-type: none"> – Not tackling climate change will just increase future costs – I want to live in a forward thinking and modern city – This and the other priorities can involve all residents in what you do, to make things change.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.9 Keeping our streets and communities clean

A total of 94 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Waste Management concerns	20	21.3	<ul style="list-style-type: none"> – Waste management is appalling - Cardiff council need to get on top of this immediately. Missed collections are frequent. Green bags flying across the roads. Sort it out please. – I am proud to live in Cardiff but it is starting to look dirty and uncared for. – In general Cardiff is quite a dirty city e.g. city Centre pavements dirty and lots of chewing gum, lots of litter. This results in making Cardiff a depressing city to live in and the city Centre somewhere to be avoided. – The city looks very dirty. So many rubbish on the streets. Our city - capital of Wales - should be kept clean. – Living in Cardiff is like living in a RUBBISH DUMP. Litter all in the streets, collections every two weeks mean litter piles up. At the start of the pandemic the black bin collection was every week. THAT MADE A HUGE DIFFERENCE. Why can't that be all the time? Get a grip on the rubbish.
Bad impression for visitors	15	16.0	<ul style="list-style-type: none"> – Visitors to the city expect a clean environment as do residents. I hear comments from visitors about litter and rotting tree debris at the roadside which is a poor impression to create on visitors. – Cardiff is filthy. People visiting from other places often comment they are shocked at the state of the place. – Because it's embarrassing having visitors. When walking around the area they can't believe the mess. – In order to attract people Cardiff needs to be a clean city and this is not the impression it presently creates due to litter and tree debris building-up in gutters.
Health / Well-being	15	16.0	<ul style="list-style-type: none"> – I believe that clean streets and communities will develop a pride and sense of wellbeing for this wonderful city of Cardiff in which we live, and would then extend out into many other areas of our lives. – The current climate is depressing enough - having litter filled streets drags people down even more.

			<ul style="list-style-type: none"> – Dirty, litter strewn streets are a blight on our City and a danger to public health. A clean City is a healthy and happy City. – Clean environment clean mind and healthy heart.
Knock on effect	13	13.8	<ul style="list-style-type: none"> – Fly tipping and littering has become a major issue in Cardiff. Keeping the city clean and tidy, and the rest will take care of itself. – I am hoping if our residents see our streets clean and tidy, it may help them respect their street and home and not litter. – Once the quality of the environment slips, so does the attitude of local people towards maintaining it.
Area specific issues	13	13.8	<ul style="list-style-type: none"> – St Mellons there is so much anti-social behaviour and dumping. Issue needs resolving ASAP. – I live in Grangetown. The streets are constantly covered in litter and bread. It's disgusting to live in, made my dog ill, and is has caused rats in the area. – Roath, Plasnewydd, Cathays and elsewhere feels like a slum. Every day for nearly 10 years I have to step over rotting food, vomit, disgusting rubbish, dumped article. This is part of the reason we have decided to leave Cardiff before we start a family.
Misc. / Other	26	27.7	<ul style="list-style-type: none"> – Start at the basics. – These are the issues that relate to my current circumstances. – These are matters that those in power have greater control as opposed to individuals. – That is the main function of any council.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.10 Rebuilding Cardiff's cultural scene post-Covid-19 (including arts, theatre, live music, etc.)

A total of 86 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Industry has been hit hard	40	46.5	<ul style="list-style-type: none"> – It's the industry hardest hit by the pandemic. – Cultural venues have been wiped out during the pandemic. – Because this is the one area that has never been allowed to re-open in any form since the start of this pandemic and a great number of people have been financially disadvantaged. – This sector has been hardest hit by the pandemic but has not had as much support as other sectors. – I am a musician. Our industry has been decimated by coronavirus and needs to be made a priority for the recovery of all artists, and in turn the wider community who benefit from access to the arts.
Important for Mental Health and Well-Being	33	38.4	<ul style="list-style-type: none"> – The mental well-being of Cardiff's citizens needs to be a priority as we move to recover from the pandemic and your cultural programme for the arts will be crucial to support their mental health. – Our mental health has been damaged throughout the covid lockdowns. Access to culture is important for all age groups and provides much needed relief for the audience, and provides support to various businesses, e.g. hospitality. – Important for our mental health especially as we recover from the pandemic; important contributor to making Cardiff attractive to visitors; always the first thing to suffer in a crisis and the last to recover.
Generates lots of income / Growth	32	37.2	<ul style="list-style-type: none"> – People live the city for culture. People visit the city for culture. Culture is essential for growth. – The arts are something distinctive to Cardiff and have an impact in multiple spheres - benefitting public health, public education, and the city's economic success. – Arts get people to socialise, using the spaces and stages, get to keep a city alive. I always go for food and drinks before seeing a show or a gig; it will help revive few industries at the same time.
Arts / Culture provide city with an identity	31	36.0	<ul style="list-style-type: none"> – The cultural scene in Cardiff is the heart and soul of the city and one of the industries worse hit by the pandemic, particularly live music venues. If

	<p>nothing is done to support them, we risk losing them for good and with it a major attraction to the city.</p> <ul style="list-style-type: none"> - Culture is a pillar of society and civilisation. It is a language that brings people together. Creativity is paramount to wellbeing. - As a young artist based in Cardiff I feel the city has neglected its arts, venues and independent businesses. Even before Covid 19 venues were constantly fighting a battle to keep their place i.e. Gwdihw, Buffalo Bar, Tramshed, The Point, 10 Feet Tall, Flute and Tanark. On top of that touring bands would hardly play here, instead playing in Bristol instead. Young people born in Cardiff with a strong interest or pursuing Music or Arts tend to move to places like Bristol or Manchester, where music, arts and a vibrant and diverse culture is more celebrated. During Covid, the pressure is even harder on these ventures and I worry that Cardiff's interests are elsewhere, as usual. Cardiff is a small city but a capital city nonetheless and desperately needs a stronger cultural image to present to the rest of the UK and represent Wales. Cardiff is supposed to lean towards a more vibrant city lifestyle for the young people of Wales but instead it's seen as a city for stag do's and chains that leave visitors underwhelmed. When the Welsh people want a more culturally rich experience, they will move towards England or Scotland instead. I'm in no way saying this should be prioritised over people's health and well-being. But I feel this is something that isn't pointed out enough in Cardiff.
<p>Misc. / Other</p> <p style="text-align: center;">5 5.8</p>	<ul style="list-style-type: none"> - Splott has no cultural community. It's just houses there is nothing here to do which I think fuels a lack of pride in the neighbourhood/asb amongst young people/littering in the parks/no community based interactions besides standing in the street.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

5.11 Helping older people live in their own homes for as long as possible

A total of 57 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Happiness / Well-being / Dignity	23	40.4	<ul style="list-style-type: none"> – Older people deserve to live in dignity. So living in their own homes should be a priority and enabling them to do that in a supportive way can only be beneficial. – The fear of going into a nursing home is there for all of us. However, these concerns have been highlighted since the pandemic. Our elderly generation need the familiarity of their homes and to feel happy in their old age. – Helping older people remain in the own homes is important for both their mental and physical health. One thing this pandemic has shown us is that older people are happier and healthier in their own homes. – Gives older residents the dignity and autonomy in making their own decisions and reduces pressure on the overwhelmed NHS and care systems. – Too many older people have suffered through the pandemic. Many in care homes have been virtual prisoners with no contact with family & friends. Staying in your own home, if you want to should be the first option.
Costs	8	14.0	<ul style="list-style-type: none"> – It costs a fraction of the cost of a care home to keep someone in their own home. They are happier, settled and retain their independence. This frees resources to be spent elsewhere. – It is a safer and more financially effective option than having older people in the increasingly vulnerable care system. – Care homes are costly and with an ageing population a drain and as Covid has shown isolate the elderly from the community.
Personal Experience	6	10.5	<ul style="list-style-type: none"> – I have experience in dealing with the social care system. – I use Cardiff social services a lot.
Service needs more funding	4	7.0	<ul style="list-style-type: none"> – Adult Social Services has been underfunded for years, and it's a disgrace that people are being penalised for doing the right thing by being forced to sell their homes, which they have worked hard for all their lives, to pay for the care in care homes if needed, which they have already

			<p>paid for thought and during their working lives by paying their taxes.</p> <ul style="list-style-type: none"> – Social care in the whole of the UK is a disgrace and needs more investment.
Misc. / Other	23	40.4	<ul style="list-style-type: none"> – Mum is in hospital I'm hoping we get her home soon. – I'm 66. – I'm getting older and struggling to support myself in private rental and trying to live on my pension. – The elderly need to be looked after as they have contributed so much to society. – We need to protect the vulnerable people.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6. Appendix 4 – Reasons for Choosing Lowest Priorities

Please tell us why your lowest priority is least important to you

6.1 Rebuilding Cardiff's cultural scene post-Covid-19 (including arts, theatre, live music, etc.)

A total of 300 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
More important issues	212	70.7	<ul style="list-style-type: none"> – There are more important things. – With everything that has happened, right now it feels like a 'nice to have'. Let's get the basics right first. – Children, vulnerable adults, climate change and the business economy are more important than entertainment at present. – In terms of a priority it's not something that a 'council' needs to throw resources at, for the most part a cultural scene will evolve naturally devised by people for themselves.
This will happen organically	61	20.3	<ul style="list-style-type: none"> – I feel that live music and culture will naturally happen once venues can open back up. Investment should be made elsewhere in the interim. – Because with economic recovery this sector will organically recover. – The cultural scene will still flourish after the crisis.
Private Sector/ Communities can assist	44	14.7	<ul style="list-style-type: none"> – If there is a demand for such things then private businesses will see the opportunity and respond accordingly. Public money should be focussed on services that only the council can/should provide. – This is something that can be left to the private sector. – This can potentially be driven by other agencies allowing the LA to concentrate on the other areas.
Health & Well-Being	6	2.0	<ul style="list-style-type: none"> – Although this is essential for a lot of citizen's mental health and well-being, it's not as important as the others.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.2 Tackling the climate emergency through delivering our One Planet Cardiff strategy

A total of 209 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
All are important / others rank higher	106	50.7	<ul style="list-style-type: none"> – Whilst I agree climate change is important, Cardiff Council needs to focus on the residents of Cardiff first. – In the current climate unfortunately there are more pressing issues. – For now, this year, this is less of a priority. – I agree the climate is an issue but people are living in worse poverty so that is essential to sort. – Important but medium and long term aspiration. In the short term pursuing this would support jobs or growth.
Local Government actions has limited impact	40	19.1	<ul style="list-style-type: none"> – We are a tiny nation, if the likes of the USA/China/India to name a few are not interested what difference we our small nation make. – This is bigger than a LA grandstanding and going it alone. – We can start doing more for the environment after China and similar countries start doing more to make improvements. Whatever small change we manage to make is hugely off-set by them. – Think this can only be solved through wider national/international actions.
Lack of belief in climate emergency / More research is needed	20	9.6	<ul style="list-style-type: none"> – This is not an issue. As a scientist myself a lot of the forecasts are based on skewed and false information. – I don't believe the science is correct. – There is no “climate emergency”
More Information required	5	2.4	<ul style="list-style-type: none"> – It's just a bit vague. – Don't know enough about it.
Waste of time / money	4	1.9	<ul style="list-style-type: none"> – A lot of money is wasted on climate change which could be put to better use. – Waste of time.
Misc / Other	36	17.2	<ul style="list-style-type: none"> – You do not have a transport system which is required and were fed up of promises on it. – Let's do one thing at a time. – We are already doing enough on climate issues. – I think too much has been spent on cycle lanes and new build projects.

6.3 Tackling the city’s housing crisis by building 2,000 new Council houses, and delivering our new homelessness model to ending rough sleeping.

A total of 78 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Too many housing projects ongoing	27	34.6	<ul style="list-style-type: none"> – Too many builders already building too many houses due to very poor policy making by the council. – Too much expansion already. – There are countless new residential developments around Cardiff (e.g. Plas Dwr). These schemes should be providing more affordable housing than they are currently, planning policy needs reviewing.
Lots of empty properties in the city	26	33.3	<ul style="list-style-type: none"> – There are many properties that lie empty we should be using these before building more. – There are so many empty homes and nothing is done. Including those with overgrown gardens and mess just left to rot. More needs to be done with existing housing. There is enough. – Because repurposing buildings, and refurbishing empty stock might be an alternative to new builds.
Protect Green Spaces	20	25.6	<ul style="list-style-type: none"> – Green spaces are important. Plus there are many houses in the capital that lie empty that could be refurbished. There are many offices lying empty in the capital that could be repurposed. Tackle these first before denying the community of it's green spaces. – No more loss of our green spaces only build on brown spaces. – More building means our green spaces are eroded further. The planet is already choked and I fear for the future of our children, our environment and our biodiversity.
Building homes does not tackle homelessness	13	16.7	<ul style="list-style-type: none"> – Building homes for homeless does not address the underlying issues - it's like building more roads to deal with road congestion which is the wrong response. – Many choose to be homeless. This could have been tackled over previous years instead of now focussing on it.
Planning needs to change	12	15.4	<ul style="list-style-type: none"> – Because over the last few years the council has passed planning permissions for lots of student accommodation in the city. A number of these buildings are now being changed to general

			occupancy so I think the council needs to look at the planning department and procedures and tighten the control up in this area before they even think about building more houses. We also need our green spaces and they should not be taken for new houses until all other possibilities have been investigated.
Need affordable housing	7	9.0	– Building new homes is a good start but needs to be combined with introducing rent caps and better regulations to be effective.
Projects need additional infrastructure	3	3.8	– Because more and more homes are being built in Cardiff without the surrounding infrastructure being updated causing major traffic and flooding.
Very Costly	2	2.6	– The cost will be huge, and the 2000 houses will be occupied by people who cannot (or are unwilling to) pay their way in society, and will become a permanent drain on the Taxpayer of this city.
Misc. / Other	18	23.1	– If the "rebuilding full cost" is totally recoverable within 5 years then that would be the only justification for this proposal.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.4 Investing in our parks and open spaces

A total of 215 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Not priority - more important issues at the moment	124	58.2	<ul style="list-style-type: none"> – Although important, other priorities are more important in the short term. – Because sadly at this time of crisis parks matter less – The issue is important, I just happen to think all other issues mentioned are of a higher priority – Our parks are great & priority must go elsewhere in the current climate & pandemic – Given the shortage of cash, and the other priorities, I think the parks/open spaces can look after themselves for a year or so.
We have great parks already	73	34.3	<ul style="list-style-type: none"> – We have excellent parks in Cardiff but this talks about investing in them, maintaining them as they are would be a priority but not further – Many are magnificent already – Our parks are already awesome – Cardiff already has great parks that are pretty well maintained.
Community Volunteer groups to help out	8	3.8	<ul style="list-style-type: none"> – Parks and open spaces should be maintained by the community
Misc. / Other	33	15.5	<ul style="list-style-type: none"> – There are a lot in the city so we just need to maintain what we have. – Parks and open spaces basically look after themselves, at least in the short run. – Parks and green spaces should already be covered in the climate strategy.

6.5 Helping older people live in their own homes for as long as possible

A total of 171 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
All are important / others rank higher	79	46.2	<ul style="list-style-type: none"> – All of these issues are so important it's just that others rank higher. Having worked in housing I know how important it is to keep older people in their homes in terms of well-being, pressure on the NHS and better health outcomes. – I think it is important but not as important as others. – This is important but I don't think it is a priority for me this year as we need to focus on the economy and younger people. – It's important just the others are more important. – While important, I believe others are more important. Furthermore, if more houses became available that in turn could help the homelessness problem.
Well-being concerns	26	15.2	<ul style="list-style-type: none"> – A vulnerable elderly person needs support in the right environment and shouldn't be left by themselves, introduce them into the care home community where they will get the correct support. – From personal experience, I don't think this is always best for the individual. We did this with my mother and she was still very lonely and has been far happier since going into a home. – I can understand why this is an important priority for many. However, the evidence I've seen suggests a better strategy -- for mental as well as physical wellbeing of the elderly -- is probably supported, communal living. – I believe there are huge benefits to their mental health if they are able to live in a community and socialise with others.
Costs / Resources	15	8.8	<ul style="list-style-type: none"> – Whilst it is ideal to stay in your own home for as long as possible as you get older, the strain on resources is huge and needs a separate budget that is ring fenced for such a task. – This may not be the most cost effective option – This is very costly & timely not enough people to do this properly.

Not relevant to me / my family	14	8.2	<ul style="list-style-type: none"> – Not something affecting me or my family. – It isn't relevant to my family. – Not applicable to my family and there are a lot of new properties around aimed at older people.
Shouldn't be a concern of the council	5	2.9	<ul style="list-style-type: none"> – This isn't the council's responsibility. If anything, focus on quality care home provision. – If someone is unable to live in their own home, for whatever reason, then it would be up to that individual to make the necessary arrangements, why would that be a Council issue.
Older people should have the choice	5	2.9	<ul style="list-style-type: none"> – Where you live is down to individual choice. – Older people need choice about where they live including supported living schemes.
Support can be provided by family	4	2.3	<ul style="list-style-type: none"> – Think older people should be encouraged to live with younger relatives or volunteers rather than staying in their own home. – Support can be managed by family and local support at the moment.
Misc. / Other	26	15.2	<ul style="list-style-type: none"> – It will affect a small number of people. – They aren't contributing to society so they should minimise the costs on the public purse – Protecting old people from Covid at all costs has caused massive damage particularly to children. – I feel that this policy only caters to one demographic. – The council have already been very strong in this area already.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.6 Reducing congestion and air pollution through investing in active and sustainable travel

A total of 179 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
All are important / others rank higher	63	35.2	<ul style="list-style-type: none"> – They are all important but post covid emotional wellbeing, housing, reducing impact on users of social services will reduce costs. – Although important, within the immediate post-covid stage i believe this is less important in what we need to fully recover. – I feel this is less important than any other. – Although reducing pollution is very important at the moment I think there is so many other things to prioritise. – I place this in the box very reluctantly! In a sense all the issues are important.
Concerns around closing roads	24	13.4	<ul style="list-style-type: none"> – It creates more issues with productivity as well as pollution through traffic jams. – I don't think the town centre needs any more upheaval right now, and all of your schemes so far do not make the town centre accessible for all, if anything it has caused more congestion just outside the city centre in cathedral road. – Closing Castle Street did nothing to support this policy, instead it has increased congestion and pollution as it has forced people to drive further and for longer. – Pollution is important to me but you will use it as an excuse to waste money on things like closing down castle st for no reason.
Concerns around how Council tackle this issue	16	8.9	<ul style="list-style-type: none"> – The Council does not have a good track record of delivering sensible schemes that tackle pollution. – Because for Cardiff CC it is an excuse for congestion charges. – The council is already making life difficult for the motorist, adding more grief isn't fair.
Number of cars on road is in decline / congestion has reduced	13	7.3	<ul style="list-style-type: none"> – Because ways of working post-covid are likely to be very different, and are likely to result in reduced congestion and air pollution. – I believe that a large minority of people will continue to work from home and that there will be a natural decline in the number of cars on the road compared to previous years. – Travel has likely decreased during the pandemic with a mandate on WFH where possible. This to

			me would imply that there is less travel and so this can be less of a priority for the time being.
Costs	11	6.1	<ul style="list-style-type: none"> – This has the largest expenditure outlay and will cause the greatest pain for residents that live in the Cardiff Area. – We can't afford to waste money on vanity projects. – It's expensive and won't get used.
Issue already being tackled	8	4.5	<ul style="list-style-type: none"> – I believe that national Government is tackling this issue already. – This is already ongoing and covered.
Active travel isn't an option to all residents	8	4.5	<ul style="list-style-type: none"> – As an older person (62) who has never been able to ride a bike, I find the proposals for bike and walking concerning. Very supportive of electric buses and older people using those however. – I don't travel much, I am too old to ride a cycle and public transport never goes where I want to go - that it takes too long to have to do a double journey - into the city centre then back out again, usually to near where I started from but I can't walk so far these days.
Cycle lane issues / concerns	6	3.4	<ul style="list-style-type: none"> – Cyclists don't use the cycle lanes even when they're already there. – Bike lanes everywhere hasn't made a difference to how people travel. I just see more people abusing them and using the roads still dangerously.
Public transport issues	6	3.4	<ul style="list-style-type: none"> – Need to sort public transport first. – I believe it is the lack of affordable transport options that keeps people their cars. Our buses and trains are far too expensive to force a switch.
Difficult to achieve	3	1.7	<ul style="list-style-type: none"> – I think Sustainable travel (i.e. reducing cars on the road) will be very difficult to achieve unless there is a dramatic (and probably unaffordable) increase in bus routes and frequency of buses.
Misc. / Other	29	16.2	<ul style="list-style-type: none"> – Because it's minimal. – This is unlikely to benefit me as i live in East Cardiff and the priorities seem to be central and North Cardiff. – Covid will help with this. – Life has changed drastically.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.7 Leading an economic recovery through supporting businesses and workers, and through delivering our major regeneration schemes

A total of 99 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Regeneration not a priority	37	37.4	<ul style="list-style-type: none"> – I don't think regeneration is needed. – Regeneration can wait until next year. Concentrate on putting resources into what we already have. – Everything else seems more important to me. – Economic recovery yes. But don't use it as an excuse to carry out unnecessary 'regeneration' work when there are more important things that need attention first.
Don't waste money	28	28.3	<ul style="list-style-type: none"> – Expensive waste of money during present crisis. Money better directed to getting house in order and reduce debt. – The council needs to balance the revenue budget before it indulges in regeneration schemes that may or may not work. – I'm not convinced 'major regeneration' schemes are good value for money. Additionally they tend concentrate on small areas.
Private Sector to do this	26	26.3	<ul style="list-style-type: none"> – Businesses can enable this themselves. – I believe that business recovery and regeneration should be left to market forces. – Private sector should lead and would thrive anyway.
Other Pressing issues	21	21.2	<ul style="list-style-type: none"> – There has been way too much focus on the economy instead of on the welfare of individuals for far too long, but especially so during the pandemic. – Business have had a lot of money and support and are always put first. We need to think about our green spaces and environment for the first time.
Welsh Government Issue	11	11.1	<ul style="list-style-type: none"> – The welsh government should be helping all businesses across wales to recover from the pandemic. Regeneration schemes is not a priority using residents money.
Support Business	9	9.1	<ul style="list-style-type: none"> – I am happy for the Council to be supporting and encouraging small and medium scale business, but big business should be socially responsible and giving back to Cardiff, it's council and its people and communities.

Hard to choose	7	7.0	– I found it extremely difficult to choose. I suppose I am concerned that this may not work and that some of these schemes will be white elephants.
Misc. / Other	11	11.1	– Traditional economic regeneration needs re-evaluating post covid.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.8 Keeping our streets and communities clean

A total of 86 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Other Areas more important	37	43.0	<ul style="list-style-type: none"> – It's an important duty, but not necessarily the top priority. – Although a Beautiful clean city is always desirable, but I believe money should be spent on healing rather than cleaning. – The rest are all critical, clean streets is more of a luxury. – People come first not rubbish.
Residents could assist	35	40.7	<ul style="list-style-type: none"> – Because communities do this themselves anyway. – Volunteers can be used to help clean streets. – I think that this is the area where local communities can take responsibility. Our family does regular litter picks around our neighbourhood.
Already taking place	15	17.4	<ul style="list-style-type: none"> – I believe the council already do this so well. – Cardiff Council are already acting positively.
Hard to choose	6	7.0	– It's almost impossible to select lowest priority from this list.
Misc. / Other	8	9.3	– Had to put something.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.9 Keeping our communities safe and tackling anti-social behaviour

A total of 78 comments were received for this priority, which have been grouped into the following themes:

Theme	No.	%	Example Comments
Not priority - Tackling the other important issues will help this problem	47	60.3	<ul style="list-style-type: none"> – It's still important but might be eased indirectly by the other priorities in the list – All of the priorities are important but I believe that by prioritising some of the other issues, such as supporting young people and investing in parks and open spaces, that anti-social behaviour can also be improved upon – Addressing the other issues will lessen anti-social behaviour – I feel like delivering on other points will help with anti-social behaviours
Communities are already safe	14	17.9	<ul style="list-style-type: none"> – Although keeping communities safe is important, in general I feel that Cardiff is already a safe city to live in and so this does not need to be the focus at the moment. – I think our communities are pretty safe
This is police priority not Local Authority	8	10.3	<ul style="list-style-type: none"> – This is a police priority - and they receive enough money to do so. Leave this to them.
Misc. / Other	16	20.5	<ul style="list-style-type: none"> – Policing often has adverse effects and provoked more hate towards authority – Satisfaction and inner peace come from having a purpose in life, the beauty of an environment, and a clean and peaceful community to live in, not through an external structure.

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

6.10 Investing in our schools and improving educational attainment, and supporting our children and young people.

A total of 7 comments were received for this priority, which are listed below:

Comments
<i>– I feel there has already been massive investment in this area</i>
<i>– Our young people waste many opportunities given to them that the over 50s would cherish.</i>
<i>– A large portion of the budget is given to this.</i>
<i>– In particular - improving educational attainment. Less emphasis on achieving educational targets, and more emphasis on children's natural development and happiness.</i>
<i>– Lots of money going into this already.</i>
<i>– Invest in education yes, but consider different approaches and sustainability of continuing to deliver education from bricks and mortar i.e. too many specialist buildings</i>
<i>– I do not have children, so I have no direct interest in the priority in question.</i>

Supporting vulnerable children and families through our care system

A total of 15 comments were received for this priority, which are listed below:

Comments
<i>– Too much funding already given in this area could be better used elsewhere.</i>
<i>– These are issues for national govt.</i>
<i>– If the central point is the care system, then you have lost every other opportunity to keep children in their own communities with support not care.</i>
<i>– I know people (direct family) who've had social services invasively hounding them for years to make lifestyle changes and to get off the dole, it's a complete waste of money trying to help people who don't want to be helped and the benefits system encourages them to NOT seek self-sustained work.</i>
<i>– I think our benefit system needs a major review, as I believe this country spends far too much in this area. Children become 'vulnerable' as the parents do not prioritise their children when deciding on how the money is spent.</i>
<i>– Social services need to support families not remove children.</i>
<i>– They are all important but not having any children is the reason I have picked that one.</i>
<i>– Because I don't rate your care system, there are better ways of tackling these issues.</i>
<i>– This safety net has no limit. We need to strike the balance between support and building a community that creates good living conditions and employment for all.</i>
<i>– The care system is not the best place for vulnerable children.</i>
<i>– Believe have enough support.</i>

- *There is a prevailing 'have a baby get a house' attitude. People need to find an education style that suits them (and have appropriate teachers) and actually be enthusiastic about work.*
- *In my limited experience of social services, the process is at best mixed and often counter-productive.*
- *Sounds harsh but a lot of these vulnerable people don't help themselves.*

7 Appendix 6 – Southern Arc Map

Southern Arc of Cardiff



8 Appendix 7 – Promotion of the Consultation

- Cardiff Citizen's Panel (5,500 members)
- Community Councils
- C3SC
- Schools via Education & Lifelong Learning
- Youth Council
- PSB Members
- Tenants Website
- Partnership Team (to pass to Faith Groups, PCC, Disability groups including the Deaf Hub and RNIB)
- Members
- Cardiff Council website
- Ask Cardiff Live Consultations Page
- Staff Intranet
- DigiGov
- Email to all staff from Staff Information

Social Media Presence

- Cardiff Council's corporate accounts on Facebook, Twitter and Instagram
- Caerau (Cardiff) Residents
- Caerau and Ely MATTERS
- Residents of Canton & Riverside, Cardiff
- Victoria Park Matters
- Connect Cathays
- Keep Cathays Tidy
- Fairwater Community Group
- Gabalfa/Llandaff - Community Page
- Gwaelod y Garth villagers
- Heath & Birchgrove (Cardiff) Community Information Group
- Llandaff North & Whitchurch Daily Life Cardiff
- Llanishen and Thornhill Community Page
- Llanishen Residents' Group
- Llanishen & Rhiwbina Past And Present
- I love Llanishen and north Cardiff
- Llanishen Parks Group
- Llanrumney News
- Pentyrch Community Group
- Friends of Roath Brook. Protecting Penylan's parks
- Pengam Green residents
- Rhiwbina Community News
- Roath Living Streets Group
- Rumney Community
- Rumney and Cardiff East News
- Rumney News

- People of Splott
- Westfield Park Residents, St Fagans Cardiff
- St Mellons News And Info
- Trowbridge, Cardiff News and Events
- MyWhitchurch
- Friends of Whitchurch Library Park
- Tongwynlais Village

- Cardiff Covid-19 Mutual Aid Network
- Riverside Covid-19 Mutual Aid Group
- Canton Covid-19 mutual aid group
- Llanishen Covid -19 Mutual Aid Group
- Llandaff North COVID-19 Assistance
- Grangetown & Leckwith Covid Mutual Aid
- Cyncoed Covid-19 Mutual Aid Group
- Whitchurch COVID-19 Assistance Group
- Roath / Cathays / Gabalfa / Heath Mutual Aid Group
- Splott/Adamsdown Community Noticeboard
- Pontprennau Coronavirus Community Support
- Fairwater & Pentrebane Mutual Aid for Covid-19 Coronavirus
- Ely and Caerau Covid-19 Support
- Thornhill Covid-19 - Mutual Aid
- Covid-19 Support and Positivity Cardiff
- Penylan Covid-19 Community Support
- Rumney Coronavirus Support Group
- Cardiff Coronavirus Support
- Cardiff North Coronavirus Response
- Llanrumney Coronavirus Support Group
- Pentwyn & Llanedeyrn Coronavirus Community Help

- Gwaelod y Garth Villagers
- Creigiau Hub
- Pentyrch & Creigiau Hub
- Pentyrch Community Group
- Pentyrch Community Council FB Page

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Directorate Revenue Budgets									
	2020/21 Adjusted Base	FRM 2020/21	FRM 2021/22	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments²	Financial Pressures	Policy Growth	Savings	Total 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	26,561	0	0	26,561	489	0	0	(181)	26,869
Economic Development	37,845	(672)	771	37,944	1,014	600	350	(1,643)	38,265
Education ¹	287,549	(650)	1,114	288,013	12,109	201	265	(3,509)	297,079
People and Communities:									
- Housing & Communities	45,122	0	219	45,341	420	0	0	(392)	45,369
- Performance & Partnerships	3,014	(8)	0	3,006	67	0	0	(174)	2,899
- Social Services - Adults	116,394	0	0	116,394	6,163	0	0	(997)	121,560
- Social Services - Children's	67,596	(644)	0	66,952	6,538	715	0	(1,045)	73,160
Planning, Transport & Environment	7,148	(1,732)	1,696	7,112	329	0	120	(1,344)	6,217
Resources:									
- Governance & Legal Services	5,707	0	0	5,707	433	0	0	(41)	6,099
- Resources	15,900	(4)	0	15,896	1,237	0	65	(1,042)	16,156
Capital Financing	30,936	0	0	30,936	2,847	0	0	0	33,783
Summary Revenue Account	12,414	(90)	0	12,324	1,598	750	0	124	14,796
Total Budget	656,186	(3,800)	3,800	656,186	33,244	2,266	800	(10,244)	682,252

¹ Education including Delegated Schools

² Service specific contingencies and potential pay awards for 2021/22 are reflected in the directorate figures, but will be retained centrally until required

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Cabinet Member Portfolio Revenue Budgets

	2020/21 Adjusted Base	FRM 2020/21	FRM 2021/22	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments ¹	Financial Pressures	Policy Growth	Savings	Total 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families	66,883	(644)	0	66,239	6,557	715	0	(1,055)	72,456
Clean Streets, Recycling & Environment	33,723	(444)	571	33,850	703	600	0	(847)	34,306
Culture & Leisure	7,739	(378)	200	7,561	322	0	300	(546)	7,637
Education, Employment & Skills	287,644	(650)	1,114	288,108	12,106	201	265	(3,511)	297,169
Finance, Modernisation & Performance	17,029	(4)	0	17,025	1,181	0	65	(1,087)	17,184
Housing & Communities	43,459	0	219	43,678	351	0	0	(327)	43,702
Investment & Development	(3,445)	0	0	(3,445)	215	0	50	(484)	(3,664)
Leader's Portfolio	34,353	(8)	0	34,345	976	0	0	(339)	34,982
Social Care, Health & Wellbeing	118,574	0	0	118,574	6,244	0	0	(1,055)	123,763
Strategic Planning & Transport	6,877	(1,582)	1,696	6,991	144	0	120	(1,117)	6,138
Capital Financing	30,936	0	0	30,936	2,847	0	0	0	33,783
Summary Revenue Account	12,414	(90)	0	12,324	1,598	750	0	124	14,796
Total Budget	656,186	(3,800)	3,800	656,186	33,244	2,266	800	(10,244)	682,252

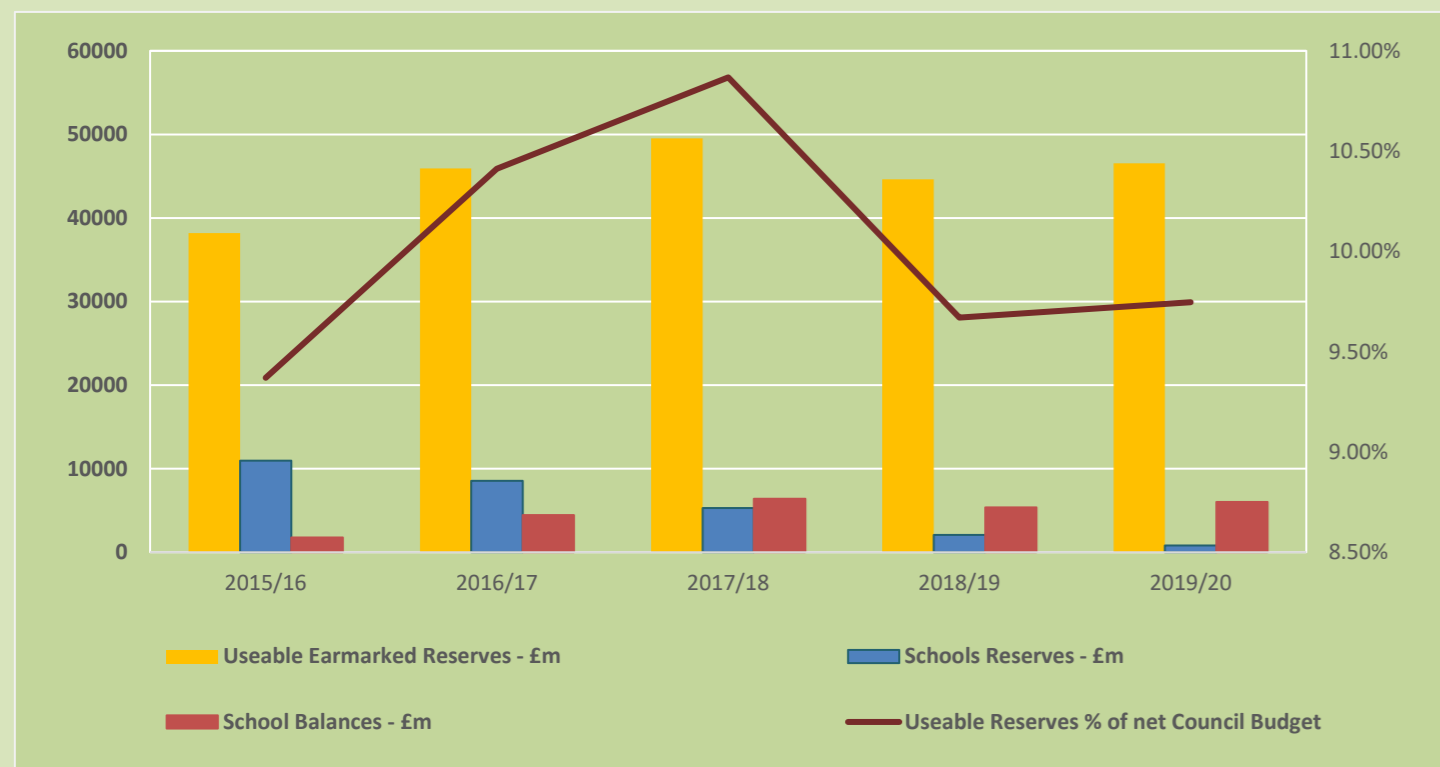
¹ Service specific contingencies and potential pay awards for 2021/22 are reflected in the directorate figures, but will be retained centrally until required

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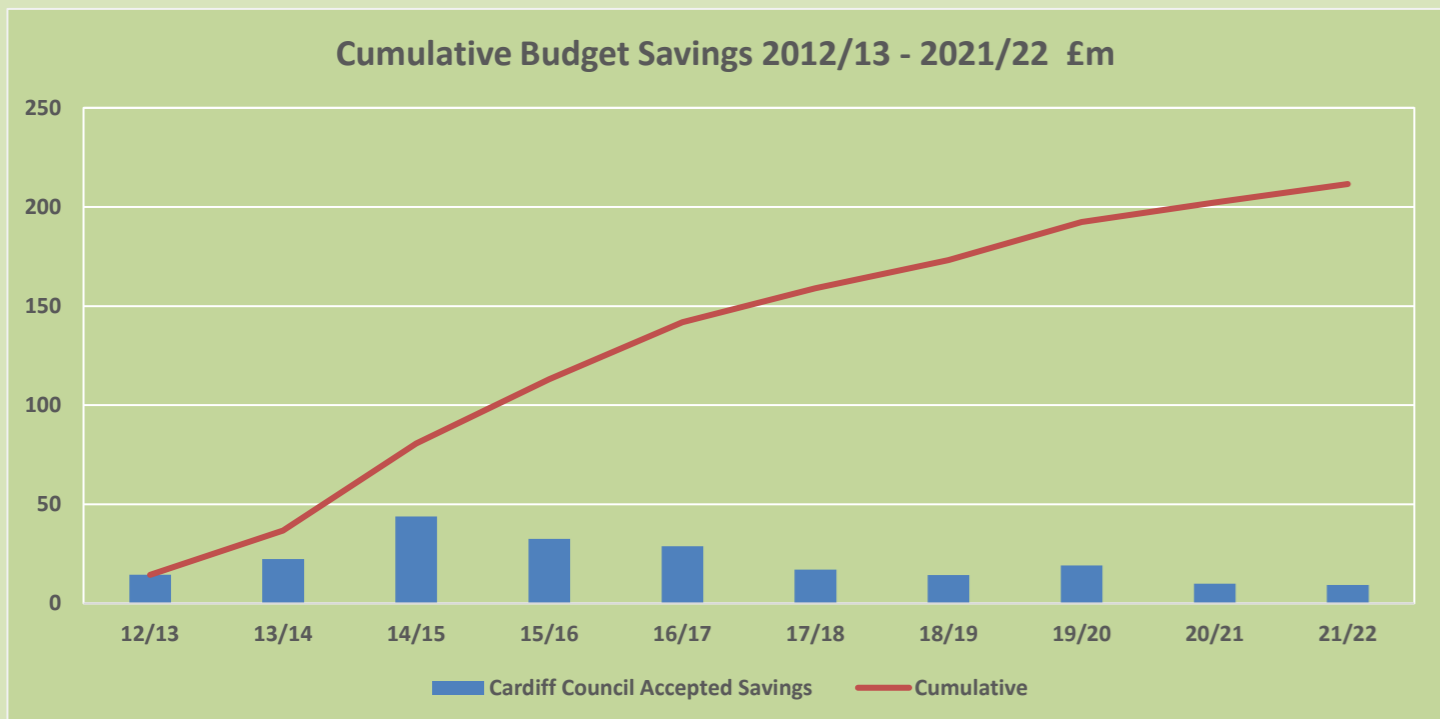
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts and information in the Budget Report.

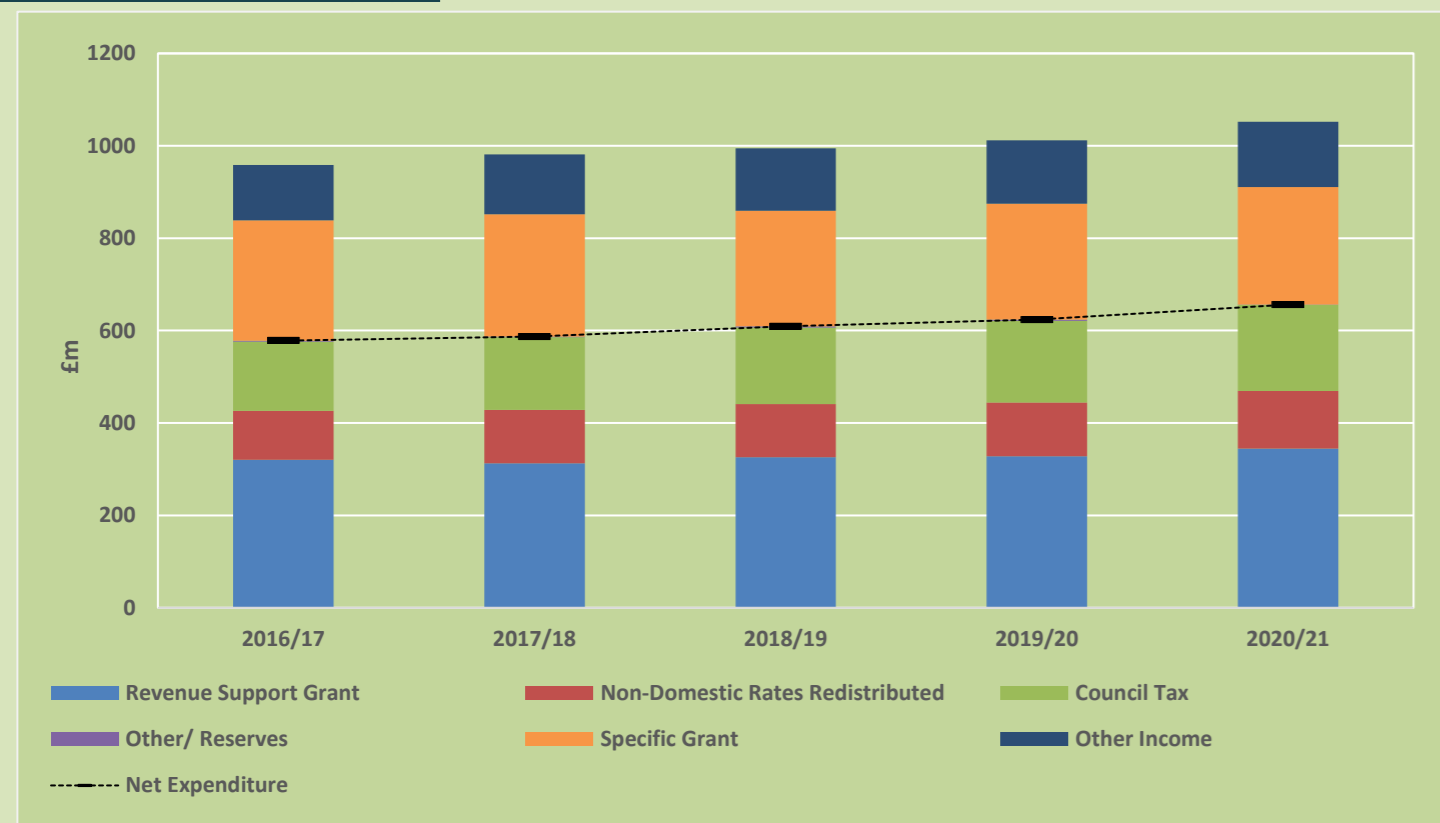
Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

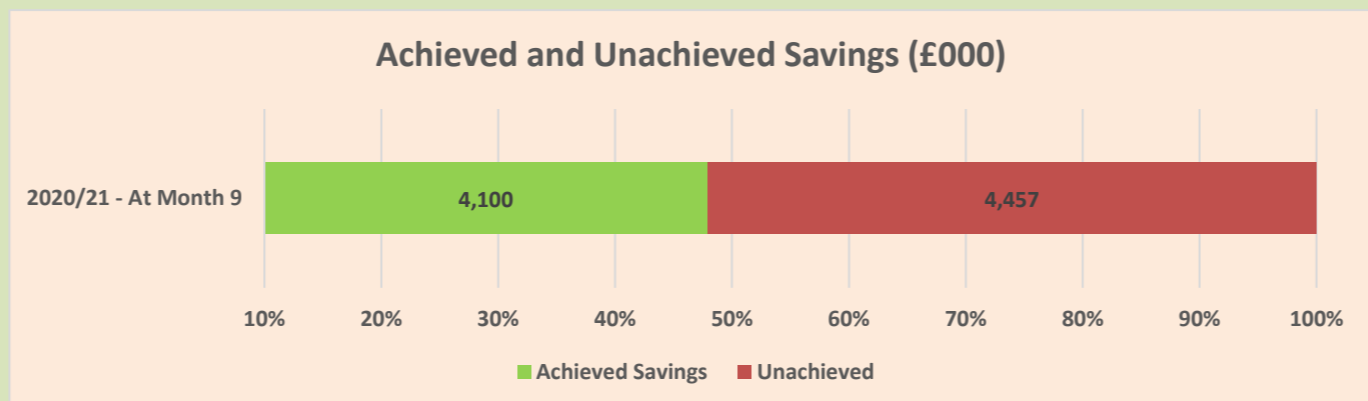
Indicator	2015/16	2016/17	2017/18	2018/19	2019/20
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.02%	6.99%	8.69%	7.15%	10.94%
General Reserves to Gross Revenue Expenditure (days)	7	6	6	6	6
Long-term Borrowing to Long-term Assets (ratio)	35.38%	35.13%	36.36%	36.91%	38.46%
Long-term Borrowing to Taxation & Aggregate External Finance	105.33%	103.10%	103.10%	104.00%	114.75%

The tables below show the Projected Outturn position for the 2020/21 financial year for both revenue and capital.

Revenue Month 9 Projected Position

Directorate	Net Expenditure Budget £000	Projected Outturn £000	Variance £000	Variance %
Corporate Management	26,600	27,600	1,000	3.8%
Economic Development				
- Economic Development	8,163	7,654	(509)	-6.2%
- Recycling & Neighbourhood S	29,802	29,802	0	0.0%
Education & Lifelong Learning	287,431	288,294	863	0.3%
People & Communities				
- Communities & Housing	47,912	46,935	(977)	-2.0%
- Performance & Partnerships	3,015	2,948	(67)	-2.2%
- Social Services	181,794	183,734	1,940	1.1%
Planning, Transport & Environment	7,385	7,385	0	0.0%
Resources				
- Governance & Legal Services	5,722	6,259	537	9.4%
- Resources	15,757	15,831	74	0.5%
Total Directorates	613,581	616,442	2,861	0.47%
Capital Financing	30,936	31,238	302	1.0%
Discretionary Rate Relief	400	400	0	0.0%
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	8,269	8,490	221	2.7%
Council Tax	0	0	0	0.0%
Total	656,186	656,570	384	0%

Revenue Savings Achieved and Unachieved 2020/21



Directorate	2020/21 Savings Projections		
	Achieved £000	Unachieved £000	Total £000
Corporate Management	90	0	90
Economic Development	866	784	1,650
Education & Lifelong Learning	686	265	951
People & Communities	929	2,409	3,338
Planning, Transport & Environment	606	790	1,396
Resources	923	209	1,132
Total	4,100	4,457	8,557

Capital Month 9 Projected Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	26,273	15,602	(10,671)	(40.6%)	0	(10,671)
Education & Lifelong Learning	31,261	29,974	(1,287)	(4.1%)	1,721	(3,008)
People & Communities	14,880	10,610	(4,270)	(28.7%)	62	(4,332)
Planning, Transport & Environment	43,105	33,038	(10,067)	(23.4%)	(2,102)	(7,965)
Resources	17,723	11,118	(6,605)	(37.3%)	0	(6,605)
Total	133,242	100,342	(32,900)	(24.69%)	(319)	(32,581)

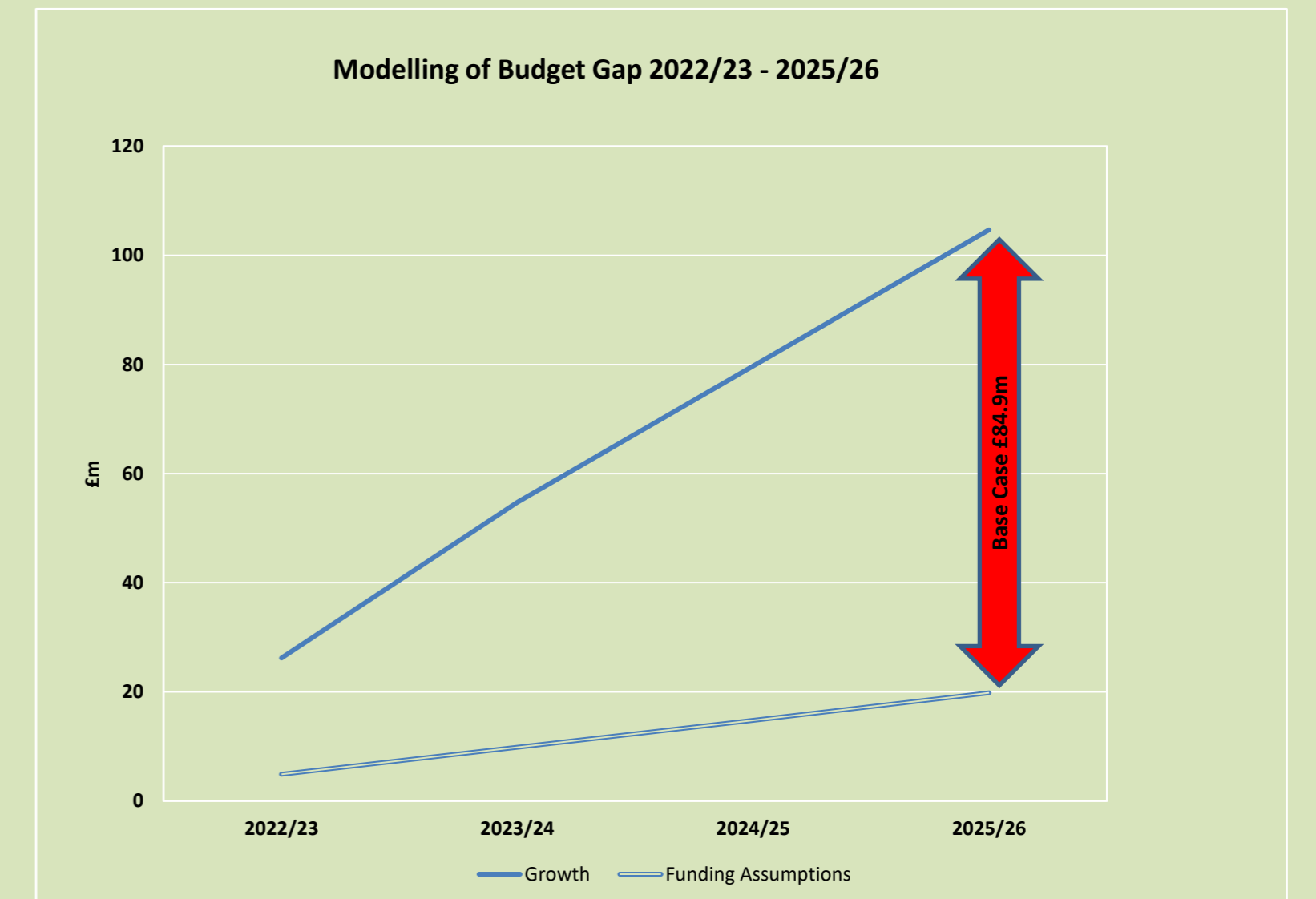
Covid Expense and Income Loss Financial Assistance - April - December

Directorate	Covid Expense Successfully claimed and pending £'000	Covid Income Loss Successfully claimed and pending £'000	Total Covid Financial Assistance £'000
Corporate	9,621	0	9,621
Economic Development	2,721	13,126	15,847
Education & Lifelong Learning	7,209	6,716	13,925
People & Communities	17,419	801	18,220
Planning, Transport & Environment	127	8,894	9,021
Resources	174	581	755
Total	37,270	30,118	67,388

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	TOTAL £000
Total Pressures	26,189	28,563	24,981	24,978	104,711
Funding Assumptions	(4,879)	(4,928)	(4,977)	(5,027)	(19,811)
Budget Requirement Reduction	21,310	23,635	20,004	19,951	84,900
Council Tax Assumptions - at 4.0%	6,300	6,552	6,814	7,086	26,752
Total Savings	15,010	17,083	13,190	12,865	58,148
Budget Requirement Strategy	21,310	23,635	20,004	19,951	84,900
Difference to Requirement	0	0	0	0	0



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000	31 Mar 24 £000	31 Mar 25 £000	31 Mar 26 £000
Capital Expenditure	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	100,342	157,613	251,332	271,037	120,545	68,945
Housing Revenue Account	58,260	86,740	117,685	91,350	70,350	51,240
Total Capital Expenditure	158,602	244,353	369,017	362,387	190,895	120,185
Capital Financing Requirement excl. Landfill						
Council Fund CFR	536,777	584,380	754,986	930,223	920,363	901,005
Housing Revenue Account CFR	310,391	362,014	449,472	504,714	538,063	554,600
Total CFR	847,168	946,394	1,204,458	1,434,937	1,458,426	1,455,605

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Difference 11/12-25/26
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
Net	13.47	11.34	11.00	11.40	12.52	13.11	12.98	-3.64
Gross	15.17	16.38	17.02	17.51	21.19	23.59	23.13	52.47

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Financial Resilience

Description
<ul style="list-style-type: none"> Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan. Lack of appropriate mechanisms to identify and manage unexpected financial liabilities and unforeseen costs. The current outlook is that there is a Budget Gap of £85 million for the period 2022/24 to 2025/26.

Inherent Risk					
	A1				
<table border="1"> <tr> <td style="background-color: #d9e1f2;">Last Reviewed</td> <td>Q2 2020/21</td> </tr> <tr> <td style="background-color: #d9e1f2;">Last Revision</td> <td>Q2 2020/21</td> </tr> </table>	Last Reviewed	Q2 2020/21	Last Revision	Q2 2020/21	
Last Reviewed	Q2 2020/21				
Last Revision	Q2 2020/21				

Residual (Current) Risk			
	B2		
<table border="1"> <tr> <td style="background-color: #d9e1f2;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	
Movement from prev Qtr	↔		

Target Risk			
	C2		
<table border="1"> <tr> <td style="background-color: #d9e1f2;">Target Reduction Date</td> <td>6-12 mths</td> </tr> </table>	Target Reduction Date	6-12 mths	
Target Reduction Date	6-12 mths		

Risk Owner(s)	
Chris Lee (Ian Allwood)	Councillor Chris Weaver Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating
<p>2020/21 and Medium Term</p> <ul style="list-style-type: none"> Undertaking regular monitoring to understand the in-year position and help identify any emerging risks to resilience / financial pressures that need to be factored into the MTFP. Maintaining and regularly updating an MTFP identifying financial pressures and risks, setting savings targets and modelling potential council tax increases / rents in order to address them. Engaging and working in partnership with directorates during the budget process to ensure that budget proposals and services are deliverable within timescales and quantum (revenue and capital.) Challenging directorates to provide robust business cases for savings proposals and to implement efficiency savings in advance of the year in which they are budgeted wherever possible , in order to secure a full year saving. Creation of a Treasury Management Reserve in order to assist in managing capital / treasury risk. Creation of a base budgeted financial resilience mechanism to help the Council manage worse than anticipated financial settlements without recourse to significant additional savings at short notice. Preparation of a Budget Timetable and detailed timescales for engagement with SMT / Cabinet re: revenue and capital proposals. Preparation of Prudential Indicators and a local affordability indicator to help assess the affordability, prudence and sustainability of the capital programme and associated levels of borrowing Close alignment with Corporate Plan objectives, to ensure resources are allocated appropriately, and that longer term financial savings are developed in enough time to be realised. Regular review of contingent assets and liabilities, and provisions to ensure the Council has adequate cover for emerging liabilities. Robust monitoring of the impact of C19 to ensure all eligible items have been claimed in- year. An approved TM Strategy to mitigate risk - incorporates borrowing at fixed rates to reduce exposure to future interest rate fluctuations A Major Projects accountability function supporting the identification of key risks / financial issues in relation to large schemes. Maintaining approach to robust financial control mechanisms and strengthening complex / areas of risk through training e.g. VAT.

What we plan to do to meet target
<p>2021/22 and the Medium Term</p> <ul style="list-style-type: none"> Continue work on establishing the financial implications to services both in the short, medium and long term as a result of the impact of the Covid 19 crisis and monitoring the delivery of robust recovery plans. Continue to refresh assumptions at key stages as relevant information becomes available. Consider and take any opportunities to increase earmarked reserves. Embed corporate approach to business case development, approval and post project monitoring to ensure expenditure assumed to pay for itself can do so over its expected life. Strengthening links between financial planning and asset management strategies which consider the current condition of assets and future requirements. Working with Strategic Estates provide momentum to deliver capital receipts targets required in the timescale agreed. Enhance focus on a multi-year position (recognising limitations where settlement information is for one year only.) Confirm approach to governance and financial monitoring of special purpose vehicles to ensure liabilities and any financial guarantees are understood. Implementation of any identified improvements required arising from our self assessment of the CIPFA FM code and Balance Sheet Review including in respect to Treasury Management, an assessment of resources, skills and knowledge. Implement requirements of any revisions to revised CIPFA Prudential and Treasury Management Codes. Enhance the reporting of commercial investments as part of standard monitoring processes and reports and in line with revised reporting requirements.

Potential Impact(s)
<ul style="list-style-type: none"> Inability to operate effectively within the financial resources available without recourse to unsustainable borrowing or funding solutions Inability to operate effectively when faced with adverse external challenges Striving to meet statutory obligations in the way Council delivers its services Inhibits the ability of the Council to plan for the medium term in a consistent and strategic manner

Linked Risks
Budget Monitoring (Control)

Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Financial Snapshot which highlights historical & current performance with regards budget monitoring, achievability of savings, levels of borrowing, and financial ratios. Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure. Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings. Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB. Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual). Borrowing for HRA and General Fund: 1) Trend in Capital Financing Requirement, 2) Capital Financing costs as a % of Net Revenue Stream, 3) CFR as a ratio of Net Revenue Stream. Performance against Budget Timetable. Frequency / timeliness of engagement with SMT/Cabinet. Proportion of Savings Proposals in Realised or at Delivering stage. Section 151 Officer Statement in respect of capital strategy, adequacy of reserves and other statutory commentary.

Type(s) of Impact	
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Stakeholder

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Appendix 9

EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeships & Training	417	0	(329)	88	To support the Council's commitment to young people through funding for apprenticeships and to provide funding towards activity aimed at reducing the number of young people not in education, employment or training.
2	Bereavement Services	89	0	116	205	To fund a planned programme of refurbishment and improvement.
3	Bute Park Match Funding	48	0	(25)	23	To provide match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement.
4	Cardiff Academy Training	38	0	0	38	To support initiatives undertaken in connection with the Academy.
5	Cardiff Capital Region City Deal	214	0	(15)	199	To provide funding towards the Council's contribution to the Joint Cabinet for the Cardiff Capital Region.
6	Cardiff Dogs Home Legacy	225	0	(40)	185	Donations left to Cardiff Dogs Home to be used in connection with service improvements.
7	Cardiff Enterprise Zone	968	0	0	968	To fund expenditure on the Cardiff Enterprise Zone in future years.
8	Central Market Works	228	0	(50)	178	To fund works at Cardiff Central Market and as potential match funding for external grant bids.
9	City Wide Management & Initiatives	878	0	0	878	To fund city-wide management and initiatives including support for marketing and infrastructure.
10	Community Based Services Transition	110	0	(60)	50	To fund activity to enable the better integration of community facilities across the public sector
11	Community Initiatives	644	0	(31)	613	To fund initiatives arising from the legacy of the Communities First Programme.
12	Connect to Cardiff Refurbishment	10	0	0	10	To fund expansion due to new and changing regulations
13	Corporate Events & Cultural Services	734	0	(500)	234	To support feasibility studies and costs of major events, including the potential Signature Music Event, and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.
14	Corporate Landlord Function	130	0	(130)	0	To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model.
15	Discretionary Rate Relief	100	0	0	100	To fund changes to the NDR discretionary rate relief scheme.
16	Emergency Management, Safeguarding and Prevent	139	0	0	139	To fund preventative measures in relation to safeguarding, the Prevent agenda and emergency management.
17	Employee Changes	8,681	0	(619)	8,062	In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years.

Appendix 9

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
18	Energy Market Volatility	336	0	0	336	To provide funding for unexpected fluctuations in the cost of energy.
19	Fraud Detection	38	0	(10)	28	To supplement staffing and other costs associated with fraud detection.
20	Governance & Legal Services	185	0	0	185	To fund future Governance & Legal Services initiatives, including projects in connection with ICT upgrades.
21	Highways Section 278	311	0	(99)	212	To support highway investment
22	Homelessness	1,062	0	(325)	737	To be used to meet increases in homelessness pressures.
23	Housing Support	544	0	(214)	330	To improve sustainability by maintaining the independence of people in their own homes.
24	ICT Holding Account	716	0	(182)	534	To fund future business process improvement initiatives and other future ICT initiatives.
25	Inspectorate Support	208	0	0	208	To procure necessary consultancy for inspections and the regulatory environment.
26	Insurance	6,545	0	(265)	6,280	To protect the Council from future potential insurance claims.
27	Invest to Save	261	0	0	261	To be used in connection with revenue invest to save schemes.
28	Joint Equipment Store - Pooled Budget	221	0	0	221	To be utilised to offset deficits or one off expenditure items in the pooled budget, in future years.
29	Local Plan	338	0	(300)	38	To support the cost of the Local Development Plan and any potential appeals or judicial reviews.
30	Major Projects	480	0	0	480	To contribute towards the cost of Major Projects.
31	Members Development	61	0	0	61	To support any additional Members' ICT software.
32	Municipal Election	622	0	26	648	To support the cost of local elections.
33	Municipal Mutual Insurance	935	0	0	935	To reflect the fact that the Council are liable to pay a percentage of claims previously settled by Municipal Mutual Insurance (MMI) and contribute to the cost of future settled claims.
34	Non-Domestic Rates Due Diligence	60	0	0	60	To fund the costs of NDR due diligence.
35	Out of School Childcare	83	0	0	83	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance their in-year financial position.
36	Parking & Enforcement	4,381	0	(2,775)	1,606	This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.
37	Property Asset Management	51	0	0	51	To be used by Strategic Estates as a tool for managing timing and fluctuations of income from fees relating to the disposal of properties.
38	Red Dragon Centre	3,532	0	0	3,532	To support ongoing premises funding requirements

Appendix 9

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
39	Rentsmart Wales	954	0	50	1,004	To reinvest in training and service delivery in respect of Rentsmart Wales.
40	Resources	706	0	(316)	390	To provide funding to a number of areas within the Resources directorate, particularly where transition to new methods of operation are required.
41	Schools Formula Funding	480	0	0	480	A contingency fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools budgets.
42	Schools Organisation Plan	500	0	1,191	1,691	To be used to manage the cash flow implications of the School Organisational Plan financial model.
43	Scrutiny Development & Training	118	0	0	118	To fund Scrutiny member development and training.
44	Social Care Technology	62	0	0	62	To provide funding towards social care ICT developments.
45	South East Wales Construction Framework	485	0	0	485	Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities.
46	Strategic Budget	5,329	(750)	(890)	3,689	To support financial resilience and the future budget requirements of the Council over the period within the Medium Term Financial Plan.
47	Treasury Management	9,025	0	2,200	11,225	To assist with the management of risk in relation to major projects and to offer some protection and flexibility to the wider capital programme.
48	Wales Interpretation and Translation Service	344	0	0	344	To manage in-year fluctuations in funding and financial performance of the service.
49	Welfare Reform	1,241	0	(800)	441	To mitigate pressures and reduced funding within the Housing Benefit Service following the transfer of services to DWP, as part of the rollout of the Universal Credit Scheme.
50	Youth Service	177	0	(89)	88	To fund costs connected with the refurbishment of youth centres.
	TOTAL	54,044	(750)	(4,481)	48,813	

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Council General Reserve	14,255	0	0	14,255	To help cushion the impact of unexpected events or emergencies.

EARMARKED RESERVES HOUSING REVENUE ACCOUNT

Appendix 9

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Housing Development Resilience Reserve	250	0	250	500	To mitigate against risk and improve resilience within the Housing Development Capital Programme
2	Housing Repairs and Building Maintenance	2,948	0	0	2,948	To fund costs of housing repairs and to mitigate against risk within the Construction Industry
3	Welfare Reform	429	0	0	429	To fund project costs and scheme development to address issues for council tenants due to benefit cap and universal credit
	TOTAL	3,627	0	250	3,877	

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	HRA General Reserve	13,126	0	0	13,126	To help cushion the impact of unexpected events or emergencies within the HRA.

Civil Parking Enforcement and Parking Reserve

1. The Traffic Management Act was introduced in 2004 to tackle congestion and disruption on the road network. The Act places a duty on local traffic authorities to ensure the expeditious movement of traffic on their road network and the networks of surrounding authorities. It gives authorities additional tools to better manage parking policies, moving traffic enforcement and the coordination of street works. Welsh Ministers granted Civil Parking Enforcement (CPE) powers to Cardiff Council in July 2010. This extended to the enforcement of Bus Lanes and Moving Traffic Offences (MTOs) in November 2014.
2. The payments generated from car parking fees, resident's permits, penalty charge notices and Moving Traffic Offences are allocated to a CPE account and operational costs, including the cost of the enforcement service are deducted. Any surplus from parking and enforcement is ring-fenced for traffic, highways and environmental improvements.
3. The pandemic has had a profound impact on all parking income streams with significant reductions in the use of on street and off street parking and subsequent penalty charges notices. In addition, lower traffic volumes, particularly in the city centre, has meant lower penalties from MTO's.
4. Predicting future income levels is challenging, as this is dependent on numerous factors. These include the continued period of the pandemic, potential future lockdowns, the recovery of the city centre and organisations view on staff returning to the workplace.
5. The position has been modelled using various assumptions and scenarios and the table below illustrates the financial forecast for Civil Parking Enforcement

Civil Parking Enforcement	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Income					
On street car parking fees	3,957	5,064	5,160	5,160	5,160
Off street car parking fees	922	1,074	1,074	1,074	1,074
Residents parking permits	412	515	515	515	515
Penalty Charge Notices	1,452	1,768	1,768	1,768	1,768
Moving Traffic Offences	3,539	4,119	4,511	4,806	5,089
Miscellaneous income	16	22	22	22	22
Total income	10,298	12,562	13,050	13,345	13,628
Expenditure					
Operational costs parking	581	583	585	587	589
Enforcement service	5,976	6,021	6,110	6,272	6,375
Total expenditure	6,557	6,604	6,695	6,859	6,964
Surplus / (Deficit)	3,741	5,958	6,355	6,486	6,664

6. For 2021/22, income from car parking fees, residents' permits, penalty charge notices and MTO's is forecast to be £10.298 million which is significantly lower than before the pandemic. Expenditure includes the operating costs of the off-street car parks and maintenance of the on-street parking bays plus the cost of the enforcement service. Overall, expenditure is estimated to be £6.557 million, leaving a net surplus of £3.741 million.
7. The level of the annual surplus on the account is forecast to improve in future years as the city centre recovers and other parking and enforcement activities are introduced. There is however a significant risk regarding the anticipated income levels. The table below illustrates the potential impact on the CPE Account if income levels are lower than modelled.

Financial Year	Forecast Surplus	Reduced Activity 5%	Reduced Activity 10%
2020/21	3,741	430	860
5 Years	29,204	2,706	5,412

8. If activity is lower than forecasted, the trading surplus will reduce by £430,000 for a 5% reduction and £860,000 for a 10% reduction. Over a 5-year period, this equates to £2.706 million and £5,412 million respectively.
9. The surplus from CPE activities is transferred to the Parking Reserve to support a range of highway, transport and environmental improvements.
10. During 2020/21, the WG reimbursed lost budgeted income funded via the Local Government Hardship Fund, which helped to maintain a sustainable position. There is currently no certainty this arrangement will continue into 2021/22 and therefore the forecasts do not include any reimbursements.
11. The table below sets out the predicted movement in the reserve.

Parking Reserve	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Estimated Opening Balance	4,381	1,606	1,068	927	917
CPE net surplus (deficit)	3,741	5,958	6,355	6,486	6,664
Funding Availability	8,122	7,564	7,423	7,413	7,581
Contribution to support revenue budget	5,935	5,935	5,935	5,935	5,935
Active Travel	411	411	411	411	411
Project Studies	170	150	150	150	150
Use of Reserve	6,516	6,496	6,496	6,496	6,496
Balance Carried Forward	1,606	1,068	927	917	1,085

12. The use of reserve includes a budgeted contribution, which supports a range of highway, transport and environmental improvements. Further funding will support the promotion of Active Travel initiatives including assessing the transportation impact on the Local Development Plan. It also includes an allocation to support project studies to support new initiatives.
13. The reserve balance shows a reduction over the next couple of years followed by a gradual increase reflecting the anticipated recovery, albeit not to the levels pre pandemic. The balance in the reserve will provide a degree of resilience against the income forecast and consequential surplus from CPE.

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Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now the Welsh Government) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations and any additional duties relating to the Cardiff Bay Barrage Act 1993 is provided by a specific grant received from the WG. This funding and any income generated are ring fenced.

The existing agreement expired on 31st March 2017. The Council has been working with the WG to review current arrangements with a view to jointly agreeing a new funding agreement. For the financial years 2017/18 to 2020/21, single year budgets have been agreed, whilst the review has been ongoing. The Council has also worked with the WG and independent public sector advisors Local Partnerships in developing an appropriate settlement within the context of a wide-ranging review of CHA activities and statutory functions.

This Local Partnerships Review recommended that three year funding settlements were reinstated, both in order to facilitate effective service planning and with the timing corresponding to the WG's budgetary cycle. Subsequent to this, and in response to the Covid 19 crisis, the UK Government's decision to limit its Comprehensive Spending Revenue (CSR) to a one year window meant that the WG were unable to commit to longer term funding for partner organisations such as the Cardiff Harbour Authority for 2021/22. As a result, it was agreed to again implement a single year budget.

For 2021/22, the Council has worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget to the same level as 2020/21 (£4.961 million). This allocation provides for a 2% staff pay award and employee incremental pay progression with additional commitments offset by increased income as a result of the ending of the twenty year discounted period for Harbour Dues to Marine stakeholders.

As part of the review recommendations, Cardiff Harbour Authority developed a critical and non-critical Asset Management programme. The critical asset programme is risk based and covers a ten year period. The non-critical asset programme is based on a comprehensive set of lifecycle and maintenance asset data broken down by Harbour Authority Teams and prioritised on an annual basis. The asset management plan is subject to change as a result of the condition of an asset assessed through ongoing maintenance inspections, as well as any major failures reducing the life of an asset or the prolonging of assets through additional maintenance.

Asset Renewal funding requirement for non-critical assets in 2021/22 is £460,000 with no requirement identified within the programme to replace any critical assets.

CHA Funding	2020-21	2021-22
	£000	£000
Fixed Cost Budget	4,961	4,961
Asset Renewal	262	460
Total Budget	5,223	5,421

Any unforeseen costs arising will still be recoverable from the WG through the additional claims process, but only where those costs are legitimately agreed as part of an updated Deed of Variation to the S165 Agreement. This is planned to be finalised by the end of the month.

The CHA will continue to maintain a Contingency and Project Fund (the Fund) which will be used to support projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The current balance of £63,000 is above the minimum sum required to be maintained within the Fund at any point in time but is significantly lower than balances maintained in previous years.

The Council is required to draw down from the Fund up to the level of £40,000 before making any additional claims to the Welsh Ministers in relation to unforeseen costs.

Prudential Indicators

The CIPFA Prudential and Treasury Management Codes of Practice

The two integrated Codes of practice have been developed as frameworks to support the decisions local authorities make for capital investment and borrowing decisions. Originally introduced in 2004, its latest update was in 2017. CIPFA is currently undertaking a consultation on the Codes including a review of the existing and need for additional indicators to support decision making. Compliance with the Code is a statutory requirement when carrying out their duties under Part I of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (Wales) Regulations.

Objectives of the Code

The key objectives of the Codes are:

- To ensure that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability.

CIPFA required Prudential Indicators to be produced

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary (See Treasury Strategy)

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes. This indicator will be subject to the level and timing of borrowing decisions and so the actual level of borrowing can therefore be below or above this initial estimate. However what cannot be breached without a further report to Council is the authorised borrowing limit.

1(b). External Debt - The Authorised Limit (See Treasury Strategy)

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken. This limit is a statutory limit required to be set by the Council under Section 3(1) of the Local Government Act 2003.

1(c). External Debt - Actual External Debt (See Treasury Strategy)

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

2. Capital Financing Requirement (CFR) (See Capital Strategy)

The Capital Financing Requirement (CFR) replaced the 'Credit Ceiling' measure of the Local Government and Housing Act 1989. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

3. Capital Expenditure (See Capital Strategy)

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

4. Gross External Borrowing and the Capital Financing Requirement (See Treasury Strategy)

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

5. Maturity Structure of Borrowing (See Treasury Strategy)

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

6. Principal sums invested for greater than one year (See Treasury Strategy)

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

7. Ratio of Financing Costs to Net Revenue Stream (See Capital Strategy)

This indicator is a measure of affordability of historic and future capital investment plans. It identifies the trend in the cost of capital financing which include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save/Earn schemes.

This is calculated for the General Fund and Housing Revenue Account. For the General Fund, the net revenue stream is the amount to be met from non-specific Welsh

Government grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

It should be noted that these figures include a number of assumptions such as:

- no new approvals of additional borrowing apart from that currently proposed over the period of the programme
- estimated interest rates
- the level of internal borrowing and timing of external borrowing decisions and capital expenditure
- the total level of the Welsh Government revenue support etc. which can fluctuate due to transfers in or out of the settlement
- Invest to Save / Earn schemes do perform as intended over the period identified in the initial proposal for investment.

Locally determined Prudential Indicators

8. Capital financing costs expressed as a ratio of Controllable Budget – General Fund (See Capital Strategy)

Whilst the indicator above is required by the Prudential Code, it has a number of limitations:

- it does not take into account the fact that some of the Council's revenue budget cannot be directly influenced such as schools delegated budgets, Fire Levy and Council Tax Reduction Scheme payments
- it is impacted by transfers in and out of the Settlement
- it includes investment income which is highly unpredictable, particularly in future years.

Although there may be short-term implications, Invest to Save/Earn schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will be delayed or not materialise and would have a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing. Accordingly an additional local indicator is calculated for the General Fund to support decision making showing the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget and excluding treasury investment income.

9. Capital Financing Requirement (Debt) to Net Revenue Stream – (See Capital Strategy)

This ratio shows the amount of debt proportionate to Net Revenue Stream and is an indicator of financial sustainability. It helps to explain the relationship of debt to annual resources available to deliver services.

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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**COMMISSIONING OF THE REPLACEMENT BUILDING
MAINTENANCE FRAMEWORK AND DISABLED ADAPTAIONS
FRAMEWORK**

HOUSING & COMMUNITIES (COUNCILLOR LYNDA THORNE)

AGENDA ITEM: 8

Reason for this Report

1. To agree the approach to recommission the existing Building Maintenance Framework and Disabled Adaptations Framework. These frameworks relate to domestic properties.
2. To approve the commissioning strategy and proposed procurement models and arrangements.
3. To approve the proposed overarching evaluation criteria as detailed in the body of this report.

Background

4. The current Building Maintenance Framework has been in place since 1st January 2018 and is due to end 31st December 2021.
5. The current Disabled Adaptations Framework has been in place since 1st November 2017 and is due to end 31st October 2021.

The current Building Maintenance Framework

6. The current Building Maintenance Framework consists of 3 lots, covering the following categories of domestic maintenance for an area of the city:
 - Responsive repairs
 - Vacant repairs
 - Planned works
7. The annual value of the framework is circa £9.5 million.
8. The works are awarded via direct award to the contractor appointed to the area of the city in which the maintenance works are required.

9. In the framework procurement process there was a restriction that bidders could only be appointed to a single lot within the framework.

The current Disabled Adaptations Framework

10. The current Disabled Adaptations Framework consists of 3 lots, covering the following categories of disabled adaptation works:
 - General building
 - Stair-lifts & vertical lifts
 - Preventative services
11. The annual value of the current Framework is circa £5.7m.
12. In the framework procurement process there was a restriction that bidders could only be appointed to a single lot within the framework.

Issues with current frameworks

13. Whilst current arrangements are a significant improvement on previous arrangements' it is evident that further improvements can be made.

Lessons Learnt

14. In preparation for the recommissioning of services, workshops were held with Council managers and technical staff, and with current contractors. The concerns identified were collated as "lessons learnt". The key issues are listed in Appendix 1.
15. The main issue encountered was the withdrawal of 3 contractors from the two frameworks. Two due to their inability to deliver the works for their contracted rates. This was because they had not taken the time to read and fully understand the requirement which resulted in their submission not being costed correctly; and one due to performance issues, mainly due to the contractor's inability to appoint and manage their sub-contractors and deliver works to the contracted timescales. The improved performance monitoring enabled visibility of this and led to the claiming of performance deductions which the contractor could not sustain.
16. This prevented the benefits of multiple contractors for continuity of supply, and left the Frameworks over reliant on a smaller number of contractors.
17. It should be noted that the current arrangements have delivered improvements on the previous arrangements. In particular improved customer care and a significantly improved performance mechanism for managing and addressing poor performance.
18. The improved performance monitoring highlighted early on that one of the contractors was underperforming; and ultimately allowed the claiming of "performance deductions" as a consequence. It also provided robust

evidence to allow the managed exit of the underperforming contractor from the framework.

19. Another success was that the framework allowed for the development and growth of the “smallest” contractor who was appointed to the Building Maintenance Framework and the remaining contractors appointed to the Disabled Adaptations Framework Through partnership working and flexibility, they were able to “gear-up” to increased capacity to help fill the gap of the lost contractors.
20. The proposed new arrangements ensure that these improvements will continue to be delivered.
21. Internal stakeholders have been, and will continue to be, fully engaged with the development of the new frameworks.

Sourcing Strategy

22. The remainder of this report sets out the sourcing strategy for building maintenance and disabled adaptations.

Desired outcomes

23. To ensure that the key objectives of recommissioning are achieved, the following desired outcomes have been identified:
 - To deliver a high quality service that focuses on the customer.
 - To deliver a building maintenance service that works alongside the in-house workforce to improve and maintain flexibility of provision and provide 24/7/365 services.
 - To deliver value for money.
 - To reduce costs for the Council and suppliers alike, through electronic ordering, confirmation and payment processes.
 - To maintain the improvement in the quality of management and performance information.
 - To improve demand management for building maintenance services.
 - To take a partnership working approach to delivering and improving services.
 - To support the Council’s sustainable development agenda by maximising tender opportunities to local providers, as well as opportunities to provide training and skill development to the local workforce.
 - To support the Council’s commitment to social responsibility.

Proposed Framework Arrangements

24. The following frameworks are proposed:
- **Framework 1** – Repairs & maintenance to vacant domestic properties, approx. annual value £2.9M
 - **Framework 2** – Responsive repairs & maintenance to domestic properties, approx. annual value £2M.
 - **Framework 3** – Planned works to domestic properties, approx. annual value £5.9M
 - **Framework 4** – Disabled adaptations to domestic properties, approx. annual value £6.8M.
25. It should be noted that separate arrangements are proposed for specialist works and major planned works.

Framework 1 – Repairs & Maintenance to Domestic Vacant Properties

26. Previously, the Building Maintenance Framework was the only source for the provision of vacant repairs. However, the Council now has an in-house team to deliver some of the works.
27. Following extensive consultation it has been determined that the following is the best way forward for the delivery of vacant repairs is a combination of the following:
- In-house team
 - A pool of smaller contractors that can be called upon to complete specific activities (e.g. painting, carpentry etc.) – acting as a supply chain for the in-house team
 - Framework Agreement for vacant repairs
28. The pool of small contractors would be to support the in-house workforce. In conjunction with corporate procurement and external lawyers an established way of achieving this approach has been agreed.
29. This arrangement would allow:
- Approved list of trade specific small contractors to be called upon as and when required.
 - Flexibility to allow new contractors to join the arrangement at specified times during the period of arrangement.

- Contractors would be offered the work and asked to confirm if they can meet the required timescales - work would be allocated based on an assessment of cost and past performance.
30. The approximate value of work to be delivered by the small pool of contractors in total would be less than £1M per year and will be delivered via the procurement of a separate framework. This procurement is not covered in this report.

Proposed framework model

31. The proposed framework model for vacant repairs would be to appoint two contractors to the framework, with one contractor delivering a larger portion of the work than the other contractor. The estimated annual value is £2.9M (contractor 1 would be awarded work valued at approximately £2M and contractor 2 would be awarded work valued at approximately £900K). This will allow one anchor contractor and an opportunity for a smaller contractor to develop. Both contractors will be delivering works city-wide rather than delivering works in an appointed district; work will be allocated on a rotational basis.

Framework 2 – Responsive Repairs and Maintenance to Domestic Properties

32. This framework would be to support the in-house workforce by completing works that they do not have the capacity or the specialist skills (e.g. asbestos works) to complete.

Proposed framework model

33. The proposed framework model for responsive repairs would be to appoint two contractors to the framework, both delivering a similar volume and value of works. Each contractor would predominantly deliver works in an allocated district of the city although cross district award would be permitted, for example where there are capacity issues or poor performance. The estimated annual value is £2M (£1M per contractor).

Framework 3 – Planned Works to Domestic Properties

34. This framework would be used to deliver minor planned works such as kitchen & bathroom upgrades, remedial works to major fire damaged properties and disrepairs. It would also be used to deliver unforeseen schemes.

Proposed framework model

35. The proposed framework model for planned works would be to have a framework agreement with two award mechanisms. Direct award for the minor planned works such as kitchen & bathroom upgrades, and further

competition for unforeseen planned schemes such a sheltered scheme refurbishment.

36. A total of 8 Contractors would be appointed to the Framework; the three highest ranked would be appointed to deliver minor planned works predominantly in an allocated district of the city; and all 8 would have the opportunity to bid for unforeseen planned schemes. Having a larger number of contractors bidding for scheme will help ensure value for money.
37. The estimated annual value of the framework is £5.9M. This will be split as follows: circa £2.6M for direct award works / circa £3.3M for further competition schemes.
38. It should be noted that the value of the three contracts for direct award works will be split in respect of estimated annual value as follows: district 1 £750K , district 2 £1.35M and district 3 £500K.
39. Major planned works would be procured outside of the framework and individual trade-specific arrangements would be put in place, each subject to a separate procurement process. This would include, for example:
 - External / environmental improvements
 - Roofing
 - Painting
 - Boiler installation
 - Lifts
 - Windows / doors
 - Door entry systems.

Framework 4 – Disabled Adaptations to Domestic Properties

40. This framework would be used by the disabled facilities team to facilitate grant funded adaptations for individuals.

Proposed framework model

41. The proposed framework model for disabled adaptations would be to split the framework into 3 lots, each delivering different aspects of adaptations, and structured as follows:
 - Lot 1: general building adaptations
Estimated annual value - £4M

6 contractors with an even split of the work, city wide on a rotational basis.

- Lot 2: stairlifts, vertical lifts and hoists

Estimated annual value - £1.8M

2 contractors with an even split of the work, city wide on a rotational basis.

- Lot 3: safety at home works (minor adaptations)

Estimated annual value - £1M

1 contractor (other framework agreements can be utilised to deliver these works should the contractor experience capacity issues).

Applicable to all frameworks

The following will be applicable to all frameworks:

42. It is proposed that these framework arrangement will be for two years (with the option to extend for a further 2 years); and rates will be adjusted on an annual basis using an appropriate financial index.
43. Given the nature of the client groups for these frameworks, the service specification and both pre-qualification and tender evaluation will place significant emphasis on the quality of service delivery.

Advantages of the proposed models

44. The advantages of the proposed models are as follows:
 - The value of the contracts would be high enough to attract competition and drive value for money, but low enough to allow access by small and medium enterprises.
 - Having multiple contractors active at all times for in scope works would mitigate the risk to continuity of supply, with each provider capable of delivering similar works.
 - The number of providers would be balanced to provide robust and sustainable provision, while also ensuring that contract management/administration is manageable.
45. These proposals are considered to provide the best balance between value for money and sustainability.

High level tender evaluation criteria

46. Given that continuity, quality & timeliness of supply and customer care are key components of the Council's requirements, these will be set out

in detail in the service specification. The service specification will include detailed requirements regarding:

- Customer care standards,
- Effective complaint resolution,
- Management of subcontractors
- Taking a “whole job” approach and minimising time on site and disruption to clients.

47. This will ensure that an appropriate level of performance and behaviour is built into the services and that this is expected as standard.

48. As part of the quality evaluation, bidders will be required to provide responses to a number of questions, setting out how they will meet the service standards required. The Council will then specifically evaluate the bidders’ responses against each quality requirement to determine the likelihood of them being achieved.

49. Advice was taken on how quality questions within the invitation to tender can be drafted to ensure the quality responses can be measured and evaluated accurately. For example, where proposed operational delivery models are either in part or in whole reliant on delivery of works by sub-contractors; how contractors engage, monitor and manage their supply chain to ensure a quality service provision.

50. The proposed tender award evaluation criteria and weighting for each framework is shown below:

No	Framework	Cost	Quality
1	Repairs & Maintenance to Domestic Vacant Properties	40%	60%
2	Responsive Repairs and Maintenance to Domestic Properties	40%	60%
3	Planned Works to Domestic Properties	50%	50%
4	Disabled Adaptations to Domestic Properties: <ul style="list-style-type: none"> • Lot 1 – General building adaptations • Lot 2 – Stairlifts, vertical lifts, hoists • Lot 3 – Safety @ Home 	30%	70%

Proposed timescales for procurement processes

51. The proposed timescales for recommissioning are set out in the table below:

Activity	1 Vacant Repairs	2 Responsive Repairs	3 Planned Works	4 Disabled Adaptations
Supplier event	Jan 21	Jan 21	Jan 21	Jan 21
Cabinet report / ODR	Feb 21	Feb 21	Feb 21	Feb 21
Leaseholder consultation stage 1	N/A	Mar 21	Mar 21	N/A
Contract notice	Mar 21	Apr 21	Apr 21	Mar 21
Pre-qualification questionnaire (PQQ) stage	Mar/Apr 21	Apr/May 21	Apr/May 21	Mar/Apr 21
ITT stage	Jun/Jul 21	Jun/Jul 21	Jun/Jul 21	May/Jun 21
ODR (award)	Jul/Aug 21	Aug 21	Aug 21	Jul 21
Leaseholder consultation (stage 2)	N/A	Sep/Oct 21	Sep/Oct 21	N/A
Contract award	Sep 21	Oct 21	Oct 21	Aug 21
Implementation/mobilisation	Sep/Dec 21	Oct/Dec 21	Oct/Dec 21	Aug/Oct 21
Framework start date	01.01.22	01.01.22	01.01.22	01.11.21

Reason for Recommendations

52. To commence the process to enable the Council to appoint contractors to the proposed frameworks to deliver building maintenance works and disabled adaptations works.

Financial Implications

53. The expenditure that would fall under the proposed frameworks is significant. The specification and respective assessment between price and quality should ensure that the outcomes required are met having regard to affordability in order to ensure value for money from limited resources available for works as well as service and quality. Pressures on these budgets are currently being experienced as a result of increasing demand and prices and the proposed weightings for cost proposed are lower than that of quality.
54. Any works proposed as part of these procurements should be clearly linked to asset management plans and be based on systems in place which accurately record the condition of assets. Any works on Council properties should be in accordance with the responsibilities of Council as landlord and accurately recorded at inception between revenue and capital expenditure.

55. Any procurement should have regard to terms and conditions of any external grants that support expenditure; for example the annual Major Repairs Allowance grant from Welsh Government which demonstrate a requirement for value for money.
56. Systems should be set in place by the Directorate to monitor both costs and volumes of work, with benchmarking undertaken and reporting on performance undertaken periodically as part of service delivery and contract monitoring.

Legal Implications

57. The report recommends approving the commissioning strategy and proposed procurement models and arrangements to put in place four new frameworks for Domestic Housing Repairs & Maintenance and Disabled Adaptations. Legal advice should be sought to ensure that each of the procurement exercises is designed in a way which complies with the Public Contracts Regulations 2015. Detailed legal advice should also be obtained with regard to: i) the drafting of the procurement documentation (including the terms of the framework agreements and the processes for awarding work under them); and ii) the procurement process, including the evaluation and award criteria.

Consultation and Equality Impact Assessment

58. A supplier forum was held in January 2021 to provide the market with an understanding of the desired outcomes, potential solutions, tender process and timescales.
59. An equality impact assessment of the proposals has been carried out and can be found at Appendix 2.

HR Implications

60. There are no HR implications for this report as it does not affect the employees which the Council directly employs to carry out repairs and maintenance to domestic properties.

Property Implications

61. There are no property implications for this report.

RECOMMENDATIONS

Cabinet is recommend to

1. Approve the commissioning strategy and proposed procurement models and arrangements for Domestic Housing Repairs & Maintenance and Disabled Adaptations.
2. Delegate authority to the Director, Adults, Housing and Communities, in consultation with the Cabinet Member for Housing and Communities and

the Corporate Director, Resources and County Solicitor, to deal with all aspects of the procurement relating to Building Maintenance and Disabled Adaptations, including further development and setting of the contract evaluation criteria and the award of contracts.

SENIOR RESPONSIBLE OFFICER	JANE THOMAS Director of Adults, Housing & Communities
	19 February 2021

The following appendices are attached:

Appendix 1 Lessons learnt action plan

Appendix 2 Equality impact assessment

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APPENDIX 1 - LESSONS LEARNT ACTION PLAN

Issue	Action
<p>In-Scope works covering multiple work-streams stopped Contractors giving the expected focus on each type of work.</p>	<p>It is proposed to have separate bespoke arrangements for the following workstreams:</p> <ul style="list-style-type: none"> • Responsive Repairs • Vacant Repairs • Planned Works • Disabled Adaptations (Various)
<p>Withdrawal of Contractors from Frameworks due to inability to deliver works for the contracted rates despite a checking exercise for VfM / Abnormally low rates. This prevented the benefits of multiple contractors for continuity of supply, and left the Frameworks over reliant on a smaller number of contractors.</p>	<p>The following are proposed in order to prevent this happening again:</p> <ul style="list-style-type: none"> • Clause to be included in Contract Notice and all tender documentation to allow a replacement contractor to be appointed should an appointed contractor withdraw. However, this would be time-limited within a reasonable period. • Contractors must confirm at PQQ stage if they have previously withdrawn from contracts due to their inability to deliver for the contracted rates. We will be able to disqualify them at this stage unless they can demonstrate that they have taken suitable action to prevent this from happening again. • Introduction of clauses in the new frameworks with penalties for contractors withdrawing due to their inability to deliver at contracted rates. • Introduction of two-part cost evaluations: <ul style="list-style-type: none"> ○ Schedule of Rates (SORs) ○ Typical Jobs Schedule <p>Bidders will be required to submit their tendered rates against the SORs and then apply those rates to the Typical Job Schedules. This will help the bidder to identify any errors in their tendered rates as it puts the</p>

	<p>focus on the total cost of a typical job.</p> <ul style="list-style-type: none"> • Introduction of guide rates which will be based on current / market rates.
Problems with interpretation of Schedule of Rates (SORs)	Engagement of an independent consultant to review the SORs for consistency between short and long descriptions for inconsistencies and longevity, review the units of measure to ensure that they are in line with NMR2 (national industry recognised units of measure), and a review of the guide rates to ensure that they are realistic.
Specialist Works are better delivered by Specialist Contractors	It is proposed that separate arrangements will be procured for specialist and major works. Recent experience has proved that this also delivers better value for money.
<p>The same model is not the best option for service delivery of each of the following categories of work</p> <ul style="list-style-type: none"> • Responsive Repairs • Vacant Repairs • Planned Works • Disabled Adaptations (Various) 	<p>Each category of work has been considered separately and the best model for each identified. For example, due to the nature of responsive repairs, it is much easier to manage this by contractors being appointed to deliver works in a particular district of the city rather than trying to manage allocation of works cross city.</p> <p>Also the proposed quality weighting for each Framework reflects the nature of the work. For example, for Disabled Adaptations the quality weighting is higher than for other work categories. Consideration for each category independently gives more flexibility.</p>

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Appendix 2

<p>Policy/Strategy/Project/Procedure/Service/Function Title: Recommissioning of Domestic Building Maintenance / Disabled Adaptations Services:</p> <ul style="list-style-type: none"> • Framework for Responsive Repairs • Framework for Vacant Repairs • Framework for Planned Works • Framework for Disabled Adaptations
<p>New/Existing/Updating/Amending:</p>

<p>Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?</p>	
<p>Name: Colin Blackmore</p>	<p>Job Title: Operational Manager, Building Improvement & Safety</p>
<p>Bev Davies</p>	<p>Project Manager, Building Improvement Unit</p>
<p>Service Team:</p>	<p>Service Area: Housing & Communities</p>
<p>Assessment Date: 15th January 2021</p>	

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

<p>The desired outcomes for the Domestic Building Maintenance and Disabled Adaptations Frameworks are:</p> <p>To ensure that the key objectives of the recommissioning are achieved. The following desired outcomes have been identified:</p> <ul style="list-style-type: none"> ✓ To deliver a high quality service that focuses on the customer. ✓ To deliver a Building Maintenance Service that works alongside the in-house workforce to improve and maintain flexibility of provision and provide 24/7/365 services. ✓ To deliver value for money. ✓ To reduce costs for the Council and suppliers alike, through electronic ordering, confirmation and payment processes. ✓ To maintain the improvement in the quality of management and performance information. ✓ To improve our demand management for Building Maintenance Services. ✓ To take a partnership working approach to delivering and improving services. ✓ To support the Council's Sustainable Development Agenda by maximising tender opportunities to local providers, as well as opportunities to provide training and skill development to the local workforce. ✓ To support the Council's commitment to Social Responsibility. <p>The aim is to improve housing outcomes for all citizens, recognising and responding to the diversity of housing needs of people in Cardiff, with a particular focus on the most vulnerable.</p>
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2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The current Domestic Building Maintenance Framework has been in place since 1st January 2018 and is due to end 31st December 2021.

The current Domestic Building Maintenance Framework consists of 3 lots, covering the following categories of domestic maintenance for an area of the city:

- Responsive Repairs
- Vacant Repairs
- Planned Works

The annual value of the Framework is circa £9.5 million.

The works are awarded via direct award to the contractor appointed to the Lot in which the maintenance works are required.

In the framework procurement process there was a restriction that bidders could only be appointed to a single lot within the framework.

The framework covers all maintenance, repair and improvements to approximately 13500 Council owned dwellings which includes 730 blocks of flats which are occupied by a diverse customer base.

The current Disabled Adaptations Framework consists of 3 lots, covering the following categories of disabled adaptation works:

- General Building
- Stair-lifts & Vertical lifts
- Preventative Services

The annual value of the Framework is circa £5.7m

In the framework procurement process there was a restriction that bidders could only be appointed to a single lot within the framework.

ISSUES

The current arrangements have delivered improvements on the previous arrangements. In particular improved customer care and a significantly improved performance mechanism for managing and addressing poor performance.

The improved performance monitoring highlighted early on that one of the Contractors on the Building Maintenance Framework was underperforming; and ultimately allowed the claiming of “Performance Deductions” as a consequence. It also provided robust evidence to allow the removal of the underperforming Contractor from the

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Framework.

Another success was that the Building Maintenance Framework allowed for the development and growth of the “smallest” Contractor who was appointed to the Building Maintenance Framework. Through partnership working and flexibility, they were able to “gear-up” to increased capacity to help fill the gap of the lost Contractors.

However, whilst current arrangements are a significant improvement on previous arrangements; it is evident that further improvements can be made.

Lessons Learnt

In preparation for the recommissioning of services, workshops were held with Council managers and technical staff, and with current contractors. The concerns identified were collated as “lessons learnt”. The key issues are listed below, along with the suggested amendments identified to resolve the problems and prevent them recurring in in any new contractual arrangements:

- **In-Scope works covering multiple work-streams stopped Contractors giving the expected focus on each type of work.**

It is proposed to have separate bespoke arrangements for the following workstreams:

- ✓ Responsive Repairs
- ✓ Vacant Repairs
- ✓ Planned Works
- ✓ Disabled Adaptations (Various)

- **Withdrawal of Contractors from Frameworks due to inability to deliver works for the contracted rates despite a checking exercise for VfM / Abnormally low rates. This prevented the benefits of multiple contractors for continuity of supply, and left the Frameworks over reliant on a smaller number of contractors.**

The following are proposed in order to prevent this happening again:

- ✓ Clause to be included in Contract Notice and all tender documentation to allow a replacement contractor to be appointed should an appointed contractor withdraw.
- ✓ Contractors must confirm at PQQ stage if they have previously withdrawn from contracts due to their inability to deliver for the contracted rates. We will be able to disqualify them at this stage unless they can demonstrate that they have taken suitable action to prevent this from happening again.
- ✓ Introduction of clauses in the new frameworks with penalties for contractors withdrawing due to their inability to deliver at contracted rates.
- ✓ Introduction of two-part cost evaluations:
 - Schedule of Rates (SORs)
 - Typical Jobs Schedule

Bidders will be required to submit their tendered rates against the SORs and then apply those rates to the Typical Job Schedules. This will help the bidder to

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identify any errors in their tendered rates as it puts the focus on the total cost of a typical job.

✓ Introduction of guide rates which will be based on current / market rates.

- **Problems with interpretation of Schedule of Rates (SORs)**

It is proposed to engage an independent consultant to review the SORs for consistency between short and long descriptions for inconsistencies and longevity, review the units of measure to ensure that they are in line with NMM2, and a review of the guide rates to ensure that they are realistic.

- **Specialist Works are better delivered by Specialist Contractors**

It is proposed that separate arrangements will be procured for specialist and major works. Recent experience has proved that this also delivers better value for money.

- **The same model is not the best option for service delivery of each of the following categories of work**

- ✓ **Responsive Repairs**
- ✓ **Vacant Repairs**
- ✓ **Planned Works**
- ✓ **Disabled Adaptations (Various)**

Each category of work has been considered separately and the best model for each identified. For example, due to the nature of responsive repairs, it is much easier to manage this by contractors being appointed to deliver works in a particular district of the city rather than trying to manage allocation of works cross city.

Also the proposed quality weighting for each Framework reflects the nature of the work. For example, for Disabled Adaptations the quality weighting is higher than for other work categories. Consideration for each category independently gives more flexibility.

Social Housing accounts for approximately 17% of housing stock in the city accounting for almost 24,000 properties, of which approximately 13500 are Council owned (including 730 block of flats).

“Equal opportunities monitoring information” is requested from all applicants for rehousing with the aim of gathering information regarding the protected characteristics set out in the Equality Act 2010.

Cardiff has a diverse, growing and aging population.

The re-commissioning of phase 1 (domestic including disabled adaptations) will aim to consider and address the issues with the current arrangement and to recognise and address the protected characteristics set out in the Equality Act 2010.

Age - Welsh Government population projections predict an overall increase in

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population of 32.7% by 2036, with the most significant growth being in the older age group. The implications of an aging population include increased demand for older people's accommodation.

Population projections for Cardiff show a 67.6% growth in the 65+ age group over the term 2011 – 2036

The following statistics apply to existing tenants:

Age	Number	%
Under 18	5	0.04
18 to 24	414	3.09
25 to 34	1989	14.87
35 to 49	3883	29.02
50 to 59	2698	20.17
60 and above	4390	32.81

Disability - The 2011 Census indicates that 18% of the Cardiff population have long term limiting illness. This general level of disability is supported by the later Local Housing Market Assessment 2015 Household Survey which indicates that 22% of households in Cardiff contain somebody with a disability / limiting long term illness (approximately 31,976 households affected).

A recording issue has taken place with current tenant data. However waiting list information indicates that 3123 applicants have a medical need (40% of applicants). Of these 50 have an urgent need for rehousing as a result of their medical condition, 1112 have a high need and 1961 a medium need.

All clients of the Disabled Facilities Service have a disability.

Gender Re-assignment - Housing applicants are asked to provide information regarding their gender, with an option to select male-to-female or female-to-male gender re-assignment. No current applicants have indicated that they have undergone gender re-assignment.

Sex - Of the 1631 lets of Council and RSL stock in 2019/20, 60.33% were made to female applicants and 39.67% to male applicants.

The following statistics apply to current tenants:

Sex	Number	%
Female	8654	64.5
F-T-M	1	0.01
Male	4671	34.81
Prefer not to say	91	0.68

Sexual Orientation

The following statistics apply to current tenants:

Sex	Number	%
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Bisexual	24	0.87
Gay Man	25	0.91
Gay Woman / Lesbian	18	0.66
Heterosexual / Straight	2400	87.50
Not Stated	209	7.62
Other	20	0.73
Prefer not to say	47	1.71

Race / Ethnic Origin - Census data from 2011 shows that approximately 15% of Cardiff “usual residents” were from a BME background. The Local Housing Market Assessment Household Survey undertaken in 2015 supports this general level suggesting that 13% of households in Cardiff are of a BME background.

The following statistics apply to current tenants:

Ethnic Origin	Number	%
Arab	139	1.44
Asian British	41	0.43
Bangladeshi	68	0.71
Black African	420	4.36
Black British	115	1.19
Black Caribbean	68	0.71
Chinese	51	0.53
Chinese British	1	0.01
Czech	6	0.06
Gypsy / Irish Traveller	2	0.02
Indian	19	0.20
Japanese	2	0.02
Mixed - other	69	0.72
Mixed – White & Asian	39	0.40
Mixed – White & Black African	70	0.73
Mixed – White & Black Caribbean	144	1.49
Mixed – White & Chinese	1	0.01
Not Stated	152	1.58
Other	79	0.82
Other Asian	72	0.75
Other Black background	44	0.46
Pakistani	71	0.74
Polish	5	0.05
Prefer not to say	3	0.03
Refused to answer	2	0.02
Somali	212	2.20
Sri-Lankan	15	0.16
Welsh	388	4.03
White - Other	185	1.92
White British (Inc W, E, S, N)	6856	71.13

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White European	182	1.89
White Irish	67	0.70
Yemeni	51	0.53

Religion

The following statistics apply to current tenants:

Religion	Number	%
Buddhist	18	0.63
Christian	1097	38.24
Hindu	2	0.07
Jewish	3	0.10
Muslim	306	10.67
None	1199	41.79
Not stated	123	4.29
Other	88	3.07
Prefer not to say	32	1.12
Sikh	1	0.03

Marital Status

The following statistics apply to current tenants:

Marital Status	Number	%
Divorced	735	9.42
Living Together	430	5.51
Married	1395	17.89
Not Stated	45	0.58
Other	29	0.37
Polygamous Marriage	25	0.32
Separated	413	5.30
Prefer not to say	8	0.10
Registered Civil Partners	7	0.09
Single	4478	57.42
Widowed	234	3.00

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	X		
18 - 65 years	X		
Over 65 years	X		

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The re-commissioned frameworks are expected to have a positive impact for people of all age groups. It is anticipated that evaluation criteria will give a high priority to quality of delivery.

It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work
- Number of complaints and how quickly they are addressed.

Population projections for Cardiff show a 67.6% growth in the 65+ age group over the term 2011 – 2036

The following characteristic statistics apply to existing tenants:

Age	Number	%
Under 18	5	0.04
18 to 24	414	3.09
25 to 34	1989	14.87
35 to 49	3883	29.02
50 to 59	2698	20.17
60 and above	4390	32.81

Council sheltered schemes for older people are to undergo refurbishment to ensure they are fit for purpose and offer sustainable, independent living.

Part of the Disabled Adaptations Framework is for Preventative Measures which enables older people to live independently in their homes for longer.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

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3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	X		
Physical Impairment	X		
Visual Impairment	X		
Learning Disability	X		
Long-Standing Illness or Health Condition	X		
Mental Health	X		
Substance Misuse	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The re-commissioned frameworks are expected to have a positive impact for this group of people. It is anticipated that evaluation criteria will give a high priority to quality of delivery.

It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work
- Number of complaints and how quickly they are addressed.

The Local Housing Market Assessment 2015 Household Survey indicates that 22% of households in Cardiff contain somebody with a disability / limiting long term illness, with approximately 31,976 households being affected. This survey indicates that the highest levels of disability are found in the owner occupied sector, followed by Council rented sector. Many of these household may need adaptations and such works could be delivered via the re-commissioned Disabled Adaptations framework.

A recording issue has taken place with current tenant data. However waiting list information indicates that 3123 applicants have a medical need (40% of applicants). Of these 50 have an urgent need for rehousing as a result of their medical condition, 1112 have a high need and 1961 a medium need.

However, data on lettings shows that 12.75% of lets are made to disabled applicants.

All clients of the Disabled Facilities Service have a disability.

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What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No current applicants have indicated that they had undergone gender re-assignment; therefore it is difficult to assess any specific needs or differential impacts relating to this group.

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No negative differential impacts identified.

The following characteristic statistics apply to current tenants:

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Marital Status	Number	%
Divorced	735	9.42
Living Together	430	5.51
Married	1395	17.89
Not Stated	45	0.58
Other	29	0.37
Polygamous Marriage	25	0.32
Separated	413	5.30
Prefer not to say	8	0.10
Registered Civil Partners	7	0.09
Single	4478	57.42
Widowed	234	3.00

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White	X		
Mixed / Multiple Ethnic Groups	X		
Asian / Asian British	X		
Black / African / Caribbean / Black British	X		
Other Ethnic Groups	X		

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following characteristic statistics apply to current tenants:

Ethnic Origin	Number	%
Arab	139	1.44
Asian British	41	0.43
Bangladeshi	68	0.71
Black African	420	4.36
Black British	115	1.19
Black Caribbean	68	0.71
Chinese	51	0.53
Chinese British	1	0.01
Czech	6	0.06
Gypsy / Irish Traveller	2	0.02
Indian	19	0.20
Japanese	2	0.02
Mixed - other	69	0.72
Mixed – White & Asian	39	0.40
Mixed – White & Black African	70	0.73
Mixed – White & Black Caribbean	144	1.49
Mixed – White & Chinese	1	0.01
Not Stated	152	1.58
Other	79	0.82
Other Asian	72	0.75
Other Black background	44	0.46
Pakistani	71	0.74
Polish	5	0.05
Prefer not to say	3	0.03
Refused to answer	2	0.02
Somali	212	2.20
Sri-Lankan	15	0.16
Welsh	388	4.03
White - Other	185	1.92
White British (Inc W, E, S, N)	6856	71.13
White European	182	1.89
White Irish	67	0.70
Yemeni	51	0.53

Language barriers could be an issue and need to be given consideration.

The cultural requirements of residents will continue to be considered. It is proposed that the detailed specification will give significant emphasis to customer care and that

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this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work
- Number of complaints and how quickly they are addressed.
-

What action(s) can you take to address the differential impact?

Consideration will be given to how the tender documentation can deal language barriers and how contractors would address them.

It will also be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	X		
Christian	X		
Hindu	X		
Humanist	X		
Jewish	X		
Muslim	X		
Sikh	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Operationally we need to be aware of cultural sensitivities e.g. operatives working in properties with unaccompanied Muslim women, or the requirement to remove footwear before entering a property.

The following characteristic statistics apply to current tenants:

Religion	Number	%
Buddhist	18	0.63
Christian	1097	38.24
Hindu	2	0.07
Jewish	3	0.10
Muslim	306	10.67
None	1199	41.79
Not stated	123	4.29

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Other	88	3.07
Prefer not to say	32	1.12
Sikh	1	0.03

The cultural requirements of residents will continue to be considered. It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example:

- Appointments made / kept
- First time fix
- Quality of work
- Number of complaints and how quickly they are addressed.

It is proposed to involve tenants and leaseholders in drawing up this aspect of the specification to ensure that their views and priorities are captured.

What action(s) can you take to address the differential impact?

Operational: Ensure sensitivity to cultural needs
 It will also be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following statistics apply to current tenants:

Sex	Number	%
Female	8654	64.5
F-T-M	1	0.01
Male	4671	34.81
Prefer not to say	91	0.68

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

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3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The following characteristic statistics apply to current tenants:

Sex	Number	%
Bisexual	24	0.87
Gay Man	25	0.91
Gay Woman / Lesbian	18	0.66
Heterosexual / Straight	2400	87.50
Not Stated	209	7.62
Other	20	0.73
Prefer not to say	47	1.71

No negative differential impacts identified.

What action(s) can you take to address the differential impact?

It will be a requirement that Contractor's deliver Equalities Training to relevant employees.

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The re-commissioning of the framework and associated public documents will comply with new Welsh Language standards under the Welsh Language (Wales) Measures 2011.

What action(s) can you take to address the differential impact?

It will be a mandatory requirement that you meet the requirements of the Welsh language measure.

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4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

The Pre-Qualification will be based on the Value Wales document and the standard equalities section will form part of this document. There is a mandatory requirement to meet pass this section, and failure to do so will result in bidders being disqualified from the procurement process at this stage.

In order to “PASS” this section, bidders must:

- Comply with Equalities Legislation
- Have no upheld unlawful discrimination complaints
- Have processes in place to ensure that their subcontractors record on their compliance with Equalities Legislation
- Train all relevant staff appropriately in regard to Equalities

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Disability	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Gender Reassignment	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Marriage & Civil Partnership	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Pregnancy & Maternity	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Race	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Religion/Belief	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Sex	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Sexual Orientation	It will be a requirement that Contractor’s deliver Equalities Training to relevant employees.
Welsh Language	It will be a mandatory requirement that you meet the requirements of the Welsh language measure.
Generic Over-Arching [applicable to all the above groups]	It is proposed that the detailed specification will give significant emphasis to customer care and that this will be supported by performance indicators that monitor issues that are important to clients, for example: <ul style="list-style-type: none"> • Appointments made / kept • Fix first time

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	<ul style="list-style-type: none"> • Quality of work • Number of complaints and how quickly they are addressed.
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6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Bev Davies	Date: 15.01.21
Designation: Project Manager, Building Improvement Unit	
Approved By:	
Designation:	
Service Area:	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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CABINET MEETING: 25 FEBRUARY 2021

HOMELESSNESS – UPDATE ON PROGRESS AND FURTHER PROPOSALS FOR MEETING THE NEEDS OF SINGLE HOMELESS PEOPLE**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)
AGENDA ITEM: 9**

Appendices 1, 2, 3 & 4 are not for publication as they contain exempt information of the description contained in paragraphs 14 and 21) of Schedule 12A of the Local Government Act 1972

Reason for this Report

1. To update on the progress in delivering the future model for homelessness services.
2. To approve the purchase of the YHA hotel to ensure continuity of accommodation and support for single homeless people.

Background

3. In recent years, like all major British cities, Cardiff experienced a dramatic rise in the number of single people presenting as homeless or rough sleeping. Following extensive research into good practice across the world, proposals were developed to meet the wide range of issues presented by single homeless clients. A multi-agency steering group was established to deliver this new vision chaired by the Cabinet Member for Housing and Communities.
4. At the beginning of March 2020 there were 30 rough sleepers in Cardiff, down from 84 rough sleepers the previous year. The key presenting support need for those rough sleeping was substance misuse although the complex nature of the issues faced by these individuals meant that most also had other challenging health needs. In addition to the 30 rough sleepers, there were 140 individuals in emergency accommodation, 98 of whom were sharing sleeping spaces and were required to leave the accommodation during the day. There were also more than 600 individuals were living in hostel and other supported accommodation.
5. Following the Welsh Government announcement on 20th March 2020 that additional funding was available to address homelessness, 182 additional units of supported accommodation were established at a

number of sites, including 2 large hotels. Rough sleeping fell to single figures and even the more chaotic clients were remaining in accommodation. Despite some increase in rough sleeping over the summer overall this progress has been maintained and only 7 individuals were sleeping rough in the city as at 8th January 2021.

6. The new homeless projects have provided an unprecedented opportunity for services to work with clients with substance misuse issues. Health and third sector colleagues started to provide services directly into the hostels including harm reduction and rapid prescribing. Therapeutic and counselling services have also continued throughout the crisis to ensure that clients underlying needs are identified and met. 71 individuals are still in active treatment, a 75% retention rate, a significant achievement for this hard to reach client group.
7. A cabinet report in July 2020 confirmed the commitment to “no going back” and set out a new vision for addressing both single person homelessness which was based on the previous research and the learning from the pandemic. The report also set out a new way forward for family homelessness based on rapid rehousing. A number of planned projects intended to take forward the new model were outlined and the report noted that a bid had been made for Welsh Governments Phase 2 funding to take forward these projects.
8. This report provides an update on the outcome of the funding bids, updates on progress with the projects, and proposes a new project for single homeless people, to provide further capacity and ensure the aim of “no going back” is achieved.

Issues

Grant Funding

9. Cardiff was successful in achieving Welsh Government capital grant funding for a number totalling £12m for homelessness schemes. In year revenue funding was also achieved which allowed the schemes to progress.
10. On 21 December 2020 the Welsh Government announced an additional £40m Housing Support Grant funding for Wales of which Cardiff will receive £5.243m. This funding is intended to assist with the transformation of services in accordance with the Welsh Government’s guidance on homelessness. The vision that Cardiff has set out is very much in line with this guidance. This additional funding will allow the schemes already proposed to be fully realised, allow for the improvement of existing schemes and will also provide additional funding to drive forward the rapid rehousing approach to homelessness.

Update on Single Person Homelessness Projects

Assessment Centre / Triage

11. A key part of the new approach to homelessness is the proper assessment of need. The new Assessment Centre at Hayes Place, Cowbridge Road East will provide 24 hour services, with multi-disciplinary assessment of need for single homeless people and will also provide good quality emergency accommodation for short term use. Where necessary this accommodation will also allow clients to stay longer to allow them to stabilise and for their needs to be fully assessed. Work on the new centre is well underway and is expected to be complete by the end of February 2021.

Further developing the Multi-Disciplinary Team

12. The Assessment Centre will be a co-ordination point for complex needs services including street and hostel outreach. The success of the multi-disciplinary homeless team has already been considerable and the new approach will build on this success. The team now includes:

- Social workers
- Mental health workers & mental health social worker
- Housing support workers (SAIL)
- Advocate
- Primary care nurse
- Substance misuse workers
- Probation Officers
- Rapid prescribing service
- Therapeutic outreach workers & psychological services
- Counsellors
- Peer mentor co-ordinator
- Police Street Safe Officer
- Occupational Therapist

13. Plans to provide psychologist input are well underway and it is anticipated that this will be in place by the end March, a way of delivering psychiatrist input is also being explored. Key support workers are also in the process of being recruited. Once an individual's needs have been assessed the necessary support will follow the client, wherever they are, on the street, in hostel or supported accommodation and will also follow them as they are rehoused into the community.

Rapid Rehousing, Housing First and Intensive Support in the Community

14. The additional Housing Support Grant will facilitate the transition to a rapid rehousing approach, including Housing First and intensive support in the community where appropriate. Support from the multi-disciplinary team will ensure that those moving on have the appropriate level of support from a range of services.

Good Quality Supported Accommodation

15. A new 42 unit supported accommodation facility, Ty Casnewydd, has been established on Newport Road. The accommodation was previously student accommodation and is of a high standard. All rooms are en-suite and there is 24 hour support and security on site. The first clients moved in on 21 September 2020 and early indications are that the project is working well for medium need clients. The opening of this facility allowed the service to stop using one of the hotels, the OYO hotel in Riverside.
16. A pilot supported accommodation project in Countisbury House, Llanrumney offers 16 self-contained units as move-on / halfway house provision for those with medium to low level support needs. The scheme is testing the success of provision outside the city centre and so far is working well. Consideration is currently being given to extending the lease which is due to expire in May 2021.

Specialist Supported Accommodation

17. Following the research and site visits undertaken prior to the pandemic it was possible to identify the key features of good quality specialist supported accommodation for clients with the highest needs. The main factors are that the units must be self-contained, that there is support on site 24/7, that health and other essential services are available to the clients in the facility rather than relying on individuals attending for outpatient appointments elsewhere. It is important that counselling and therapeutic services are available in the facility along with education and work experience opportunities.
18. The cabinet report in July set out that there is a need for 200 additional units of this type of specialist accommodation in Cardiff and put forward proposals for a development at Adams Court in Adamsdown which would supply just over 100 of these units.
19. Adams Court is owned by United Welsh Housing Association but support provision and day to day management will be provided by the Council. A formal agreement has been entered into to take this forward. Capital funding has been secured from the Welsh Government and work has started on the external areas of the site to improve security of the boundaries. The contract for the reconfiguration of the internal space has been awarded and work is due to start shortly. While this work is underway part of the building will be used as a winter hostel to ensure sufficient accommodation is available until the scheme is fully operational.
20. Baileys Court, a block of 49 flats adjacent to Adams Court also forms part of the management agreement with United Welsh. This property will provide more settled long-term accommodation for individuals with a history of repeated homelessness. Security will be provided on site and support will be available via the Adams Court scheme. The current residents have been offered the opportunity to relocate should they wish and these moves are now underway.

Review of Existing Accommodation

21. A new lower needs pathway has been established, delivered by the YMCA. To facilitate this, clients with more complex needs have been moved from the YMCA's hostel at The Walk. This new pathway will provide appropriate clients with low level support to assist them to enter education, training or work and to ensure that they are rehoused quickly into private rented sector accommodation.
22. The ending of some services was also outlined in the July cabinet report. In particular it was noted that some existing second stage projects which offer accommodation in shared community housing without full time support on site have proved less successful in meeting the increasingly high level of client needs. In line with best practice, it is intended to move away from the staircase model, whereby service users move through several projects in their journey towards independence, towards a rapid rehousing approach with appropriate support based on individual need. The shared community housing provision will therefore be phased out over 3 years. Consultation with the providers of these schemes has been completed and the change is on track to commence in April 2021.
23. A review of the services provided at the Huggard Buildings on Dumballs Road is also underway with the aim of refocusing activity in this provision. Further work is required to fully develop these proposals and this is due to commence shortly. Work to review the substance misuse abstinence pathway is also due to commence during 2021.

Temporary Facilities

24. As stated above the OYO hotel is no longer used for homeless purposes, also the Greenfarm shipping containers, which were being used as isolation units, have reverted to family accommodation. It was also intended that Cargo House shipping containers on Bute Street should revert to family accommodation early this year, however due to the ongoing prevalence of the virus these remain essential for isolating homeless people where they cannot remain in a hostel setting. Therefore Cargo House will remain in use as isolation units until June 2021 when a further review will be carried out.

Additional Proposals for Single People - YHA Hotel

25. The homeless hostel developed within the YHA hotel has proved very successful in assisting clients with higher needs. There are currently 89 clients residing in 80 en-suite rooms with 24 hour support and security on site and with health and therapeutic services delivered on a visiting basis. The building is situated on the edge of Butetown at East Tyndall Street, and is sufficiently isolated to prevent undue community impact while also being close to the city centre. The lease on the building has recently been extended to June 2021.
26. Given the success of the project it is proposed that the Council should purchase the building for ongoing use as a hostel. A provisional offer

has been made for the building and this has been accepted by the owners, the Youth Hostel Association. This offer was in line with the opinion of value provided by an independent Valuer which is attached at confidential appendix 1. A set of draft Heads of Terms have been provided by YHA and are attached at confidential appendix 4. These are acceptable to the Council for inclusion in this report. The purchase of the property can be completed subject to relevant searches and legal due diligence being concluded and approval of this report.

27. A review of the viability of the purchase was also carried out, this showed that the capital required for the purchase of the building, including all potential Land Transaction Tax (stamp duty), fees and an allowance for minor changes to the building would be repayable in 36 years.
28. The scheme will be operated by the Council as at present, a permanent staffing structure for this building and the other new homeless projects will be put in place following appropriate consultation.
29. The revenue costs for this project are set out at confidential appendix 2, and these will be met by a combination of Housing Benefit and Housing Support Grant. The scheme represents good value for money per unit when compared with other schemes for higher need clients.
30. The building is flexible enough that, should it be no longer needed for homeless purposes it could be repurposed for permanent housing, subject to planning permission. The car park is also large and could provide an opportunity for further accommodation, again subject to planning permission. There is also the ability to let as an investment or dispose of the asset.
31. As noted above it is estimated that 200 units of good quality accommodation for higher needs clients are required. The YHA together with the Adams Court project will deliver 180 of these units

Update on Family Homelessness Projects

32. The cabinet report in July also set out a new approach to family homelessness based on a rapid rehousing approach. The creation of 3 family homeless centres was a key part of the new proposals. These centres will offer good quality family accommodation with staff on site during the day. The staff will promote rapid move on while also addressing any support needs the family may have. Other services will be provided on site including Early Help services such as Flying Start, health visiting and parenting provision. The Gas Works site would have 24 hour staffing to extend the emergency provision available. An update on each of the projects is set out below:
 - Briardene on North Road, a Cardiff Living Scheme site, first block to be delivered February 2021 (39 units). Meridian Court, an adjacent office block has also been purchased to expand the accommodation available and to allow for communal facilities and services to be provided.

- The Gasworks – a new build site at the former gasworks site in Grangetown (48 units), first block to be completed by June 2021.
 - Harrison Avenue in St Mellons, a United Welsh new build site. (19 units). This project is due to be delivered winter 21.
33. All 3 sites have achieved Welsh Government phase 2 capital funding, subject to terms and conditions, and revenue costs will be met by a combination of Housing Benefit and Housing Support Grant.
34. Cardiff is taking part in the Welsh Government's pilot leasing scheme. 67 properties will be leased for a period of 5 years to provide longer term more stable accommodation for homeless families. This scheme has commenced and a number of landlords are currently going through the process of signing up to the scheme.
35. Further work is needed to fully develop the rapid rehousing model for families, this will require changes to the social housing allocations and lettings and greater use of the private rented sector in both Cardiff and the surrounding area. These proposals will form the subject of a future cabinet report.

Consultation

36. A range of partners were consulted about the planned use of the YHA site as a homeless hostel, including police, probation, housing associations and health colleagues. No major issues were raised, it was noted that since the opening of the YHA as a homeless facility only 17 police occurrences had taken place at the facility, significantly less than at other sites. Several partners asked to be involved in the further development of the scheme and this will be facilitated.

Local Member consultation

37. The local ward member for Butetown was consulted about the purchase. While recognising the need for the provision, concern was expressed about the current hostel provision in the area and the issues that they cause in the community. The closure of one of the existing hostels was proposed, with the YHA to be a replacement.
38. The YHA is a mile distant from the existing hostels in Butetown and is considered to be in a more isolated position and less likely to impact on the local community. It is acknowledged that the current hostels at the top of Bute Street & Dumballs Road do cause issues for the local community and as set out in this report a review of the Huggard buildings is currently being carried out, this will reduce footfall into the area and improve the management of the site. A commitment has been made to involve the local ward member in this development.
39. While it is not possible to consider closing any provision at present due to the very significant pressure on homeless services for single people at present the community impact of the facilities at the top of Bute Street / Dumballs Road will be kept under review.

40. Splott ward Members were also consulted regarding the proposals due to the proximity of the ward boundary, no issues were raised with the proposals.

Reason for Recommendations

41. To update on progress on a range of measures being taken to address homelessness in Cardiff and to set out a further proposal, the purchase of the YHA hotel, to ensure the progress made in addressing homelessness is sustained.

Financial Implications

42. The report provides an update on scheme progress for the various single person and family homelessness measures and includes updated detail of funding applications approved, subject to related grant terms and conditions.
43. An additional indicative amount of Housing Support Grant of £5.243 million has recently been announced for Cardiff, subject to submission of an acceptable Spend Plan and supporting information. In addition, the Phase 2 Capital Allocation has been confirmed as £12.048 million, subject to a formal grant award following the required submission of design plans.
44. This funding will be used for the planned range of homelessness and housing schemes for the Housing Revenue Account and Housing General Fund. It is essential that any costs of activities and other services planned to support the provision of housing accommodation in the way of personal support functions are funded within the Housing General Fund and budgeted for as such in accordance with eligibility criteria. This includes the proposed range of multi-disciplinary and complex need specialist support such as health and therapeutic services.
45. As part of ongoing service delivery, the continued affordability and risks to continuity of receipt of related grant funding should be periodically reviewed in line with the budget setting process.
46. The report also sets out the proposal for the purchase of the YHA hotel. A sum of £6.4 million is currently assumed within the draft HRA Capital Programme 2021/22 for the acquisition of the hotel. The purchase price, as well as associated costs such as Land Transaction Tax are shown in Appendix 3. Any completion of acquisition will need to be subject to approval of the capital programme as part of the updated budget framework in March 2021. The ongoing revenue costs of this single person homelessness scheme are assumed to be met by Housing Support Grant and Housing Benefit receipts.
47. It is essential that the acquisition proposal is fully understood in terms of the VAT status prior to any completion.

48. The report also refers to the Private Rental Sector leasing scheme which is underway with Cardiff Council acting as a pathfinder for the scheme. Up to 67 properties will be leased within the private rented sector, with grants and loans being made available to landlords to bring the properties up to standard.
49. Cardiff Council will administer the grants and loans and will have responsibility for marketing and securing of the properties, placing tenants and management and maintenance of the property during the 5 year lease term. Funding is provided by the Welsh Government for administration and tenancy support, as well as cover for void losses, default on payment and any repairs and damage to the properties.
50. Future developments proposed in this report such as the review of the services provided at the Huggard buildings and Dumballs Road will need to be subject to an option appraisal and development of a detailed business case in order to understand the service and financial implications.

Legal Implications

51. The Council has general power under s.120 of the Local Government Act 1972 to acquire land for any of its functions. The Council's Disposal and Acquisition of Land Procedure Rules requires the decision maker to have regard to advice from a qualified valuer.
52. A local housing authority has duties to the homeless under Part 2 of the Housing (Wales) Act 2014. A local housing authority must carry out a homelessness review for its area, and formulate and adopt a homelessness strategy based on the results of that review. They must carry out an assessment of a person's case, if the person has applied to a local housing authority for accommodation or help in retaining or obtaining accommodation, and it appears to the authority that the person may be homeless or threatened with homelessness.

Equalities Impact Assessment/public duties

53. 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

54. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-

being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.

55. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
56. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them
57. 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>

Welsh Language

58. 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.

Property Implications

59. At the outset of Covid, the Council took a three months Licence to Occupy the YHA, and this was renewed in June for a further six months with a break clause in September. During this time, the Council ascertained the benefits of the building in offering the service in this particular location and discussions have taken place on the acquisition of the freehold interest. A valuation report has been prepared enabling the Council to make an offer for the freehold interest. Relevant due diligence

needs to be undertaken as to the condition of the building prior to acquisition. In order to allow the Council and YHA time to consider this proposal, a further Licence to Occupy was granted in December 2020.

HR Implications

60. Initial consultation has taken place with Trade Unions and affected staff. Further detailed consultation will be undertaken as plans are progressed. Any staffing changes will be carried out in accordance with corporately agreed policies and procedures.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the update on the progress with delivering the new homeless accommodation and support services
2. Agree the purchase of the YHA hotel for use as homeless accommodation.
3. delegate responsibility to the Director Adults, Housing and Communities to take forward all aspects of the purchase of the YHA building.

SENIOR RESPONSIBLE OFFICER	Jane Thomas Director Adults Housing & Communities
	19 February 2021

The following appendices are attached:

- Confidential Appendix 1 – Valuation Report YHA Cardiff Central Hostel
- Confidential Appendix 2 – Revenue costs of the YHA
- Confidential Appendix 3 – Capital Costs and Viability Report
- Confidential Appendix 4 – Heads of Terms

The following Background Papers have been taken into account

- Cabinet Report – Homelessness: The Response to the COVID 19 Crisis and Delivering the Future Service Model 16 July 2020
- Welsh Government – Homelessness Phase 2 Guidance

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**WELSH GOVERNMENT CONSULTATION ON 'LLWYBR
NEWYDD – A NEW WALES TRANSPORT STRATEGY'**

**STRATEGIC PLANNING & TRANSPORT (COUNCILLOR CARO
WILD)**

AGENDA ITEM: 10

Reason for this Report

1. To enable the Council's response to the Welsh Government consultation on 'Llwybr Newydd – A New Wales Transport Strategy' to be approved formally by the Cabinet.

Background

2. The Welsh Government published a draft strategy, entitled 'Llwybr Newydd – A New Wales Transport Strategy' on 17 November 2020, which sets out the Welsh Government policy framework for the future of transport in Wales. The consultation closed on 25 January 2021.
3. The consultation draft of the Wales Transport Strategy outlines the Welsh Government's vision of *"an accessible, sustainable transport system"* in Wales, together with the following 20-year ambitions:

"An accessible, sustainable transport system is one that is good for people and communities, good for the environment, good for the economy and places in Wales, and good for culture and the Welsh language, contributing to each of the seven national well-being goals set out in the Well-being of Future Generations (Wales) Act 2015".
4. Cardiff Council has clearly articulated a transport vision in the ambition of Transport White Paper, together with the goals of One Planet Cardiff. Working with every level of Government will be fundamental to achieving the transformative change to Cardiff's transport system which the Council is committed to achieving. The Council's response to the consultation on the new Wales Transport Strategy has been considered in this context.

Issues

5. Decisions on responses to Welsh Government consultations on strategic policy matters are reserved to the Cabinet under the Council's Constitution. Due to the timing of the consultation and exceptional circumstances as a result of the ongoing Covid-19 pandemic, it was not possible for officers to formulate a draft response in time for it to be considered formally by Cabinet prior to the end of the consultation period.
6. The Council's draft response to the consultation on the new Wales Transport Strategy was submitted to Welsh Government in line with the consultation deadline; however, it was confirmed to Welsh Government officials that this was subject to formal approval by the Cabinet. A briefing on the draft consultation response was also provided to the Cabinet Member for Strategic Planning & Transport. A copy of the draft consultation response is attached as **Appendix A** to this report.
7. The Council's consultation response is largely supportive of the new Wales Transport Strategy; however, there are several issues which are of key interest to the Council:

I: Connectivity between the Cardiff Transport White Paper and the proposed Strategy

8. The Council's response highlights the importance of recognising that Cardiff Council's own 10-year transport vision, set out in the Transport White Paper, not only reflects these priorities but also provides a Wales and UK-wide exemplar of best practice in terms of delivery and development. This is particularly so in terms of the major programmes moving forward in regard to active travel infrastructure, public transport, safer, mass transit systems, and network transformation all proactively encouraging mode shift, delivering the wholesale change required to make Cardiff a truly sustainable, equitable, accessible and prosperous capital city.
9. Whilst the key issues for individual modes identified in the draft strategy broadly reflect those outlined in the Transport White Paper, the response highlights critical areas in which further detail is required:
 - i. The delivery of the wider South Wales Metro and, critically, new lines within Cardiff, will give residents the options they need to change the way they travel in the city. For example, it is notable that although the strategy outlines the need for an integrated transport system, it contains very little with regard to the Metro concept specifically, which is central to Cardiff's transport vision.
 - ii. The response also underlines the need for a financial and policy commitments from Welsh Government to move this agenda forward. This strategic support is fundamental for achieving the scale and pace of change which is required.

II: Investing sustainably – longer term funding arrangements

10. The Council is keen to work with the Welsh Government to identify how our strategy and delivery programmes can be supported with long term funding, enabling it to effectively exemplify and deliver on the ground the vision set out in the new Wales Transport Strategy. As key partners, local authorities should also be given the opportunity to participate, at the earliest opportunity, in the development of the detailed 5-year National Transport Delivery Plan (NTDP). This would ensure that the NTDP provides for the delivery of both national and local priorities.
11. Given the loss of EU funding, it is essential that Welsh Government pursues opportunities through UK Government to leverage funding, for example, through the Shared Prosperity Fund. Support for cities and local communities is vital to prevent long-term impacts and poor economic outcomes from the response to Covid-19 as we would move into a recovery phase. Without this support, it is likely that existing economic, environmental and social challenges and inequalities which hamper progress in our city will become further entrenched and intractable. In view of this, the Council would particularly welcome additional detail which sets out how public transport will be supported as part of the five year priorities within the strategy. The recovery from Covid-19 must be central to this, with a Welsh Government-led review, focusing on the restructuring of the public transport system, critical at this time.

III: Responding to the Covid Crisis and Recovery

12. The current Covid crisis has had a significant impact upon the transport and network systems over the last 12 months and this is likely to continue for the long-term. In particular, public transport has been significantly challenged. At the same time, active travel use and walking have increased. Meanwhile, private car has become for many essential to enable safe access to the essential work environment. In this context, it is critical that the new strategy and Welsh Government policy recognises the need to address these issues, developing a raft of initiatives, policies and funding mechanisms – in addition to the welcome BES initiative – to support public transport and mitigate the wider impacts on accessibility. Arguably, the new transport strategy would be an appropriate location to identify this opportunity and the next steps to support this essential recovery.

IV: Transport governance and delivery

13. A response on the issue of governance was considered as part of the recent report and responses to the Welsh Government consultations on Corporate Joint Committees and Strategic Development Plans Regulations, which were approved by the Cabinet on 17 December 2020. The Council's response to the Wales Transport Strategy

consultation accords with the points raised in the previous Cabinet report and states that:

“It is critical that Local Transport Plans are retained as a key delivery mechanism. Cardiff is fully committed to working with the region to pursue an evidence-led approach to project identification, prioritisation and delivery that supports intra-regional transport movements. It is important however, given the scale of Cardiff and volume of transport movements within the city, that the Capital retains the ability to develop its own local transport plan that is recognised as a key enabler of wider success and to ensure democratic accountability. This must include Cardiff retaining control of some major transport projects within the city and the ability to maintain a strategic partnership and direct conversations with Welsh Government and Transport for Wales. Equally, it is essential that Cardiff maintains control over its local transport network, including the determination of local bus routes”.

14. This will ensure that the local authority retains the ability to deal directly with UK & Welsh Governments and Transport for Wales, or partnerships such as the Western Gateway, in dealing with investment issues in its area as appropriate. This includes working directly on issues identified within the Council’s Transport White Paper, such as specific Metro schemes within Cardiff.
15. The consultation response articulates critical positioning in respect of the potential implications of the Wales Transport Strategy for the Council's strategic transport agenda. For example, in the context of the proposals for regional governance of transport delivery that are set out in the Wales Transport Strategy, it underlines the critical need for the Council to retain autonomy over developing and delivering its own Local Transport Plan as opposed to delivering solely through a Regional Transport Plan.

V: Ensuring Equity and wider benefits of Road User Charging

16. The Council’s Transport White Paper underlined an interest in the principle of road user charging. However, the Council has been keen to highlight the fact that the potential charging mechanism would need to protect social equity of Cardiff residents, as well as deliver a number of wider benefits, including tackling emissions, improving air quality, reducing congestion, whilst supporting key strategic transport initiatives.

Reason for Recommendations

17. To approve the Council’s response to the Welsh Government consultation on ‘Llwybr Newydd – A New Wales Transport Strategy’.

Financial Implications

18. There are no direct financial implications arising from this report. The funding implications that may arise from the implementation of initiatives from the Welsh Government Transport Strategy, as well as the

development of the Council's own Local Transport Plan will need to be considered when detailed proposals are available.

Legal Implications

19. The decision in respect of the recommendation must be made in the context of the Council's public sector duties namely:-

20. Equality duties:

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

21. Well-being:

The Well-Being of Future Generations (Wales) Act 2015 ("the Act") places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published wellbeing 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.

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

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

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory

Guidance issued by the Welsh Ministers, which is accessible using the link below:

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

22. Welsh Language:

The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

All decisions taken by or on behalf of the Council must (a) be within the legal power of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

HR Implications

23. There are no HR implications arising from this report

Property Implications

24. There are no property implications arising from this report

RECOMMENDATION

Cabinet is recommend to approve the response by Cardiff Council to the Welsh Government consultation on 'Llwybr Newydd – A New Wales Transport Strategy', which is attached as Appendix A to this report.

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director Planning, Transport & Environment
	19 February 2021

The following appendix is attached:

Appendix A: Cardiff Council Response to the Welsh Government Consultation on 'Llwybr Newydd – A New Wales Transport Strategy'

The following background papers have been taken into account:

[Llwybr Newydd – A New Wales Transport Strategy Consultation Document](#)

Cardiff Transport White Paper

One Planet Cardiff

Cabinet Report 10 Dec 2020 - WG Consultation on CJC and SDP Regulations

Cabinet Report 19 Nov 2020 - Llanrumney Development Strategy - Next Steps

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Consultation Response Form

Your name: Paul Carter

Organisation (if applicable): Cardiff Council

E-mail / telephone number: P.Carter@cardiff.gov.uk

Your address: Transport Policy, Room 301, County Hall, Cardiff CF10 4UW

Q1: Do you agree with our long-term vision?

Strongly agree Agree Neither agree nor disagree
Disagree Strongly disagree Don't know
No opinion

Please provide your comments:

Overall, Cardiff Council's response is fundamentally supportive of the vision, ambition and priorities which are set out within the Wales Transport Strategy.

However, it is important to recognise that Cardiff Council's own 10 year transport vision, set out in the Transport White Paper, not only reflects these priorities but also provides a Wales and UK-wide exemplar of best practice in terms of delivery and development. This is particularly so in terms of the major programmes moving forward in regard to active travel infrastructure, public transport, safer, mass transit systems, and network transformation all proactively encouraging mode shift, delivering the wholesale change required to make Cardiff a truly sustainable, equitable, accessible and prosperous capital city. A commitment from Welsh Government to policy positions which push this agenda forward would be warmly welcomed, and is regarded as fundamental in achieving the scale and pace of change which is required. For example, it is notable that although the strategy outlines the need for an integrated transport system, it contains very little with regard to the Metro concept specifically, which is central to Cardiff's transport vision.

As such, the Council is keen to work with the Welsh Government to identify how our strategy and delivery programmes can be supported with long term funding, enabling it to effectively exemplify and deliver on the ground the Llwybr Newydd vision. As key partners, local authorities should also be given the opportunity to participate, at the earliest opportunity, in the development of the detailed five-year National Transport Delivery Plan (NTDP). This would ensure that the NTDP provides for the delivery of both national and local priorities. Given the loss of EU funding, it is essential that Welsh Government pursues opportunities through UK Government to leverage funding, for example, through the Shared Prosperity fund.

Support for cities and local communities is vital to prevent long-term impacts and poor economic outcomes from the response to Covid-19 as we move into a recovery phase. Without this support, it is likely that the existing economic and social challenges and inequalities which hamper progress in our city will become further entrenched and intractable. In view of this, the Council would particularly welcome additional detail which sets out how public transport will be supported as part of the five year priorities within the strategy. The recovery from Covid-19 must be central to this, with a Welsh Government led review, focusing on the restructuring of the public transport system, critical at this time.

Q2: Do you agree with our 20-year ambitions?

Strongly agree Agree Neither agree nor disagree
Disagree Strongly disagree Don't know
No opinion

Please provide your comments:

As outlined above, Cardiff Council's response is fundamentally supportive, however, the Council stresses the need for a strong commitment to the policy positions which would ensure the delivery of the ambitions outlined in the strategy.

Q3A: Do you agree with our 5-year priorities?

Strongly agree Agree Neither agree nor disagree
Disagree Strongly disagree Don't know
No opinion

Please provide your comments:

We agree with all five year priorities. However, we would suggest that the wording of priority 3 needs to be reviewed as the *underlined section (below)* referring to walking and cycling is unclear.

Priority 3: safe, accessible, well-maintained and managed transport infrastructure that is also future-proofed to support public transport and electrification especially walking and cycling

Q3B: Do you think that we have the right number of priorities or should these be further refined? If so, do you agree with the following three priorities:

1. We will reduce the need to travel.
2. We will encourage modal shift – when people need to travel we will encourage them to take fewer car journeys and use sustainable forms instead through supply of better services, and stimulating demand for them through behaviour change measures.
3. We will adapt out infrastructure to meet the challenge of climate change, and ensure our transport system is well-maintained, safe and accessible.

Please provide your comments:

The five priorities are appropriate. Having the additional detail (for example, incorporating references to reducing emissions and more local services) is valuable context which will support the development and delivery of the priorities.

The experience of lockdown during the Covid 19 pandemic has forced a significant shift to homeworking. Homeworking can help reduce the need to travel and alleviate network pressures created by peak-time commuting. With more parents of school-aged children homeworking, potentially fewer children will need to be driven to school by car as part of a linked trip to a workplace. This presents opportunities for more children to walk and cycle to school.

Reducing the priority to reduce the need to travel, we think that this needs to be nuanced and that there should be a particular focus upon reducing the need to travel at peak times and increasing the shift to sustainable modes for journeys during both peak and off peak periods. This will ensure that parts of the economy – particularly businesses in urban centres - which are dependent on trade associated with a commuting workforce continue to be supported as the economy recovers from the Covid19 pandemic.

Q4: We have identified high level measures to aid us to capture our overall progress. Are these the right measures?

Yes No

Can you suggest others?

We warmly welcome the proposal to develop a National Travel Survey, which would be a very positive development.

Q5: Do you think we should include specific targets for more people to travel by sustainable transport?

Yes No

Do you have any suggestions for how we should do this?

It is imperative for more people to travel by sustainable transport. However, specific targets would be most appropriately set at a local level on an evidential basis.

Q6: We have identified a set of actions to deliver the draft strategy. Are they the right actions?

Yes No

Are there others that you can suggest?

Investing Sustainably – longer term funding commitments

Providing local authorities with longer term commitments for larger scale schemes is essential for delivering the transformative infrastructure which will be required to achieve the vision of the Strategy. Funding allocations for a single financial year mitigate against the development and delivery of major infrastructure schemes which may run across a number of years e.g. segregated cycleways. This is alluded to under 'Statement of Funds available' but only in relation to Transport for Wales. It is also essential for local authorities. Funding allocations for at least three financial years on major projects would be a significant step forward. As outlined above, additional support is urgently needed in the context of the ongoing Covid-19 recovery and the loss of EU funding.

Delivery and action plans - Transport governance and delivery

It is critical that Local Transport Plans are retained as a key delivery mechanism. Cardiff is fully committed to working with the region to pursue an evidence led approach to project identification, prioritisation and delivery that supports intra-regional transport movements. It is important however, given the scale of Cardiff and volume of transport movements within the city, that the Capital retains the ability to develop its own local transport plan that is recognised as a key enabler of wider success and to ensure democratic accountability. This must include Cardiff retaining control of some major transport projects within the city and the ability to maintain a strategic partnership and direct conversations with Welsh Government and Transport for Wales. Equally, it is essential that Cardiff maintains control over its local transport network, including the determination of local bus routes.

This will ensure that the local authority retains the ability to deal directly with UK and Welsh Government and Transport for Wales, or partnerships such as the Great Western Gateway, in dealing with investment issues in its area as appropriate. This includes working directly on issues identified within the Transport White Paper, such as specific Metro schemes within Cardiff.

Q7: We have set out mini plans for each transport mode and sector. Have we identified the key issues for each of these?

Yes No

Do you have any comments on these?

Active travel – is there wording missing from the vision (see underlined below)?
“For people in Wales, we want walking and cycling to become the preferred way of getting around over shorter distances. By 2030 we want Wales to move from over-reliance on private car use to an active travel nation, improving our health.”

Bus and rail – As outlined above, it is essential that further detail is provided on how public transport will be supported during the recovery from Covid-19, given that impacts on the industry and ongoing uncertainty are likely to continue for a prolonged period. In addition, survey and consultation data demonstrates that integrated ticketing is a key concern for public, for example, 75% of responses to a consultation on Cardiff’s Transport Green Paper supported being able to use the same ticket across the South Wales metro, the bus network and Nextbike.

Rail – whilst it is encouraging that developing the Metro is included as a priority, a commitment to Metro beyond the initial five years is vital, due to the long term nature of the delivery for Metro. The delivery of the wider South Wales Metro and, critically, new lines within Cardiff, will give thousands of people the options they need to change the way they travel in the city.

Q8: We have shown how transport will use the 5 ways of working set out in the Well-being of Future Generations (Wales) Act 2015. Do you agree with this approach?

Yes No

Do you have any comments?

We strongly support the five ways of working. Particular focus is needed to ensure the integration of transport with land use planning, as recognized on p.20, p.61 and across the ‘mini plans’ for transport. Similarly, involving key partners such as local authorities and embedding collaboration on the development and delivery of key projects will be essential in achieving the vision and ambition of the strategy.

Q9: If charges for road use were to be introduced to help meet goals for cleaner air, a safe climate and better health, how can this be done in a way that’s fair to everyone?

Reviewing the role of alternative ways of improving air quality and achieving modal shift, such as charges for road use, is a positive step. Cardiff Council has stated that we are supportive of the principle of road user charging and we are exploring potential charging mechanisms which could help deliver:

1. tackle climate change
2. reduce congestion

- 3. improve air quality
- 4. ring fenced funding to invest in much-needed public transport initiatives

Although no decision has been made at this stage, one option that we believe could work would be a road user charging scheme with a minimal, flat rate charge for vehicles coming into Cardiff, rather than a vehicle/emissions based charge. This would allow for recognition of different forms of journeys and for where any charge would be applicable. For example, differentiating between unsustainable commuter journeys made by private car which could be replaced with sustainable modes, where these alternatives are available, and everyday essential journeys which could not be made by alternative modes.

This could also be supplemented by complementary schemes, such as scrappage schemes, including options for mobility credits to support modal shift.

Question on the Integrated Sustainability Appraisal

We have also published an Integrated Sustainability Appraisal (ISA). The aim of this is to ensure that the Wales transport strategy has considered the impact of transport on the environment, health, equalities, Welsh Language, rural issues, children and young people, economic development as well as wider sustainability issues, within the context of the national well-being goals in the Well-being of Future Generations (Wales) Act 2015.

Q10A: Do you think the Integrated Sustainability Appraisal Report identifies the most important sustainability effects for transport?

Yes No

Q10B: Are there any gaps?

No.

Q10C: Do you have any comments on the findings of the report?

No.

Question A: We are under a duty to consider the effects of our policy decisions on the Welsh language, under the requirements of the Welsh Language (Wales) Measure 2011.

We would like to know your views on the effects that draft strategy would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.

What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?

No comment.

Question B: Please also explain how you believe the draft strategy could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

No comment.

Question C: We have a duty to consider the impact of our policies on people or groups who share protected characteristics.

Do you think this draft strategy will deliver positive benefits for people who share protected characteristics? If so, which are the most important?

Delivering greater inclusion in the design and development of the transport system by creating opportunities for a more diverse range of people/groups to participate in this in meaningful ways. This will help to deliver a more inclusive transport system overall.

Question D: Do you think the draft strategy could have a negative impact on some people or groups who share protected characteristics? If so, what are they and how can we prevent those?

No comment.

Question E: Are there any further comments that you would like to make on Llwybr Newydd: a new Wales transport strategy?

Please enter here:

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

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