



DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

COUNCIL SUMMONS

THURSDAY, 4 MARCH 2021

GWYS Y CYNGOR

DYDD IAU, 4 MAWRTH 2021,

You are summoned to attend a meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held remotely on Thursday, 4 March 2021 at 4.30 pm to transact the business set out in the agenda attached.

Davina Fiore
Director of Governance & Legal Services

County Hall
Cardiff
CF10 4UW

Friday, 26 February 2021

Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship
Integrity | Duty to uphold the law | Accountability and openness

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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
1	Apologies for Absence <i>To receive apologies for absence.</i>	4.30 pm	10 mins
2	Declarations of Interest <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
3	Minutes <i>(Pages 5 - 34)</i> <i>To approve as a correct record the minutes of the meeting held on 28 January 2021.</i>		
4	Petitions <i>To receive petitions from Elected Members to Council.</i>	4.40 pm	10 mins
5	Public Questions <i>To receive previously notified questions from Members of the Public.</i>		
6	Lord Mayor's Announcements <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.50 pm	5 mins
7	Cardiff Council's Corporate Plan 2021 - 2023 <i>(Pages 35 - 198)</i> <i>Cabinet Proposal</i>	4.55 pm	35 mins
Break (5.30 - 5.45)			
8	Budget Proposals 2021-2022 <i>(Pages 199 - 546)</i>	5.45 pm	170 mins

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	<p><i>To receive and approve the Cabinet Budget Proposals for 2021-2022.</i></p> <p><i>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.</i></p> <p><i>Members of the Public will be excluded from the meeting during discussions on this item.</i></p>		
9	Urgent Business	8.35 pm	5 mins
Unopposed Council Business			
10	<p>Committee Membership <i>(Pages 547 - 548)</i></p> <p><i>Report of the Director Governance and Legal Services and Monitoring Officer.</i></p>	8.35 pm	5 mins

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City Council of the City & County of Cardiff
28 January 2021

1

THE COUNTY COUNCIL OF THE CITY & COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 28 January 2021 to transact the business set out in the Council summons dated Friday, 22 January 2021.

Present: County Councillor McKerlich (Lord Mayor)

County Councillors Ahmed, Asghar Ali, Dilwar Ali, Berman, Bowden, Bowen-Thomson, Boyle, Bradbury, Bridgeman, Burke-Davies, Carter, Cowan, Cunnah, De'Ath, Derbyshire, Driscoll, Ebrahim, Elsmore, Ford, Gibson, Goddard, Goodway, Gordon, Henshaw, Gavin Hill-John, Philippa Hill-John, Hinchey, Hopkins, Howells, Hudson, Jacobsen, Jenkins, Jones-Pritchard, K Jones, Owen Jones, Joyce, Kelloway, Lancaster, Lay, Lent, Lister, Mackie, McGarry, Melbourne, Merry, Michael, Molik, Morgan, Naughton, Owen, Parkhill, Jackie Parry, Keith Parry, Patel, Phillips, Dianne Rees, Mia Rees, Robson, Sandrey, Sattar, Simmons, Singh, Stubbs, Taylor, Graham Thomas, Huw Thomas, Lynda Thorne, Walker, Weaver, Wild, Williams, Wong and Wood

127 : APOLOGIES FOR ABSENCE

No apologies were received for this meeting.

128 : DECLARATIONS OF INTEREST

The following declarations of interest were received in accordance with the Members Code of Conduct:

COUNCILLOR	ITEM	REASON
Councillor Lay	13	Personal Interest – Non Executive Director of Cardiff Bus
Councillor Gavin Hill-John	13	Personal Interest – Non Executive Director of Cardiff Bus
Councillor Owen Jones	13	Personal Interest – Non Executive Director of Cardiff Bus
Councillor Sandrey	13	Personal Interest – Non Executive Director of Cardiff Bus
Councillor Dan Naughton	13	Personal Interest – Family Member in receipt of a pension from Cardiff Bus
Councillor Oliver Owen	9	Personal and Prejudice Interest – (Reference to Northern Meadows) employed by NHS Wales Shared Services Partnership who are hosted by Velindre Health Board

129 : MINUTES

The minutes of the meetings held on the 26 November 2020 were approved as a correct record and signed by the Chairperson.

130 : PUBLIC QUESTIONS

No public questions were received.

131 : PETITIONS

The following petition was received by Full Council:

Councillor	No of signatures	Topic
Councillor Gibson	61	Calling on the Council to allow Hywel Dda Primary School to become part of the Safe School Scheme

132 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor referred to Holocaust Memorial Day and the theme chosen by the Holocaust Memorial Day Trust which for 2021 is 'Be the light in the darkness'. He took part in a pre-recorded virtual ceremony on 27th January which was filmed for members of the public to view on the Cardiff Council YouTube channel. A commemorative candle was also lit by the Lord Mayor to remember those who had lost their lives.

The Lord Mayor reported the passing of former Councillors Roger Burley and Jim Regan and offered the Council's condolences to the families.

The Lord Mayor congratulated Councillor Norma Mackie on becoming a grandmother to baby Ivy, born on the 26 January and also wished Councillor Tom Parkhill a very happy birthday.

133 : STANDARDS AND ETHICS ANNUAL REPORT

The Chair of the Standards & Ethics Committee, Professor James Downe presented the Committee's Annual Report for 19-2020. The Chair was pleased to welcome the three new Independent Members and thanked them for their contributions and thanked Council officers for their support and guidance throughout the year.

The report illustrates the Committees continued work to actively promote good standards of conduct as well as responding to alleged and actual occasions of misconduct. The number of complaints remains low and the majority are complaints by Members in respect of other Members.

The Chair reminded Members of the Nolan principles and the importance of respect.

The Lord Mayor invited questions and observations from Members during which the following matters were raised:

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- complaints about Members, in particular when Members are on the end of targeted abuse;
- bringing the Council into disrepute element and the ways in which Members should be conducting themselves in relation to criticism of the authority and decisions made; and
- concerns about the issues faced by women entering into politics

The Chairperson of the Standards & Ethics Committee Professor James Downe responded to the questions and observations.

RESOLVED: Council AGREED to note the report

134 : STATEMENTS

The following statements were received:

1. [Leader's Statement](#) – Councillor Huw Thomas
The Leader responded to questions in relation to:
 - The vaccination programme and numbers of Council staff receiving the vaccine;
 - Cardiff business' affected by the EU tariffs; and
 - Race Equality Task Force – Cross Party Group
2. [Cabinet Member for Strategic Planning & Transport](#) – Councillor Wild
The Leader responded on behalf of Councillor Wild in relation to:
 - Pop up cycle routes near Wellfield Road/Tydraw Road;
 - Express cycle ways in the west of the city;
 - The rail network in the west of the city; and
 - Burns Commission, stations in Cardiff
3. [Cabinet Member, Investment & Development](#) – Councillor Goodway
The Cabinet Member responded to questions in relation to:
 - Discretionary Grants and unallocated monies; and
 - The future of the city centre, impact of the loss of Debenhams and Arcadia Group
4. [Cabinet Member, Culture & Leisure](#) – Councillor Bradbury
The Cabinet Member responded to questions in relation to:
 - Gatherings in Roath Park;
 - Future of Pentwyn Leisure Centre; and
 - Tree planting across the city

5. [Cabinet Member, Finance, Modernisation & Performance](#) – Councillor Weaver
The Cabinet Member responded to questions in relation to:
 - Employability of local firms in the south of Cardiff; and
 - The Cardiff App

6. [Cabinet Member, Housing & Communities](#) – Councillor Thorne
The Cabinet Member responded to questions in relation to:
 - Rhiwbina Library, book offer;
 - Job support;
 - Money Advice section; and
 - Debt assistance

7. [Cabinet Member, Clean Streets, Recycling & Environment](#) – Councillor Michael
The Cabinet Member responded to questions in relation to:
 - Waste collections in Heath ward;
 - Green waste collections;
 - Four day week presentation; and
 - Cleansing

8. [Cabinet Member Children & Families](#) – Councillor Hinchey
The Cabinet Member responded to questions in relation to:
 - Health Inspection Wales, Corporate Parenting Briefing;
 - MASH unit contracts; and
 - Neglect of young persons in the pandemic

9. [Cabinet Member, Social Care, Health & Well-being](#) – Councillor Elsmore
The Cabinet Member responded to questions in relation to:
 - Meals on Wheels service to vulnerable persons; and
 - Support provided by the Pink Army

10. [Deputy Leader & Cabinet Member, Education, Employment & Skills](#) – Councillor Merry
The Cabinet Member responded to the questions in relation to:
 - Distance learning;
 - Mental Health issues;
 - Digital Access delivery;
 - Welsh Medium Apps; and
 - Plans available for the Fitzalan/Cantonian High School sites

135 : MOTION 1

The Lord Mayor advised that the notice of motion proposed by Councillor Iona Gordon and seconded by Councillor Jane Henshaw had been received for consideration and was included on the Summons for the meeting. Two amendments had been received.

The Lord Mayor invited Councillor Gordon to propose the motion as follows:

Let's make Cardiff Greener, Healthier and Wilder!

The aim of this motion is to enhance the Council's One Planet Strategy in terms of combatting climate change and increasing bio-diversity in Cardiff.

Actions would build on the work Cardiff Council already does to preserve its parks and open spaces.

Working in partnership with grassroots community groups, Friends groups and environmental organisations, the Council will enable social and climate justice delivery above and beyond the vital services the Council provides.

The Council's relationships with grass roots community groups are well established and the Parks Service works in partnership with about fifty partner organisations, who over time have, and continue to, influence, policy, strategy and operational matters.

Specifically a strategic partnership with the RSPB is well established and three major projects involving both parties exist, these being;

- Giving Nature a Home in Cardiff project, which commenced in 2016 project, also in partnership with Buglife Cymru and funded through the National Lottery Community Fund, which seeks to engage local communities and children in Cardiff with nature, including supporting the development of pollinator friendly habitats.
- Living Levels Landscape Partnership Project, which commenced in 2018, a National Lottery Heritage Funded Partnership Scheme, which aims to reconnect people with the Gwent Levels Landscape.
- Flat Holm Island - A Walk Through Time project whereby in 2018, the Council was awarded a National Lottery Heritage Fund development grant of £150k towards the first stage of a £1.3million major heritage and conservation project, in partnership with the RSPB and Flat Holm Society.

This Council notes:

1. Our declaration of a Climate Emergency in 2019
2. The response to the Bio-diversity task and finish group of the Council's Environment Scrutiny Committee

3. That the Council is developing an ambitious and major programme that seeks to increase tree canopy across the city from 19% to 25% by 2030. A number of external funding bids, which have the potential to attract significant investment, are under consideration by funding bodies. The scope and scale of the plans that we have in place will be greater than any other Core City.
4. The impressive sustainability proposals around energy, housing and transport that the Council has developed.
5. The pressures on a fast-growing city to provide land for uses such as; housing, education, and jobs.
6. That the council has agreed to consult on replacing our Local Development Plan, which would give an opportunity to strengthen environmental protections.
7. And commends the excellent job done by residents, volunteers, and stakeholder groups to plant trees and enhance local nature and bio-diversity. The staff across the Parks Service and Neighbourhood Services facilitate and support the work of the voluntary efforts and this has to be resourced / managed.

Therefore this council proposes:

1. To publish a plan for the mass planting of trees in the city. So that local groups, Cardiff schools and schoolchildren have opportunities to plant within the public realm.
2. To establish a new Public Tree Nursery at Forest Farm. The Council benefits from a team of qualified and experienced Arboricultural Officers and Arborists who will provide advice and guidance to residents and community groups. The nursery will focus on propagating stock of local provenance.
3. To Identify land that can be used with local communities for community gardens, pocket parks, growing spaces, and meeting places and work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city.
4. To protect and enhance nature and public access for walking and cycling, along our riverbanks and around the edge of Cardiff Bay.
5. To support the National Park City movement in Cardiff ensuring the full-weight of the council's resources supports this people-led movement.
6. We ask that these proposals are considered by Cabinet.

The motion was seconded by Councillor Jane Henshaw

Amendment 1

The Lord Mayor invited Councillor Parkhill to propose the first amendment as follows:

Amend therefore this council proposes

“6. We ask that these proposals are considered by Cabinet” to –

“6. We ask that where there is a financial impact to the Council, Cabinet considers the proposal within three months and where there is no financial impact, the proposals are implemented by the Cabinet without delay.”

The substantive motion, as amended, would read:

Let’s make Cardiff Greener, Healthier and Wilder!

The aim of this motion is to enhance the Council’s One Planet Strategy in terms of combatting climate change and increasing bio-diversity in Cardiff.

Actions would build on the work Cardiff Council already does to preserve its parks and open spaces.

Working in partnership with grassroots community groups, Friends groups and environmental organisations, the Council will enable social and climate justice delivery above and beyond the vital services the Council provides.

The Council’s relationships with grass roots community groups are well established and the Parks Service works in partnership with about fifty partner organisations, who over time have, and continue to, influence, policy, strategy and operational matters.

Specifically a strategic partnership with the RSPB is well established and three major projects involving both parties exist, these being;

- Giving Nature a Home in Cardiff project, which commenced in 2016 project, also in partnership with Buglife Cymru and funded through the National Lottery Community Fund, which seeks to engage local communities and children in Cardiff with nature, including supporting the development of pollinator friendly habitats.
- Living Levels Landscape Partnership Project, which commenced in 2018, a National Lottery Heritage Funded Partnership Scheme, which aims to reconnect people with the Gwent Levels Landscape.
- Flat Holm Island - A Walk Through Time project whereby in 2018, the Council was awarded a National Lottery Heritage Fund development grant of £150k towards the first stage of a £1.3million major heritage and conservation project, in partnership with the RSPB and Flat Holm Society.

This Council notes:

1. Our declaration of a Climate Emergency in 2019
2. The response to the Bio-diversity task and finish group of the Council's Environment Scrutiny Committee
3. That the Council is developing an ambitious and major programme that seeks to increase tree canopy across the city from 19% to 25% by 2030. A number of external funding bids, which have the potential to attract significant investment, are under consideration by funding bodies. The scope and scale of the plans that we have in place will be greater than any other Core City.
4. The impressive sustainability proposals around energy, housing and transport that the Council has developed.
5. The pressures on a fast-growing city to provide land for uses such as; housing, education, and jobs.
6. That the council has agreed to consult on replacing our Local Development Plan, which would give an opportunity to strengthen environmental protections.
7. And commends the excellent job done by residents, volunteers, and stakeholder groups to plant trees and enhance local nature and bio-diversity. The staff across the Parks Service and Neighbourhood Services facilitate and support the work of the voluntary efforts and this has to be resourced / managed.

Therefore this council proposes:

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2. To establish a new Public Tree Nursery at Forest Farm. The Council benefits from a team of qualified and experienced Arboricultural Officers and Arborists who will provide advice and guidance to residents and community groups. The nursery will focus on propagating stock of local provenance.
3. To Identify land that can be used with local communities for community gardens, pocket parks, growing spaces, and meeting places and work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city.
4. To protect and enhance nature and public access for walking and cycling, along our riverbanks and around the edge of Cardiff Bay.
5. To support the National Park City movement in Cardiff ensuring the full-weight of the council's resources supports this people-led movement.

6. We ask that where there is a financial impact to the Council, Cabinet considers the proposal within three months and where there is no financial impact, the proposals are implemented by the Cabinet without delay.

The amendment was formally seconded by Councillor Mia Rees.

Amendment 2

The Lord Mayor invited Councillor Berman to propose amendment 2 as follows:

In section headed "Therefore this council proposes:" insert the following additional bullet points prior to existing bullet point 6, and renumber accordingly:

6. In line with the aim of a creating a greener Cardiff, to reject the planned disposal of public open space in an area of the city recognised as deficient in open space to facilitate the development of a museum of military medicine.
7. In addition to planting new trees, to also develop a plan for greater retention of existing tree cover in the city – including by establishing criteria which would give greater protection against the disposal for development of council owned land with existing woodland or substantial mature tree cover.

The substantive motion, as amended, would read:

Let's make Cardiff Greener, Healthier and Wilder!

The aim of this motion is to enhance the Council's One Planet Strategy in terms of combatting climate change and increasing bio-diversity in Cardiff.

Actions would build on the work Cardiff Council already does to preserve its parks and open spaces.

Working in partnership with grassroots community groups, Friends groups and environmental organisations, the Council will enable social and climate justice delivery above and beyond the vital services the Council provides.

The Council's relationships with grass roots community groups are well established and the Parks Service works in partnership with about fifty partner organisations, who over time have, and continue to, influence, policy, strategy and operational matters.

Specifically a strategic partnership with the RSPB is well established and three major projects involving both parties exist, these being;

- Giving Nature a Home in Cardiff project, which commenced in 2016 project, also in partnership with Buglife Cymru and funded through the National Lottery Community Fund, which seeks to engage local communities and children in Cardiff with nature, including supporting the development of pollinator friendly habitats.

- Living Levels Landscape Partnership Project, which commenced in 2018, a National Lottery Heritage Funded Partnership Scheme, which aims to reconnect people with the Gwent Levels Landscape.
- Flat Holm Island - A Walk Through Time project whereby in 2018, the Council was awarded a National Lottery Heritage Fund development grant of £150k towards the first stage of a £1.3million major heritage and conservation project, in partnership with the RSPB and Flat Holm Society.

This Council notes:

1. Our declaration of a Climate Emergency in 2019
2. The response to the Bio-diversity task and finish group of the Council's Environment Scrutiny Committee
3. That the Council is developing an ambitious and major programme that seeks to increase tree canopy across the city from 19% to 25% by 2030. A number of external funding bids, which have the potential to attract significant investment, are under consideration by funding bodies. The scope and scale of the plans that we have in place will be greater than any other Core City.
4. The impressive sustainability proposals around energy, housing and transport that the Council has developed.
5. The pressures on a fast-growing city to provide land for uses such as; housing, education, and jobs.
6. That the council has agreed to consult on replacing our Local Development Plan, which would give an opportunity to strengthen environmental protections.
7. And commends the excellent job done by residents, volunteers, and stakeholder groups to plant trees and enhance local nature and bio-diversity. The staff across the Parks Service and Neighbourhood Services facilitate and support the work of the voluntary efforts and this has to be resourced / managed.

Therefore this council proposes:

1. To publish a plan for the mass planting of trees in the city. So that local groups, Cardiff schools and schoolchildren have opportunities to plant within the public realm.
2. To establish a new Public Tree Nursery at Forest Farm. The Council benefits from a team of qualified and experienced Arboricultural Officers and Arborists who will provide advice and guidance to residents and community groups. The nursery will focus on propagating stock of local provenance.
3. To Identify land that can be used with local communities for community gardens, pocket parks, growing spaces, and meeting places and work with these groups to foster healthy lifestyles and increase local bio-diversity, especially in more urban areas of the city.

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4. To protect and enhance nature and public access for walking and cycling, along our riverbanks and around the edge of Cardiff Bay.
5. To support the National Park City movement in Cardiff ensuring the full-weight of the council's resources supports this people-led movement.
6. In line with the aim of a creating a greener Cardiff, to reject the planned disposal of public open space in an area of the city recognised as deficient in open space to facilitate the development of a museum of military medicine.
7. In addition to planting new trees, to also develop a plan for greater retention of existing tree cover in the city – including by establishing criteria which would give greater protection against the disposal for development of council owned land with existing woodland or substantial mature tree cover.
8. We ask that these proposals are considered by Cabinet.

The amendment was formally seconded by Councillor Wood.

The Lord Mayor invited debate on the motion and amendments.

The Lord Mayor invited Councillor Gordon to respond to the items raised during the debate. Councillor Gordon confirmed that the first amendment was accepted.

The vote on the Amendment proposed by Councillor Berman and seconded by Councillor Wood was LOST

The vote on the Substantive Motion as amended proposed by Councillor Gordon was CARRIED.

136 : MOTION 2

The Lord Mayor advised that the notice of motion proposed by Councillor Sean Driscoll and seconded by Councillor Joel Williams had been received for consideration and was included on the Summons for the meeting. One amendment had been received.

The Lord Mayor invited Councillor Driscoll to propose the motion as follows:

This Council notes:

- 1) There are new, large housing developments in Cardiff either recently constructed, under construction or ready to start.
- 2) Many of these have planning a permission with section 106 planning agreements for a range of amenities, possibly including community facilities such as schools, surgeries, halls, shops other community buildings or transportation enhancements.

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- 3) The planning obligations on these sites often include a trigger point, or an occupancy deadline, for the commencement or completion of the obligation, such as a school.

This Council also notes that there have been instances when community facilities on new Cardiff developments have not been commenced or completed at the agreed trigger point. This impacts on services available to new residents, increases the pressure on existing services offsite and may slow the formation of social links within the new community. It can also have the possibility of restricting the delivery of public services by this council, as well as impacting on the delivery of the LDP and affecting other existing adjoining communities and infrastructure.

This Council calls on:

- 1) Developers to ensure that they comply with conditions and section 106 obligations within planning permissions for large new developments.
- 2) The Cabinet to bring forward a report outlining how the Council's planning enforcement regime will be strengthened regarding the construction of provisions covered by section 106 obligations, especially community facilities, on new developments. This should include how this will be achieved in the context of both the current Local Development Plan and any replacement plan.

The motion was formally seconded by Councillor Williams.

The Lord Mayor invited Councillor Michael to propose the amendment:

This Council notes:

- 1) There are new, large housing developments in Cardiff either recently constructed, under construction or ready to start. *These form part of the city's required Local Development Plan (LDP) to build 40,000 homes in the period 2006-2026. At least 6,500 of these being affordable homes.*
- ~~2) Many of these have planning a permission with section 106 planning agreements for a range of amenities, possibly including community facilities such as schools, surgeries, halls, shops other community buildings or transportation enhancements.~~
- 2) *The Master-planning principle used in the LDP means that all these sites require significant S106 payments from the developers to pay for a range of amenities, possibly including community facilities such as schools, surgeries, halls, shops other community buildings or transportation enhancements. These agreements are legally binding and already over a quarter of a billion pounds of investment has been secured for the current LDP strategic sites.*

- 3) The planning obligations on these sites often include a trigger point, or an occupancy deadline, for the commencement or completion of the obligation, such as a school.

~~This Council also notes that there have been instances when community facilities on new Cardiff developments have not been commenced or completed at the agreed trigger point. This impacts on services available to new residents, increases the pressure on existing services offsite and may slow the formation of social links within the new community. It can also have the possibility of restricting the delivery of public services by this council, as well as impacting on the delivery of the LDP and affecting other existing adjoining communities and infrastructure.~~

This Council notes that some triggers can be straightforward, others can be more complicated, involving separate consenting processes to secure the best facilities in the public interest. It recognises that major infrastructure delivery can be complex and is linked to multiple external factors, and requires a number of bodies and service areas to work together in a focused and flexible way.

This council also notes that developers are bound by legally binding agreements with regard their obligations, and that adding an additional layer of enforcement could be counter-productive as flexibility and collaboration is replaced by a more rigid approach.

This Council calls on:

- 1) ~~Developers to ensure that they~~ *continue to* comply with conditions and section 106 obligations within planning permissions for large new developments.
- 2) ~~The Cabinet to bring forward a report outlining how the Council's planning enforcement regime will be strengthened regarding the construction of provisions covered by section 106 obligations, especially community facilities, on new developments. This should include how this will be achieved in the context of both the current Local Development Plan and any replacement plan.~~
- 2) *The Cabinet to bring forward a report outlining progress regarding the construction of provisions covered by section 106 obligations, especially community facilities, on new developments. This should include how this will be achieved in the context of both the current Local Development Plan and any replacement plan.*

The substantive motion, as amended would read:

This Council notes:

- 1) There are new, large housing developments in Cardiff either recently constructed, under construction or ready to start. These form part of the city's required Local Development Plan (LDP) to build 40,000 homes in the period 2006-2026. At least 6,500 of these being affordable homes.
- 2) The Master-planning principle used in the LDP means that all these sites require significant S106 payments from the developers to pay for a range of amenities,

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possibly including community facilities such as schools, surgeries, halls, shops other community buildings or transportation enhancements. These agreements are legally binding and already over a quarter of a billion pounds of investment has been secured for the current LDP strategic sites.

- 3) The planning obligations on these sites often include a trigger point, or an occupancy deadline, for the commencement or completion of the obligation, such as a school.

This Council notes that some triggers can be straightforward, others can be more complicated, involving separate consenting processes to secure the best facilities in the public interest. It recognises that major infrastructure delivery can be complex and is linked to multiple external factors, and requires a number of bodies and service areas to work together in a focused and flexible way. This council also notes that developers are bound by legally binding agreements with regard their obligations, and that adding an additional layer of enforcement could be counter-productive as flexibility and collaboration is replaced by a more rigid approach.

This Council calls on:

- 1) Developers to continue to comply with conditions and section 106 obligations within planning permissions for large new developments.
- 3) The Cabinet to bring forward a report outlining progress regarding the construction of provisions covered by section 106 obligations, especially community facilities, on new developments. This should include how this will be achieved in the context of both the current Local Development Plan and any replacement plan.

The amendment was formally seconded by Councillor Keith Jones.

The Lord Mayor invited debate on the motion and amendment.

The Lord Mayor invited Councillor Driscoll to respond to the items raised during the debate. Councillor Driscoll confirmed that he did not accept the amendment.

The vote on the amendment proposed by Councillor Michael and seconded by Councillor Keith Jones was CARRIED.

The Lord Mayor invited Councillor Michael to respond on the Substantive Motion.

The vote on the Substantive Motion as proposed by Councillor Michael was CARRIED.

137 : ORAL QUESTIONS

Question - Councillor Dianne Rees

You were one of the two signatories to the helpful letter sent to every household in Cardiff, Len Richards, CEO of Cardiff & Vale University Health Board (CAVUHB) being the other. As such, presumably, you were closely involved in the roll out of the vaccination program agreed by the UK's Independent Joint Vaccination Committee on Vaccination and Immunisation, agreed by all four nations in the UK, which determined a priority list that stated "In the first phase, we will vaccinate according to age and risk of serious illness if someone catches coronavirus". Yet in the update issued by CAVUHB on 15 January, it was clear that, of the 18,532 doses delivered, only 1,472 doses were given to care home residents and over 80's in priority groups 1 and 2. A worrying disparity causing real concern.

What role has Cardiff Council had in the roll out so far and what are you doing to ensure that the most vulnerable of Cardiff's residents receive their vaccinations first in accordance with the agreed priority list?

Reply - Councillor Huw Thomas

Health colleagues are leading on the rollout of the vaccination programme in Cardiff and the Vale of Glamorgan in line with the 'Vaccination Strategy for Wales'. The Council continues to assist Health colleagues in rolling out the vaccines, especially in targeting the most vulnerable groups in the city.

Figures published earlier today show that, as of yesterday, 1,529 Care Home residents and 10,800 people aged 80 and over in Cardiff and the Vale had received their first dose of the vaccines.

By the end of this month, Health colleagues aim to have vaccinated all Care Homes in Cardiff and all those in the top priority groups 1-4 by the middle of February.

Individuals need to wait 28 days following a positive test result before receiving the vaccine and, therefore, there will be some people in Care Homes or those wider groups who will receive their vaccination at a later date.

Supplementary Question - Councillor Dianne Rees

I can see there has been very good progress in the vaccination roll out and I'm very pleased about that, but can you advise who is compiling the vaccination list of health care, social care and care home workers, and is there any danger of others not in priority groups 1-4 are receiving invitations for the vaccination ahead of those in priority groups 1-4.

Reply – Councillor Huw Thomas

I think the Health Board are aware of some examples of that taking place, I understand that is where the telephone number for the booking service has been shared and people who are not eligible for the vaccine at this time are ringing up and using it. If you look on the Health Board website there are very clear warnings around not doing that and I urge all citizens to respect that because all you are doing is depriving people in the priority groups and blocking up the system.

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

Question - Councillor Carter

Did the council undertake an equality impact assessment before deciding to close all public toilets?

Reply - Councillor Michael

Public toilets have been closed by the Council in response to the current lockdown due to the risk they pose in terms of virus transmission and also to encourage people to stay at home.

In taking this decision, we firstly considered the advice of officers within our Health and Safety Team and also from the Communicable Disease Team within Shared Regulatory Services.

An Equality Impact Assessment was not undertaken by officers on the basis that, at Alert Level 4, the very high Covid risk is to everyone, regardless of their characteristics.

Supplementary Question – Councillor Carter

Can I ask that an assessment be undertaken, as while the Covid risk has clearly been considered, the reality is that some of our residents, trying to exercise their basic human rights at the moment, to have short bursts of local exercise are severely hampered by the closure of these toilets. People in my ward of Pentwyn and Llanedeyrn, walking to Roath Park which is allowable once a day at the moment, may be of a certain age, have a certain condition or have children, would find it difficult to make it there and back without the use of a toilet. I do worry about people urinating in bushes and trees and there is no provision for children. Could the Equality Impact Assessment be reconsidered as whilst I understand the Covid risk we do need to take into account the basic needs of our residents as well.

Reply – Councillor Michael

Public Conveniences are small-enclosed spaces with little scope to introduce safe distancing measures. They are also not staffed and, therefore, there is no scope for enforcement of current restrictions.

There is no air conditioning in Public Conveniences and the risk of airborne Covid particles being present in moisture is very high. In the majority of cases, there is also no running hot water and, therefore, the appropriate levels of personal hygiene cannot be achieved.

Accessibility to toilet facilities is a key factor in easing restrictions and restoring public confidence in being able to move around the city, but toilet facilities will only be reopened when it is safe to do so.

Currently, any exercise for example must start and finish from home.

The Council will continue to liaise with Shared Regulatory Services as current restrictions are reviewed in line with declining numbers of Covid-19 cases.

Question - Councillor Ford

How many pupils or students in Cardiff are unable to access online school lessons due to lack of internet or the lack of a device?

Reply - Councillor Merry

Significant progress has been made in the provision of devices and accessibility to the internet since the start of the pandemic.

By February Half Term, the Council will have distributed 17,830 new digital devices and 2,491 new 4G broadband devices to schools for pupils to access.

Demand for devices has increased since the start of the current term due to schools being closed, particularly from those families with more than one child at school.

Earlier this month, a Welsh Government questionnaire was sent to schools, which identified that there were 10,489 pupils across the city without an appropriate device at home. It also identified that schools had, up to that point, loaned out 7,150 devices to pupils.

We know that there are enough devices in the system and the distribution of these devices is still ongoing, with schools targeting the 3,339 or more remaining pupils who do not have access to devices or the internet.

If any child does not yet have access to a suitable ICT device or internet access at home, they should inform their school so that appropriate arrangements can be made to assist them.

Question - Councillor Burke-Davies

Can the Cabinet Member give an update as to the Taff Trail improvements through Hailey Park in Llandaff North and more generally through the city?

Reply - Councillor Huw Thomas

The Hailey Park improvement scheme is expected to be on site in the Summer. The scheme will take 3 months to build and will be ready for opening in the Autumn.

Can I thank Cllr Burke-Davies for ensuring good quality engagement with her local residents on the recent proposals? From the consultation, we were able to make several improvements and satisfy most of the concerns raised by local people.

All other Cycleways in the city are progressing at speed.

Work is underway in Central Square, Sophia Gardens and on the Wellington Street–City Centre–Newport Road Cross-City trial Pop-Up Cycleway.

Sophia Gardens (Cycleway 4) is due for completion shortly and the Cross-City trial Pop-Up Cycleway will be completed by the end of Spring.

Works on two further trial Pop-Up Cycleways are due on site within the next two months.

Works on City Centre East Phase 1, Cathays Terrace–UHW (Cycleway 1) and the Castle Street Permanent Scheme are also due on site later this year in the summer and autumn.

Question - Councillor Owen

Following the wide scale inconsistency and delays to waste collections, with the collection of some waste streams recently delayed by up to seven days, will the Cabinet Member rethink the planned four day a week waste and recycling collections?

Reply - Councillor Michael

The four-day collection model has not yet been implemented and has no relation to the issues faced over Christmas. Those Members that attended the recent briefing provided for Members will understand that the introduction of the 4-day week will, in fact, provide a more efficient and effective service.

I would like to remind Members that we remain at the peak of the Covid-19 pandemic. It continues to present ongoing challenges for all frontline services and I would ask Members to continue to give our staff the support that they deserve in continuing to deliver the service with only minimal disruption in very challenging circumstances.

As I set out in my Statement, the Waste and Recycling collection service has been impacted by Covid-19, as well as the additional waste and recycling tonnages presented for collection over the Christmas period. This has been the case for local authorities across the UK.

The service area has continued to work through the pandemic and has successfully managed the issues, with only the one-off winter garden waste collections affected to any significant extent.

Supplementary Question – Councillor Owen

I appreciate the unprecedented challenges that the pandemic has brought and I would also like to thank officers for their hard work. Can you guarantee that the four day collections will not unfairly impact residents who have their collection on a Friday, meaning that their waste will not be on the street longer if not collected as scheduled.

Reply – Councillor Michael

We believe that the 4 day schedule will be able to mop up any waste left over and that is precisely what the new service is meant to do. It will be taking waste off the street 50% quicker. I look forward to giving you a presentation on this as most of you never turned up for the members briefing.

Question - Councillor Ford

A petition was presented to council for 20 mph in various side streets in Fairwater. When will these be implemented?

Reply - Councillor Huw Thomas

I am pleased you are supportive of lowering speeds in residential areas in the city.

We are committed to expanding 20mph limits to all residential areas in the city, including Fairwater, and have undertaken work in your ward to implement temporary 20mph zones and school safety works.

As you are aware, we have been implementing 20mph speed limits in Cardiff as part of a strategic approach to speed limit changes that help to create a safer highway environment. These have been implemented through a phased approach over a number of years, starting initially in the inner city areas south of the A48. These are all due to be completed during the 2020/21 financial year.

Welsh Government is also planning to legislate to make 20mph the default speed limit in all residential areas in Wales. The timescale for extending area-wide 20mph limits to all residential areas of Cardiff will therefore be partly dependent upon the timetable for any new legislation.

As a result, it is not possible to say at this stage when a 20mph limit will be implemented in Fairwater; however, the support of local residents for this is greatly appreciated.

Question - Councillor Ahmed

What support have you given to Cardiff taxi drivers during this pandemic?

Reply - Councillor Mackie

Throughout the pandemic, myself, the Leader and senior officers have maintained regular contact with representatives of the Taxi trade.

We recognise the effect that the restrictions have had on the service industry in general, with taxi drivers particularly impacted. Tragically, several Cardiff drivers have also lost their lives to this dreadful illness.

The Council has put in place a series of financial and support packages to assist the Taxi trade. These have included:

- Extending the licences for taxis and private hire vehicles during the initial lockdown period for six months up to July 2020;
- Allowing drivers to defer renewal of driver licences without detriment during the period of the initial lockdown if they did not wish to work;
- Offering a supply of face coverings to drivers to be provided to customers who were without one; and

- Working with the Welsh Government to leverage direct grant support for taxi drivers, with over 2,500 grants paid to date.

We will continue to work with the local Taxi trade wherever we can to support them and protect the public health of drivers and their customers.

Question - Councillor Philippa Hill-John

Can the cabinet member for Health and well-being please explain what discussions have you had with the ambulance service and have they 'walked the customer path' of the patient to hospital process and the ensuing days in this pandemic?

Reply - Councillor Elsmore

I would be pleased to take up issues in relation to the care pathway from emergency call-out to hospital admission with Welsh Ambulance Services NHS Trust (WAST) and Cardiff and Vale University Health Board (C&VUHB), and to raise any concerns you may have.

Both WAST and C&VUHB are represented on Cardiff and Vale Regional Partnership Board, which I currently Chair, and is absolutely concerned with ensuring the development of integrated pathways across the whole-system of health and social care.

During the global pandemic, the need to avoid unnecessary hospital admissions has never been clearer, and I have encouraged officers to continue discussions to better integrate our Telecare service with the Ambulance Service in order to reduce the pressure on both WAST and our hospitals.

Question - Councillor Keith Parry

When will plans for the new Cantonian Schools be in the public domain? Local residents are concerned their properties may be effected by these plans.

Reply - Councillor Merry

Officers are currently in the early stages (education visioning) of developing proposals, before any tender process to appoint a contractor to design and build the school.

A public engagement exercise with residents and other stakeholders will be undertaken through the formal pre-planning consultation and planning application processes next year when proposals have been developed.

Officers will liaise with local members at the appropriate time.

Question - Councillor Owen Jones

Can the Cabinet member give an update on the divestment of our pension fund?

Reply - Councillor Weaver

The Pension Committee has, and will continue to, pursue opportunities for divestment where its fiduciary duties are not compromised.

An investment of over £200m, which is approximately 10% of the Pension Fund's value, was made into the Blackrock Low Carbon Tracker Fund in February 2020.

The Pension Committee is due to meet again next month and receive a report that will recommend a further investment of circa £200m into this Fund.

At its meeting in November 2020, the Pension Committee approved proposals from BlackRock for the evolution of this Fund to further reduce the carbon footprint by applying specific screens across a number of carbon intensive areas. This is expected to result in a further estimated reduction of 44% in carbon emission intensity compared with the current low carbon fund.

With global equity assets, the Pension Fund will transfer its current regional holdings to Wales Pension Partnership sub-funds where existing managers are currently introducing proposals to improve the Environmental, Social and Governance performance of the Fund, with a particular focus on alignment with the Paris Agreement on climate change.

Question - Councillor Robson

In view of the recent issues in waste collection, especially with recycling collections and the one-off green garden waste collection, what review are you undertaking to ensure similar problems do not reoccur?

Reply - Councillor Michael

As I set out in my Statement, the collection service had to manage a major increase in the amount of household waste and recycling presented for collection over the Christmas period compared to previous years, whilst also operating at a severely reduced capacity due to Covid-19.

This has been the case for local authorities right across the UK, including numerous authorities under Conservative leadership – North East Lincolnshire, West Berkshire, Canterbury and South Staffordshire – to name a few.

The service area had anticipated some increase in volumes, reflecting the increased use of online shopping during the pandemic, but not to the extent we have seen. As a result, the service area proposed the cessation of garden waste collections (the non-statutory part of their provision) over the winter period to provide extra flexibility and capacity to manage the anticipated increased volumes of waste and the on-going impact of the pandemic on the workforce.

However; following pushback from members, particularly those in Cardiff's leafy northern suburbs, it was agreed to re-introduce a one-off winter green waste collection, with the consequence of delayed collections due to capacity issues within the service.

I would like to one again to give my thanks to the staff and the crews who, in my view, have put their lives on the line by going out to do this and have done a tremendous job.

Supplementary Question – Councillor Robson

Councillor Michael I too would like to thank the staff and teams who go out and collect in bad weather and with everything else going on. I do understand it is not easy, of course I do. I asked about what review you would be undertaking to ensure similar problems and I do understand that they are not all foreseeable. I do have some leeway on this. One thing I wondered, when you got to the stage that we were getting updates with different dates coming on, I appreciate that the teams were trying to do their best, but those dates kept slipping and slipping - wasn't any thought given to how that looks certainly for us as Councillors who genuinely want to share information to help both the Council and constituents and find that those dates move several times and also I wondered whether any thought was given to perhaps approaching private sector just to come in and help out with this was you know this one off situation whereby these things were missed. I still have green bins in my ward, if you look at Councillor Cowan's twitter feed you will see what the roads that they are and perhaps where we got gaps in our staff because of Covid and quite rightly they are shielding, and quite rightly so, just to clear this backlog will this one off green collection thoughts about getting the private sector in just to help out or to get it back on track so then we can carry on using the council service and the extra staff have gone.

Reply – Councillor Michael

Well interestingly enough most of the Councils and I can give you a list of the Conservative Councils, who have all got private contractors who face similar problems and I do not see that will be of any benefit at all. We will be taking stock of what happened and will be discussing it with officers to see if there is anything we could have done differently but as you yourself pointed out earlier on that the dates were changing, well on a daily basis we were not sure which crew members were ill, which were having to isolate and which were having to shield so we were doing the best we can with what we had in a seriously bad environment. I think the manager's and the crews have done a tremendous job delivering what is an essential service. I would add that it was not long ago that people were out there clapping the NHS and the bin collectors for what a tremendous job they were doing and then all of a sudden because a green bin had not been collected, and I grant you it's a nuisance to the people involved, the green bins are not going to go anywhere Adrian, it is a nuisance I go along the you, but all we ask is patience. We were doing our best to give you information on a daily basis and the best information we had at the time and asking for patience. We will get through this. I still go back to what I originally said I think the crews have been tremendous, they have put their lives on the line going out working, you have got breaks for drivers who have to by law have breaks and the best they could do was done and I'm grateful for that.

Question - Councillor Keith Parry

The site of a proposed bus exchange at the corner of Waungron Road and Western Avenue has lied empty for many years. Formerly this site was a Recycling Centre

that is still missed by local residents. When will the bus exchange open and associated housing and shops be in use?

Reply - Councillor Huw Thomas

A planning application for the development on the former Household Waste Recycling Centre site in the Llandaff Ward will be submitted in the Spring. Subject to approval, it is anticipated that works on the proposed bus interchange, housing and retail development would start later this year.

Supplementary Question – Councillor Keith Parry

It is a great pity the recycling centre on the site has laid empty for nearly 10 years, and has been missed by local people.

Question - Councillor Dilwar Ali

Can I have an update on the city wide damaged pavements?

Reply - Councillor Huw Thomas

Highways has a cyclical inspection programme, which ensures that all footways are inspected at least annually, some more frequently. These inspections identify safety and maintenance defects, such as potholes and damaged slabs, as well as areas of larger capital improvements, which form the basis of our capital renewal programme.

The capital renewal programme has a budget of approximately £950,000 for the repair of larger areas of footway, either by resurfacing or replacing slabs with tarmac. To date, we have spent over half of this with the rest committed for spend in the current financial year.

Supplementary Question – Councillor Dilwar Ali

Can I arrange for the Cabinet Member to take a walk around in Llandaff North?

Reply – Councillor Huw Thomas

I'm sure Councillor Wild will take up that request when it is safe to do so.

Question - Councillor Lister

The last year has had a significant impact on many people's finances, with many having to ask for assistance for the first time in their lives. Can the Cabinet Member tell us how many residents have contacted the Council for financial support?

Reply - Councillor Thorne

The number of claims made for Council Tax Reduction and Free School Meals increased significantly during 2020, compared to 2019.

Over 19,000 new claims were made for Council Tax Reduction, which is an increase of over 5,000.

In addition, the number of pupils eligible for Free School Meals has increased by around 2,500 since the start of the pandemic in March last year and is now in excess of 14,000.

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

Since the Covid-19 Self Isolation Payment Scheme fund was launched in November last year, 3,673 applications have been made and officers have responded rapidly to ensure that this increase in demand is met.

As well as direct financial assistance, the Council's Money Advice Team has also provided help to 7,446 people, supporting them to claim over £12.5 million in benefits.

To ensure residents are aware of all the financial support available, a wide reaching publicity campaign has commenced, promoting the work of the Money Advice Team.

The new Money Advice website was also launched recently and has had over 2,000 hits to date.

Supplementary Question – Councillor Lister

With the number of people claiming Universal Credit increasing has the Council seen an increase in the number of people slipping into rent arrears due to delayed payment of Universal Credit?

Reply – Councillor Thorne

Absolutely. The Council's rent arrears have gone up massively but there are also issues in the Private Rented Sector. I refer to my earlier statement and the help we are providing but the fear is that once the stop on evictions is lifted and they will become homeless. I will also add that we are putting in a budget bid to increase the number of staff to provide Money Advice.

Question - Councillor Lay

Could the Cabinet Member please give us an update on the homeless situation in Cardiff?

Reply - Councillor Thorne

I am pleased to say that, as of last Friday (22nd January), there were only 6 individuals sleeping rough in the city.

This figure varies each week as new rough sleepers appear and are brought into accommodation by our multi-disciplinary outreach team.

Those that remain sleeping rough are the most entrenched individuals and the team continues to work with them to identify their underlying issues and to offer a range of housing options to try to encourage them in off the street.

The fact that so many individuals are staying in accommodation shows the success that can be achieved by providing the right type of housing and support.

The Welsh Government recently announced a very significant increase in Housing Support Grant for next year, which will allow us to continue with the development of our new approach to homelessness, including the rapid rehousing of both single people and families.

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

Question - County Councillor McGarry

Last week, the UK Conservative Government voted to continue their plans to remove the £20 weekly top up for families on Universal Credit. Has the Council made an analysis of how many families in my ward, and indeed the City, will be impacted by this?

Reply - Councillor Thorne

The number of Universal Credit claims in Cardiff has increased by 86% since March 2020 from 19,761 to 36,775. This is an unprecedented increase in families relying on help to meet their everyday expenses.

An additional £20 uplift in Universal Credit was added during 2020 to help mitigate the financial impact that the pandemic was having on many families.

If this uplift is withdrawn from April, each individual household will lose over £1,000 a year. This will come at a time when many families are already reliant on foodbanks, with low income being given as the most common reason for people needing foodbank vouchers.

Whatever the decision of the UK Government, our Money Advice Team will be available to help people in Cardiff through this difficult time, making sure that they have all the benefit they are entitled to, in addition to help with debt and rent arrears.

We will seek this information at ward level and circulate this separately so that every Member can understand the likely impact in their ward.

Supplementary Question – Councillor McGarry

Is there anything the money advice team can do with the fuel providers as families on universal credit will have had increased fuel bills.

Reply – Councillor Thorne

I'm not sure we can put pressure on the energy companies, if we can we will, but the Money Advice Service will help people to increase income, find better energy deals and also to make sure they are claiming all that they can.

Question - Councillor Owen Jones

Can the Cabinet Member give an update on the regeneration of Adamsdown parks?

Reply - Councillor Bradbury

The Council is utilising Section 106 and capital funding to invest nearly £900,000 in five Parks Playgrounds in the Adamsdown Ward.

The Howard Gardens, Anderson Fields and Adamsdown Square schemes are all at tender stage, with works scheduled to commence in February 2021.

The Cemetery Park and Brewery Park schemes are at the detailed design stage and it is anticipated that works will commence in May 2021.

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

I understand that officers have scheduled a meeting with local ward members in order to provide you with a more detailed update.

Supplementary Question – Councillor Owen Jones

With Covid impact and spring coming, if there is anything we can do to get parks up and running would be great.

Reply – Councillor Bradbury

Happy to progress this but we need to get the scheme to a conclusion so the residents of Adamsdown can enjoy the parks and playgrounds and the investment we are putting into them.

Question - Councillor Dilwar Ali

With the severe weather conditions, a number of streets in Llandaff North have become flooded due to the blocked drains. Could you provide an update on drain blockages city wide?

Reply - Councillor Michael

In order to minimise the impact of severe weather, when forecast, the highway gully cleansing crews attend locations which are known to be at risk of flooding.

Following the recent severe storm weather, the highway gully cleansing crews have been responding reactively to reports of blocked gullies across all parts of the city. This work is programmed and reviewed constantly to ensure that those locations posing a higher risk are prioritised and attended to.

Such reactive demand has been significant due to the rain levels experienced over recent weeks; however, it is not always blocked gullies that cause localised highway flooding.

Extended and intense periods of rainfall have also resulted in hydraulic overload and surcharging of many drainage systems, sewers and watercourses into which the highway gullies outfall. Damaged pipelines also reduce capacity.

Where these issues are identified, further investigations are carried and communicated with the asset owner, which may be Dŵr Cymru Welsh Water or adjacent landowners.

138 : URGENT BUSINESS

None.

139 : CARDIFF BUS: RE-APPOINTMENT OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The report required Council to reappoint two Independent Non-Executive Directors to Cardiff Bus.

RESOLVED: The Council AGREED to:

1. approve the reappointment of Sian Davies and Linda Phillips as Independent Non-Executive Directors of Cardiff Bus for a further 20-month period until October 2022; and
2. agree to delegate authority to the Director of Governance & Legal Services and Monitoring Officer to carry out the public appointment process for the two Independent Non-Executive Director positions (to be appointed from October 2022) and to oversee the shortlisting and interview process for the appointments based on the establishment of a politically balanced Member Appointment Panel.

140 : COMMITTEE MEMBERSHIP

To receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes

RESOLVED: The Council AGREED to:

Appoint to the vacancies on Committees in accordance with the approved allocation of seats and Party Group wishes, as set out on the Amendment Sheet.

141 : APPOINTMENT OF LOCAL AUTHORITY SCHOOL GOVERNORS

The Council was requested to approve the recommendations of the Local Authority Governor Panel on 18 January 2021.

RESOLVED – That

1. the following appointments be approved to existing vacancies:

School	Ward	Start of Vacancy	Appointment Approved
Cantonian High School	Fairwater	03/01/20	Ruth Jackson
Ysgol Gyfun Gymraeg Plasmawr	Fairwater	04/04/20	Caroline Cooksley

2. the following appointments be approved to future vacancies:

SCHOOL	WARD	START OF VACANCY	PROPOSED APPOINTMENT
Albany Primary School	Plasnewydd	01/05/21	Mark Stephens
Baden Powell Primary School	Splott	24/03/21	Cllr Jane Henshaw
Bishop Childs C.W	Trowbridge	01/05/21	Richard Leyshon

Primary School			
Bryn Celyn Primary School	Pentwyn	01/05/21	Mark Perrins
Cardiff High School	Cyncoed	24/03/21 01/05/21	Julia Phillips-Lewis Liane Wigley
Cathays High School	Gabalfa	01/05/21	Cllr Peter Wong
Coed Glas Primary School	Llanishen	01/05/21 01/05/21	Gary Hunt Michael Bryan
Corpus Christi High School	Lisvane	01/05/21	Marcia Donovan
Fitzalan High School	Canton	24/04/21 01/05/21 01/05/21	Cerys Furlong Jaswant Singh Cllr Ramesh Patel
Glyncoed Primary School	Pentwyn	01/05/21	David Hughes
Hawthorn Primary School	Llandaff North	01/05/21 01/05/21 01/05/21	Cllr Dilwar Ali Paul Rock Steven Chadwell
Hywel Dda Primary School	Ely	29/01/21	Cllr Andrea Gibson
Llanedeyrn Primary School	Pentwyn	01/05/21	Alex Ingram
Llysfaen Primary School	Lisvane	01/05/21	Susan Powel
Marlborough Primary School	Penylan	01/05/21	Cllr Rodney Berman
Meadowbank Primary School	Llandaff North	01/05/21	Mike Borley
Mount Stuart Primary School	Butetown	01/05/21	Ivor Gittens
Ninian Park Primary School	Grangetown	01/05/21	Cllr Lynda Thorne
Oakfield Primary School	Trowbridge	01/05/21	Siân Burgess-Hunt
Pentrebane Primary School	Fairwater	29/03/21	Eileen Nicholls
Radyr Comprehensive School	Radyr & Morganstown	01/05/21	David Silver
Rhiwbeina Primary School	Rhiwbina	29/03/21	Sivagnanam Sivapalan
Roath Park Primary School	Plasnewydd	01/05/21	Cllr Susan Lent
Rumney Primary School	Rumney	01/05/21 01/05/21	Caroline Derbyshire Cllr Robert Derbyshire
St Cadoc's Catholic Primary School	Llanrumney	01/05/21	Cllr Jacqui Parry

St Joseph's Catholic Primary School	Gabalfa	01/05/21	Simon Lawrence
St Teilo's CW High School	Pentwyn	01/05/21	Jenny Rathbone
Trelai Primary School	Caerau	24/03/21	Alexander Jackson
Whitchurch Primary School	Whitchurch & Tongwynlais	01/05/21	Nicola Davies
Ysgol Gyfun Gymraeg Bro Edern	Penylan	01/05/21 01/05/21 01/05/21	Elinor Patchell Gaynor Williams Hefin Jones
Ysgol Gyfun Gymraeg Glantaf	Llandaff North	01/05/21	Elinor Patchell

142 : WRITTEN QUESTIONS

In accordance with Council Procedure Rule 17 (f) [Written Questions](#) received for consideration and the response will be included as a record in the minutes of the meeting.

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CYNGOR CAERDYDD CARDIFF COUNCIL

COUNCIL:

4 MARCH 2021

CABINET PROPOSAL

CORPORATE PLAN 2021-24

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.

CABINET PROPOSAL

Council is recommended to

1. approve the Corporate Plan 2021-24
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 on 4 March 2021 and prior to publication by 1 April 2021.

THE CABINET

25 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

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 Introduction

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 supports the Council's ambition to reduce the large and growing inequalities between communities, and ensures 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 has 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



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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.

¹Cabinet June 2020 -

www.cardiff.moderngov.co.uk/documents/s38698/Cabinet%2011%20June%202020%20Restart%20recovery%20renew.pdf

Cardiff in 2021

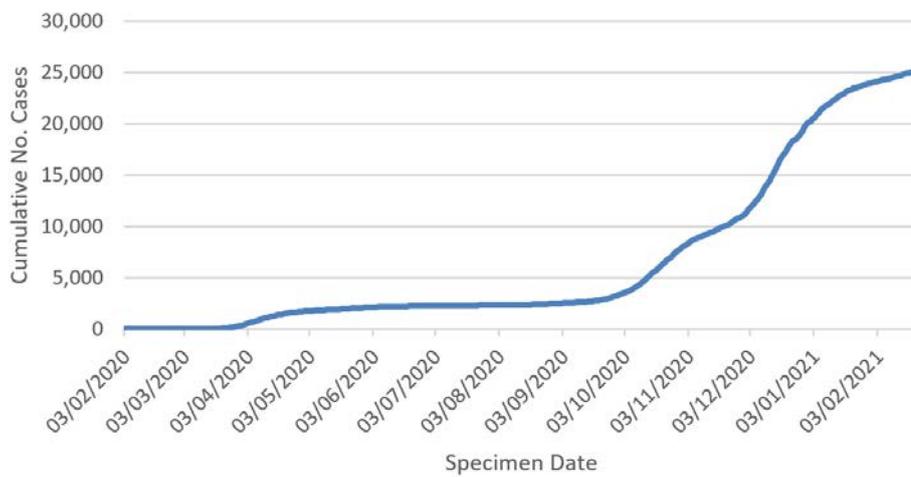
An ongoing health crisis

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 22 February 2021, the cumulative number of Covid-19 cases in Cardiff reached 25,007.

Cumulative Number of Covid-19 Cases in Cardiff (as of 9am 22nd February 2021)

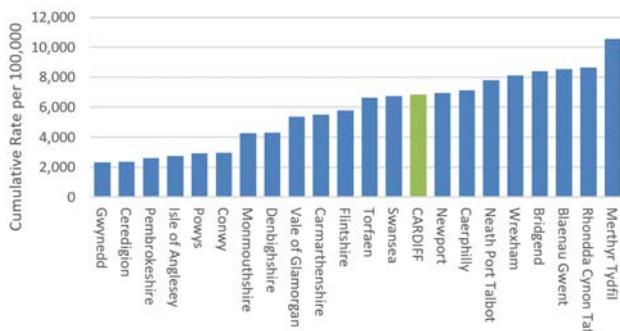


Source: Public Health Wales

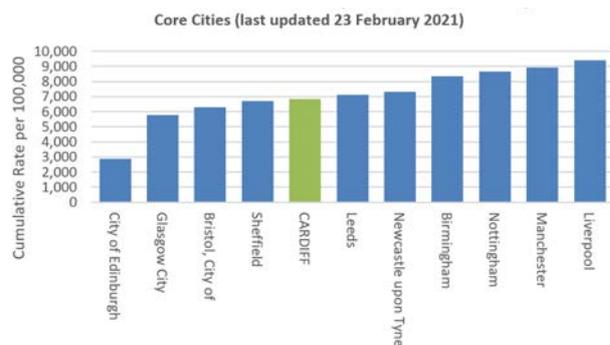
Compared with other Welsh Local Authorities, Cardiff’s relatively high position in the cumulative number of cases per 100,000 population can be attributed, at least in part, to Cardiff’s position as an urban local authority and its

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.

Cumulative Number of Covid-19 Cases per 100,000 Population by Welsh Local Authority (as reported at 9am on 22 February 2021)



Cumulative Number of Covid-19 Cases per 100,000 Population by UK Core Cities (as reported at 9am on 23 February 2021)



In response to both the initial lockdown in March 2020 and 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.

A deepening economic crisis

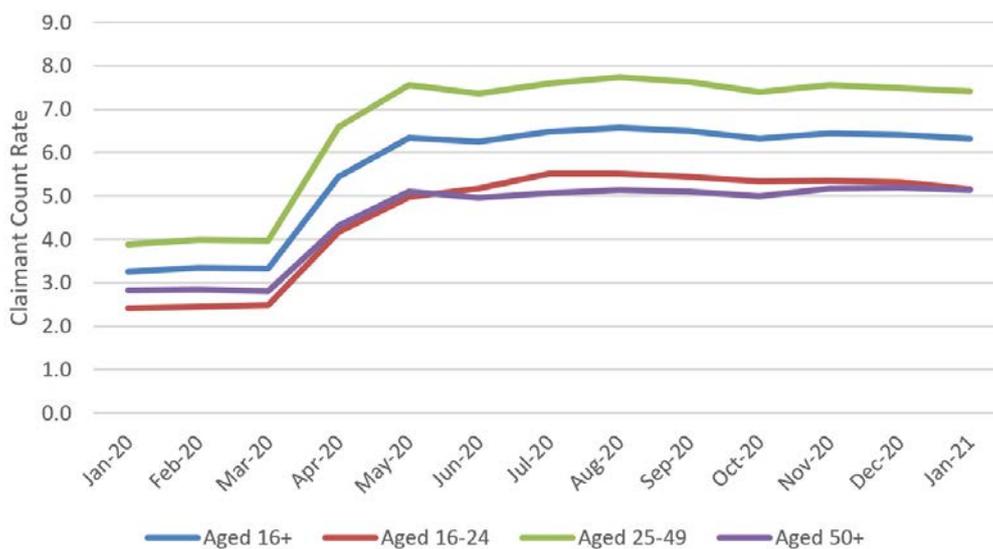
In parallel with the Covid-19 public health crisis, the UK is now facing an unprecedented economic crisis. The UK economy is facing the biggest contraction in three centuries, with the Office for Budget Responsibility projecting that unemployment will be over 50% higher in Cardiff for at least two years.

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,

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.

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 2020 to January 2021



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

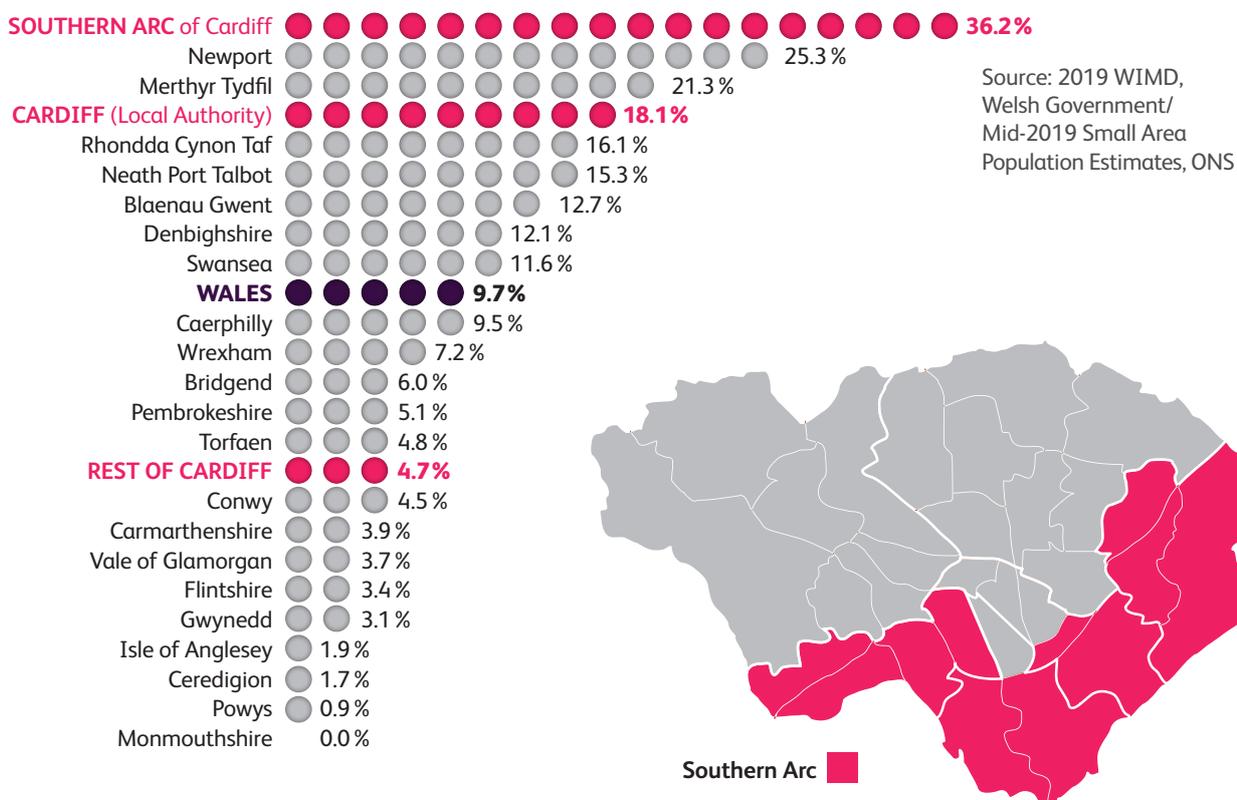
a protracted economic decline. This includes mobilising a council-wide Economic Recovery Taskforce, to create opportunities and provide a tailored package of interventions for impacted businesses and employees.

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, 2014



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 deliver 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.



**One
Planet
Cardiff**

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

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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**



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 2,000 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 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 the approach, with only 2 out of the 223 referrals made so far this year through the Gateway being deemed inappropriate.
- 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 survey of children, families and carers that we undertook 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 wellbeing 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 learners to recover lost learning, to support those suffering with poor personal mental health and well-being, to build confidence in the ability of our children and young people. 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 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 effort includes the need to reflect a flexibility of space, time, people and technology that works for today and in the future. They will be safe, inspiring environments for learning, which are strongly connected to their communities and meet the needs of Cardiff's population. We are also committed to setting our 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 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.

Priorities for 2021/22

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 transitions 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 Looked After Children 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 youth services 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 older

Supporting a Child Friendly Recovery

We will:	Lead Member	Lead Directorate
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

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	60%
The percentage of children and young people between the age of 8 and 18 who are aware of their rights	85%
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

We will:	Lead Member	Lead Directorate
Ensure that all Cardiff schools are able to re-open 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
<p>Produce a Cardiff Schools Recovery Plan by May 2021, including focused action to:</p> <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
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
Support the health and well-being of the education workforce as schools re-open 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
<p>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:</p> <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; Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Economic Development
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 & Adult Services, Housing & Communities

Key Performance Indicator	Target
Percentage Attendance: Primary	Monitor KPI, but no target set
Percentage Attendance: Secondary	Monitor KPI, but no target set
Percentage Attendance: Looked after pupils whilst in care in secondary schools	Monitor KPI, but no target set
The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
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

We will:	Lead Member	Lead Directorate
<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
<p>Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>Develop a ten-year Welsh Education Strategic Plan (WESP) in line with Cymraeg 2050: Welsh Language Strategy.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>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.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2022.</p>	Cllr Sarah Merry	Education & Lifelong Learning and Economic Development
<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 school by working with Welsh Government and the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support. 	Cllr Sarah Merry	Education & Lifelong Learning
<p>Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Transformation Programme by 2024.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>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.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>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.</p>	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by March 2022.	Cllr Sarah Merry	Education & Lifelong Learning
<p>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:</p> <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
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
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

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

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

We will:	Lead Member	Lead Directorate
<p>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.</p>	Cllr Graham Hinchey	Children's Services
<p>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:</p> <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
<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> • Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads; • Adopting the Joint Education/Children's Services Adolescent Strategy; • Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans; • Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people's involvement in violence through early intervention and prevention; • Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police; • Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities
<p>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.</p>	Cllr Sarah Merry & Cllr Graham Hinchey	Children's Services and Adult Services, Housing & Communities
<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

We will:	Lead Member	Lead Directorate
<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
Make use of community resources and work with partners to support families and better understand the impact of poverty on child protection.	Cllr Graham Hinchey	Children's Services
Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.	Cllr Graham Hinchey & Cllr Sarah Merry	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities
Implement the 'All Our Futures' Youth Justice Strategy and Improvement Plan to strengthen governance, performance management and practice.	Cllr Graham Hinchey	Children's Services

Key Performance Indicator	Target
The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	65%
The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	57%
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

*Categories 2, 3 and 4 KPIs - '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)

Of the total number of Children Looked After:

The number of Children Looked After placed with parents	No target, but under constant review
The number of Children Looked After in kinship placements	Increase where appropriate
The number of Children Looked After fostered by Local Authority foster carers	150
The number of Children Looked After fostered by external foster carers	No target, but under constant review
The number of Children Looked After placed in residential placements	Reduce whilst increasing provision in Cardiff
The number of Children Looked After supported to live independently	No target
The number of Children Looked After placed for adoption	No target
The number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings and Home Office unregulated placements	No target
The percentage of children with a Placement Order not placed for adoption within 12 months of the order	35%
The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
The percentage of children in regulated placements who are placed within a 20-mile radius of Cardiff	78%
The percentage of families referred to Family Help, showing evidence of positive distance travelled	75%
The percentage of Children's Services social work posts filled by agency staff	24%

Early Help:

The number of people supported through the Family Gateway	7,500
The number of people supported by the Family Help Team	1,500
The number of people supported by the Support4Families Team	2,000
The number of first time entrants into the Youth Justice System	114
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 presented the greatest risk to and had greatest impact on our city's older people. It has also highlighted the importance of Council and partner 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, preventative 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 suffering from 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 delivering 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 were 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.
- **Virtual platforms have been developed to help address social isolation** and enhance quality of life for older people within the constraints created by Covid-19.
- 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

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 delivering 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 and 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

We will:	Lead Member	Lead Directorate
<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
<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
<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 intergenerational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; - 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. 	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<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. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<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>	Cllr Susan Elsmore	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
The number of people who accessed the Community Resource Team	2,000
The total hours of support provided by the Community Resource Team	50,000
The number of people in residential care aged 65 or over per 10,000 population	No target, but reduce
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	70-80%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	185
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National data collection suspended

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

We will:	Lead Member	Lead Directorate
<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. 	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	Adult Services, Housing & Communities, and Education & Lifelong Learning
<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. 	Cllr Susan Elsmore & Cllr Sarah Merry	Adult Services, Housing & Communities, and Education & Lifelong Learning
<p>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</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 Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
The percentage of Council staff completing Dementia Friends training	85%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly	40
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 decades, 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 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 into-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 ending 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 ending 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

We will:	Lead Member	Lead Directorate
<p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 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
<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
<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 Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions; • 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. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.</p>	Cllr Chris Weaver	Adult Services, Housing & Communities

Key Performance Indicator	Target
The number of opportunities created for paid apprenticeships and trainees within the Council	125
The number of Council posts filled through placements from Cardiff Works	3,000
The number of interventions which supported people receiving into work advice through the Employment Gateway	50,000
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,000
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<15%
The number of employers which have been assisted by the Council's employment support service	250
The number of customers supported and assisted with their claims for Universal Credit	2,000
Additional weekly benefit identified for clients of the Advice Team	£14,000,000
The number of hours given volunteering within the Advice & Benefits Service	6,500
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

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

Key Performance Indicator	Target
The number of Living Wage employers in Cardiff (Target to be achieved by May 2022.)	150

Embedding our new approach to tackling homelessness and ending rough sleeping

We will:	Lead Member	Lead Directorate
<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; - 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. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<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

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

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



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 Rhydypennau Community Hubs.** Options are being explored for a Youth Hub in the city centre, whilst work has recently begun on the Maelfa Health and Well-being Hub with an expected completion date of late 2022. The new Rhiwbina Hub is also due for completion during 2021/22.
- Work on the new "one-stop shop" to **support victims of domestic abuse** in the Cardiff Royal Infirmary was completed in September 2020 and the service began operating in January 2021. Refurbishment work has also been completed to transform the former Chapel at the Infirmary into a vibrant health and well-being facility for the residents in the south and east of Cardiff. The facility is expected to open in summer 2021.
- **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.
- **Construction work has been completed on the restoration of Lisvane and Llanishen Reservoirs,** 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.

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, likely 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 investing 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.

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.

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.

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

Building new Council homes and investing in community facilities

We will:	Lead Member	Lead Directorate
<p>Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.</p>	Cllr Lynda Thorne	People & Communities
<p>Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through:</p> <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
<p>Invest in the regeneration of local communities by:</p> <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
<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <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. 	Cllr Lynda Thorne	Adult Services, Housing & Communities, and People & Communities
<p>Further enhance the Bereavement Services Strategy by delivering schemes, including investigating future burial space, digital improvements, carbon reduction, equalities and modernising service delivery.</p>	Cllr Michael Michael	*PT & E
<p>Deliver the Northern Cemetery by October 2021.</p>	Cllr Michael Michael	*PT & E

*PT & E - Planning, Transport and Environment

Key Performance Indicator	Target
Total number of new Council homes completed and provided (Target to be achieved by December 2022.)	1,000 cumulative
The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	100
The percentage of residents satisfied with completed regeneration projects	90%
The number of visitors to libraries and Hubs across the city	Monitor KPI, but no target set
The number of click and collect requests for library books	Monitor KPI, but no target set
The number of page views on the Hubs website	Monitor KPI, but no target set
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
The number of visits (page views) to the volunteer portal	70,000

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

We will:	Lead Member	Lead Directorate
<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>
<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>
<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; • 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. 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>
<p>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.</p>	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>
<p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by 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. 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>

We will:	Lead Member	Lead Directorate
<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. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Adult Services, Housing & Communities</p>
<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; • Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. 	<p>Cllr Susan Elsmore, Cllr Graham Hinchey & Cllr Chris Weaver</p>	<p>Adult Services, Housing & Communities</p>

Key Performance Indicator	Target
The percentage of Council staff completing Safeguarding Awareness Training	85%
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%
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%
The number of adult protection enquiries received	Not appropriate to set target
The percentage of adult protection enquiries completed within seven days	99%

Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
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
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
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
Implement the Cardiff PREVENT Strategy by September 2021.	Cllr Lynda Thorne	People & Communities
Continue to deliver the Inclusive Cities Project.	Cllr Susan Elsmore	People & Communities
Progress the Race Equality taskforce and report on progress to Council and Cabinet.	Cllr Lynda Thorne	People & Communities
Implement the Welsh Government's Community Cohesion Delivery Plan.	Cllr Susan Elsmore	People & Communities

Key Performance Indicator	Target
The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	TBC

Promoting the Welsh language

We will:	Lead Member	Lead Directorate
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
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

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

Working together to support a healthier and more active population

We will:	Lead Member	Lead Directorate
<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
<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
<p>Maintain the long-term future of our leisure centres by:</p> <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

Key Performance Indicator	Target
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Monitor KPI, but no target set
The number of Green Flag parks and open spaces	15
The number of volunteer hours committed to parks and green spaces	Monitor KPI, but no target set

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 fin-tech, 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.

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

Leading the economic recovery in Wales

We will:	Lead Member	Lead Directorate
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
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
<p>Ensure Cardiff remains an open, competitive and outward looking city post-Brexit by:</p> <ul style="list-style-type: none"> Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021; Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses. 	Cllr Huw Thomas & Cllr Susan Elsmore	People & Communities and Economic Development

Leading a recovery programme for the City Centre and Bay

We will:	Lead Member	Lead Directorate
<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; 	Cllr Russell Goodway	Economic Development
<ul style="list-style-type: none"> 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. <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

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

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

We will:	Lead Member	Lead Directorate
<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
<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

Key Performance Indicator	Target
The number of new jobs created and safeguarded where the Council has played an active role	1,000

Supporting the recovery of the Cultural Sector and major events programme

We will:	Lead Member	Lead Directorate
<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
<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

Key Performance Indicator	Target
The number of staying visitors	Monitor KPI, but no target set
Total visitor numbers	Monitor KPI, but no target set
Total visitor days	Monitor KPI, but no target set
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**
- **Building resilience into our Highway Network**
- **Making Cardiff a world-leading recycling city**
- **Working as one team to keep our streets clean**

Cardiff's Transport White Paper:

Transport Vision to 2030

Changing how we move around a growing city



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 term, we will develop a sustainable water, flood and drainage strategy.

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.

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.

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

We will:	Lead Member	Lead Directorate
Approve the final One Planet Cardiff Strategy and associated action plan by June 2021.	Cllr Huw Thomas	*PT & E
Finalise the delivery contract for the Cardiff Heat Network by April 2021 and begin construction by December 2021.	Cllr Michael Michael	*PT & E
Develop a pipeline of potential renewable energy generation projects for subsequent approval and implementation from 2022.	Cllr Michael Michael	*PT & E
Establish a private wire connection for the Solar Farm at Lamby Way by summer 2021.	Cllr Michael Michael	*PT & E
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
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 Caro Wild, Cllr Michael Michael and Cllr Susan Elsmore	*PT & E
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; Developing a new electric by default procurement policy, with a strict "exceptions by exception" basis; Ensuring that a minimum of 90 Council vehicles are replaced by electric vehicles by 2022. 	Cllr Michael Michael	*PT & E
Promote healthy, local and low-carbon food through delivering the Cardiff Food strategy, including: <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. 	Cllr Michael Michael	*PT & E

Key Performance Indicator	Target
The Citywide Annual Average Nitrogen Dioxide (NO2) concentrations at roadside locations	30µg/m3
Nitrogen Dioxide (NO2) concentrations within Air Quality Management Areas (AQMA)	35µg/m3
Legal compliance with EU Limit Value for Nitrogen Dioxide (NO2) on Castle Street (Target for December 2021)	32 µg/m3
The number of Council vehicles which are electric	90 by December 2022
The percentage increase in on-street public electric charging points in the city	66%

Transforming Cardiff's public transport and active travel systems

We will:	Lead Member	Lead Directorate
<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
<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
<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
<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
<p>Develop a new Active Travel Network Map by December 2021.</p>	Cllr Caro Wild	*PT & E
<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
<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

*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p>Support Schools with Active Travel by:</p> <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
<p>Build on the “Healthy Streets” pilot by:</p> <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
<p>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.</p>	Cllr Caro Wild	*PT & E

Key Performance Indicator	Target
Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes	52% (2030 target 76%)
Proportion of work journeys made by:	
• Walking	18%
• Cycling	15%
• Public Transport	21%
The number of schools supported to develop an Active Travel Plan	47

*PT&E = Planning, Transport and Environment

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

We will:	Lead Member	Lead Directorate
Conduct a full review of the Local Development Plan (LDP) by late 2024 in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements	Cllr Caro Wild	*PT & E
<p>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:</p> <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
<p>Deliver the Council's Green Infrastructure Plan, including:</p> <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

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

Enhancing Cardiff's flood defences

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

*PT&E = Planning, Transport and Environment

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

We will:	Lead Member	Lead Directorate
<p>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</p> <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and 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
Launch an education and enforcement campaign to promote changes in resident behaviour and monitor improvements throughout 2021/22.	Cllr Michael Michael	Economic Development
Develop a citizen-based strategic plan for recycling centres to achieve a re-use/recycling rate of above 85% every year.	Cllr Michael Michael	Economic Development
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.	Cllr Michael Michael	Economic Development

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

*PT&E = Planning, Transport and Environment

Working as one team to keep our streets clean

We will:	Lead Member	Lead Directorate
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
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

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

*PT&E = Planning, Transport and Environment

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

We will:	Lead Member	Lead Directorate
<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

Key Performance Indicator	Target
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

We will:	Lead Member	Lead Directorate
<p>Improve the Council's digital offer by:</p> <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
<p>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.</p>	Cllr Chris Weaver	Resources

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

Delivering fewer and better Council buildings

We will:	Lead Member	Lead Directorate
<p>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</p> <ul style="list-style-type: none"> Developing a 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

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

Supporting a highly skilled, productive and committed workforce

We will:	Lead Member	Lead Directorate
<p>Reduce sickness absence rates by:</p> <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
<p>Work towards achieving the Gold Level Corporate Health Standard Award by March 2024 by progressing the initiatives that are set out in the standard.</p>	Cllr Chris Weaver	Resources
<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> Ensuring that our recruitment processes are not biased; Supporting careers events in our least represented communities; Reviewing current arrangements for Cardiff Works staff. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

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

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

We will:	Lead Member	Lead Directorate
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
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
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

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

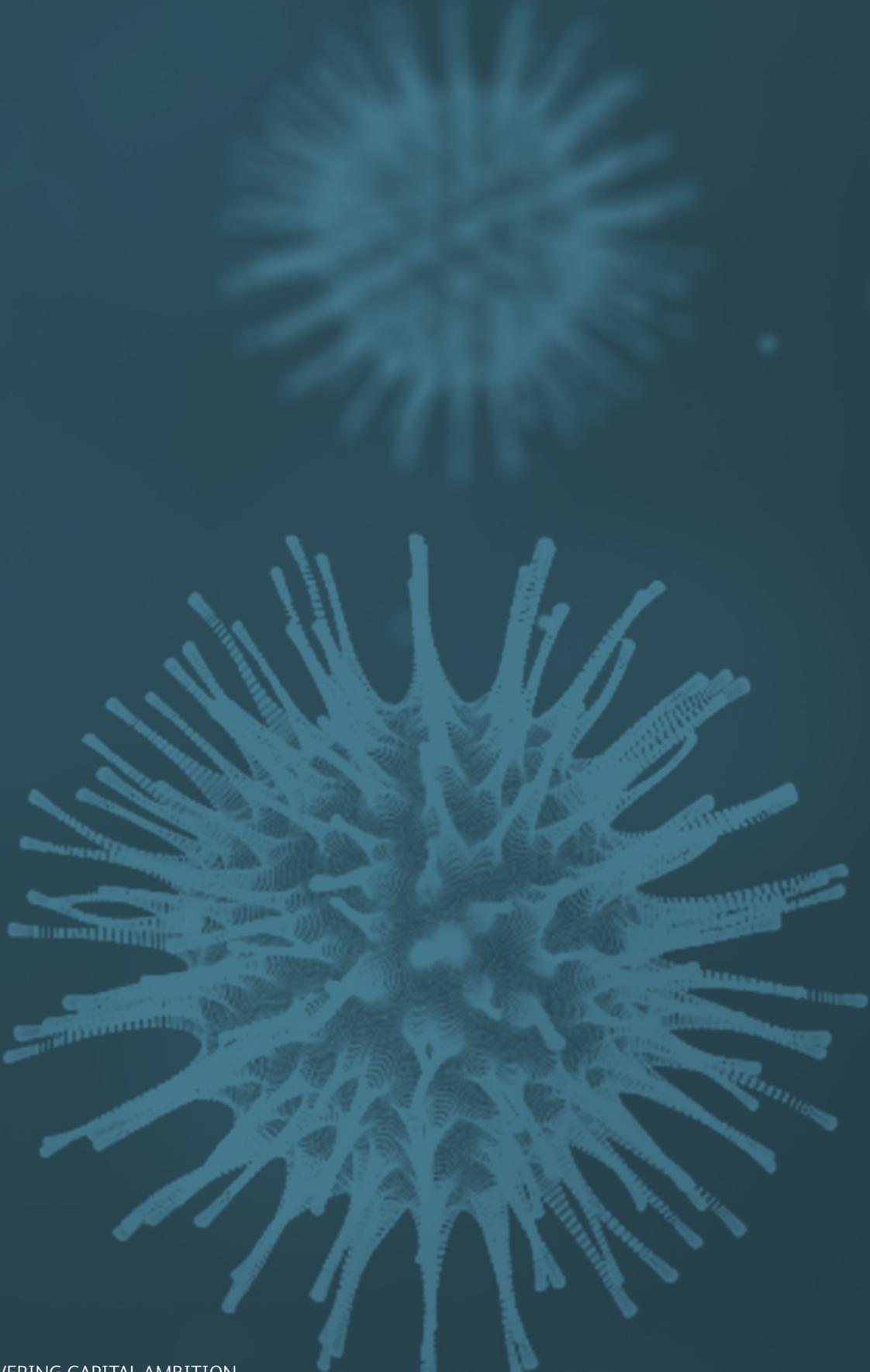
Making sure that we are a Council that better talks to and listens to the city that we serve

We will:	Lead Member	Lead Directorate
Develop a new citizen engagement strategy by December 2021.	Cllr Chris Weaver	People & Communities
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

Key Performance Indicator	Target
Citizen satisfaction with Council services	70%
The percentage of canvass response (either via automatic verification or direct response)	90%
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 vaccination 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

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

We will:	Lead Member	Lead Directorate
Support the delivery of the Mass Vaccination Programme by: <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 contact tracing capacity.	Cllr Huw Thomas	Resources
Provide a national Test, Trace, Protect surge capacity service.	Cllr Huw Thomas	Resources
Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by: <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

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.

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.

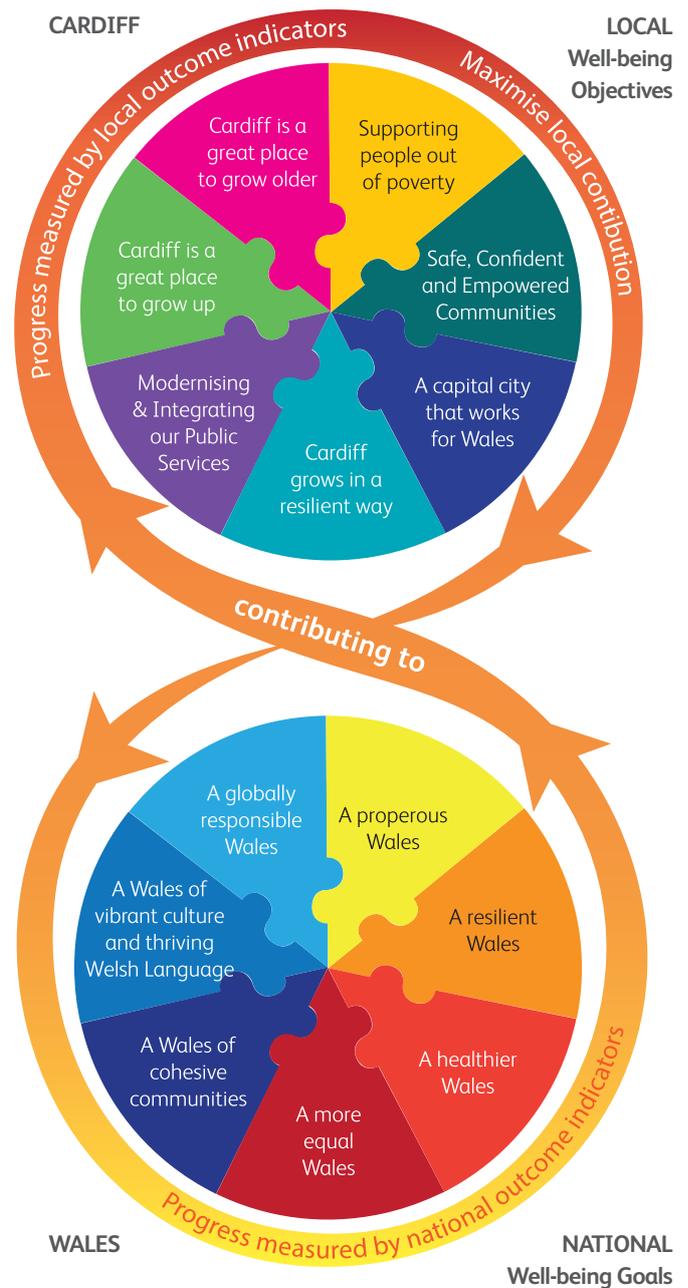
- Corporate Plan: focuses on the issues and services which the Council has prioritised.
- Well-being Plan: focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using 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



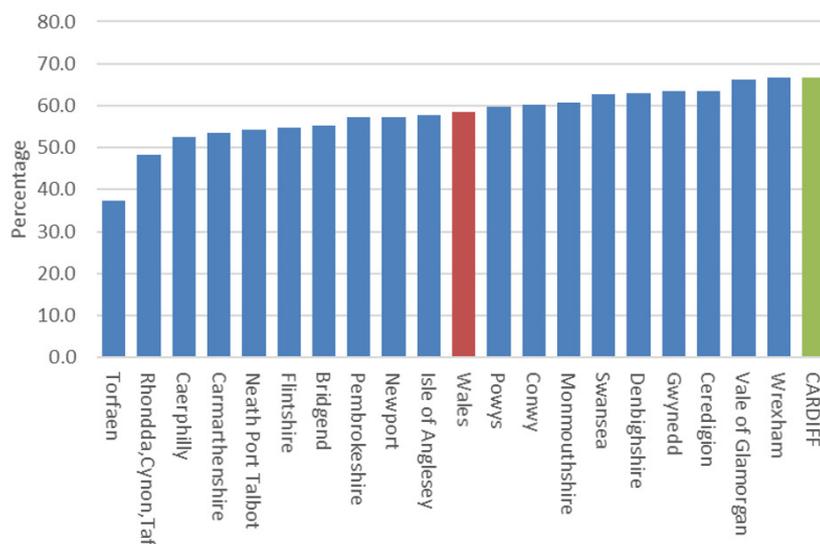
Well-being Objective 1: Cardiff is a great place to grow up

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Achievement at A level³

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

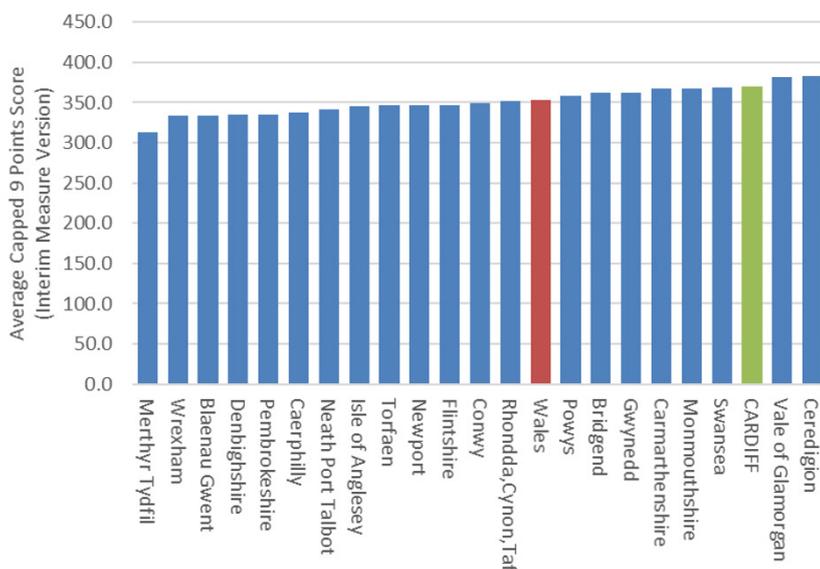


Source: Welsh Government



Improving City Performance: Achievement in Secondary Schools³

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



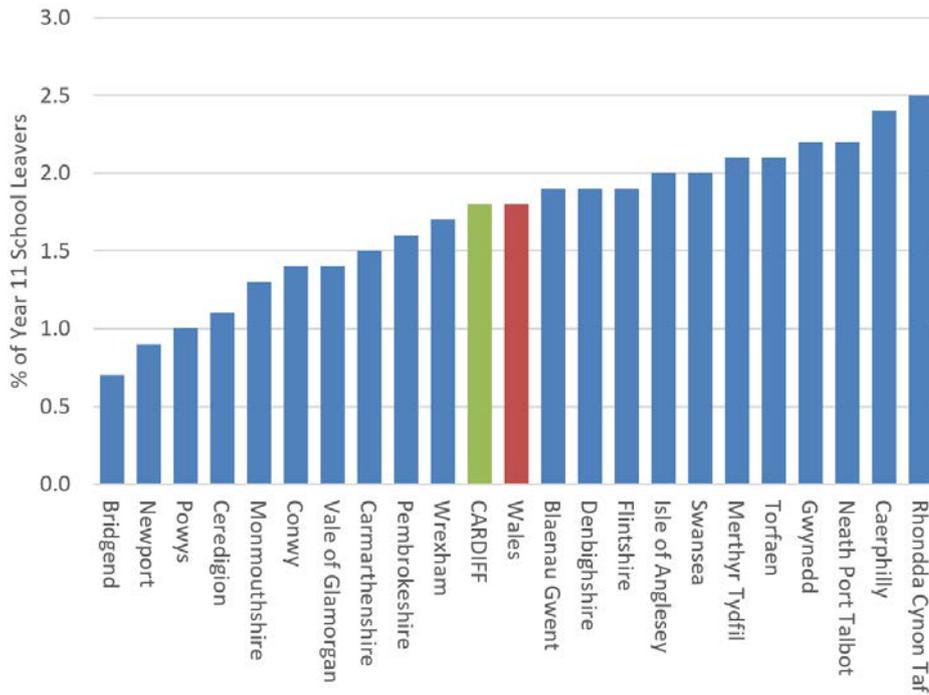
³This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.

Source: Welsh Government



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

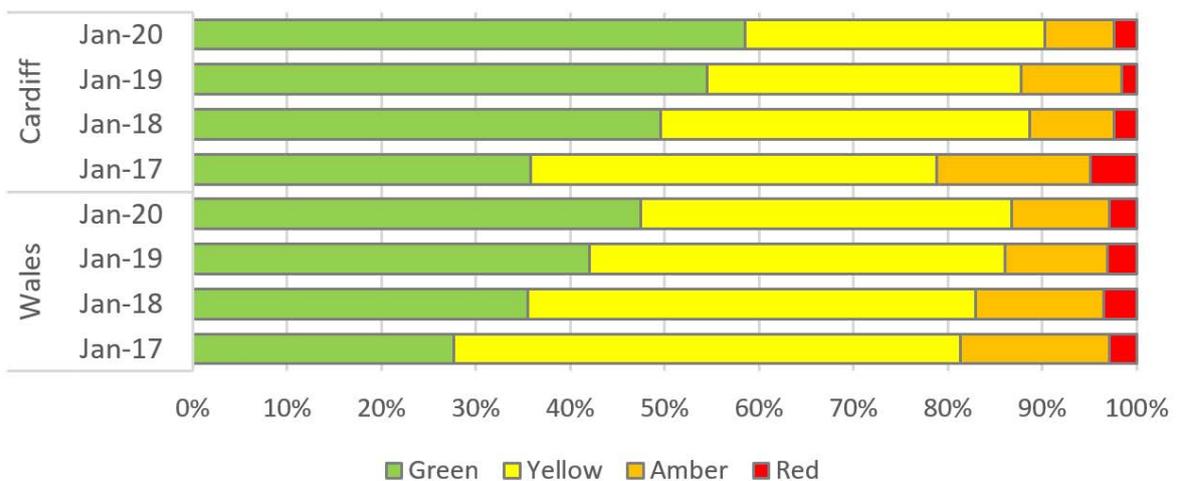
Percentage of Year 11 School Leavers Known Not to be in Education, Employment or Training (NEET), 2019



Source: Welsh Government

National School Categorisation: The National School Categorisation System aims to provide a clear structure to review how well a school is performing⁴.

School Categorisation: Primary, Secondary & Special Schools 2017 -2020



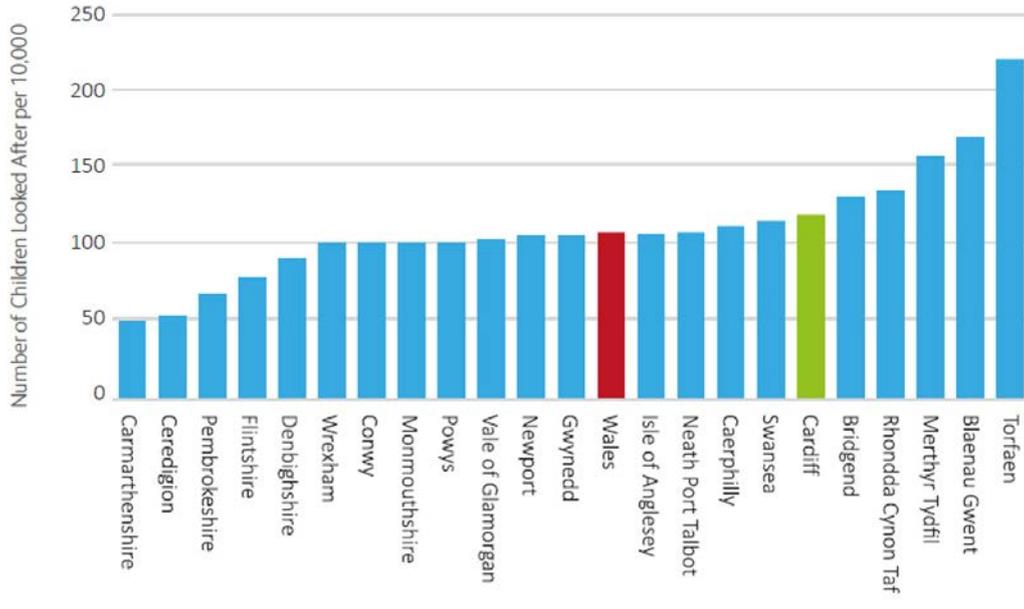
⁴Estyn inspections have been suspended due to the pandemic

Source: Welsh Government



Closing the Inequality Gap: Number of Children Looked After

Children Looked After per 10,000 Population 2019



Source: Welsh Government

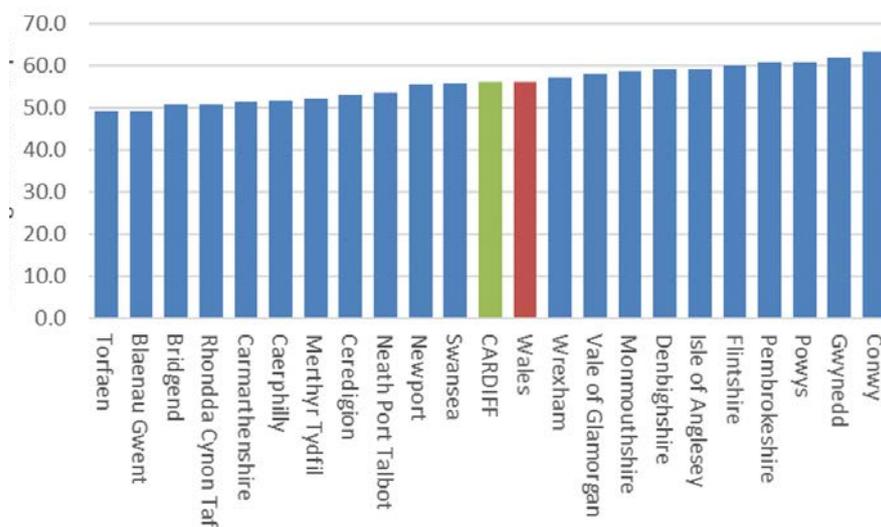
Well-being Objective 2: Cardiff is a great place to grow older

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Health in older people

Percentage of Older People (Aged 65+) in Good Health, 2017/18-2018/19

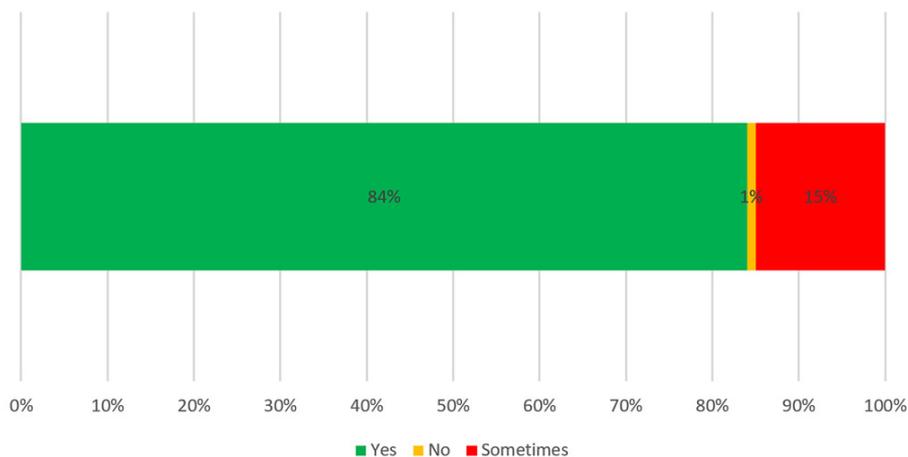


Source: Public Health Wales



Improving City Performance: Quality of Local Social Care Services

Percentage of adults in Cardiff who are happy with the care and support they have had, 2019/20



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

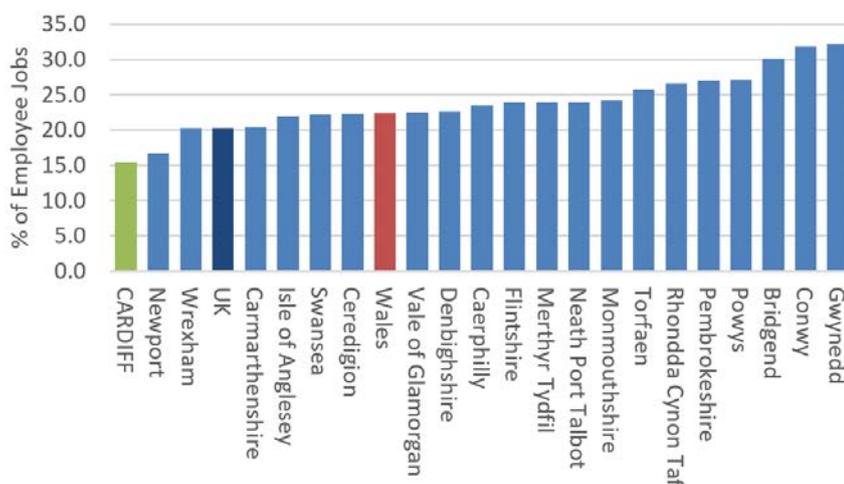
Well-being Objective 3: Supporting people out of poverty

Measuring Progress against the Well-being Objective: Outcome Indicators



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

Percentage of Employee Jobs Earning Below Living Wage
Foundation's Living Wage (Wales), 2020

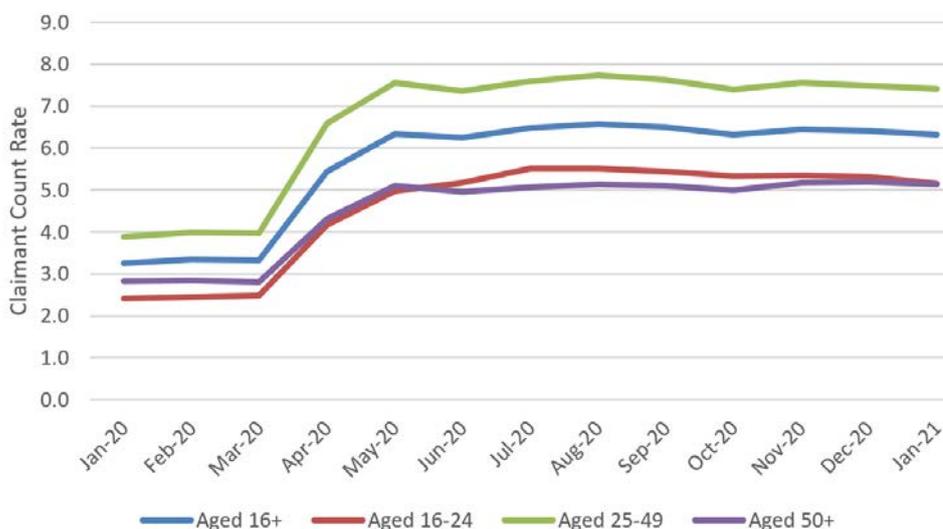


Source: Office for National Statistics



Closing the Inequality Gap: Levels of unemployment

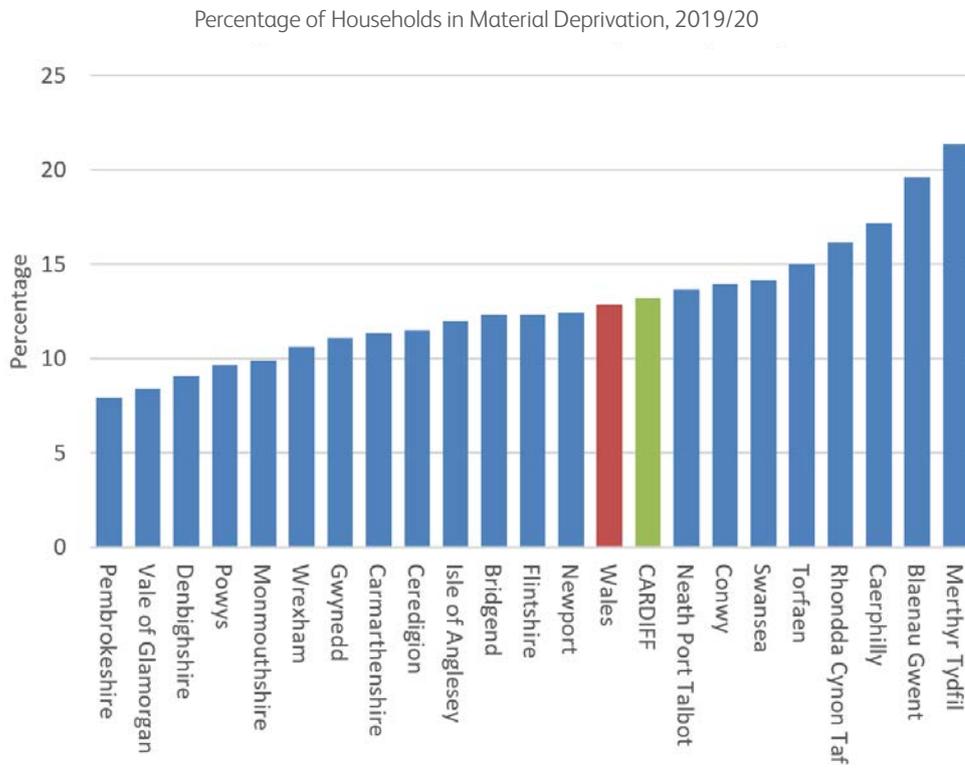
Claimant Count Rate in Cardiff by Age Group, January 2020 to January 2021



Source: Nomis, Office for National Statistics



Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government

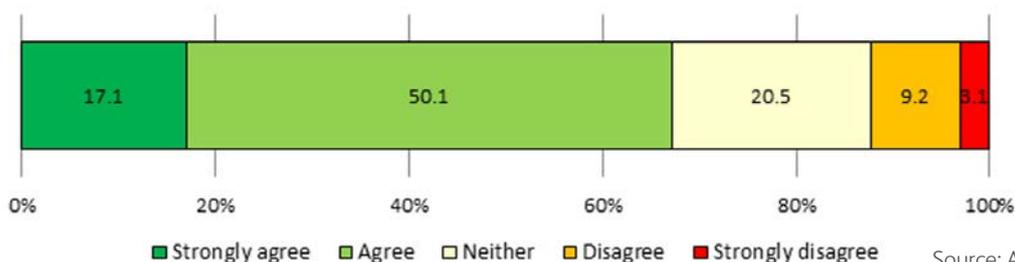
Well-being Objective 4: Safe, confident and empowered communities

Measuring Progress against the Well-being Objective: Outcome Indicators



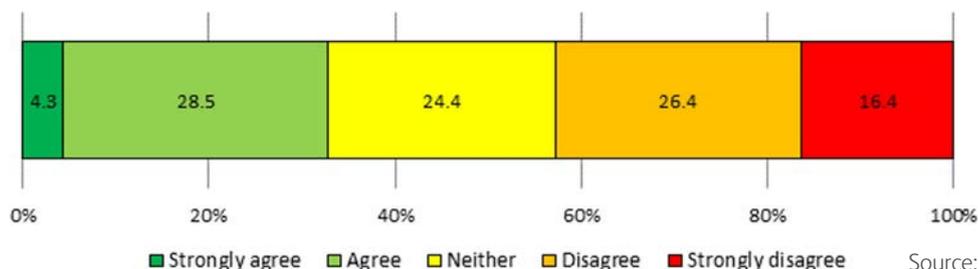
Improving City Performance: Community Cohesion

My neighbourhood is a place where people get on well together and help each other. (Base 3326)



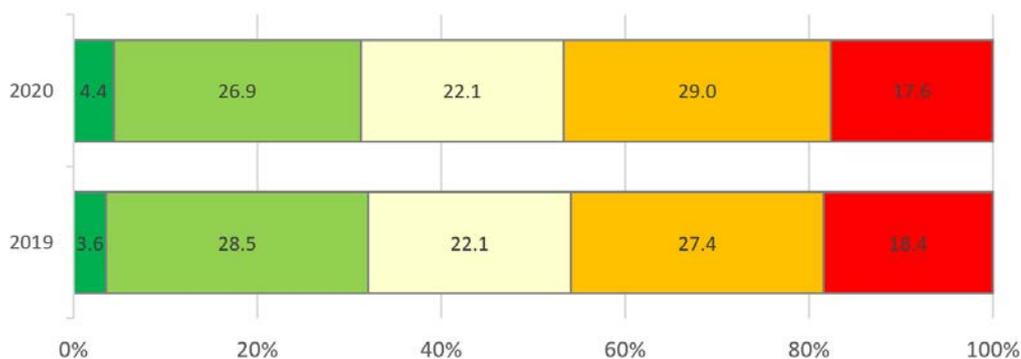
Improving City Performance: Adults who Feel They Can Influence Local Decisions

To what extent do you agree that you are able to have a say on local issues or how Council services are run in your community? (Base: 3507)



Improving City Performance: Community Safety

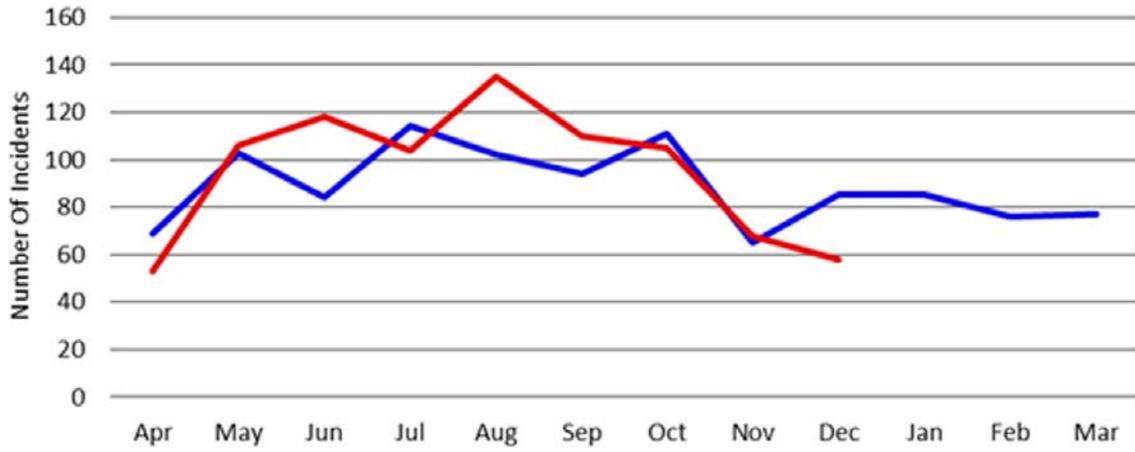
To what extent do you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area? 2019-2020





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

Hate Incidents Monthly Trends Chart



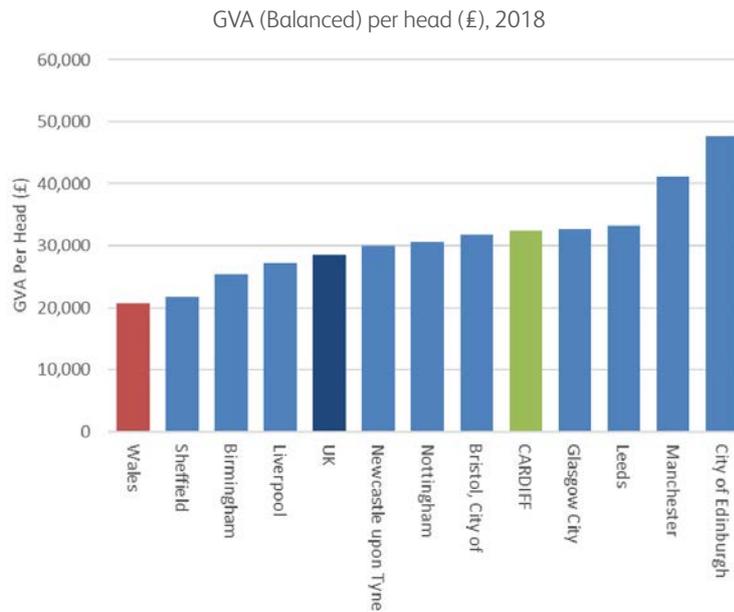
Source: South Wales Police

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



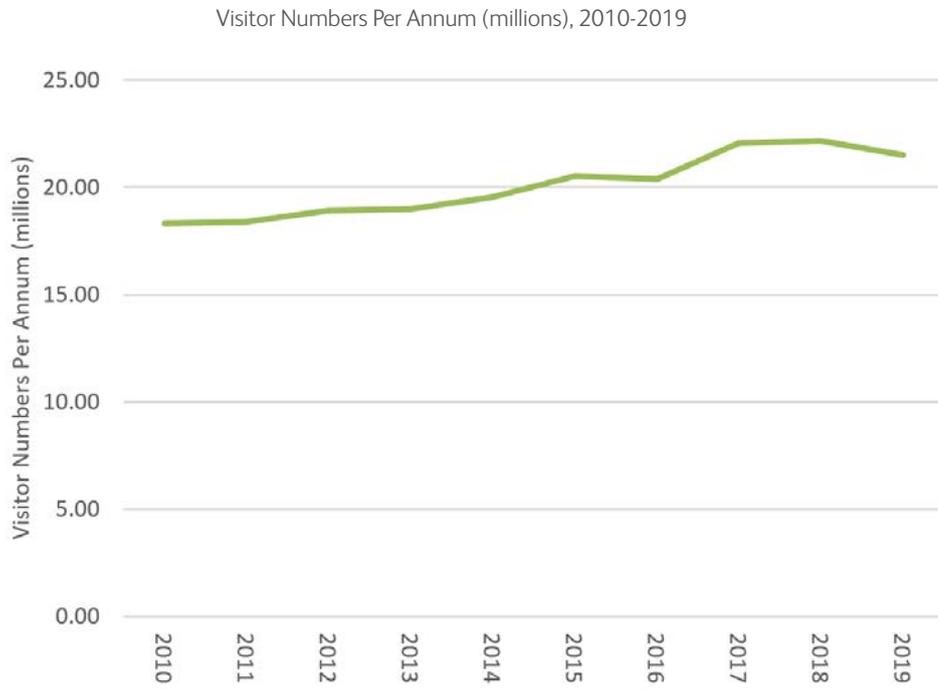
Improving City Performance: City Centre Footfall



Source: Cardiff Council



Improving City Performance: Visitor Numbers



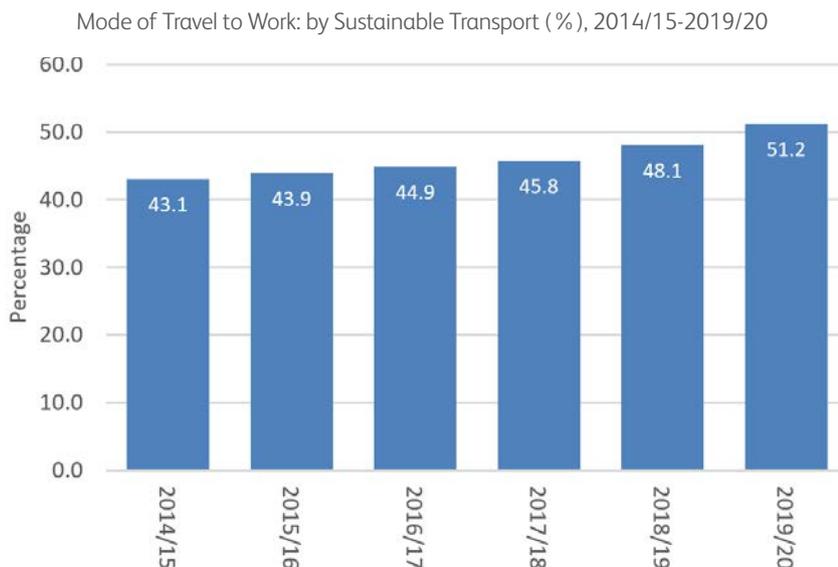
Source: STEAM

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

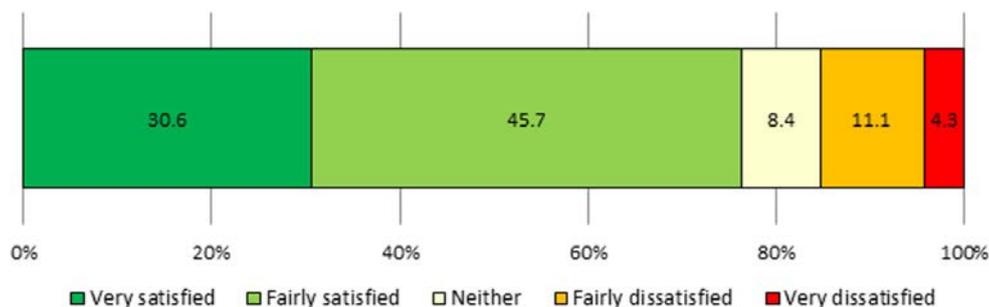


Source: Ask Cardiff



Improving City Performance: Satisfaction with Local Area

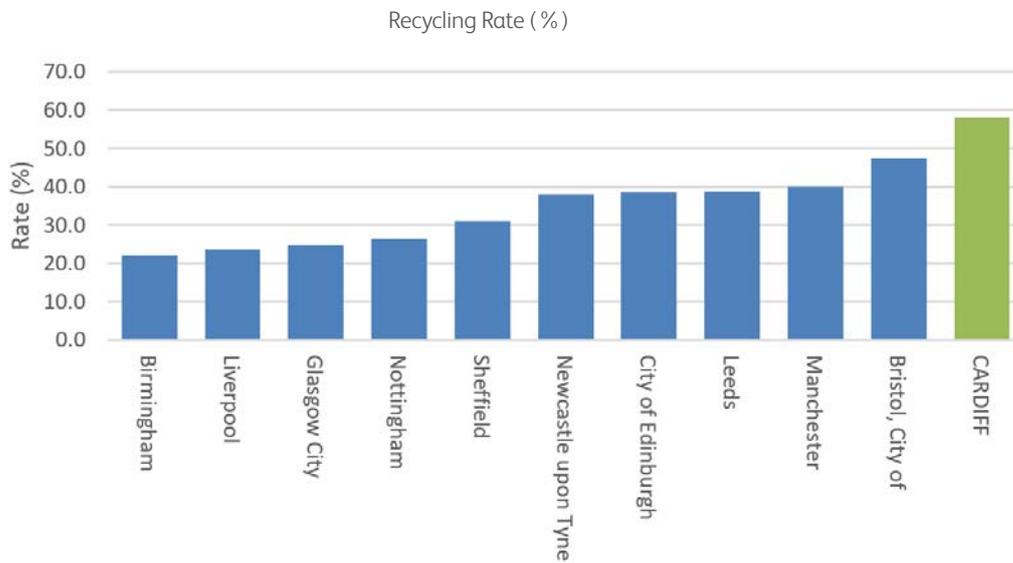
How satisfied or dissatisfied are you with your local community as a place to live? (Base:4155)



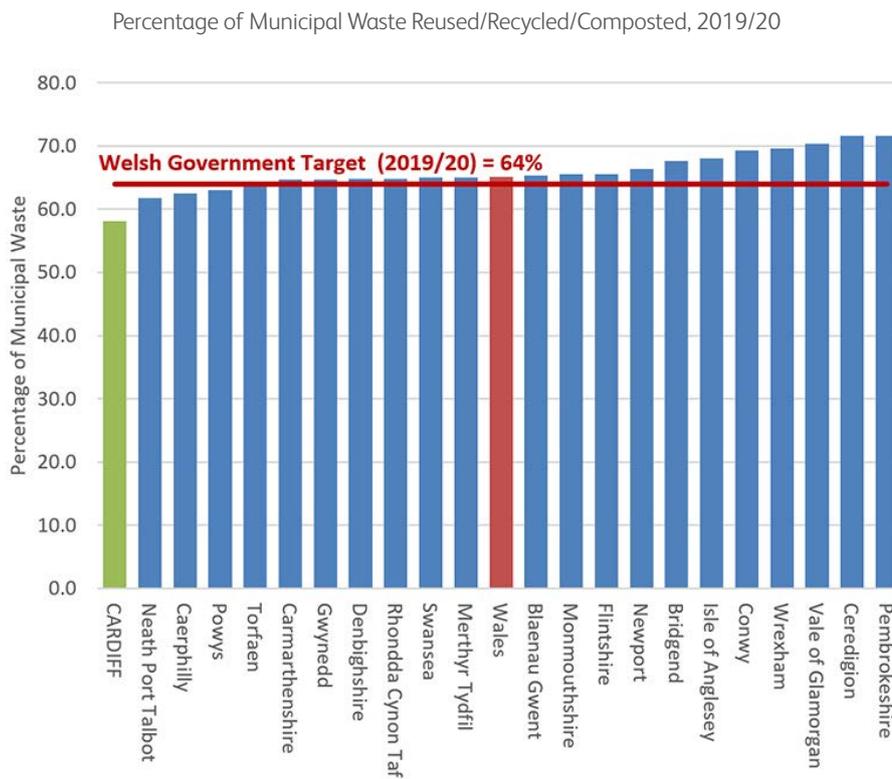
Source: Ask Cardiff 2020



Improving City Performance: Recycling Figures⁵



Source: Welsh Government, DEFRA & Scottish Environment Protection Agency



Source: Welsh Government

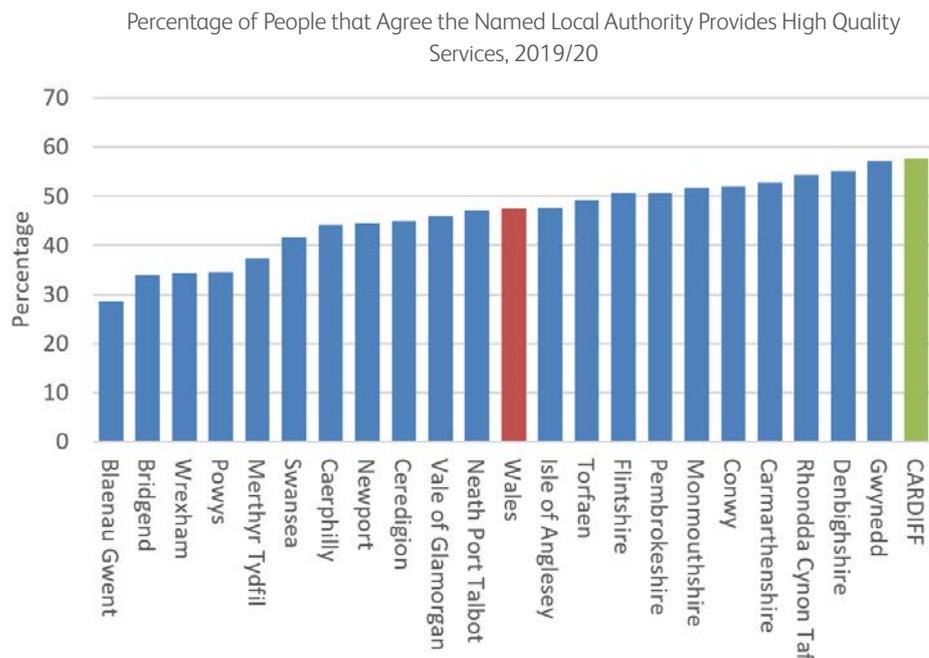
⁵Latest Available Recycling Rates – 2018/19 for England, 2019 for Scotland, 2019/20 for Wales. The calculation of the recycled rate differs slightly between the three nations.

Well-being Objective 7: Modernising and Integrating Our Public Services

Measuring Progress against the Well-being Objective: Outcome Indicators



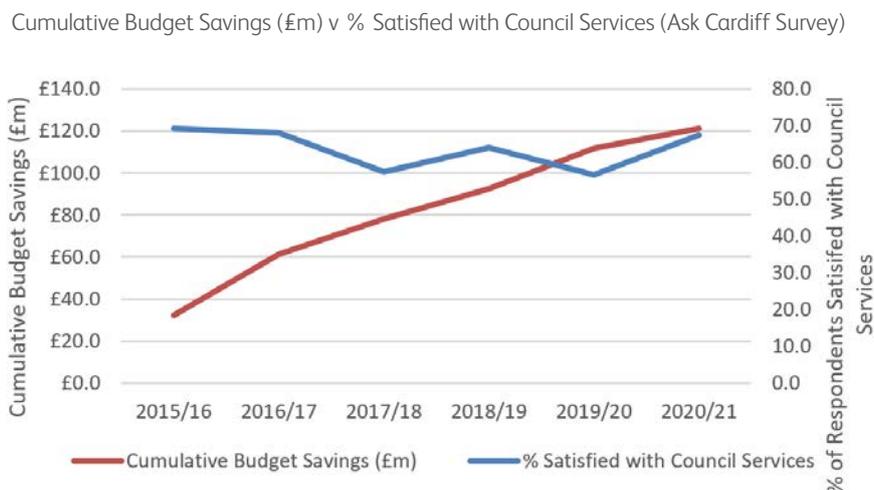
Improving Council Performance: Satisfaction with services in the local area



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

Ref: RDB/RP/CW/23.02.2021

24 February 2021

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Environmental Scrutiny Committee – 23 February 2021

On behalf of the Environmental Scrutiny Committee I would like to thank you, Councillor Wild, Councillor Michael and the officers for attending the Committee meeting on Tuesday 23 February 2021. As you are aware the meeting received items titled 'Draft Budget Proposals 2021/22 – Corporate Overview' and 'Draft Corporate Plan 2021 to 2024 & 2021/22 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft Corporate Plan relevant to the terms of reference of the Environmental Scrutiny Committee. At the meeting Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers on their draft budget and Corporate Plan proposals for the coming year. The comments and observations made by Members following this item are set out in this letter.

Corporate Overview

- **Invest to Save** – At the meeting a Member commented on the invest to save schemes included in the capital section of the Corporate Overview presentation. He asked for clarification on how the schemes worked, the typical return on investment and the normal repayment period applied to such initiatives. As agreed with the Head of Finance at the meeting, the Committee would welcome a written summary on invest to save schemes

after the meeting. I would ask that you include a copy of this written summary in the reply to this letter.

- **Socially Valuable Bus Routes** – A Member asked about the £432,000 that had been set aside for ‘Socially Valuable Bus Routes’ as a part of the 2021/22 Financial Resilience Mechanism. She was concerned that this funding might be applied based on historic data which might not be relevant in the post Covid period, and could ultimately result in the Council providing support for empty buses. She asked for assurance that the Council would try to assess post Covid trends before allocating any funding, and that the approach used by the Council to decide where the funds were placed was consistent with the approved Welsh Government methodology.

- **Future Budget Scrutiny** – During the meeting I commented about the future budget challenges facing the Council, and suggested that it might be sensible for Scrutiny to be involved with future budget planning earlier in the year. It was pleasing that you welcomed such an approach, therefore, could you ask Finance officers to liaise with Scrutiny to agree a plan for earlier engagement in 2021/22.

- **Capital Slippage** – Several Members raised the issue of capital slippage at the meeting, and asked for a breakdown of monies that had slipped into the 2021/22 capital budget, against monies that had been specifically allocated into this year. The Head of Finance explained that the ‘Month 9 - Budget Monitoring Report’ that is due at Cabinet in March provided such a breakdown. I would be grateful if you could arrange for a copy of these appendices to be made available to the Committee.

Strategic Planning & Transport Portfolio - Draft Budget Proposals 2021/22

- **Low Traffic Neighbourhoods** – A Member asked about low traffic neighbourhoods, and if the Council had any current plans to introduce

these in Cardiff. She commented that the introduction of these had been controversial in other parts of the United Kingdom, and if the Council had any such plans it would seem sensible to run a thorough community consultation in advance of taking any decisions. The Cabinet Member responded by explaining that work was currently happening on a Clean Healthy Streets project, but added that a growing number of residents had contacted the Council requesting the introduction of low traffic neighbourhoods. As a consequence, the Council is now in the process of gathering information to determine how such a scheme might work, with the caveat that nothing would happen without a proper consultation, probably focusing on a small pilot area first. The Committee welcome this approach, but ask for further clarification on:

- ❖ Details of the next steps that the Council will be following in deciding the future of low traffic neighbourhoods;
 - ❖ An explanation of how the Council would look to deliver any local consultation before deciding if such a scheme is taken forward;
 - ❖ The criteria that the Council might use to decide where it is appropriate to introduce a low traffic neighbourhood.
-
- **Staff Resource Matching Funding** – A Member explained that he was delighted to see so much capital funding being made available for a wide range of schemes in the Planning, Transport & Environment Directorate. However, he was a little concerned that the existing staff resource might not be sufficient to deliver the large number of planned projects. The Director for Planning, Transport & Environment acknowledged that it was a challenge, but felt that the work was deliverable. The Committee welcomed this response, but have agreed to monitor the progress made against the new schemes as a part of the 2021/22 work programme.

 - **One Planet Cardiff** – Members were pleased to see additional amounts of £120,000 and £404,000 being allocated towards One Planet Cardiff. While some narrative was provided on where this money would be

invested, it would be appreciated if more detail could be provided on how and why this money would be spent.

- **Fees & Charges - Lines 435 & 444 – Blue Badge Fraud & Car Park Season Passes** – At the meeting I asked about the large fee increases for lines 435 and 444, along with an explanation of how the fees actually worked. I was particularly interested to hear that we were in part benchmarking our car park season passes against other car park providers in the city, so a copy of any benchmarking information used in calculating the change in this parking fee would be welcome. Officers agreed to confirm this information in writing, so I would be grateful if you could include this as a part of the response to this letter.

- **Street Lighting** – At the meeting, a Member raised some concerns about the public safety around the dimming of street lights. She wanted assurance that how and when the dimming occurred had been properly risk assessed to ensure that public safety was the primary concern. With this in mind, it would be appreciated if the following could be provided:
 - ❖ Details of measures that have been put in place to ensure that public safety is not compromised by the dimming of street lighting in Cardiff;
 - ❖ Details of the number of street lights that have been converted to LED in Cardiff, along with the total left for conversion.

Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2021/22

- **Food Strategy** – A Member commented on the funding that had been allocated to support the delivery of the Food Strategy and asked for an explanation on exactly where this would be spent. Officers provided an outline explanation on where funds would be invested, however, stressed that more detailed work was still required. The Committee feel that this is an important piece of work, and so will look to review progress made

against delivering the Food Strategy as a part of the 2021/22 work programme.

- **Household Waste Recycling Centre – North Cardiff** – Members once again noted the £3.2million in capital funding that has been allocated for a new Household Waste Recycling Centre in North Cardiff. They expressed some concern at how long the process was taking, but were told that the delay was due to the challenges of identifying a suitable site in the area. So that the Committee is better able to understand the difficulties involved with finding a new site, I would ask that a summary is provided to the Committee that sets out the work that has taken place to date, the various sites that have been considered, reasons why certain sites were deemed inappropriate, and a list of any potential sites that are currently being considering. Given the sensitive nature of this sort of proposal, the Committee is happy to receive a confidential response or briefing.

- **Lines 363 & 364 - Cardiff Dog Home – Fee Increases** – A Member expressed concern at the large fee increases for dog rehoming at Cardiff Dogs Home. The Cabinet Member explained that the increases were in line with other similar dog charities, for example, The Dogs Trust, but the Member was not convinced, feeling that the increase would simply help push up the cost of dog ownership, which in turn would continue to fuel the recent trend of dog thefts. The Member felt that you should reflect upon and reduce this fee increase.

- **Shared Regulatory Services** – Members noted the changing role of Shared Regulatory Services during the pandemic, with one Member asking how the service planned to adapt to the changing demands as various aspects of the lockdown are gradually relaxed. Predicting how thing might change is very difficult, and so the Committee will look to review the Shared Regulatory Services Business Plan and Annual Report in the early part of 2021/22 to see if the demands being placed on the service are being matched by the financial support provided.

- **Bereavement Cost Comparison** – At the meeting there was some discussion about increasing a number of fees and charges in the Bereavement Service during the pandemic. The Cabinet Member and officers explained that this was a part of a three-year schedule of planned price increases, and that these increases had been benchmarked against other private and local authority providers. The Cabinet Member offered to supply this benchmarking information, so it would be appreciated if this could be provided this as a part of your response to this letter.

- **Fly Tipping** – Members note that the target set for fly tipping fines collected had been reduced for 2021/22; they understand that the change was made to help establish a more realistic target. The Committee will monitor progress against this revised target during 2021/22.

Requests for following this scrutiny:

- 1) **Invest to Save Schemes** – Provide a written summary on invest to save schemes that explains how they operate, typical return on investment, and repayment periods.

- 2) **Socially Valuable Bus Routes** – Provide assurance that the Council would try to assess post Covid trends before allocating any funding, and that the approach used by the Council to decide where the funds are placed is consistent with the approved Welsh Government methodology.

- 3) **Capital Slippage** – Arrange for the appendices in the ‘Month 9 - Budget Monitoring Report’ that address capital to be made available to the Committee.

- 4) **Low Traffic Neighbourhoods** – To provide details of the next steps that the Council will be following in deciding the future of low traffic neighbourhoods; an explanation of how the Council would look to deliver any local consultation before deciding if such a scheme is taken forward;

the criteria that the Council might use to decide where it is appropriate to introduce a low traffic neighbourhood.

- 5) **One Planet Cardiff** – Provide details of how the additional funding for One Planet Cardiff would be spent.
- 6) **Fees & Charges - Lines 435 & 444 – Blue Badge Fraud & Car Park Season Passes** – Provide clarification on lines 435 and 444 of the fees and charges schedule, explaining exactly what they are and how they operate.
- 7) **Street Lighting** – Provide details of measures that have been put in place to ensure that public safety is not compromised by the dimming of street lighting in Cardiff; and the number of street lights that have been converted to LED in Cardiff, along with the total left for conversion.
- 8) **Household Waste Recycling Centre – North Cardiff** – Provide a summary of the work that has taken place to date, the various sites that have been considered, reasons why certain sites were deemed inappropriate, and a list of any potential sites that are currently being considering. Given the sensitive nature of this sort of proposal, the Committee is happy to receive a confidential response or briefing.
- 9) **Bereavement Cost Comparison** – To provide a copy of the benchmarking information which compares the Council against other local authorities and other private providers, and which was used to support the price increase.

Recommendations to be monitored following this scrutiny:

- 1) **Future Budget Scrutiny** – That you ask Finance officers to liaise with Scrutiny to agree a plan for earlier engagement in 2021/22.

- 2) **Lines 363 & 364 - Cardiff Dog Home – Fee Increases** – To reflect upon and reduce this fee increase.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,



Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
- Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Andrew Gregory, Director of Planning, Transport & Environment;
- Neil Hanratty, Director of Economic Development;
- Matt Wakelam, Assistant Director Street Scene;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Environmental Scrutiny Committee.

Cyf/My Ref::
Eich Cyf/Your Ref:: RDB/RP/CW

Dyddiad/Date: 24 February 2021

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Ramesh

Environmental Scrutiny Committee – 23 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

I know that Cabinet see great merit in the early involvement of Scrutiny in shaping policy and budget commitments. However, there are some practical challenges to consider such as the timing of any budget settlements from the Welsh Government. Steps were taken this year to broaden the Performance Panel to include policy / performance and budgetary issues. Looking forward, this may inform individual scrutiny committees to consider which budgetary issues warrant further early consideration in order to contribute to the revenue and capital budget proposals which will deliver a balanced budget for 2022/23 and beyond.

Some specific comments in respect of the points made are included below:

- Benchmarking information in respect of Bereavement Fees is attached. This was collated in October 2020 when officers were reviewing the fee increases for this coming year and an assumption of a 2% inflationary increase was made for the other Authorities. Once all fees are published, the data will be updated and I will of course be happy to share a copy showing the 2021/22 actuals.
- I attach an Appendix A, which sets out an explanation and summary of invest to save schemes.
- I attach an Appendix B, which provides further detail on One Planet Cardiff expenditure.
- **Socially Valuable Bus Routes** – The bus services funded by this money supports multiple areas/wards across the city helping residents access work, education and health provision including for example Grangetown, Caerau, Ely,

Llanishen and Fairwater. It is not currently possible to assess post-Covid demand but as bus patronage recovers with the advent of the vaccination rollout, the performance of these supported services will be monitored. It should be noted that these services are supported because passenger levels are below those required for the service to be operated commercially. The working arrangements through the BES2 Agreement will also identify an assessment process for reviewing the bus network that will also take into account the impacts of COVID.

- **Low Traffic Neighbourhoods** - the Council has sought funding from the Welsh Government's Active Travel Fund to undertake investigation work to assess the feasibility of implementing Low Traffic Neighbourhoods in Cardiff during the 2021/22 financial year. This work will build on the public engagement exercise and study undertaken by Living Streets in 2020 which focussed on Plasnewydd. The study identified opportunities for introducing measures to create a healthy street environment and highlighted the potential for developing a Low Traffic Neighbourhood (LTN) in Plasnewydd.

With funding secured, the Council will commission a more detailed investigation of the feasibility of implementing a LTN in Plasnewydd. The work will involve data gathering (traffic flows and speeds) to identify patterns of movement and engagement with the local community including local amenity groups in the area. This activity will inform the development of initial proposals for filtering out through-traffic and implementing greening and other placemaking improvements in line with a 'streets for health' approach.

We hope that funding will enable us to investigate the feasibility of an LTN in one other area of the city in addition to Plasnewydd during 2021/22.

The aim of this work will be to devise LTN schemes, which can be delivered in financial year 2022/23. Each scheme will be developed as a pilot, which will be fully evaluated and will provide 'proof of concept' and learning to inform the development of detailed criteria for selecting other areas of the city where LTNs can be delivered.

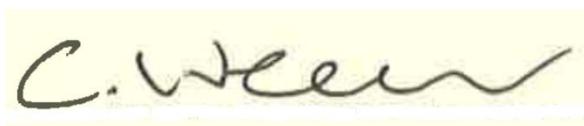
Providing the pilots are successful, our ultimate aim would be to roll out LTNs to all parts of the city where they can help to create healthier streets and neighbourhoods and support the Council's wider active travel agenda.

- Line 435 Blue Badge Fraud – Proposal to charge a maximum of £360 to recover the costs of the Blue Badge enforcement & investigation (benchmarking with other Councils have been undertaken). Please note the Court decides the level of fine applicable on a case by case basis.
- Line 444 Car Park Season Passes – the increase in charge reflects that season ticket charges have remained static for a number of years and is in line with the parking strategy.
- Street Lighting conversion to LED - 1,250 residential street lights have been converted (Radyr pilot) and 23,750 are programmed to be converted in the next 18 months.

- Dimming - A Central Management System (CMS) was introduced when LED street lighting was implemented on the strategic road network. The LED street lighting on the residential road network will also have a Central Management System and will synchronise with the existing system. The CMS allows Officers to raise and lower lighting levels to support improving energy efficiency; whilst allowing the management of any concerns relating to lighting levels.
- Household Waste Recycling Centre – North Cardiff – as communicated in Council, there were a number of sites assessed but none were deemed viable due to location, financial viability and key transport routes. Strategic Estates will continue to identify any potential sites for further review. Capital Funding is included in the Capital Programme.
- Dog Fees - The fees proposed are reasonable compared with other rehoming charities and also ensure the new owners are aware that taking on a dog has a long term financial commitment as well as a welfare one. The recent thefts of dogs are very much aimed at the 'higher end' breeds which are often sold for in excess of £3,000

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely,



Y Cynghorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Councillor Huw Thomas, Leader, Cardiff Council;
 Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
 Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
 Chris Lee, Corporate Director Resources;
 Ian Allwood, Head of Finance;
 Andrew Gregory, Director of Planning, Transport & Environment;
 Neil Hanratty, Director of Economic Development
 Matt Wakelam, Assistant Director Street Scene;
 Davina Fiore, Director of Governance & Legal Services;
 Gary Jones, Head of Democratic Services;
 Members of Cardiff's Environmental Scrutiny Committee.

Appendix A

Written summary on invest to save schemes that explains how they operate, typical return on investment, and repayment periods. Finance

Unsupported borrowing - Opportunity afforded by the Prudential Code

Changes made in the Local Government Act 2003 gave Local authorities the opportunity to make real choices in the form of unsupported borrowing for Capital schemes. Local authority capital expenditure was previously controlled by Central Government. This change allowed Councils to deliver improvement in services whilst putting in place measures to protect the interests of the Council Tax and Rent payer (Prudential Code).

Unsupported Borrowing must be repaid from Council tax or rents, specific revenue budgets, future savings or income streams.

Types of Unsupported Borrowing

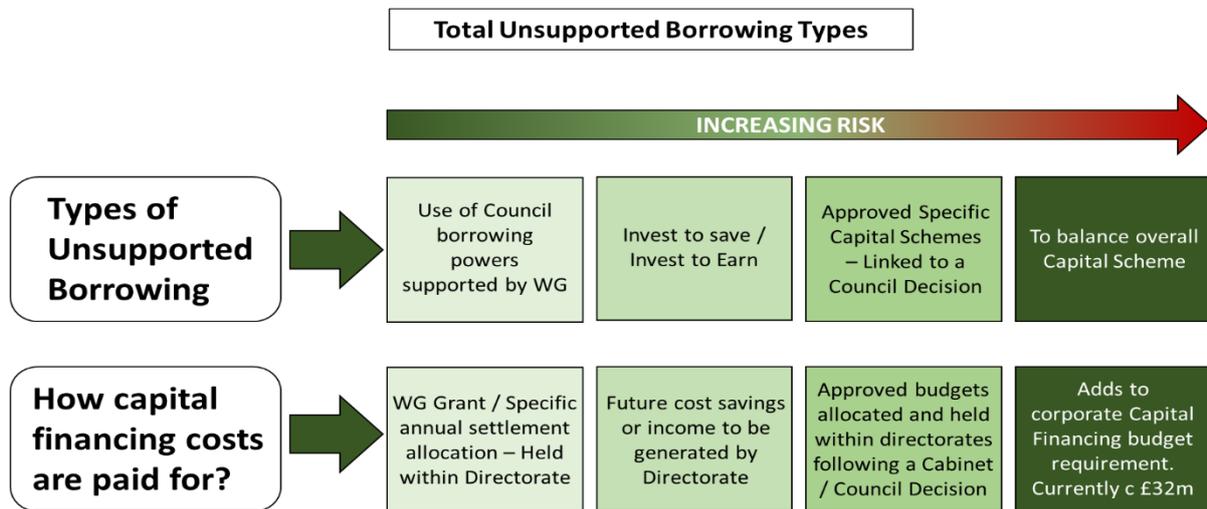
There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment.

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.

The diagram below is an extract from the Capital Strategy and details the four main types of unsupported borrowing undertaken by the Council to date and how revenue costs (capital financing costs of servicing that borrowing) are paid for.



Revenue Budget Impact of Capital schemes funded by Borrowing

The revenue budget impact of borrowing for capital schemes 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.

Requirement for a Business Case demonstrating affordability

Any projects given approval to proceed on the basis of paying for themselves over a period of time, require a robust business case. The capital programme includes an allowance of £500,000 p.a for the S151 officer to approve small projects during a year. All other projects are generally identified in previous and future budget proposals as separate line items and progressed only after confirmation of a business case.

Directorates must repay the internally calculated costs of servicing any borrowing over the life of the project from their budgets. This budget can either be in the form of:

- Revenue income assumed from the project
- Revenue savings deemed to be generated as a result of the project
- Grant income from Welsh Government towards the project to be received over its useful life.

Any business case will need to demonstrate that assumed interest costs and repayment of the initial capital expenditure over a prudent period can be afforded. This period is generally deemed to be an estimate of the useful life of the expenditure being incurred, but the prudent period is determined by the S151 Officer in line with a policy approved by Council as part of the budget process.

Directorates will need to repay the costs of any invest to save / earn schemes, irrespective of whether the income or savings initially assumed are actually generated. They therefore represent a long term risk to directorate revenue budgets and so on going monitoring of performance and any models initially assumed to capture savings and income is essential.

The section below highlights some of the investment historically undertaken. Some projects may be short term and have a longer period of repayment than others so typical returns and repayment periods will differ for each.

Examples of existing projects undertaken by borrowing to be repaid from Revenue or other Budgets

- Creation of Cardiff International Whitewater
- Homelessness Single Assessment Centre
- Schools 21st Century Schools Band A and Band B financial Models
- Streelighting dimming and LED conversion
- Radyr Weir
- Energy Retrofit Schemes
- Town Centre Loans
- Highways and Schools Local Government Borrowing Initiative
- Controlled Parking Enforcement and Moving Traffic Enforcement set up
- Cardiff North Cemetery
- Vehicle Replacement Strategy – Buy versus lease
- Core Office Strategy
- Investment in Leisure Centres as part of GLL contract
- Parks implementation of 3G Pitches
- Private Sector Rental Scheme Loans
- Acquisition of Red Dragon Centre

Examples of projects included in the 2021/22 programme based on borrowing to be repaid from Revenue or other Budgets (Subject to business to approval of business case)

- Cardiff Heat Network Limited Loan
- Pilot projects for supported living
- Coastal Erosion Local Government Borrowing Initiative
- Pentwyn Leisure Centre Redevelopment
- International Sports Village Redevelopment
- Contribution to City Deal expenditure in advance of central government grant
- Indoor Arena – Enabling and Direct Funding replacement for income strip

Appendix B One Planet Posts

5yr plan - PTE Additional Resource	Perm/T emp	Impact/Delivery
White Paper Resource		
Programme Manager	Perm	<ol style="list-style-type: none"> 1. Lead delivery on key transportation projects in the City Centre/across the City e.g. Castle Street/Transport interchange & East Side Canal Quarter contained in the White Paper. 2. Ensure quicker delivery of Parking Strategy/Traffic Regulation Orders in a customer focussed way - streamlining e.g. technology mapping/providing clear mitigation for Sustainable Travel Transport choices. 3. Manage key delivery of innovative Transport solutions e.g. technology including smart corridors.
Metro, Bus/Strategic Corridors	1yr	<ol style="list-style-type: none"> 1. Successfully deliver £1mn assessment spend. 2. Ensure Cardiff Crossrail moves to next design/delivery stage – clear public announcement. 3. Ensure New crosscity bus routes/wider city strategy is delivered/public. 4. Ensure bus measures aligned with Castle St/Smart corridor outcomes are delivered.
Electrical Team - Telematics	1yr	<ol style="list-style-type: none"> 1. Delivery of multiple schemes associated with the sustainable and active travel agenda and Transport White Paper ambitions. 2. Design of new signalised traffic junctions. 3. Configuration of existing junctions to tie into new scheme designs - Smart Corridors. 4. Delivery of multiple intelligent transport system solutions.
Electrical Team - Street Lighting Design	1yr	<ol style="list-style-type: none"> 1. Delivery of multiple schemes associated with the sustainable and active travel agenda and Transport White Paper ambitions. 2. Design of new signalised traffic junctions. 3. Configuration of existing junctions to tie into new scheme designs - Smart Corridors. 4. Delivery of multiple intelligent transport system solutions.
One Planet		

Programme Manager/Lead	Perm	<ol style="list-style-type: none"> 1. Co-ordinating the delivery of the One Planet Cardiff strategy and climate emergency response. 2. Defining, procuring and project managing key renewable energy and energy efficiency projects. 3. Tracking National policy change, best practice and managing periodic strategy review.
Housing Retrofit Officer (Domestic Energy)	1yr	<ol style="list-style-type: none"> 1. Developing a strategy and delivery framework for upscaled domestic energy Retrofit (beyond current HRA/ARBED scope). 2. Key liaison on City Region and Health dimensions and in securing appropriate funding, skills development and supply chains. 3. Direct delivery of initial phase of domestic retrofit projects for privately owned housing in the city.
EV Delivery Officer	1yr	<p>Deliverability on site will be dependent on funding being allocated</p> <ol style="list-style-type: none"> 1. Installation of 22kw chargers at 11 car park sites. 2. Installation of further 10 residential EVCPs. 3. Delivery of long term EV Delivery Strategy.
Senior Carbon & Climate officer	1yr	<ol style="list-style-type: none"> 1. Detailed carbon modelling and impact assessment across the One Planet Cardiff projects. 2. Monitoring and reporting on Council wide Carbon reduction action. 3. Assisting in the delivery and project management of key renewable energy and energy efficiency projects.

Overall Support & Resource		
Finance	1yr	Financial Co-ordination - One Planet/Carbon Footprint Council Wide

Comparison Data
LOCAL GROUP

CARPHILLY CBC	MONMOUTHSHIRE	MERTHYR TYDFIL	CARMARTHEN TC	RCT	NEATH PORT TALBOT	TOWAYN CBC	SWANSEA	FLINTSHIRE	BRIDGEND	CARDIFF	BLAENAU GWENT	PENARTH TC	BARRY TC	GWENT (NEWPORT) CREMATORIUM	NARBETH CREMATORIUM	BARRY CREMATORIUM (PRIVATE)	Llanstone - Newport East (Private)
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Average	Cardiff Difference
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2019/20	Cost of Purchase of New Grave - 2 Depth	£ 605	£ 600	£ 950	£ 1,424	£ 1,050	£ 951	£ 752	£ 860	£ 865	£ 1,311	£ 810	£ 1,623			£ -	£ 949	£ 538	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,739	£ 1,758	£ 867	£ -	£ 800	£ 800	£ 1,213	£ 980	£ -	£ 790	£ 760	£ 491			£ -	£ 802	£ 538	£ -
	Cremation Charge	£ -	£ -	£ -	£ 558	£ 710	£ 617	£ -	£ 695	£ -	£ 680	£ 640	£ -			£ 770	£ 595	£ 800	£ 815

£ 949.14	£ -139.14
£ 961.46	£ -201.46
£ 688.00	£ -48.00

2020/21	Cost of Purchase of New Grave - 2 Depth	£ 605	£ 660	£ 950	£ 1,467	£ 1,066	£ 970	£ 768	£ 905	£ 904	£ 1,379	£ 900	£ 501	£ 1,100	£ 1,130	£ -	£ 968	£ 1,985	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,739	£ 1,274	£ 867	£ -	£ 812	£ 816	£ 1,238	£ 1,030	£ -	£ 830	£ 810	£ 1,154	£ 520	£ 565	£ -	£ 818	£ -	£ -
	Cremation Charge	£ -	£ -	£ -	£ 810	£ 721	£ 617	£ -	£ 730	£ -	£ 696	£ 700	£ -	£ -	£ -	£ 828	£ 700	£ 875	£ 840

£ 1,016.11	£ -116.11
£ 959.48	£ -149.48
£ 751.74	£ -51.74

Assume 2% Increase on all Fees except Cardiff

2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
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2021/22	Cost of Purchase of New Grave - 2 Depth	£ 617	£ 673	£ 969	£ 1,496	£ 1,087	£ 989	£ 783	£ 923	£ 922	£ 1,406	£ 970	£ 511	£ 1,122	£ 1,153	£ -	£ 987	£ 2,025	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,774	£ 1,299	£ 884	£ -	£ 828	£ 832	£ 1,263	£ 1,051	£ -	£ 847	£ 855	£ 1,177	£ 530	£ 576	£ -	£ 834	£ -	£ -
	Cremation Charge	£ -	£ -	£ -	£ 826	£ 735	£ 629	£ -	£ 745	£ -	£ 710	£ 740	£ -	£ -	£ -	£ 845	£ 714	£ 893	£ 857

£ 1,039.68	£ -69.68
£ 980.89	£ -125.89
£ 769.37	£ -29.37

Comparison Data
CORE CITIES

BIRMINGHAM	Bristol	CARDIFF	GLASGOW	LEEDS	LIVERPOOL	MANCHESTER	NEWCASTLE	NOTTINGHAM	SHEFFIELD
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Average	Cardiff Difference
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2019/20	Cost of Purchase of New Grave - 2 Depth	£ 2,445	£ 1,400	£ 810	£ 1,350	£ 1,467	£ 1,040	£ 878	£ 1,009	£ 1,625	£ 950
	Cost of Interment within a 2 Depth Grave	£ 1,054	£ 850	£ 760	£ 1,010	£ 1,133	£ 855	£ 878	£ 885	£ 700	£ 1,200
	Cremation Charge	£ 875	£ 890	£ 640	£ 670	£ 853	£ 871	£ 838	£ 770	£ 667	£ 900

£ 1,297.40	£ -487.40
£ 932.50	£ -172.50
£ 797.40	£ -157.40

2020/21	Cost of Purchase of New Grave - 2 Depth	£ 2,445	£ 1,500	£ 900	£ 1,350	£ 1,511	£ 1,040	£ 913	£ 1,035	£ 1,700	£ 950
	Cost of Interment within a 2 Depth Grave	£ 1,054	£ 875	£ 810	£ 1,010	£ 1,167	£ 855	£ 913	£ 910	£ 714	£ 1,200
	Cremation Charge	£ 875	£ 940	£ 700	£ 670	£ 879	£ 871	£ 868	£ 842	£ 680	£ 900

£ 1,334.35	£ -434.35
£ 950.75	£ -140.75
£ 822.50	£ -122.50

Assume 2% Increase on all Fees except Cardiff

2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
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2021/22	Cost of Purchase of New Grave - 2 Depth	£ 2,494	£ 1,530	£ 970	£ 1,377	£ 1,541	£ 1,061	£ 931	£ 1,056	£ 1,734	£ 969
	Cost of Interment within a 2 Depth Grave	£ 1,075	£ 893	£ 855	£ 1,030	£ 1,190	£ 872	£ 931	£ 928	£ 728	£ 1,224
	Cremation Charge	£ 893	£ 959	£ 740	£ 683	£ 897	£ 888	£ 885	£ 859	£ 694	£ 918

£ 1,366.24	£ -396.24
£ 972.65	£ -117.65
£ 841.55	£ -101.55

Ref:

Scrutiny/AEJ/LB/CW/230221 24

February 2021

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Children & Young People Scrutiny Committee – 23 February 2021

On behalf of the Children & Young People Scrutiny Committee I would like to thank you, Councillor Hinchey, Councillor Merry and officers for attending the Committee meeting on Tuesday 23 February 2021 to consider the Draft Budget Proposals 2021/22 and Draft Corporate Plan 2021-24.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Children & Young People Scrutiny Committee. Presentations were made by officers from the Resources, Education & Lifelong Learning and Social Services Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

❖ **Corporate Overview**

Members would like to take opportunity to commend you, Cabinet colleagues and officers for your approach to the budget setting process, particularly during a very challenging year for the authority.

In terms of your Portfolio, Members felt there were a number of issues that would require your input and commitment going forward and would appreciate your views on.

Members were pleased with the realignments for Children's Services and the uplift of over 9%. Members now feel that this reflects realistic figures for the Service. Members asked whether the figures were sufficient to meet increasing demand. More than ever, Members felt that a robust budget monitoring regime be in place, and that this Scrutiny Committee receive regular updates on spend, demand and any challenges the service faces. Further views are set out under the Children's Services section.

In addition, Members asked about the likely additional costs in the period ahead relating to intervention for children and young people who may display increasing mental health challenges and the disproportionate effect this would have on disadvantaged children and young people and their communities. Members were reassured that Welsh Government had provided additional funding to date, and that the Council would continue lobby Welsh Government for funding so that schools budgets were not adversely affected by these additional costs. With this in mind, this Committee would welcome regular updates on this.

❖ **Children's Services**

Members asked a number of questions around the increase in the budget and realignment of funds, efficiency savings in relation to residential placements, and some of the targets set for the corporate plan. Members would like to commend the work undertaken by the Service Area in relation to the recruitment of social work staff – we will continue to monitor this quarterly. In terms of more specific areas of questioning, Members wanted to feed back their views on the following:

Prevention and Early Intervention – Members asked about the importance of prevention and early intervention in relation to the behaviour of some children and young people in the community. Anti-social behaviour and the risk of young people being groomed for drugs etc. were still a major issue, and the “normalisation” of this behaviour increasing. Therefore, we would request that updates on this issue be provided to this Committee, but any

review include the Youth Service being fully engaged in finding solutions going forward. Members were informed that a review of commissioned services and the development of an Adolescent Strategy would be coming forward and we would appreciate a timeline on when this is likely to happen and be considered by this Scrutiny Committee.

Placements – Members asked questions around proposals for the new Assessment Centre, along with more general questions around placements within Cardiff. Arising from this, Members would request the following information:

- Homes for Children – how many buildings/ places are currently available in Cardiff
- Homes for Children - Number of Children and young people requiring this type of support
- Assessment Centre – What will be the availability via the Assessment Centre?
- Assessment Centre – what has been forecast as the likely uptake?
- What KPIs will be developed for this area

Members of this Scrutiny Committee will also build into its work programme a regular update on placements, including the progression of the Inquiry report on Out of County Placements.

Youth Justice – this Committee will continue to closely monitor the Youth Justice Service improvements, which will include any financial implications. Members heard that contracts in relation to this service are being reviewed and will welcome this information being considered by the Committee. In addition, Members asked around numbers in relation to longer-term reoffending rates and were informed that a report card was currently being updated, so would request a copy of the score card containing this information.

Budget Realignment – as already stated, Members were pleased with the uplift in the Children’s Services Budget, and the news that this would allow for more “creative” ways of working. We would like to reiterate that we would seek reassurance that the budget spend was done so creatively and effectively, focussed on preventative action; that efficiency savings were being achieved particularly with regard to savings identified as accruing from a reduction in residential placements through provision of an additional 25 places through the Young Person’s Gateway; and that the service was operating successfully, albeit within the context of ongoing uncertainty arising from the pandemic. We reiterate the request that this information be provided to this scrutiny on a regular basis.

❖ **Education & Lifelong Learning**

Members of the Committee would like to echo the thanks from Councillor Merry to all Education and schools staff on their achievements during the past 12 months. It is very much appreciated by Members of this Committee.

Members very much welcomed the focus towards recovery by the LEA and Schools, including details of some of the longer-term commitments going forward. Members were satisfied by responses relating to school recovery, mental health, community focussed schools, the summer programme, youth service and digital deprivation. Members also stated that they were reassured by the efficiency savings and schools balances. Education recovery remains a priority issue for this Committee and would therefore request that we are kept well informed in how the school recovery proceeds over the next year with regular updates to this Committee. Some more detailed issues Members wished to feed-back included:

Digital deprivation – Members wish to commend the work that has been undertaken in this area and its impact in relation to tackling digital inequalities across Cardiff. Members felt assured that there will be a strong commitment to maintaining this.

Youth Service – The Committee welcomed the additional FRM funds available for the current year. However, Members raised the issue of sustainability of the service. As already stated, Youth Services play a critical role in prevention services and therefore, Members seek reassurances that the administration will commit to the sustainability of the Service and its role within prevention and early intervention. We request that regular updates are brought to this Committee.

Mental Health – at our Committee meeting in January, Members flagged the issue of mental health during discussions with Councillor Merry and officers on the Child Friendly City Programme. We await a response from Councillor Merry on this issue, but Members wish to reiterate its concerns regarding children and young people currently under the threshold for Services; the capacity of the CAHMS Service; the importance of promoting what has worked well for children and young people during the pandemic; and positive messaging to ensure that young people do not feel “worth less”.

Summer Provision – the Committee has already requested that the draft summer programme be considered by this Scrutiny Committee in due course.

To recap, I would request your views and/or additional information in relation to the following:

- Commitment to robustly monitoring the effectiveness of the Children’s Services budget and to commit to providing regular updates on this;
- Views on potential additional costs in the period ahead relating to intervention for children and young people who may display increasing mental health challenges and for a commitment to continue to lobby Welsh Government for funding; consider the capacity of provision and thresholds; and provide this Committee with regular updates on this;
- Prevention/Early Intervention - Details of when the reviews of commissioned services and the development of an Adolescent Strategy would be taking place;

- Placements - provide Members with the following information:
 - Homes for Children – how many buildings/ places are currently available in Cardiff
 - Homes for Children - Number of Children and young people requiring this type of support
 - Assessment Centre – What will be the availability via the Assessment Centre?
 - Assessment Centre – what has been forecast as the likely uptake?
 - What KPIs will be developed for this area
- Youth Justice – provide a copy of the score card setting out longer-term reoffending; and
- Youth Service – provide reassurances on the sustainability of the Youth Service.

There are no formal recommendations arising from this letter.

I should be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Yours sincerely,



COUNCILLOR LEE BRIDGEMAN
Chairperson – Children and Young People Scrutiny Committee

Cc: Councillor Graham Hinchey, Cabinet Member for Children & Families
 Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills
 Chris Lee, Corporate Director Resources
 Ian Allwood, Head of Finance
 Melanie Godfrey, Director of Education & Lifelong Learning
 Neil Hardee, Head of Services to Schools
 Mike Tate, Assistant Director, Education & Lifelong Learning

Sarah McGill, Corporate Director People & Communities

Deborah Driffield, Director of Children's Services

Gary Jones, Head of Democratic Services

Dylan Owen, Head of Cabinet Office

CYPSC Members

Cabinet Support Office



Cyf/My Ref::
Eich Cyf/Your Ref::

Dyddiad/Date: 24 February 2021

Councillor Lee Bridgeman
Chairperson Children & Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Lee

Children & Young People Scrutiny Committee – 23 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

The following paragraphs address each of the Committee's further information requests:

- Budget monitoring has been significantly enhanced and this will be ongoing into the next financial year. Budget monitoring will be closely linked to the service planning, performance and demand. Clear accountability for the budgets is now with managers, especially in terms of staff and placements. Officers welcome the opportunity to present updates on the budget position, and will work with scrutiny support to plan these in.
- A senior management meeting has been set up fortnightly with Education and Children Services, in acknowledgment that there is increasing demand resulting from lockdown and school closures and the need to enhance emotional mental health support. We will continue to lobby Welsh Government to raise this issue, and note the recent report from the Children's Commissioner on this. As children and young people begin to return to school as restrictions lift, the Education directorate will be supporting school leaders to re-integrate pupils to school life, with investment in additional mentoring capacity for the most vulnerable, targeted support from central teams such as school based counselling and specialist teachers, extra-curricular activities and a programme of summer enrichment activities. In response to the Committee's query on when the review of commissioned services and the development of an Adolescent Strategy would be taking place, officers will ensure that Scrutiny are involved ahead of a Cabinet decision.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



- The Committee requested information in respect of placements. Provision and occupancy levels are summarised below:

Homes for Children – buildings/ places currently available in Cardiff

- Officers will collate the information requested and provide the committee with this information once it is available.

Homes for Children - Number of Children and young people requiring this type of support

- Officers will collate the information requested and provide the committee with this information once it is available.

Assessment Centre – availability, forecast uptake and KPIs

- The Assessment Centre availability will be between 15 – 20 young people per year. Eighty-five 11 to 17 year olds came into care over the last year (excluding those going straight into independent living placements), although not all of these will be suitable for the assessment centre. The model will be developed over the next year ahead of future additional provision. KPIs will be developed over the next year, and will centre around the outcomes of children and their destination.

- The score-card setting out longer-term reoffending will be reported back to the Committee following engagement with the Youth Justice Board
- Officers in the Education Directorate would welcome the opportunity, later in the year, to discuss the sustainability of Youth Services in the City. In addition, once arrangements have been finalised, officers welcome the opportunity to attend the committee to provide an update on school recovery and our plans for summer provision.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely,



Y Cyngorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Graham Hinchey, Cabinet Member for Children & Families
Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
Chris Lee, Corporate Director Resources;
Ian Allwood, Head of Finance;
Melanie Godfrey, Director of Education & Lifelong Learning
Neil Hardee, Head of Services to Schools
Mike Tate, Assistant Director, Education & Lifelong Learning;
Sarah McGill, Corporate Director People & Communities;

Deborah Driffield, Director, Children's Services;
Gary Jones, Head of Democratic Services;
CYPSC Members
Cabinet Support Office

My Ref: Scrutiny/Correspondence/Cllr Jenkins

23 February 2021

Councillors Chris Weaver, Susan Elsmore & Lynda Thorne
Cabinet Member for Finance, Modernisation and Performance
Cabinet Member for Social Care, Health & Well-being
Cabinet Member for Housing & Communities
Sent via e-mail



Dear Cllr Weaver, Cllr Elsmore and Cllr Thorne.

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 22 FEBRUARY 2021
DRAFT BUDGET PROPOSALS 2021/22 & CORPORATE PLAN 2021/24**

As Chairman of the Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to consider the draft Budget Proposals 2021/22 and Corporate Plan 2021-2024. Members of the Committee have requested that I feed back the following comments and observations to you:

Corporate Overview

- During the meeting, questions were asked about whether the efficiency savings proposed for adult services and people and communities within last year's budget (2020/21) had been met, and Members were signposted to an appendix of the Budget Monitoring - Month 9 Cabinet Report which provides a summary of such information. Members were further advised that social services unachieved savings in 2020/21 across both adult's and children's totalled £2,075,000. Along with requesting if the document could be sent to this Committee's support officer for circulation to Committee Members, we also wish to request if, in future years, this document could be provided within this scrutiny committee's budget papers. As, along with providing important background information on previous saving proposals that are relevant to this Committee, it would also help aid Members' understanding and consideration of savings achievability.
- Members would further appreciate if, going forward, the latest target results for the previous year's Corporate Plan KPIs could be included either within the Corporate Plan document itself or provided to scrutiny for incorporation in its meeting papers. However, please note, due to the volume of information provided to scrutiny regarding the budget and Corporate Plan, it is requested this be provided and presented succinctly.

- Questions were also raised at committee about whether the proposed savings for the next financial year could be considered as modest in nature. Members heard that there was a better than anticipated settlement from the Welsh Government (as was the case last year), but that it is important that the budget be considered against a period of continued financial pressures for the service areas'. Due to the relatively low efficiency savings proposed for both adult services and housing and communities' proposals which fall to this Committee, and given their nature and the assurances provided at Committee, it is hoped and expected they be achieved.
- With regard to the Changes for Cardiff 2021/22 budget consultation, Members raised their concerns on how representative it was, along with its reach and cited particular groups of people where low levels of engagement had been achieved. Members heard, and recognised, the impact the pandemic has had and the constraints it placed on the consultation in terms of both methods and timescales. Members welcomed the comments that work will likely be undertaken later in the year addressing how consultations can have a greater reach and ensure responses are better representative of the community. Members wish to acknowledge and encourage such work being undertaken and if Covid-19 restrictions allow, Members would also encourage and support a range of alternative methods within the consultation process being taken forward.
- Members highlighted the significant amount of additional borrowing within the Capital Programme and sought assurance in terms of both sustainability and affordability of repayments. Members were advised that this is tested against financial resilience and affordability for instance through KPI's and monitoring undertaken by the Cabinet and Audit Committee process. Members also note the comments made that a lot of the borrowing relates to projects or developments which will become assets. In addition, Members also heard that whilst the level of borrowing is increasing, so too is the level of income for support repayments.
- During the meeting, clarity was also sought regarding the Financial Resilience Mechanism (FRM). Members heard how it has no correlation to rises in council tax and that its purpose is for funding uncertainty, however it could also be allocated as a one-off use for designated priority areas, but only if a "good" settlement is achieved. In terms of how the FRM is being utilised this year, Members wish to seek clarity on how the categories were determined. Members of course understand this is policy driven, however wish to enquire if there are any specific mechanisms in place for determining allocation and spend.

- In terms of the bids made to the Welsh Government regarding loss of income and expenditure due to the pandemic, Members heard how over 95% of the council's claims have been successful however there is still potential risk regarding the last quarter. Members understand that a claim for the final quarter is due to be submitted to the Welsh Government during the next two weeks, and note the comments made regarding the challenges surrounding estimating loss of income for this period.

Cllr Elsmore's Portfolio

- In terms of the work detailed in the Corporate Plan regarding working with partners to prevent hospital admissions and reduce the need for care; questions were asked around if there was potential to add a specific KPI linked to this target. Members welcomed the response that this would be looked into and acknowledge the comments made regarding the need to address the difficulties regarding measuring prevention along with taking into account the rise in population numbers.
- With regard to the KPI's detailed in the Corporate Plan, comments were also made regarding the realistic nature of the targets set and Members acknowledge and welcome the approach to not set targets which could potentially jeopardise well-being.
- Questions were also raised regarding the lack of narrative within the Corporate Plan towards people experiencing social isolation and loneliness who are not in the older age group. Members note this was acknowledged along with the comments made that a corporate approach to this issue is required along with an expansion on the ongoing work with partners. Members wish to encourage this work being more widely communicated along with the recognition that social isolation and loneliness affects all age groups.
- Members explored if there is any potential risk in resource levels to mitigate digital exclusion; particularly if the current pandemic continues for longer than expected. Members note the comments that at present, officers are content that the level of resource available will meet demand, and welcome the comments that grants and additional resources which may become available in addressing this issue will continue to be monitored.
- In terms of the £300,000 proposed efficiency saving for internal supported living accommodation, Members sought clarity on its potential impacts and were informed that the individuals living at the property would not be impacted, nor too would the staff as they would be redeployed to other schemes which have vacancies. In line with this Committee's recent

task and finish inquiry, Members welcomed the comments made at Committee along with the Invest to Save Bid detailed within the Capital Programme, to develop accommodation in response to community requirements.

- With regard to the 'Inclusive Cities Project' referenced in the Corporate Plan, Members note the overview provided that it is an EU funded project. Members would appreciate if further detail can be provided on this work in order to determine if this is a piece of work which falls into the remit of this Committee as Members would be keen to receive a briefing on the matter.

Cllr Thorne's Portfolio

- In terms of the Council House Build Delivery Programme, Members heard how due to problems amongst developers managing sites during the pandemic and its subsequent lockdowns, the target of delivering the first 1,000 homes within the project has been delayed from May 2022 to December 2022. Members look forward and welcome the development of these properties, and although this delayed delivery target is not ideal, Members appreciate and understand the reasons provided at Committee and wish to thank you for your open and candidness in response to this question.
- Reference was also made to the Corporate Plan objective surrounding working in partnership to tackle violence and organised crime through an enhanced, preventative approach. Given the importance of this work and that community safety and tackling ASB was identified as a top three priority amongst the respondents' of this year's budget consultation, it was questioned if there was scope to deliver specific KPI's in relation to this objective. Members note the comments made that such areas of work is undertaken through a partnership and integrated approach and KPIs need to be reflective of this. As the cabinet member is co-Chair of the Community Safety Leadership Board, Members wish to **recommend** the need to develop an effective KPI to measure this work, and that consideration of how such a measure is determined and deployed be taken to a Community Safety Partnership meeting for formal consideration.
- During the meeting, members were informed that Cardiff rents are below 'living rent levels'. As offered at Committee, Members would appreciate sight of the Report referenced along with clarity on how far below the living rent level Cardiff is.

- Due to the nature of comments received by respondents to the budget consultation, Members explored if there was scope and a need, for additional initiatives to be undertaken in order to tackle aggressive begging, and Members heard how the activities scheme, which is currently being developed, along with providing the right level of support for individuals should address this issue.
- In terms of the efficiency savings proposed for reduction in benefit assessment staff, Members sought confirmation that this was being considered in line with projected demand, particularly given the current context. Members were assured to hear that due to changes in approaches to assessment these proposed savings would not result in an impact on service.
- Finally, in terms of the Housing Retrofit Programme, clarity was sought on its funding, and Members heard how an element of funding is providing with from the Welsh Government along with an allocation of funding within the Capital Programme. Members appreciate the overview provided and look forward to monitoring its developments.

I have copied into this letter, the Chair of Policy Review and Performance Scrutiny Committee in advance of their meeting on Wednesday 24 February, so it is possible that some of these points may be raised in greater detail at that meeting.

I hope that the comments provided will be of assistance to you and the Cabinet in considering the Budget proposals on Thursday 25 February, and look forward to your response to the points and recommendation raised in this letter.

Thank you once more to you and officers for attending Committee.

Yours sincerely,



COUNTY COUNCILLOR SHAUN JENKINS
Chairman - Community & Adult Services Scrutiny Committee

Cc: Chris Lee, Corporate Director
 Ian Allwood, Head of Finance
 Sarah McGill, Corporate Director
 Jane Thomas, Director
 Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee
 Nicola Newton, Principal Scrutiny Officer
 Cabinet Support Office

Cyf/My Ref:
Eich Cyf/Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 24 February 2021

Councillor Shaun Jenkins
Chairperson Community & Adult Services Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Shaun

Community & Adult Services Scrutiny Committee – 22 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 23 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

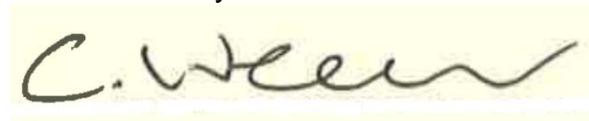
Some specific comments in respect of the points made are included below:

- The Committees comments and recommendations in relation to the Corporate Plan 2021/24 were welcome. Moving forward, the intention is to share performance updates, which includes performance information over time and against targets for the key performance indicators within the Corporate Plan. With regards to the Inclusive Cities project, I will request officers to provide the committee with further detail on the nature of the work whilst updating on the latest position.
- I agree with the committee that community safety and tackling ASB are priority issues for residents in Cardiff, as highlighted again in this year's budget consultation. For that reason, the Corporate Plan will include the following new key performance indicator, which is collected annually in the Ask Cardiff survey: *"The extent to which citizens agree that police and other local public services are successfully dealing with anti-social behaviour and crime in their local area"*.
- A report on how Cardiff's rents compare to the Living Rent will be made available as requested.
- With regards the request for clarity on how the Financial Resilience Mechanism (FRM) investment is determined, I can confirm that Directorates submit proposals for policy driven investment for Cabinet's consideration. Areas taken forward for investment are determined in the context of the Corporate Plan, and with reference to consultation findings. This is evidenced by the strong correlation between FRM

investment, the Corporate Plan and consultation responses, as set out in the 2021/22 Budget Report.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow background. The signature appears to be 'C. Weaver' written in a cursive style.

Y Cynghorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being

Cllr Lynda Thorne, Cabinet Member for Housing & Communities

cc Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Jane Thomas, Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office

Date: 23 February 2021



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Weaver
Cabinet Member, Finance, Modernisation and Performance
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 22 February 2021

On behalf of the Economy & Culture Scrutiny Committee, please accept Members' thanks for attending, along with Cabinet colleagues and officers, for our scrutiny of the draft Corporate Plan 2021-2024 and Budgetary Proposals. Members have asked that I pass on the following comments and observations, which are set out to mirror the structure of the meeting.

Corporate Plan 2021 – 2024

Members looked at the proposed steps, measures and targets in the areas of the Corporate Plan relevant to our terms of reference. Members note that the Policy Review & Performance Scrutiny Committee's Performance Panel, which includes the Chairs of all the scrutiny committees, has recently passed its comments and observations onto the Cabinet for consideration. This Committee wishes to add its support for the comments relating to our terms of reference, especially the observations relating to Brexit and to the Living Wage measure. Members note that you have offered to share the Real Living Wage Plan report with this Committee; we look forward to receiving this.

With regard to Measure K5.2 '*The number of new jobs created and jobs safeguarded*', Members queried whether the proposed target of 1,000 is stretching enough, given the need to boost employment post-pandemic. Members note the

explanation that this measure refers solely to those new jobs created and jobs safeguarded in Cardiff where the Council has played an active role in this. Members believe the wording of the definition should be amended to make this clearer.

Overall Budget

Members note the following points in particular:

- An overall settlement that is slightly better than anticipated, meaning fewer savings are required than originally anticipated
- That monies re Covid-19 pandemic impact are allocated for 2020/21 and 2021/22 but it is not clear thereafter whether monies will be available
- The use of the Financial Resilience Mechanism (FRM) to allocate £204,000 for Youth Services, which is non-specified at the moment to enable flexibility in allocating these monies in response to needs identified by young people throughout the year, as the impact of the pandemic becomes clearer
- That the S151 officer is content that the level of reserves resulting from the Budgetary proposals is sufficient
- That the quantum of reserves that may be utilised if the final settlement differs from the draft settlement is anticipated to be in the lower hundreds of thousands.

Members will be monitoring the delivery of savings over the coming year. With regard to the FRM Youth Services monies, I have emailed the Children & Young People Scrutiny Committee Chair, Cllr Bridgeman, to alert him to this and the need to monitor spend of these monies.

Into Work Services

Members recognise that demand for these services will increase this year, given the impact of the pandemic. Members were concerned that there was no growth bid for this area but are reassured to note the explanation that this is because £1m external funding has been secured to provide re-skilling and upskilling support.

Communities & Housing

Members wish to thank Councillor Merry, Councillor Thorne, Helen Evans, Suzanne Scarlett and Rebecca Hooper for attending committee.

With regard to Cardiff Commitment, Members are pleased to note the growth bid for 7 new posts to provide support for this policy, which our previous scrutiny has demonstrated to us is much needed. Members were interested to hear more about the Kickstart scheme and note the Council has already identified 30 Kickstart trainee posts, that Directorates have been asked if more posts can be identified and that private employers are being approached to identify further posts. These will be much needed, given the current rate of youth unemployment.

With regard to Adult Learning, Members note the 5% cut in Welsh Government grant and that the Council is continuing to lobby Welsh Government to seek a reversal in this, particularly given the impact of the pandemic and the need to reskill and upskill people for different areas of work. Members welcome the increase in online learning opportunities that has resulted from the pandemic and urge that the Council increase this offer as far as possible within existing budgets.

With regard to Libraries and Hubs, Members note the £40,000 saving relates to providing newspapers online rather than hard copies. Members are aware that several newspapers and magazines operate pay-walls to view content. Members seek clarification as to whether the Council is meeting the pay-wall costs, whether customers will need to meet these or whether there is a mechanism that means the pay-walls do not apply.

Economic Directorate

Members wish to pass on their thanks to Councillor Thomas, Councillor Bradbury, Councillor Goodway, Neil Hanratty, Jon Day and Jon Maidment for attending.

With regard to City Deal, Members sought clarification regarding the Metro Central project. Members wish to receive an update on this project, preferably with Network Rail also in attendance, and wish to understand proposals for ensuring better integration with other transport means, such as taxis. I have asked our scrutiny officer to liaise with officers to schedule this.

Members note the growth bid for an officer to support the City Development agenda and note that this post will focus on policy support and accessing external funding. Members were interested in the discussion that followed regarding resources in the

Economic Development Directorate and the need to utilise Welsh Government, City Deal, regional partnerships and others' resources.

With regard to the Culture & Leisure Portfolio, Members welcome the growth bids for Playground Management and Urban Rangers, noting these will result in 2 and 2.8 posts respectively. Members note that the increased resources for playgrounds, including capital monies, has been phased to ensure a sustainable programme of maintenance and improvement. Members are very pleased that the urban park rangers team is being increased, given their excellent work in ensuring safe and biodiverse parks, so critical at all times and noticeably so during the pandemic.

Members note the use of the Financial Resilience Mechanism to pilot a different approach to weed control, over two wards, using two new products and two methods of application, resulting in a report in the autumn regarding whether or not to expand the approach. Members are pleased that the different approaches aim to increase biodiversity.

Members note a new Allotment Strategy is proposed for development in 2021/22. This is something that interests this Committee and we will bear this in mind when setting our work programme for 2021/22.

At the meeting, Members highlighted that the Consultation Report for the budget found that *'Rebuilding Cardiff's cultural scene post-Covid'* was rated as the lowest priority by the most responders (15.1%). This response is understandable in the context of the pandemic, with other areas ranked as of greater importance. However, Members support the Cabinet in their aim of encouraging cultural activity in Cardiff, as we believe there will be a need for this post-pandemic and the cultural sector is of significant importance to our economy and our well-being.

With regard to the Investment and Development portfolio, Members explored their concerns about the reduction of resources in this area at a time when the Council needs to play a pivotal role in boosting the post-covid economy. Members note the responses given that the Council will need to access partner and private sector funding, such as Welsh Government and BID monies. Members note that Line 14 *'Review of staffing resources in Tourism'* will lead to the deletion of a vacant post,

with the aim to use partner and private sector resource to cover the work previously undertaken by this post. Whilst acknowledging the need to work collaboratively and maximise the use of all resources, Members are concerned that this proposal is mis-timed, given the clear need to boost tourism in Cardiff post-covid. The next few months are critical in this and Members believe it would be easier to ensure a coordinated marketing approach for Cardiff if there were sufficient resource within the Council's tourism team.

Members discussed the savings proposal Line 7 '*Increased income from CBTC and Workshops*', alongside the proposed increase in fees shown at Line 2, General Fund Fees & Charges. Members are not clear how these lines fit with the answer provided at Committee, that the increased income is due to monies already achieved and that these proposals are to 'bank' these monies, rather than increase costs. If that is the case, the narrative on these lines needs to be amended to make that clear. If that is not the case, Members would appreciate more information on these proposals; Members are concerned that now is not the time to be increasing fees and charges for small and medium businesses leasing our workshops and space in CBTC.

Finally, Members sought views on the viability of the proposed Parkway station, given recent announcements regarding the London-Cardiff line. Members note that officers have not picked up any concerns from promoters regarding this.

For clarity, below is a summary list of our comments and requests for which we would like a response:

- Members support the observations made by the PRAP performance panel regarding the Corporate Plan, attached as Appendix A2 to our meeting papers
- Members look forward to receiving the Real Living Wage Plan report
- K5.2 – Members believe the definition wording should be amended to make it clearer the measure only counts jobs which the Council plays an active role in securing
- Adult Learning – Members urge the Council to boost online learning as much as possible within current budgets
- Libraries & Hubs – Members seek clarification regarding payment of online newspaper and magazine pay-walls
- Metro Central – Members wish to receive an update on this

- Allotment Strategy – Members will bear this in mind when setting their future work programme
- Culture – Members support work to boost this post-pandemic
- Tourism – deletion of post (Savings Line 14) – Members are concerned this proposal is mistimed
- CBTC & Workshops – Members seek clarification regarding whether the narratives for Savings Line 7 and General Fund Fees & Charges Line 2 require amendment and, if not, the reasons for this.

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above comments and requests for information and work with the relevant Cabinet portfolio holders to provide a response to this letter.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee
 Eshaan Rajesh – Youth Council representative
 Cllr Merry Cllr Thorne Cllr Thomas Cllr Bradbury Cllr Goodway
 Chris Lee Ian Allwood
 Neil Hanratty Jon Day Jon Maidment
 Jane Thomas Helen Evans Rebecca Hooper Suzanne Scarlett
 Cabinet Support Office Rita Rohman Clair James

Cyf/My Ref::
Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 24 February 2021

Councillor Nigel Howells
Chairperson Economy & Culture Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Nigel

Economy & Culture Scrutiny Committee : 22 February 2021

Thank you for your letter dated 23 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

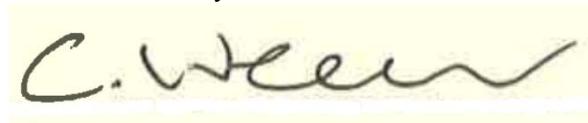
Some specific comments in respect of the points made are included below:

- The comments and observations of the committee are welcome. A new, consolidated step will be included in the Corporate Plan to clearly set out the Council's response to Brexit, particularly in promoting Welsh Government and UK Government transition support for businesses and supporting EU residents in Cardiff to access the Settlement Scheme should they wish to do so.
- I will ensure that officers share the Real Living Wage Plan report with this Committee.
- In respect of Metro Central and the Allotment Strategy, officers will be happy to work with Scrutiny colleagues to arrange an update.
- For the Allotment Strategy specifically, we do need to reflect and consider the priorities for the service moving forward, particularly in light of the pandemic, climate change and the emerging One Planet Strategy. Indeed our allotment provision can play an important role in supporting the Council's ambitions. Central to the review will be a consultation exercise with stakeholders ensuring that the issues and opportunities facing the service are understood.
- In respect of KS5.2, we will make it clear and reword as "The number of new jobs created and safeguarded where the Council has played an active role".

- There has been an increase in income for CBTC & our workshops, and this new level of income will be included in next year's budget. Whilst there is not an opportunity to amend the saving narrative at this stage, (as it does not form part of the Budget Report), I can confirm that the Committee's suggested saving narrative: "Cardiff Business Technology Centre (CBTC) and Workshop Estate – Increase income budgets to reflect current levels of rental income" accurately reflects the position.
- In relation to the deletion of the tourism post, Members should note that this only relates to a saving of £10,000 and will not impact on the delivery of this service as the key focus going forward is in marketing and promotion.
- I am pleased to advise that Library members are able to access newspapers and magazines online through Pressreader free of charge. There is an annual set charge to the Council for this, but this fee is already included in the Library budget. This charge does not rise if the numbers of users increase.
- The Adult Learning team will continue to deliver as much online training as possible and are currently exploring other funding opportunities to expand and enhance this offer further

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely



Y Cyngorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Economy & Culture Scrutiny Committee
 Eshaan Rajesh – Youth Council Representative
 Cllr Thomas
 Cllr Bradbury
 Cllr Goodway
 Cllr Merry
 Cllr Thorne
 Chris Lee
 Ian Allwood
 Neil Hanratty
 Jon Day
 Jon Maidment
 Jane Thomas
 Helen Evans

Rebecca Hooper
Suzanne Scarlett
Cabinet Support Office
Rita Rohman
Clair James

Date: 24 February 2021



Councillors Huw Thomas
Leader, and Chris Weaver, Cabinet Member
Finance, Modernisation and Performance,
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Huw and Chris,

Policy Review & Performance Scrutiny Committee: 24 February 2021.

Thankyou both for joining the remote meeting of the Policy Review and Performance Scrutiny Committee yesterday to facilitate consideration of the draft Corporate Plan 2021-24 and the draft Budget Proposals 2021-22. As Chair I wish to convey the Committee's gratitude for the co-operation of the Chief Executive, Corporate Directors and senior officers in attendance to answer Members' questions. Members acknowledge that the development of both the Corporate Plan and the Budget has been challenging this year set against the backdrop of the Covid-19 pandemic, however we wish to pass on the following observations and concerns. Firstly, comments on the Corporate Plan; secondly on the Corporate Revenue Budget and Resources Budget Proposals; followed by our comments on the Capital Programme.

Corporate Plan 2021-24

The Committee continues to welcome policy development engagement between Scrutiny and Cabinet in respect of the Corporate Plan, prior to pre-decision scrutiny, recognising the benefit of informal engagement with the Cabinet during its development. Members have asked me to pass on the following observations, which are listed by Well-being Objective:

- **WBO1** – Members were keen to establish how the Plan will address children's learning needs following the pandemic and potential longer term mental health issues. We note the commitment to schools opening safely, a quality approach to blended learning, illustrated by the schools recovery programme

and multi-agency group working to deliver targeted support. We support the commitment to digital device provision to ensure equity of access to learning.

- **WBO1** - Members were advised that data for deprived communities and extra support for learners is now available and there are some challenges to address. The Committee feels it is important that the Council manages support for disadvantaged older pupils and those known to the Youth Justice Service. This is a vulnerable cohort of young people and the Council can play a major part in linking the cohort with employment support. We note there are financial adjustments in the budget to support mentoring and the intention to link with the Cardiff Commitment. We note the aspiration in S1.22 to implement the action plans arising from the Social Care Commissioning Strategy by December 2022.
- **WBO1** – The Committee considers support for parents is also important. Our concern is that there should be at least one device to support home learning available in every household and we urge you to seize the opportunity of improving the support for blended learning. Looking ahead we endorse that the 20,000 devices distributed should be retained by schools for temporary ownership by the child whilst remaining part of the Cardiff education service.
- **WBO2** - We feel the target for Dementia Friends officer training (KPI2.9) is achievable, however we urge all political parties to support such training.
- **WBO3** – Members note that the Plan aims to narrow the inequality gap across Cardiff and wish to suggest that there is logic in developing a Southern Arc Strategy that links education and employment opportunities. We acknowledge the improvement already delivered via the Education 2030 strategy however feel there is a step change required which takes such schools from ‘improving’ to ‘excellent’. There are London school models the Council can learn from which demonstrate the very high outcomes which can be expected from students from deprived areas and the impact of excellent education on employment prospects. We recommend that research is carried out this year to compare achievements and methods of schools in deprived areas of Cardiff with those highlighted as excellent in comparable London boroughs.
- **WBO5** - The Committee is concerned that on the matter of regeneration, whilst the Plan sets out a clear objective and steps to lead a recovery programme for the City Centre and Bay, there is also an opportunity to focus more support on local district centres. We feel that not all office workers are

likely to return to City Centre work places and, rather than cling to a past model, the Council needs to accommodate changing work and work place patterns. Members consider the Plan would benefit from a rewritten emphasis on supporting local communities and recommend that this be included.

- **WBO7** - The Committee highlighted that over the past year a body of data has built up in respect of non IT-literate households that must be captured to inform service development. We note the proposal to develop a new citizen engagement strategy by December 2021, and the development of a new App, and we look forward to you sharing this with the Committee for policy development scrutiny in the summer.
- **WBO7** – Members note the Corporate Plan step to *develop a comprehensive programme of organisational recovery and renewal (S7.1)* and the Chief Executive’s commitment to urgently progress this work, including a fundamental review of agile working and other efficiency opportunities with proposals due in May 2021. We look forward to seeing references to potential productivity improvements in the Plan and to policy development scrutiny as the organisation implements change.
- On a more general note, whilst we consider that the Corporate Plan and the budget are integrated, we consider that the absence of any financial, staff productivity or value for money targets represents a gap in the Corporate Plan.

Corporate overview of Budget Proposals 2021-22

- We note that the budget contains an estimate for a 2% staff pay increase in 2021/22, but that the outcome will not be known until much later in the year with teaching salaries being in a separate and potentially different group.
- Members were pleased to hear that the Council has continued to budget for payment of the 20% salary bill to all furloughed staff. We note your success in securing Welsh Government Covid-19 grant monies given the rigorous process for demonstrating the losses due to the pandemic.
- Continuing on the issue of staff we note that secondments to the TTP service will continue beyond the vaccine programme roll out.
- The Committee heard your statement that the proposed Council Tax rise is one of the lowest when compared with some other Welsh Authorities but note that with inflation at 0.9% it is likely be set at over three times that level. You

also stated that, as yet, there is no indication that council tax collection rates will be dramatically lower for 2020/21.

- The Committee observed that the Council is proposing to maintain a £3m contingency fund and to make use of Council reserves. We note that the section 151 officer is comfortable with the level of earmarked and general reserves relative to the size of the Council's budget.
- Members noted the month 9 improvement in the overspend in respect of Adult and Children's services, despite ongoing pressures in both areas. This continues to be a high risk area for budget overspend and needs to be closely monitored this financial year.
- This Committee endorses your ambition in seeking Directorate savings for the 2021/22 budget. We concur that it is appropriate to apply differential savings requirements depending on the challenges faced and the level of efficiency assessed, rather than apply an across -the -board request for savings which would treat all departments as performing equally.
- Members noted significant falls in income generation this year given the pandemic. You clearly understand that those service areas which rely on income will suffer additional pressures in the forthcoming year and may require further central government and Council support. We note also that in setting the budget you have placed less reliance on income from public attractions and more on services unaffected by the external environment, such as commercial waste services.
- In respect of homelessness, we note that Welsh Government funding is secure for 2022/23. However the Committee is keen to support affordable capital investment to ensure the Council is prepared for future years and is able to consolidate the success achieved in tackling this issue during the pandemic.
- The Committee urges you to continue efforts to show separately the Covid-19 costs in future budget monitoring reports. We acknowledge the table as set out in the month 9 report is a starting point and whilst it is challenging to look ahead it should be easier in 2021/22 as all savings proposed have been set within the context of Covid-19.

Resources Budget Proposals 2021-22

- The Committee notes that officers consider a review of staffing resources in Accountancy (line 82) is achievable. As the Council transitions to new project work areas it will be key to ensure the right skills mix in the team and we note the intention to develop the Council's own CIPFA trainees.

Capital Programme 2021-22

- The Committee considers that the Capital Programme contains a wide range of projects, and we note that, at £1.3billion, it represents a larger 5 year programme than previous years.
- Comparing the levels of expenditure proposed for each of the next 5 years, we note substantial differences. You explained the difference is directly related to the level of certainty of Welsh Government grants. Whilst the Council is advised of grants 1-2 years ahead, it is rarely given notice 4-5 years ahead.
- Members requested more information on line 68 of the Capital Programme, Roath Park Dam. We are seeking clarification as to whether the work proposed is aligned to the Natural Resources Wales flood relief work.
- The Committee recommends that you consider using a RAG rating to indicate the risk level for each Capital Programme project. The risk level allocated would be based on the financial risk to the Council and the achievability of the project. We note that the Treasury Management Strategy requires the Council to have constant oversight of the Capital Programme, given that Council borrowing covers the whole Capital Programme and not individual projects.

Requests following this scrutiny:

- The Committee urges you to refine the presentation of Covid-19 costs in future budget monitoring reports to make clear where savings are not achieved due to the impact of Covid-19.
- Additional information on line 68 of the Capital Programme, Roath Park Dam, providing clarification that the work proposed is aligned to the Natural Resources Wales flood relief work.

Recommendations to be monitored following this scrutiny:

- Consider a RAG rating to indicate the risk level for each Capital Programme project

- Strengthen the Corporate Plan to focus more on local district centres and supporting local communities. Specifically strengthen the link between the allocation of £2m of Capital budget for regeneration over 4 years and the Corporate Plan priorities within WBO5.
- Consider developing a Southern Arc Strategy that links education and employment opportunities to narrow the inequality gap across Cardiff.
- That all Members who have not yet undertaken Dementia Friends training are encouraged to do so.

On behalf of the Committee and the Scrutiny service as a whole, I wish to acknowledge your commitment to engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2021-24 and of the Budget Proposals 2021-22. I look forward to an ongoing positive working relationship between Cabinet and Scrutiny for the benefit of Cardiff citizens.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
 Paul Orders, Chief Executive
 Chris Lee, Corporate Director Resources
 Sarah McGill, Corporate Director, People & Communities
 Ian Allwood, Head of Finance
 Anil Hirani, OM Capital, Corporate & Treasury
 Gareth Newell, Partnership and Community Engagement Manager
 Dylan Owen, Head of Cabinet Office
 Gary Jones, Head of Democratic Services
 Joanne Watkins, Cabinet Support Office
 Debi Said, PA to Leader

Cyf/My Ref::

Eich Cyf/Your Ref:: T: Scrutiny/PRAP/Comm Papers/Correspondence

Dyddiad/Date: 24 February 2021

Cllr David Walker
Chairperson, Policy Review and Performance Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear David

Policy Review & Performance Scrutiny Committee: 24 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

I would like to take the opportunity to thank the Committee for their work in supporting the development of the Corporate Plan, the members who participated in the Performance Panel and Councillor Walker for once again chairing Performance Panel session. I believe that this has strengthened policy development and performance monitoring in the Council and further enhanced the role of scrutiny. A full response to the observations and recommendations made by the Performance Panel has been included as an appendix to this letter (Appendix A). I am pleased to note that a number of the proposals made by the Performance Panel, and this Committee, have been included in the Corporate Plan, alongside the recommendations of the other Scrutiny Committees.

The discussion on the safe restart of Schools, regaining lost ground and wider learner wellbeing was welcome, and note the recommendation that research is carried out to compare achievements and methods of schools in deprived areas of Cardiff with those highlighted as excellent in comparable London boroughs. The Council is currently working towards the Curriculum for Wales 2022, in accordance with The Curriculum and Assessment (Wales) Bill 2020. The Curriculum for Wales framework gives every school in Wales the opportunity to design their own curriculum within a national approach that ensures a level of consistency. It will provide scope within a national framework for schools to shape a curriculum, which connects, meaningfully to the local community and the experiences of learners. It would therefore not be appropriate to be comparing 'methods of schools' with London Boroughs. Further to this, the Welsh Government are currently consulting on New School Improvement Guidance: a Framework for Evaluation, Improvement and Accountability, which propose reforming current arrangements to ensure that accountability systems are aligned with the new



Curriculum. As you're aware this has resulted in the removal of all shared pupil attainment data, categorisation and at the moment Estyn inspections too. It would therefore be inappropriate at this time to consider how school performance would be compared to Schools outside of Wales. The focus must remain on embedding the new arrangements for Wales.

I agree with the Committee that, following the pandemic, it is likely that working and travel patterns will be modified. As part of the recovery work the Council will take forward, a programme of measures to support district centres, as well as the City Centre and Bay. Committee members considered that the Plan would benefit from a rewritten emphasis on supporting local communities, and I would therefore draw attention to Step 6.21 *"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 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 and Utilising Section 106 contributions to help facilitate these improvements."*

I particularly welcome the Committee's support for the programme of work to establish Cardiff as a Dementia Friendly City. As all members of this administration have attended the Dementia Friendly training, I can strongly recommend attending and, in response to the Committee's specific request, I have agreed with Democratic Services that Dementia Friendly Training will be added to the Member's Development Programme for the year ahead.

As outlined at meeting of the Committee, the Council will progress a comprehensive programme of organisational recovery and renewal to capture the innovation and productivity gains achieved during lockdown. This work will include a full consideration of key metrics such financial, staff productivity and value for money measures.

In respect to the specific comments in your letter in respect to the Budget and Capital, I provide the following;

- I can confirm that the work on the Roath Park Dam is as a result of an instruction from Natural Resources Wales and is aligned with the flood relief work. The proposed works to the Dam at Roath Park will be scoped in consultation with Natural Resources Wales and ensure that opportunities for mitigating the impacts of the final phase of the Roath Brook Flood Scheme are secured.
- I can confirm that Officers will continue to refine the presentation of Covid-19 costs in future budget monitoring reports and will consider how RAG ratings for the Capital Programme can be best incorporated into future reports and will report to a future Scrutiny Committee meeting.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely



Y Cyng | Cllr Huw Thomas
Arweinydd Cyngor Caerdydd | Leader, Cardiff Council

Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director Resources
Sarah McGill, Corporate Director, People & Communities
Ian Allwood, Head of Finance
Anil Hirani, OM Capital, Corporate & Treasury
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Gary Jones, Head of Democratic Services
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

Scrutiny comments and observations for further consideration

The observations of the recommendations of the Performance Panel have been welcomed. The responses have been grouped into five categories (below), depending on the nature of the Panel’s comments, with a response or explanatory note included as necessary.

- Recommendation Accepted
- Recommendation Partially Accepted
- Recommendation Rejected
- Observation Acknowledged
- Observation Addressed

Corporate Plan observations

PAGE	Observation/for further reflection	Response	Status
WBO1	<i>Cardiff is a great place to grow up</i>		
S1.3	Commend approach to schools re-opening and schools recovery plan. What are the implications for children & young people in relation to mental health and well-being?	Cabinet will consider a report in February 2021 setting out a response to the urgent issues facing the city as lockdown restrictions are eased. This includes 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. The Corporate Plan itself sets out longer term actions for responding to the mental health and well-being of children and young people and leading a child friendly recovery. As part of the proposed recovery and renewal programme, a report on delivering a Child Friendly Recovery will be considered by Cabinet in May.	Observation Acknowledged

K1.22	Placements closer to home – requested an update and pointed to CYPSC Inquiry report recommendations. Acknowledge scale means will take a number of years – pleased there is progress	The opportunity to update The Children and Young People Scrutiny Committee on how the Children’s Services Strategy 2019/22 – “Delivering Excellent Outcomes”- is progressing is welcome. Whilst acknowledging that the number of the interventions are long term in nature, the update will include how the recommendations of the Scrutiny Task & Finish report are being implanted.	Recommendation Accepted
K1.25	Improved outcomes for vulnerable children and young people – note better connection between steps and KPI’s on outcomes for young people. Need to be ambitious	Noted.	Observation Acknowledged
S1.20	Support for children and young people at lower level of vulnerability, who may slip through the net. Panel disappointed there is no reference to a combined assessment of young people at an early stage to avoid homelessness etc. Note work of the Vulnerable Learner Assessment Panel. Request you take another look	<p>A new Step has been included in the Corporate Plan to better articulate the extent of the Council’s work in support of children and young people:</p> <p><i>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</i></p> <ul style="list-style-type: none"> • <i>Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</i> • <i>Adopting the Joint Education/Children’s Services Adolescent Strategy;</i> • <i>Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans;</i> • <i>Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people’s involvement in violence through early intervention and prevention;</i> 	Recommendation Accepted

		<ul style="list-style-type: none"> • <i>Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police;</i> • <i>Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working.</i> 	
K1.7	Why is there a delay in setting the target and reporting the result? Note updated since draft Corporate Plan shared with Scrutiny Chairs – now includes latest provisional data from Careers Wales, for October 2020	The latest performance data available from Careers Wales had been included following the publication of the paper.	Observation Acknowledged
K1.8	As above	As above	Observation Acknowledged
K1.33	Check latest result - Covid gridlock? Proposed target for 2021/22 reduced however would benefit from a footnote explanation	Due to Covid causing delays in the courts, the performance against KPI 1.34 – “The percentage of children re-offending within six months of their previous offence” - will be artificially low for financial year 2020/21.	Observation Addressed
WBO2	<i>Cardiff is a great place to grow older</i>		
19	Progress made - Social isolation and quality of life for older people - In order to better reflect the reach of the programme and workings of the council, consider expanding the narrative on the bullet point ‘ <i>Virtual platforms have been developed to help address social isolation and enhance quality of life for older people within the constraints created by Covid-19</i> ’ to include methods and practices being used such as the online events learning	<p>The Corporate Plan narrative has been expanded to more fully set out the nature of the support:</p> <p><i>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</i></p>	Recommendation Accepted

Scrutiny comments and observations for further consideration

		<i>offering activities such as creative writing, macro photography, arts and crafts, and cookery.</i>	
S2.4	Work with partners to prevent hospital admissions and reduce the need for care - Due to the importance of this commitment, and that some data linked to this work is currently suspended (for instance delayed transfers of care) consider developing one clearly defined, all-encompassing KPI linked to this commitment which will help better determine and demonstrate the success and achievability of this target. Possibly Telecare?	<p>There are a number of new technology trials planned, which will enable the Council to support people to live independently and safely for longer. The adoption of new technology will provide opportunities to enhance the data collection and analytical capabilities of the service, and this will help inform potentially more comprehensive performance measures in the future. These will be shared with Communities and Social Services Committee (CASSC) and may potentially be included in a future Corporate Plan.</p> <p>The Council does have the ability to monitor the number of people using Telecare, however this would not necessarily serve as the most appropriate indicator in determining reduction in hospital admissions.</p>	Recommendation Partially Accepted
K2.9, K2.10, K2.11	Dementia & Age Friendly city Consider re-organisations of KPIs. KPIs currently on pg 25 only relate to dementia targets surrounding dementia – consider re-organisation in order to ensure the KPIs displayed are more encompassing and better aligned to the narrative on pages 24-25	KPI 2.7 <i>'The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team'</i> has been aligned with Corporate Plan Steps 2.6-2.8	Recommendation Accepted
WBO3	<i>Supporting people out of poverty</i>		

Scrutiny comments and observations for further consideration

<p>K3.4 K3.5 K3.6</p>	<p>Increased targets for Into Work services - Members queried whether sufficient resources in place to deliver and achieve targets. Note response that Welsh Government monies secured to increase Into Work service capacity</p>	<p>The Council – working with partners and by utilising additional funding stream – has enhanced the service in anticipation of increasing demand.</p>	<p>Observation Acknowledged</p>
<p>K3.11</p>	<p>Would be useful to have additional indicator that monitors the number of employees in Cardiff that had uplift to Living Wage. Note Cllr Weaver offered to share Real Living Wage Plan with E&C Scrutiny Committee Members, which includes this and the value of the uplift to the local economy</p>	<p>The Corporate Plan includes the headline performance indicator from the ‘Making Cardiff a Living Wage City’ three-year action plan, which is to increase the number of accredited Living Wage employers. Data on the number of people being paid the living wage is available and is reported to the Cardiff Living Wage Action Group, who monitor the implementation of the action plan.</p> <p>The Council reported the number of people being paid the Real Living Wage in the Half Year Assessment and will continue to do so in both the Half Year and End of Year performance assessment.</p> <p>The Real Living Wage Plan will be shared with the E&C committee members.</p>	<p>Recommendation Partially Accepted</p>
<p>K3.13 K3.15</p>	<p>The total number of rough sleepers in the city & the percentage of rough sleepers housed in the previous month who have maintained their accommodation-consider realignment of targets in line with positive work and results in this area. For instance, lower K3.13 target and increase K3.15 target. S3.6 note difference between ‘homeless’ and ‘on street’ begging.</p>	<p>The target for K3.13 “The number of Rough Sleepers in the City” is considered ambitious, not least given trend data, and data for comparator cities. The proposed target is <i>less than</i> 20 rough sleepers, not 20 rough sleepers, and every effort will be made to ensure that performance against this long-standing commitment is improved further, particularly when faced with the challenges of minimising any increase during the warmer summer months. The target of 70% for K3.15 “The</p>	<p>Recommendations rejected</p>

		percentage of rough sleepers housed in the previous month who have maintained their accommodation” – is also considered a challenging, achievable and appropriate target.	
WBO4	<i>Safe, confident and empowered communities</i>		
39	Libraries – Members queried lack of steps in Corporate Plan for Libraries - note response that the Council has to meet the Welsh Public Library Standards, which set out requirements for service.	The number of visitors to libraries is being monitored, with libraries supported through an ongoing strategy of investment and enhancements to Cardiff Hubs. A new Key Performance Indicator has also been included to measure digital engagement with the library provision, which was enhanced during lockdown and will be maintained going forward.	Observation Acknowledged.
K4.4	Clarification sought on whether modelling undertaken to illustrate potential visit profile once lockdown eases. Members note that modelling for a phased approach to service delivery has taken place but too early to put timelines to these until easing of lockdown timetable known.	As with many aspects of service delivery, the uncertainty caused by Covid restrictions means that setting a specific attendance target would be inappropriate.	Observation Addressed
K4.15 K4.16	Notable absence of Anti-Social Behaviour specific KPIs. Consider translating collaborative workings and goals into specific KPIs which are addressed and worked towards in conjunction with partners.	A new indicator will be included in the Corporate Plan <i>‘The extent to which citizens agree that police and other local public services are successfully dealing with anti-social behaviour and crime in their local area’</i> The Council is working with partners through the Community Safety Leadership Group on data	Recommendation Accepted

Scrutiny comments and observations for further consideration

		development across the partnership, including partnership outcome indicators and KPIs.	
K4.15	This is showing Amber but has met the target and therefore should be Green.	Amended.	Recommendation Accepted
	Council house build strategy – re. quality of housing – consider a KPI.	New Council homes are currently being built to high architectural, environmental, place making and urban design standards. They also respond to identified and evidenced local need. The Council will bring forward new Design Standards to formally codify the quality of the build and set out the standards each property will meet in relation to Energy Efficiency, Place Making, Urban Design, Architecture and more broadly, the legacy of the development. This will be presented to the relevant scrutiny committee for consideration.	Observation Acknowledged.
WB05	<i>A capital city that works for Wales</i>		
	Brexit –there is no section specifically on Brexit. Scrutiny Chairs believe this is needed. Note response from Chief Executive that would be worthwhile to have a section on this, to include: <ul style="list-style-type: none"> - Outreach support for businesses - Ongoing work re Shared Prosperity Fund - Ongoing work re EU settlement scheme 	A Step is already included within the Corporate Plan to support non-UK EU residents living in Cardiff to register with the EU settlement Scheme should they wish to do so. To more fully reflect the totality of the work the Council is undertaking in response to Brexit, a new Step will be included: <p>Ensure Cardiff remains an open, competitive and outward looking city post Brexit by:</p> <ul style="list-style-type: none"> • Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to 	Recommendation Accepted

Scrutiny comments and observations for further consideration

		<p>enable EU citizens to access the EU Settlement Scheme by 30th June 2021</p> <ul style="list-style-type: none"> Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses. 	
K5.3 K5.4 K5.5	Visitors to Cardiff – Note data available for city centre footfall for 2020/21, which shows rebound and then drop off. Note data less clear regarding impact of this on businesses.	City Centre footfall data has been included in the appendix.	Observation Acknowledged.
WBO6	<i>Cardiff grows in a resilient way</i>		
	<p>Biodiversity – Members would welcome greater reference to biodiversity in the Corporate Plan. Currently referenced once in the document as a part of S6.22, which talks about ‘Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan’. The lack of reference in previous Corporate Plans was something that was raised as a part of a recent task & finish exercise titled ‘Managing Biodiversity & Natural Environment in Cardiff’. The Performance Panel welcome the suggestion from the Leader that this could be added to the section of the Corporate Plan S6.22 that deals with One Planet Cardiff.</p>	<p>Additional information has been included in the Corporate Plan to demonstrate the Council’s work in this area:</p> <p><i>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; more pollinator friendly ‘one cut’ mowing regimes have been adopted, bringing the total area of native meadows, pollinator friendly and one cut sites already looked after by the Council to 33.5 hectares; and the Council provided 1,000 trees for primary schools to plant during the current planting season.</i></p>	Recommendation Accepted
K6.11 K6.12	Affordable Housing Completion – Greenfield & Brownfield Sites – A Member was concerned by the relatively low level of affordable housing completed on greenfield sites which was risk rated as red, and 16% short of the 30% target. Given the current financial and housing challenges, producing new affordable	Due to restrictions placed on site visits as a result of the Covid pandemic it has not been possible to visit the development sites to undertake the data collection for these KPIs. The targets have been agreed as part of the Local Development Plan process, with affordable housing completion set to	Observation Acknowledged.

	accommodation is particularly important. An explanation of what can be done to increase performance against this indicator would be appreciated, while at the same time adding in the data for 2019/20 (which was not included in the slide), and figures for each year to show the actual quantities completed.	increase as the completion of housing sites are progressed.	
6.13	Percentage of Planned Recycling & Waste Collections Achieved – The Panel has asked for the definition of this performance indicator to be revised to ‘percentage of planned recycling & waste collections achieved on the scheduled day’. The Panel welcome the Leader’s agreement to review this indicator, and to see if the ‘scheduled day’ element is already included in the results	<p>The Corporate Plan currently includes the following step:</p> <p><i>‘Preparing a draft waste/recycling strategy for consultation in 2021’.</i></p> <p>As part of this work, a new set of performance metrics will be developed to measure waste performance. The new performance measures will also monitor the implementation and effectiveness of the service reforms being undertaken, ensuring accuracy and accountability across waste operations. As part of the work to develop the new Waste Strategy, these performance measures will be shared with the environmental scrutiny committee and included in next year’s corporate plan.</p> <p>The current Waste Indicators does not include performance data relating to collection on the “scheduled day”, however this will be considered as part of the work to develop new performance measure going forward.</p>	Recommendation Partially Accepted.

Scrutiny comments and observations for further consideration

<p>6.29</p>	<p>Single Use Plastics – S6.29 of the Corporate Plan sets out the ambition to ‘remove single use plastics from Council venues’. The Panel welcome this approach, however, they ask for clarification on how Council venues are defined. For example, it would seem inconsistent if a venue like County Hall is single use plastic free, when venues like the Cardiff International Pool and the proposed Indoor Arena which are (or will be) run by third parties are not.</p>	<p>A comprehensive proposal for dealing with single use plastics will be developed as part of the work to deliver the One Planet Cardiff Strategy, and will be presented to the Environment Scrutiny Committee. It will include proposals for Cardiff Council venues in the first instance, and will need to give consideration to venues run on behalf of the Council by third parties.</p>	<p>Observation Addressed.</p>
<p>K6.5</p>	<p>Deliver a Housing Energy Efficiency Retrofit Programme – A Member asked how the retrofit of 2,000 properties a year by 2024 was going to be funded. He was told that finding the funding was difficult, and that in reality the Council would need to access external financial support to deliver this work. It would be appreciated if you could confirm the most likely funding sources to help deliver this work.</p>	<p>Budgets have been earmarked within the Housing Revenue Account (HRA) to cover the retrofit of Council homes. This will be subsidised through other funding wherever possible, e.g. from Welsh Government.</p> <p>The Welsh Government Arbed scheme installs appropriate energy-efficiency measures in properties across Wales to help people who are struggling to effectively heat their homes. This scheme is being used to improve the last of the city’s BISF (steel-frame) houses which is expected to be completed this year. The scheme of just over 100 Council and 150 private properties will be delivered via a mix of Arbed and HRA budgets.</p> <p>External funding is currently available via the “Energy Company Obligation” (ECO). This is a tax paid by the major energy companies to develop a resource from which retrofit work can be funded for properties in the private rented sector or</p>	<p>Observation Addressed.</p>

		<p>owner-occupiers. The Energy & Sustainability Team are working with Rent Smart Wales to pilot a scheme called LAFlex which enables the Council to promote this funding and then manage energy efficiency upgrades, drawing from ECO funding. Property owners can apply into this scheme, provided that they meet set criteria (which the Council can set) and, subject to eligibility checks, work can then be carried out by appointed contractors who draw down ECO funding.</p> <p>Work is also underway with the Cardiff City Region team to investigate how a regional approach to upscaled retrofit might attract more funding and exert a much wider impact, not just for energy efficiency but also for skills, jobs and local supply chains.</p>	
<p>K6.6</p>	<p>Modal Split for All Journeys – Given the extraordinary impact of 2020/21 the Panel asked if it was fair to simply compare year on year Modal Split performance as a percentage. The lockdown has caused a significant fall in the number of journeys made, and so to provide some context between years the Panel felt that some actual numbers should be included. This they felt would help qualify the results for the performance indicator and add to the real story.</p>	<p>The KPI measures ‘Proportion of people travelling to work by sustainable transport modes’</p> <p>The targets have been revised so as to align with Cardiff’s Transport White Paper. The targets were previously based on achieving a 50:50 modal split by 2026 as set out in the LDP. They are now based on achieving 63% sustainable transport by 2025 and 76% sustainable by 2030.</p> <p>The result is based on the response to Annual Transport Survey: “If currently in employment, how often do you travel by the following types of</p>	<p>Observation Addressed</p>

		<p>transport when commuting to or from your usual place of work? Please tick one answer for each type of travel.”</p> <p>Based on each response, the modes used most often are then calculated. The results reported each year are based on 5-year rolling averages, i.e. the result of the past 5 years are averaged, the purpose of which is to lessen any bias inherent in any survey and to smooth annual fluctuations, in order to provide a statistically robust measure of current modal split.</p> <p>The method of reporting for 2020/2021 will have to be changed to reflect that the Transport Survey was not conducted as it normally would due to COVID-19. Nevertheless, extensive on-going monitoring of transport trends has been undertaken over the course of the pandemic will be used to inform this process. Currently commuting levels are down around 60% from typical pre-pandemic levels.</p>	
WBO7	Modernising and integrating our public services		
K7.11	The percentage of staff that have completed a personal review. 5% under target is of concern. Note some natural turnover, need for focus on the quality of discussions particularly around digital roll out and request that exit interviews are logged.	Achieving the 100% completion of Personal Reviews remains a Key Performance Indicator within the Corporate Plan. Exit Interviews are conducted on request and recorded on Digi-Gov.	Observation acknowledged.
K7.1	The percentage of devices that enable agile and mobile working across the organisation. Acknowledge step up during Covid pandemic but a 67% target	As part of the enhancements to the Council’s digital infrastructure delivered through the digital strategy, the network has supported unprecedented levels of	Observation acknowledged.

Scrutiny comments and observations for further consideration

	suggests more investment in technology may be required.	homeworking. The Council has also enabled all those that needed to work from home or work agile to do so during the pandemic. To support this shift, the ongoing programme of investment will ensure that, as devices are renewed and upgraded, they will provide the required capability.	
K7.12	<p>The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence.</p> <p>The Panel noted the sickness data supplied against performance indicator K7.12, and commented that this has been a longstanding challenge. The Waste Management Service has traditionally had the highest sickness rate in the Council. Panel suggests an additional indicator could be included to help monitor the high sickness rate within the service.</p> <p>Consider a lower target than 9.5 days p.a. Particularly focus on improving long term sickness and the case management approach.</p>	The performance of individual service areas in relation to sickness absence will be monitored as part of ongoing performance management arrangements, via each Department Delivery Plan and the enhanced monitoring now in place, and including consideration by the appropriate scrutiny committee.	Recommendation Rejected.
WBO 8	<i>Managing the pandemic</i>		

<p>78</p>	<p>SRS Enforcement Actions – Suggested worth adding in sentence highlighting number of successful enforcement actions taken to date, to send clear message that breaches will be dealt with. Agreed by Leader.</p>	<p>The Corporate plan will monitor enforcement actions in this area and a summary of the enforcement action to date is included below.</p> <p>NB. The prohibition notices are the formal interventions undertake during the first lockdown, March 2020 – June 2020. They are no longer in use. The law has since changed to allow the Regulatory Service to serve different notices- including improvement, compliance and closure notices- along with fixed penalty notices where higher penalties begin at £1000.</p> <table border="1" data-bbox="1081 727 1760 1131"> <thead> <tr> <th colspan="2">Enforcement Notices issued under the Coronavirus Regulations</th> </tr> <tr> <th>Notice Type</th> <th>No. issued</th> </tr> </thead> <tbody> <tr> <td>Prohibition Notice</td> <td>22</td> </tr> <tr> <td>Premises Improvement Notice</td> <td>52</td> </tr> <tr> <td>Closure Notice</td> <td>5</td> </tr> <tr> <td>Fixed Penalty Notice</td> <td>7</td> </tr> <tr> <td>Compliance Notice</td> <td>29</td> </tr> <tr> <td>Total</td> <td>115</td> </tr> </tbody> </table>	Enforcement Notices issued under the Coronavirus Regulations		Notice Type	No. issued	Prohibition Notice	22	Premises Improvement Notice	52	Closure Notice	5	Fixed Penalty Notice	7	Compliance Notice	29	Total	115	<p>Recommendation Accepted.</p>
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<p>78</p>	<p>SRS Enforcement Actions – queried whether Council needs to allocate more of its resources to this service, given increased demand for its services. Note Chief Executive’s response that Joint Enforcement Team receives resources from UK/ Welsh Government albeit that it is not clear how long this resource will be provided</p>	<p>Issue addressed as part of the discussion.</p>	<p>Observation Addressed.</p>																

Scrutiny comments and observations for further consideration

General			
	<p>New format for performance data - Panel welcomes the new format for performance data – think it is clearer.</p>	<p>The views of the Panel are welcomed, with the improved data visualisations part of a programme of measures to enhance performance monitoring and performance management.</p>	<p>Observation Acknowledged.</p>
	<p>Percentage values & actual data – following on from the comments made about the Modal Split, the Panel felt that there was merit in adding actual figures alongside percentage values for the majority of the indicators includes within the Corporate Plan. They felt that the additional data would help provide a clearer picture of the Council’s performance.</p>	<p>Actual Value or Percentages are used as Key Performance Indicators depending on what provides the greatest insight. Where a percentage is used, the use of actual values will be considered to help provide context.</p>	<p>Observation Acknowledged.</p>

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL:****4 MARCH 2021**

CABINET PROPOSAL

BUDGET REPORT 2021/22

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.

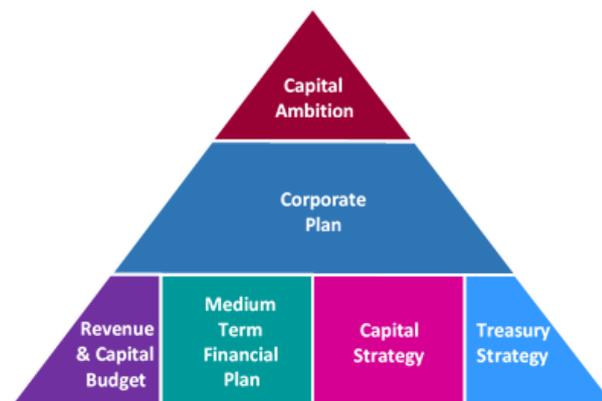
Issues

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:

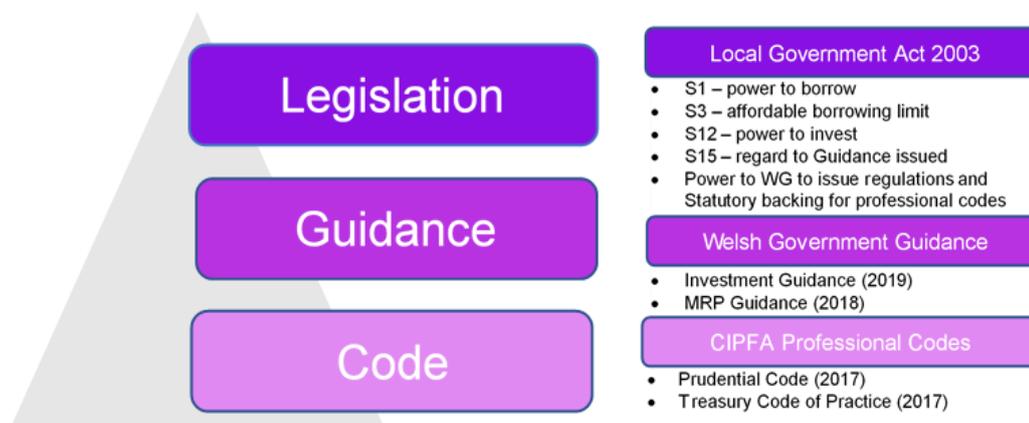
- The proposed HRA budget for 2021/22
- The HRA Medium Term Financial Plan
- The HRA Capital Programme
- The Council's Rent Policy for 2021/22, including details of tenant consultation
- The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
- Key Assumptions, 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 CONSIDERATION

136. The Cabinet considered this report at the Cabinet meeting held on 25 February 2021 and 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 resolved that:
1. the changes to fees and charges as set out in Appendix 3 (a) and 3 (c) to this report be approved
 2. authority be delegated 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.

3. the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased by 1.5% having taking into account WG guidance.
4. all service charges and the management fee for leaseholders as set out in Appendix 3 (b) be approved
5. all Housing Revenue Account rent increases take effect from 5 April 2021.
6. the financial challenges facing the Council as set out in the Medium Term Financial Plan be recognised and the opportunities for savings over the medium term be noted
7. 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.

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.

THE CABINET

25 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 and Scrutiny letters and responses
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.

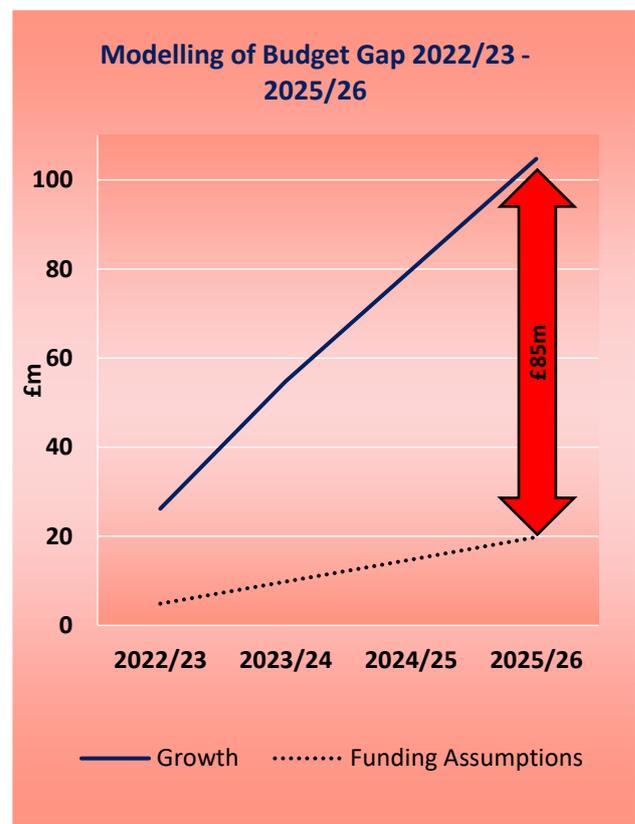
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and review the plan.

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.

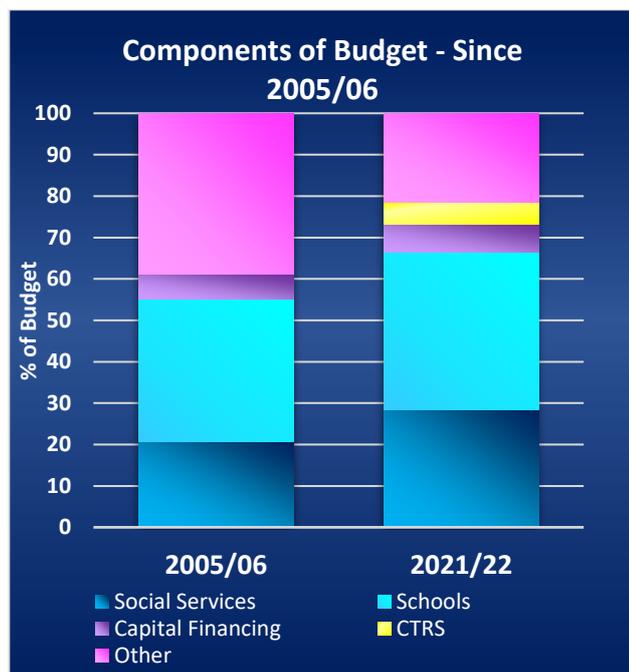
Section 2. Key Considerations

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	2023/24	2024/25	2025/26
	£000	£000	£000	£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

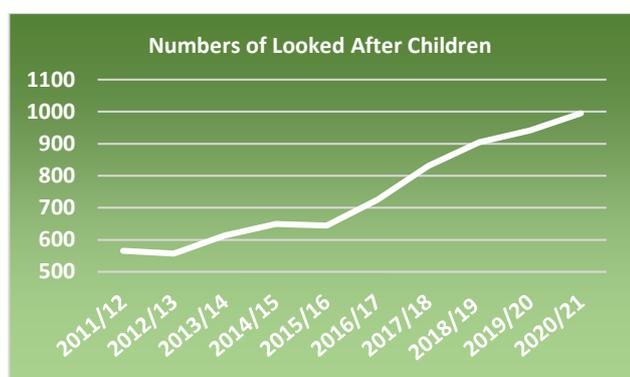
Adults Social Services

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

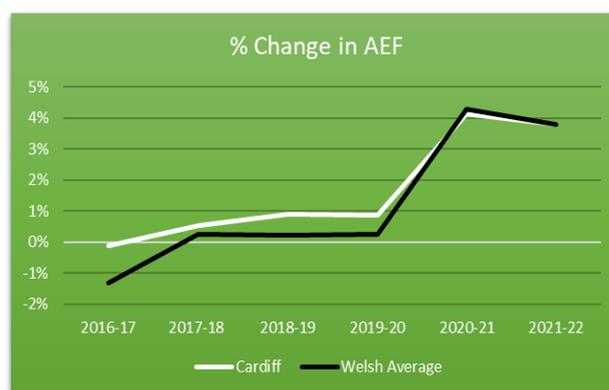
Forecasts include £3 million per annum to address emerging financial pressures, which equates to just under 0.5% of the Council's net budget. This reflects the fact that it is impossible to foresee all issues and that additional burdens may arise over the next five years, through new legislation, unforeseen 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

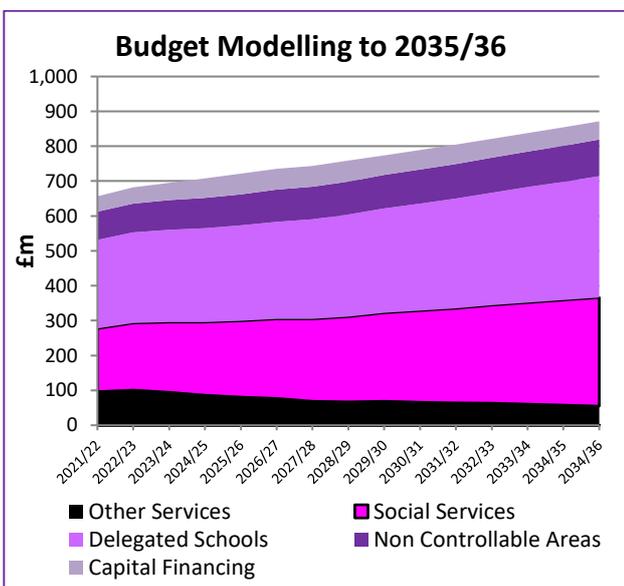
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of non Covid-19 related sensitivity and their potential annual impact.

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.

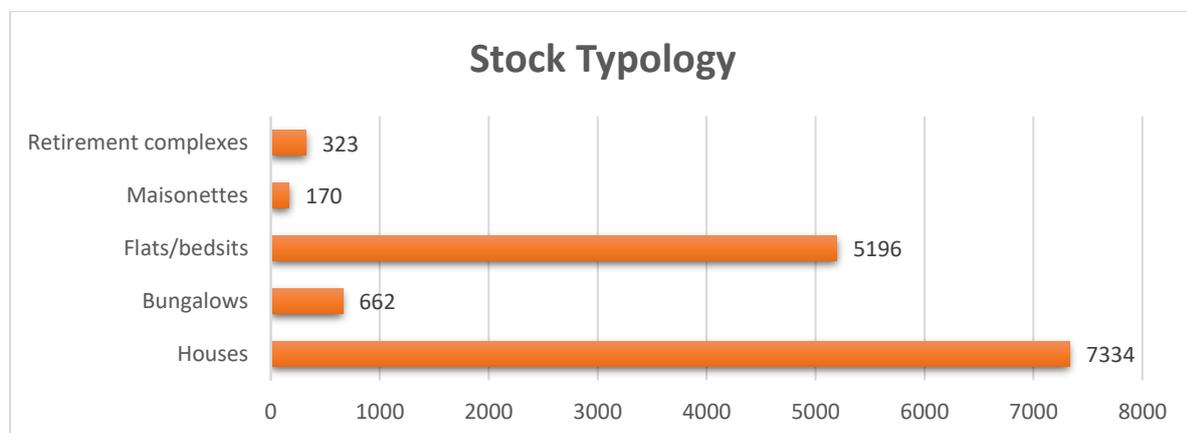
Good, energy efficient housing is vital to the health and wellbeing of tenants while regeneration and enhancement of the environment is important for all local residents.

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).

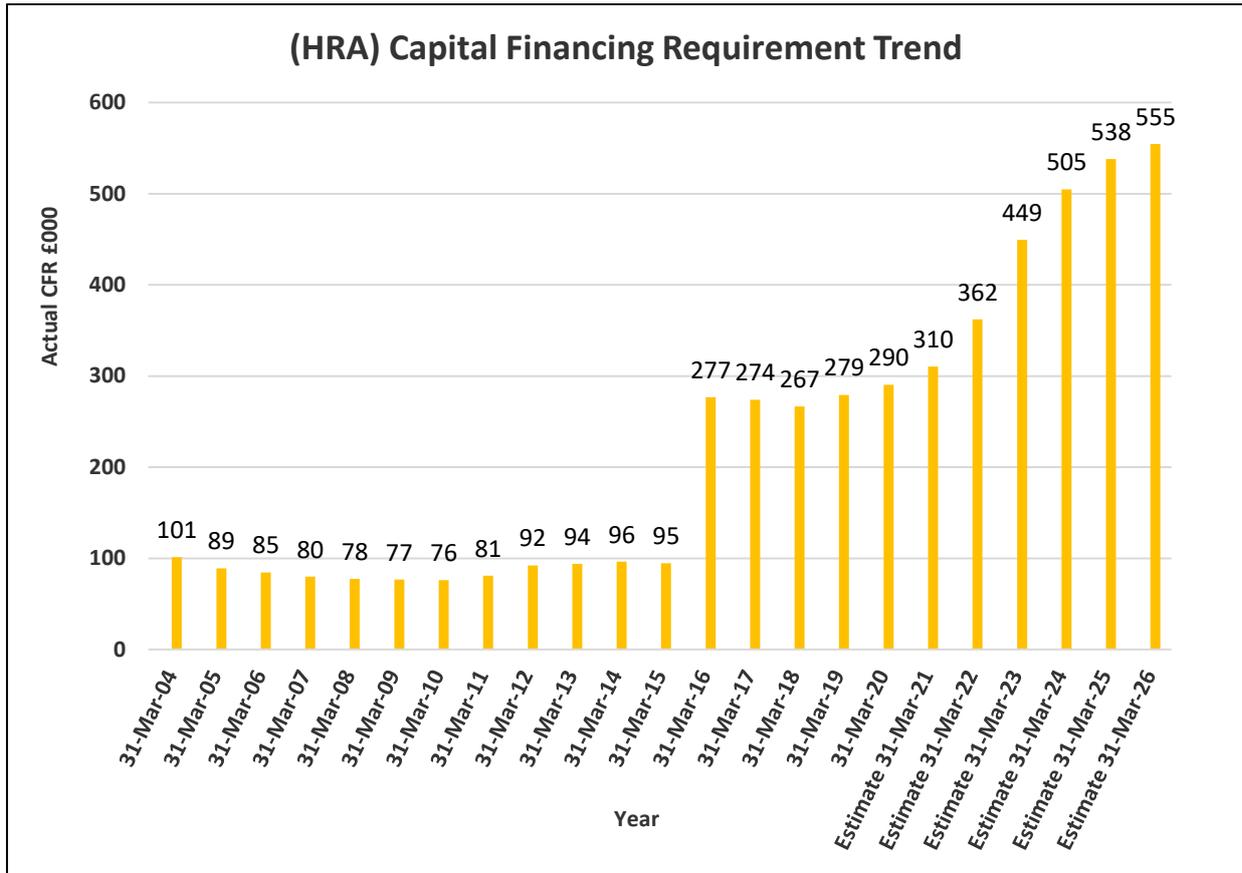
Where capital expenditure has been incurred without a resource to pay for it, this will increase the CFR which is the HRA's underlying need to borrow. A prudent provision is made for the repayment of historic capital expenditure from the revenue budget in line with an agreed policy. This reduces the 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.

3. 2021/22 Budget and Medium Term Financial Plan



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

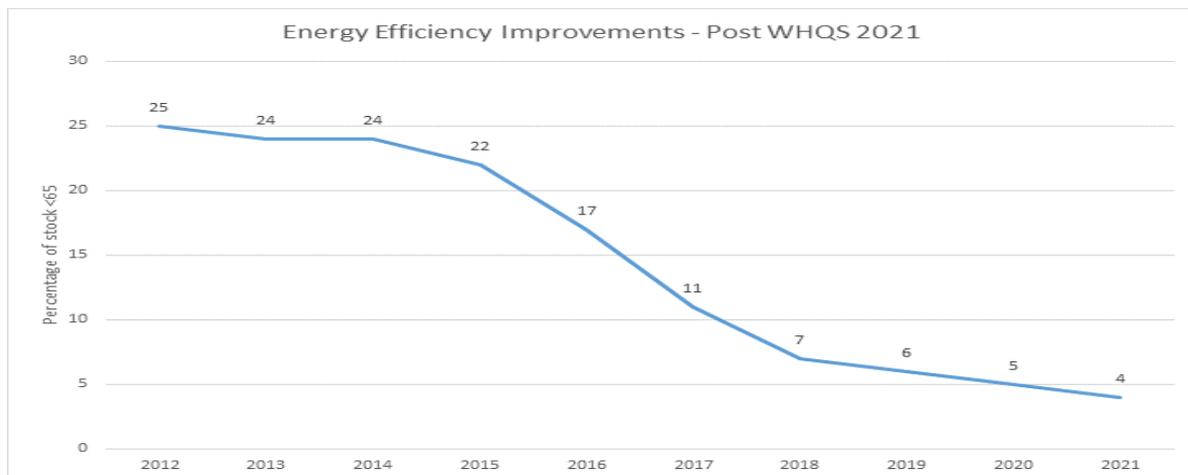
Existing Council homes exceed the energy efficiency requirements as set out in the Welsh Housing Quality Standard (WHQS) guidance.

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.

5. Key Risks and Uncertainties

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

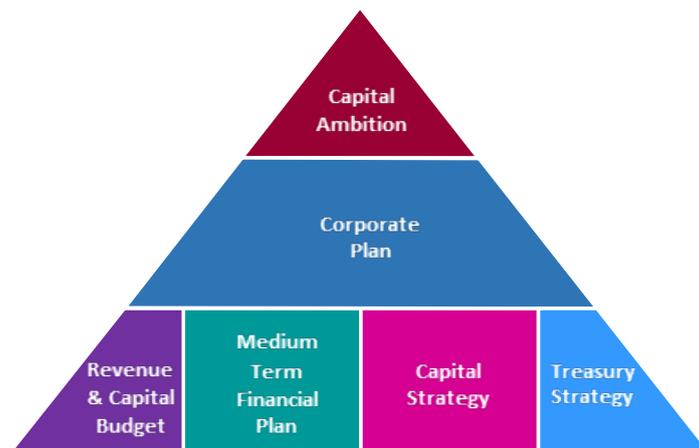
- Aim to Achieve recognition as a Unicef Child Friendly City by the end of 2021
- Deliver enhancements to the school estate through a programme of asset renewal and target investment in schools that require priority action
- Deliver the new schemes in accordance with the Band B 21st Century School Programme 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

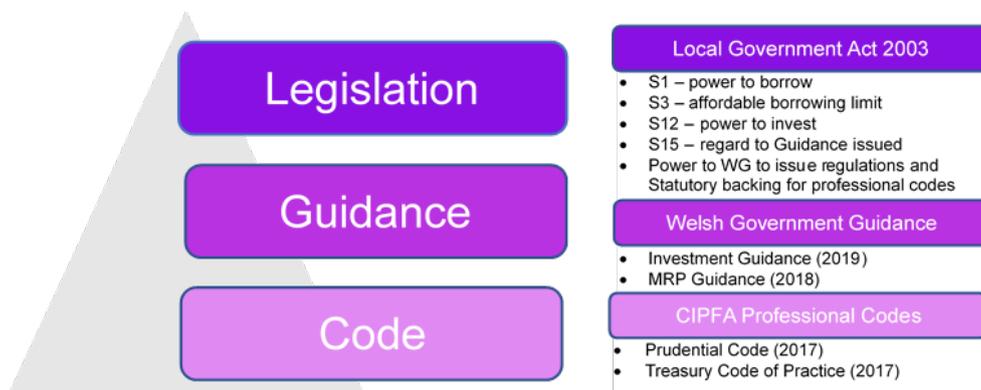
Capital Strategy Framework

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

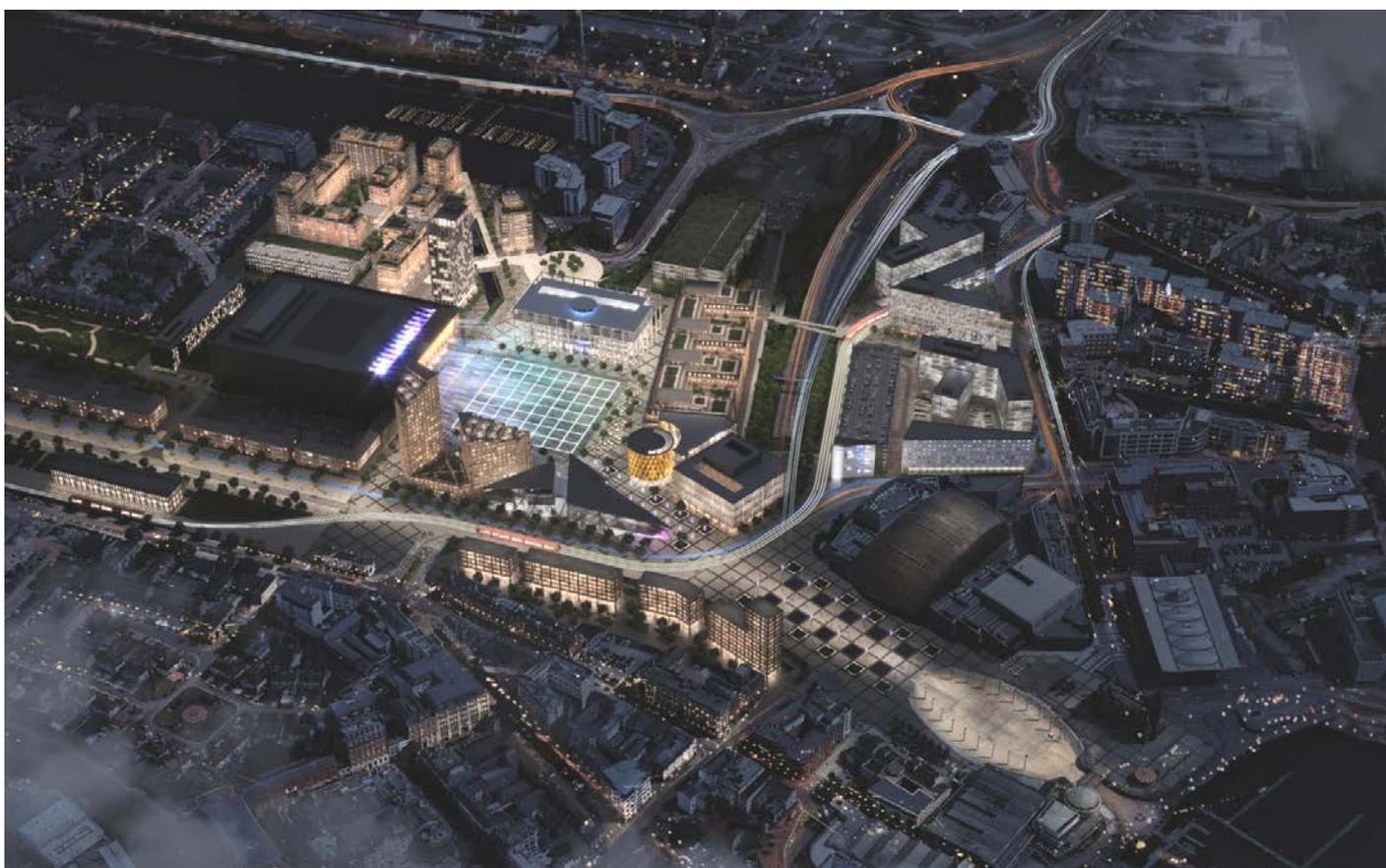
The Capital Strategy informs the Council's capital investment programme and Treasury Management Strategy. This integration is one of the reasons why it is deemed that full Council should continue to consider and approve the affordability of the Capital Strategy and detailed programme as part of the Council's 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.

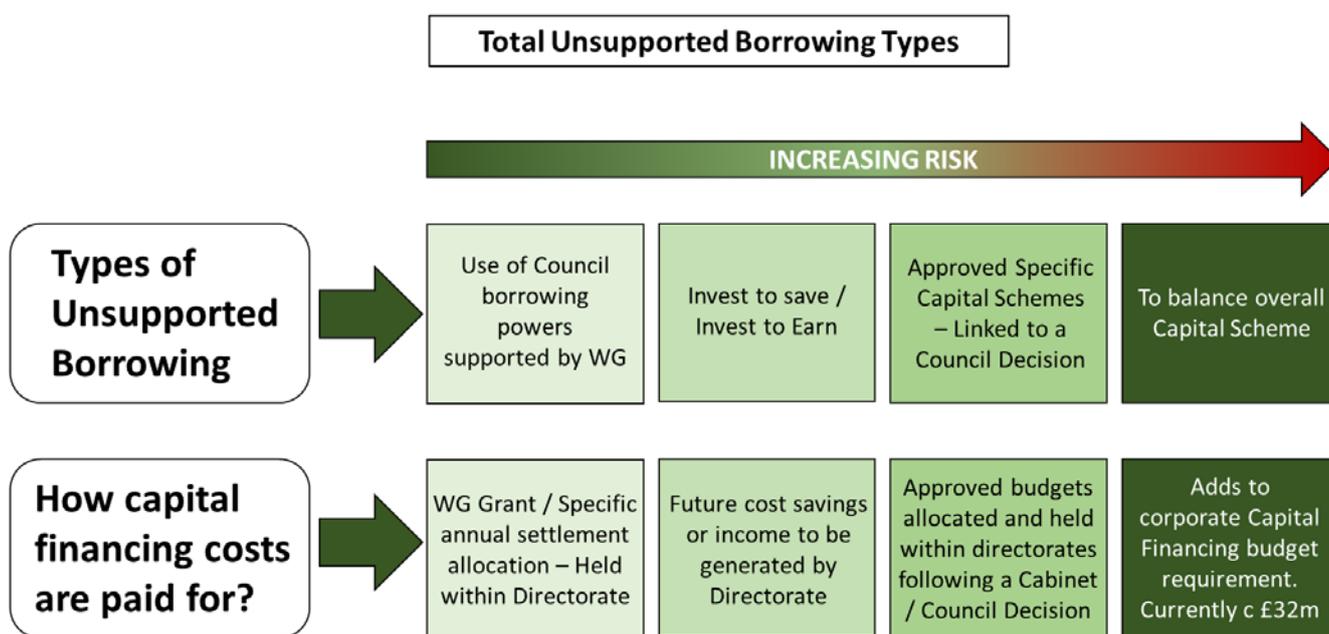
Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the Council’s budget monitoring reporting process.

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.

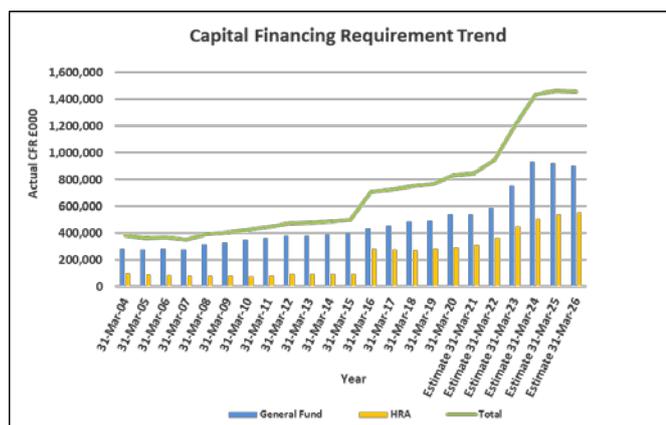
Movement	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision and Voluntary Provision
=	Closing Capital Financing Requirement (CFR)

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.



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> £000	<u>Indicative</u> <u>2022/23</u> £000	<u>Indicative</u> <u>2023/24</u> £000	<u>Indicative</u> <u>2024/25</u> £000	<u>Indicative</u> <u>2025/26</u> £000	<u>Total</u> £000
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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)	395	0	0	0	0	395
107	Waste Vehicle Replacement - Lease or buy	2,798	4,700	4,870	0	0	12,368
108	CCRCD - 'Capital expenditure contribution towards Wider Investment Fund in advance of receipt of capital grant'	0	4,471	24,138	13,250	2,776	44,635
109	CCRCD - Housing SME Fund	0	4,000	4,000	2,000	0	10,000
110	Invest to Save - Annual Bid Allocation	500	500	500	500	500	2,500
New Invest to Save Bids							
111	Supported Living - Learning Disabilities	0	1,000	1,000	0	0	2,000
112	Young Persons Gateway Accommodation	250	0	0	0	0	250
113	Right Homes, Right Support Strategy - Residential Provision for Children Looked After	500	1,000	0	0	0	1,500
114	Cardiff Heat Network (Loan to CHN Ltd)	0	3,872	4,720	0	0	8,592
115	Coastal Risk Management Programme - Construction - WG 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:

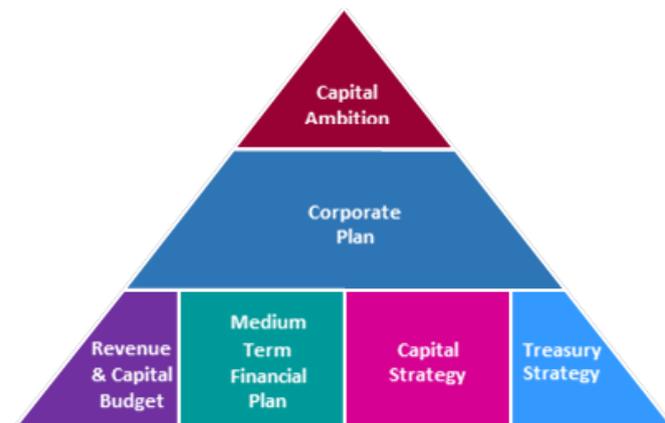
The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

3. The definition of 'Investments' above includes:

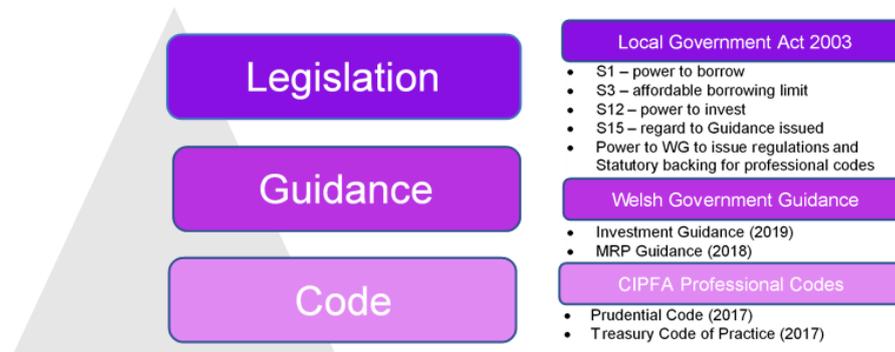
- treasury management investments (held for the prudent management of financial affairs), as well as
- non-treasury Investments, undertaken as part of a Capital Strategy either in the course of provision of services; or made for commercial reasons purely to make a financial gain. These are managed outside 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.



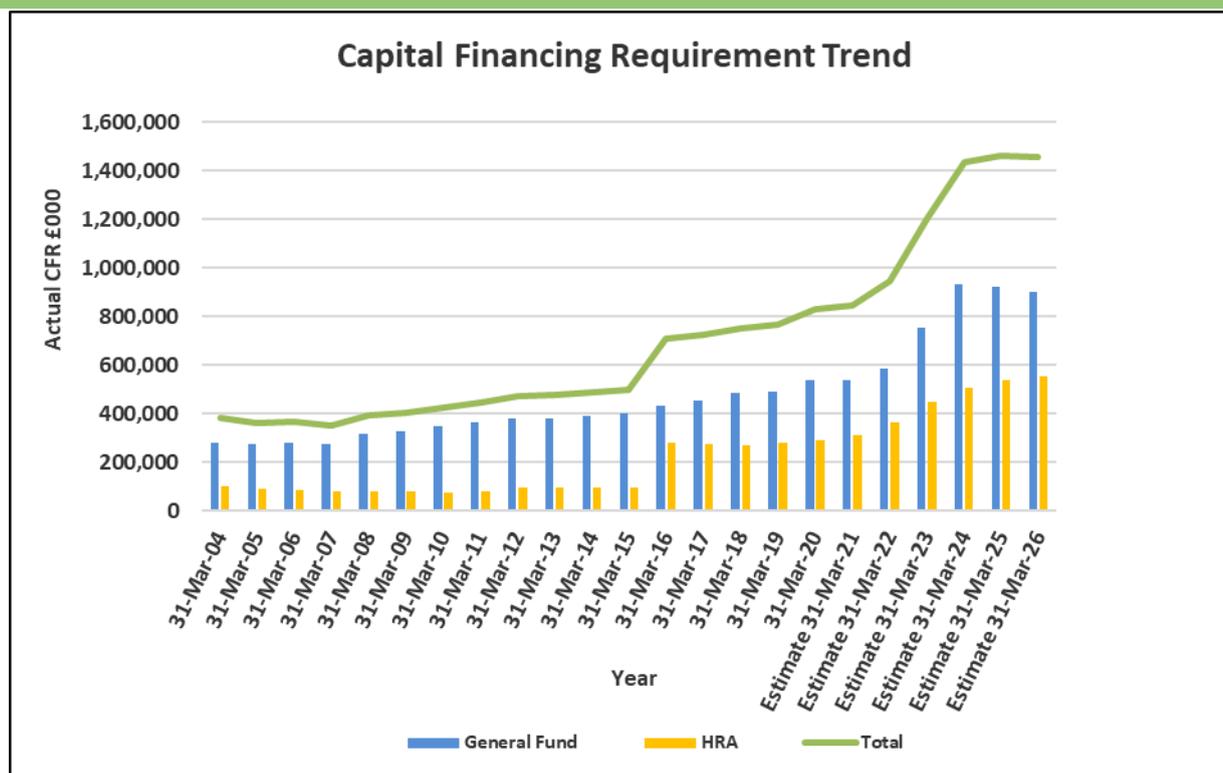
7. The Council has delegated responsibility for treasury management to the Corporate Director of Resources and S151 Officer. The Council's Treasury Management Practices which are updated annually, identifies specific responsibilities of officers as well as setting out schedules highlighting the way in 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

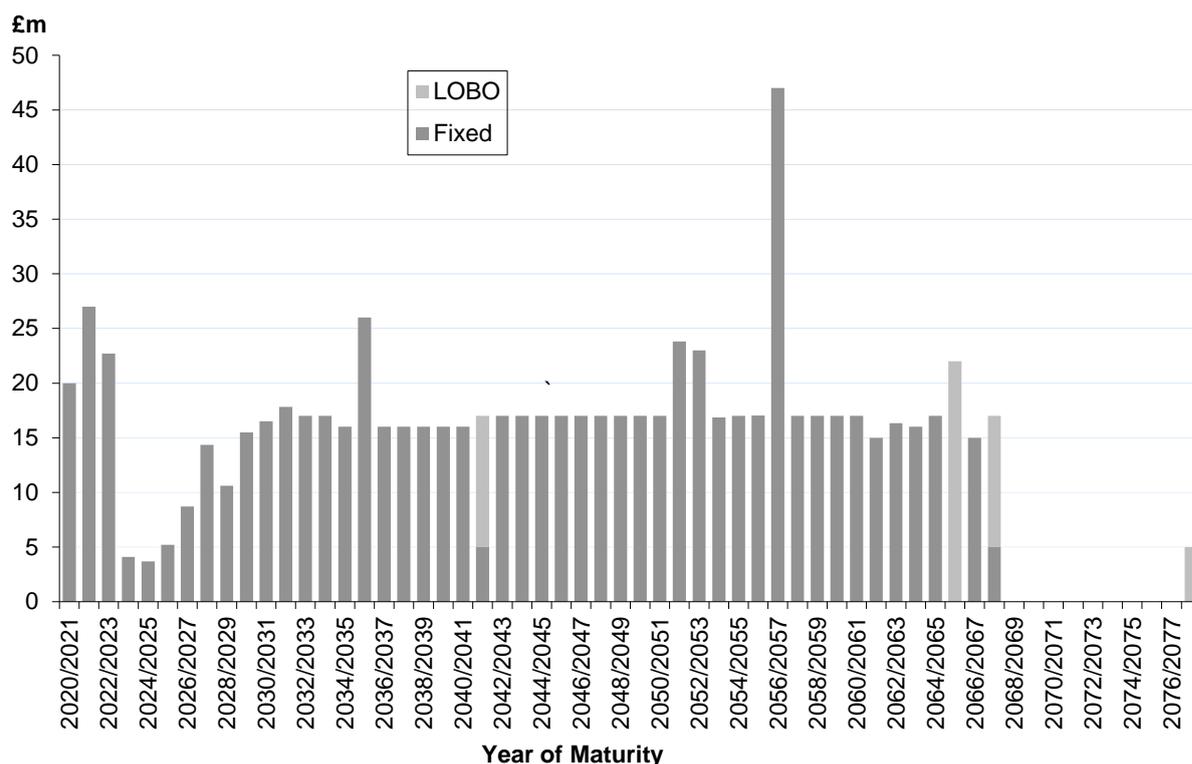
18. Borrowing and investments as at 31 December 2020 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts 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 (CCRCD) 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	Lefel 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 Tonypandy 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				Negotiated with promoters	
26	Programme price	Various - See Comment				Programme prices are set by promoters	
Norwegian Church							
27	Wedding Package based on 60 guests - 5pm till midnight	£4,500.00	Nil	Nil	1 April 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 • Propane - 3.9kg bottle - 6.0kg bottle - 13.0kg bottle • Butane - 4.5kg bottle - 7.0 kg bottle - 15.0kg bottle	£17.30 £20.40 £26.00 £17.90 £22.85 £36.60	Nil	Nil	1 April 2021	No proposed increase
51	Tokens • Washer • Dryer	£3.00 £2.00				
Cardiff Story Museum						
52	Hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours) • Corporate Rate • Charity Rate	£900.00 plus staffing costs £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	Nil	Nil	1 April 2021	No proposed increase
56	Left Luggage facility • Small lockers • Medium lockers • Large lockers • Overnight 24 hours	£5.00 £8.00 £10.00 £20.00				
57	Hire of Learning Suite • 10am - 4pm - Standard Rate - Charity Rate • Evening - Standard Rate - Charity Rate • Additional Hours (per hour)	£120.00 £85.00 £285.00 + staffing costs £220.00 + staffing costs £40.00				
Events - Park & Ride/Parking						
58	Major Event Park & Ride • Pre Book • On Day	£8.00 £10.00				
59	City Centre Parking • Pre Book • On Day	£12.00 £15.00	Nil	Nil	1 April 2021	No proposed increase
60	Mini buses & Coaches	£25.00				
61	Parking (small local events)	Various from £3.00				
62	City Centre Parking (small local events)	£10.00				

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							

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
86	Baseball - Pitch only	£60.50	Nil	Nil	1 April 2021	No proposed increase
87	Training area & changing facilities	£30.00				
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
93	All Weather pitch outside 3G Off Peak	£40.00				No proposed increase
94	3G Outside Off peak and weekends	£30.00	£1.50	5.00%		The proposed new charge is £31.50
95	3G Outside Peak	£35.00	£1.50	4.29%		The proposed new charge is £36.50
96	3G Inside Off peak and weekends	£42.50	£1.00	2.35%		The proposed new charge is £43.50
97	3G Inside Peak times	£47.50	£1.00	2.11%		The proposed new charge is £48.50
98	Upper Activity area (per hour)	£33.00	£1.00	3.03%		The proposed new charge is £34.00
99	Committee Room / Crèche (per hour) off peak	£17.00	£1.00	5.88%		The proposed new charge is £18.00
100	Committee Room / Crèche (per hour) Peak	£25.50	Nil	Nil		No proposed increase
101	Meeting Room 3 (Peak times per hour)	£14.00	£0.50	3.57%		The proposed new charge is £14.50
102	Children's party	£135.00	Nil	Nil		No proposed increase
103	Adult Activities 1hr	£6.80	£0.20	2.94%		The proposed new charge is £7.00
104	Spin / TRX / Kettlebells/Boxmaster	£6.80	£0.20	2.94%		The proposed new charge is £7.00
105	School Holiday - Children's activities	£3.80	£0.10	2.63%		The proposed new charge is £3.90
106	Junior Activities	£3.80	£0.10	2.63%		The proposed new charge is £3.90
107	Soft Play	£3.80	Nil	Nil		No proposed increase
108	50 + (access to gym, specific classes at off peak times)	£3.80	£0.10	2.63%		The proposed new charge is £3.90
Cardiff Riding School						
109	Spectator	£0.50	Nil	Nil	1 April 2021	No proposed increase
110	Competition Entry - Pony Club/Riding Club members discounted	£12.50				
111	Competition Entry - non members	£15.00	£0.50	3.33%		The proposed new charge is £15.50
112	Work Livery 6 hrs per week (Horse worked)	£110.00	Nil	Nil		No proposed increase
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	£2.00	11.11%		The proposed new charge is £20.00
118	Stable Management 1 hr Private	£40.00	Nil	Nil		No proposed increase
119	Stable Management 1 hr group	£11.00	£1.00	9.09%		The proposed new charge is £12.00
120	Stable Management 1 hr long term (yr fee)	£42.00	£3.00	7.14%		The proposed new charge is £45.00
121	Uni 1 hr group lesson	£22.50	Nil	Nil		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	£1.00	2.27%	The proposed new charge is £45.00	
133	Pony Club Stable Management (1hr)	£11.00	£1.00	9.09%	The proposed new charge is £12.00	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
134	Pony Club 1/2 hr group	£14.00	Nil	Nil	1 April 2021	No proposed increase
135	Pony Club 1 hr group	£22.50				
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	Nil	Nil		No proposed increase
141	Full Livery Care Only	£155.00				
142	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
143	Manure (per bag)	£1.00	£1.00	13.33%		The proposed new charge is £8.50
144	Christmas Show Entry	£7.50				
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
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	1 April 2021	No proposed increase

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
182	Multi Activity - 2 day -Youth	£135.00	Nil	Nil	1 April 2021	No proposed increase
183	Supervised Sailing & Windsurfing (3 hour session)	£25.00	£1.00	4.00%		The proposed new charge is £26.00
184	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£115.00	£5.00	4.35%		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	Nil	Nil		
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

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Rowing						
212	Level 1 Blades Junior (4 x 2.5 hours)	£75.00	Nil	Nil	1 April 2021	No proposed increase
213	Level 1 Blades Adult (3 x 2.5 hours)	£85.00				
214	Level 2 Blades Junior (4 x 1.5 hours)	£70.00				
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				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
242	Barrage Car Park				1 April 2021	No proposed increase
	• 1 hour	£2.20	Nil	Nil		
	• 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					
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		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.
	• Primary	£2.50				
	• Secondary	£2.95				
	• Adults	£3.00 (£3.60 inc VAT)				
Music Service						
250	Music Service Charges per hour		Nil	Nil	1 April 2021	No proposed increase
	• Maintained Schools	£40.00 - £42.50				
• Non Maintained Schools	£43.50					
251	Music Service Ensemble Fees	£53.50 - £64.50				
252	Music Service Choir Fees					
	• Primary	£41.50				
• Secondary	£47.50					
253	Music Service Advanced Percussion Fees					
	• Primary	£47.50				
• Secondary	£54.00					
Storey Arms						
254	Storey Arms		Nil	Nil	1 September 2021	No proposed increase
	• Cardiff LA schools	£88.50 to £354.00				
• Other schools	£160.00 to £376.00					
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		
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		Nil	Nil	1 April 2021	No proposed increase
	• Non-children's book per day (capped at £10.00)	£0.25				
	• Spoken word per day (capped at £10.00)	£0.45				
	• Music recording per week	£0.65				
	• DVD, video or CD ROM per week	£2.60				
• Children's DVD or video per week	£1.50					
264	Loan charge		Nil	Nil	1 April 2021	No proposed increase
	• Spoken word - 3 weeks	£1.70				
	• Music recording per week	£0.65				
	• DVD, video or CD ROM per week	£2.60				
• Children's DVD or video per week	£1.50					
265	PC printouts		Nil	Nil	1 April 2021	No proposed increase
	• A4	£0.25				
	• A3	£0.45				
266	Photocopies		Nil	Nil	1 April 2021	No proposed increase
	• B/W (A4/A3)	£0.15				
	• Colour					
	- A4	£1.10				
	- A3	£1.60				
267	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20				
268	Replacement card					
	• Adult	£2.50				
	• Child	£0.60				
269	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders				
270	Hubs room hire					
	• Private	£20.00				
	• Charity / Community Group	£10.00				
Libraries/Hubs - Local Studies Dept						
271	Research fee - per hour	£16.00				
272	Scanned or digital images fee - per item	£3.10				
273	Photocopies by staff		Nil	Nil	1 April 2021	No proposed increase
	• B/W (A4/A3)	£0.25				
	• Colour					
	- A4	£2.10				
	- A3	£3.10				
274	Reproduction		Nil	Nil	1 April 2021	No proposed increase
	• Individual/not for profit	£11.00				
	• Commercial organisation	£26.00				

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		Nil	Nil			
	• Per Hour	£60.60					
	• 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%			
284	• Rehearsal / Research	£15.50	£1.00	6.45%			
	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	£15.50	£1.00	6.45%		• Without materials/firing £16.50	
286	• With materials/firing	£20.50	£1.00	4.87%		• With materials/firing £21.50	
	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		Nil	Nil	1 April 2021	No proposed increase
	• 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 £185.00	£10.00	6.25% 5.41%		The proposed new charges are: • Monday - Thursday £170.00 • Friday £195.00
349	Registration Ceremony - St David's Room • Monday - Thursday • Friday • Weekends	£275.00 £315.00 £345.00	£20.00	7.28% 6.35% 5.8%		The proposed new charges are: • Monday - Thursday £295.00 • Friday £335.00 • Weekends £365.00
350	Registration Ceremony - Approved Premises • Monday - Thursday • Friday • Weekends • Bank Holidays	£435.00 £475.00 £535.00 £575.00	£25.00	5.75% 5.26% 4.67% 4.35%		The proposed new charges are: • Monday - Thursday £460.00 • Friday £500.00 • Weekends £560.00 • Bank Holidays £600.00
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				
354	Notice Fee	£35.00				
355	Notice Fee (Immigration/Referrals)	£47.00	Nil	Nil		Statutory Fees - No Proposed Increase
356	Citizenship ceremonies	£80.00				
357	Private Citizenship ceremonies	£150.00	Nil	Nil	No proposed increase	
358	Photos for Citizenship Ceremonies	£10.00				
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				
368	Tree Preservation Orders - search and copy of information • Extract • Full Copy	£15.00 £30.00	Nil	Nil	1 April 2021	No proposed increase

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%	1 April 2021	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				No proposed increase
377	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00	Nil	Nil		
378	SAB - Sustainable Drainage Approval Body - Application	£350.00				
	• 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	£70.00				
	• each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare	£50.00				
• each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares	£20.00					
• each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£10.00					
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)	£150.00				
	• Major Development (10-24 dwellings between 1,000- 1,999m ²)	£400.00				
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)	£250.00				
	• Major Development (10-24 dwellings between 1,000- 1,999m ²)	£500.00				
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				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
382	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00	Nil	Nil	1 April 2021	No proposed increase
383	Road Safety Audits (RSA)					The proposed new charges are:
	• Desktop check/Advice	£180.00	£3.50	1.94%		• Desktop check/Advice £183.50
	• Essential RSA	£285.00	£6.00	2.11%		• Essential RSA £291.00
	• Minor RSA	£540.00	£10.00	1.85%		• Minor Works £550.00
	• County RSA	£795.00	£15.00	1.89%		• County Works £810.00
• Full RSA	£1,175.00	£25.00	2.13%	• Full £1,200.00		
384	Road Safety Learn to Ride Courses					No proposed increase
	• Level 1 Holiday Course	£20.00	Nil	Nil		
	• Level 2 Holiday Course	£10.00				
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					No proposed increase
	• Release from clamp or compound if within 24hrs of offence	£100.00	Nil	Nil		
	• Release from pound 24hrs or more after offence	£200.00				
	• Surety Fee (deposit in lieu of tax)					
	- Motorcycles, light passenger vehicles and light goods vehicles	£160.00				
- Buses, recovery vehicles, haulage vehicles and goods vehicles	£330.00					
- Exceptional vehicles such as large lorries or coaches	£700.00					
• Storage per complete day at pound (if instantly removed the first 24hrs is not charged)	£21.00					
389	Clamping & Removal of Illegally Parked Vehicles				This is a statutory charge - No proposed increase	
	• Clamp removal fee	£40.00				
	• Vehicle removal charge	£105.00				
	• Storage per day, or part of day during which the vehicle is impounded	£12.00				
	• Vehicle disposal charge	£50.00				
390	Abandoned Vehicle - Fixed Penalty Notice	£200.00				
391	Accident Information				The proposed new charges are:	
	Partial = a plan of where the collisions occur					
	Full = all background information on collisions in requested area					
	• Up to 40 collisions					
	- Partial	£275.00	£6.00	2.18%		
- Full	£405.00	£8.00	1.98%			
• Between 40-80 collisions						
- Partial	£545.00	£11.00	2.02%			
- Full	£810.00	£16.00	1.98%			
• >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				The proposed new charges are:	
	• Signal layout drawing Inc. Method Of Control	£71.00	£1.50	2.11%		
	• SCOOT and/or fixed time plan timings	£71.00	£1.50	2.11%		
	• Controller specification which would include the phase mins, intergreens, phase delay	£122.00	£2.50	2.05%		
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	1 September 2021	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) • One person in car • Two or more people in car	£4.40 £5.50				
430	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees	Based on cost of work plus 10% - administration fees			
431	Bus Service Publicity & Infrastructure					
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.
433	Moving Traffic Offences	£35.00				
434	Replacement Blue Badges	£10.00				
435	Blue Badge Fraud (Maximum Claimable)	£180.00	£180.00	100.00%		The proposed new maximum is £360.00
436	Application for Disabled Bays	£24.00	Nil	Nil		No proposed increase
437	Infrastructure Charge for Disabled Bays	New Charge - See Comment				New charge for 2021/22. The proposed charge is £150.00
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

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
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
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	Nil	Nil	1 April 2021	No proposed increase
452	Waste Fixed Penalty Notices	£100.00				
	• Section 46 Notice	£100.00				
	• Section 47 Notice	£300.00				
	• Waste transfer note request	£300.00				
	• WTNR & WCR	£100.00				
453	• Litter & Commercial DOC	£100.00				
	• Litter Domestic DOC	£100.00				
454	Pay as You Throw	Various				
	• Domestic					
455	• Commercial					
	Fixed Penalty Notices	£100.00				
	• Dog Fouling	£100.00				
	• Litter from a Vehicle	£100.00				
	• Litter General	£100.00				
456	• Litter Smoking from a Car	£100.00				
	• Litter smoking related	£100.00				
	Highways Fixed Penalty Notices	£100.00				
	• 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					
457	Highways Fixed Penalty Notices	£400.00				
	• Flytipping	£300.00				
	• Flytipping - Duty of Care	£100.00				
	• Flytipping - Litter	£300.00				
Waste - Commercial Recycling Centre	• Waste Carrier Request	£300.00				
	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	Nil	Nil		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	Nil	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				
489	Deed of Postponement	£110.00	£10.00	9.09%		The proposed new charge is £120.00
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

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Highway Agreements						
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 • Housing Associations • Housing Associations Block Purchase	£1.99 £1.25	Nil	Nil	1 April 2021	No proposed increase
522	Community Alarm Service - Contact and Mobile Response - per week • Housing Associations • Housing Associations Block Purchase	£4.13 £2.58				
523	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) • Weekdays (5 days) • Weekends (2 days)	£30.89 £17.19				
524	Weekly Charge for Building Checks (per tenant/property) • Weekdays (5 days) • Weekends (2 days)	£0.80 £0.48				
525	Weekly Charge for Welfare Checks (per tenant/property) • Weekdays (5 days) • Weekends (2 days)	£0.60 £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				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
530	Call out charge for first hour on site				1 April 2021	No proposed increase
	• Weekday	£30.00				
	• Unsociable hours	£35.00				
	• Weekends	£40.00				
	• Public Holiday	£45.00				
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)				
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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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 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 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 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 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 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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Cardiff Council Budget Consultation 2021/22

- 5(a) Budget Proposals Consultation Report
- 5(b) Budget Letter - School Budget Forum – 24 February 2021 (Cllr Weaver)
- 5(c) Budget Scrutiny Letter – Environmental Scrutiny Committee – 24 February 2021 (Cllr Weaver)
- 5(d) Budget Scrutiny Letter – Children & Young People Scrutiny Committee – 24 February 2021 (Cllr Weaver)
- 5(e) Budget Scrutiny Letter – Community & Adult Services Scrutiny Committee – 23 February 2021 (Cllr Weaver)
- 5(f) Budget Scrutiny Letter – Economy & Culture Scrutiny Committee – 23 February 2021 (Cllr Weaver)
- 5(g) Budget Scrutiny Letter – Policy Review & Performance Scrutiny Committee – 24 February 2021 (Cllr Huw Thomas & Cllr Weaver)

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



#gweithiogydangilydd
#workingtogether

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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

Email: research@cardiff.gov.uk or consultation@cardiff.gov.uk



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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.

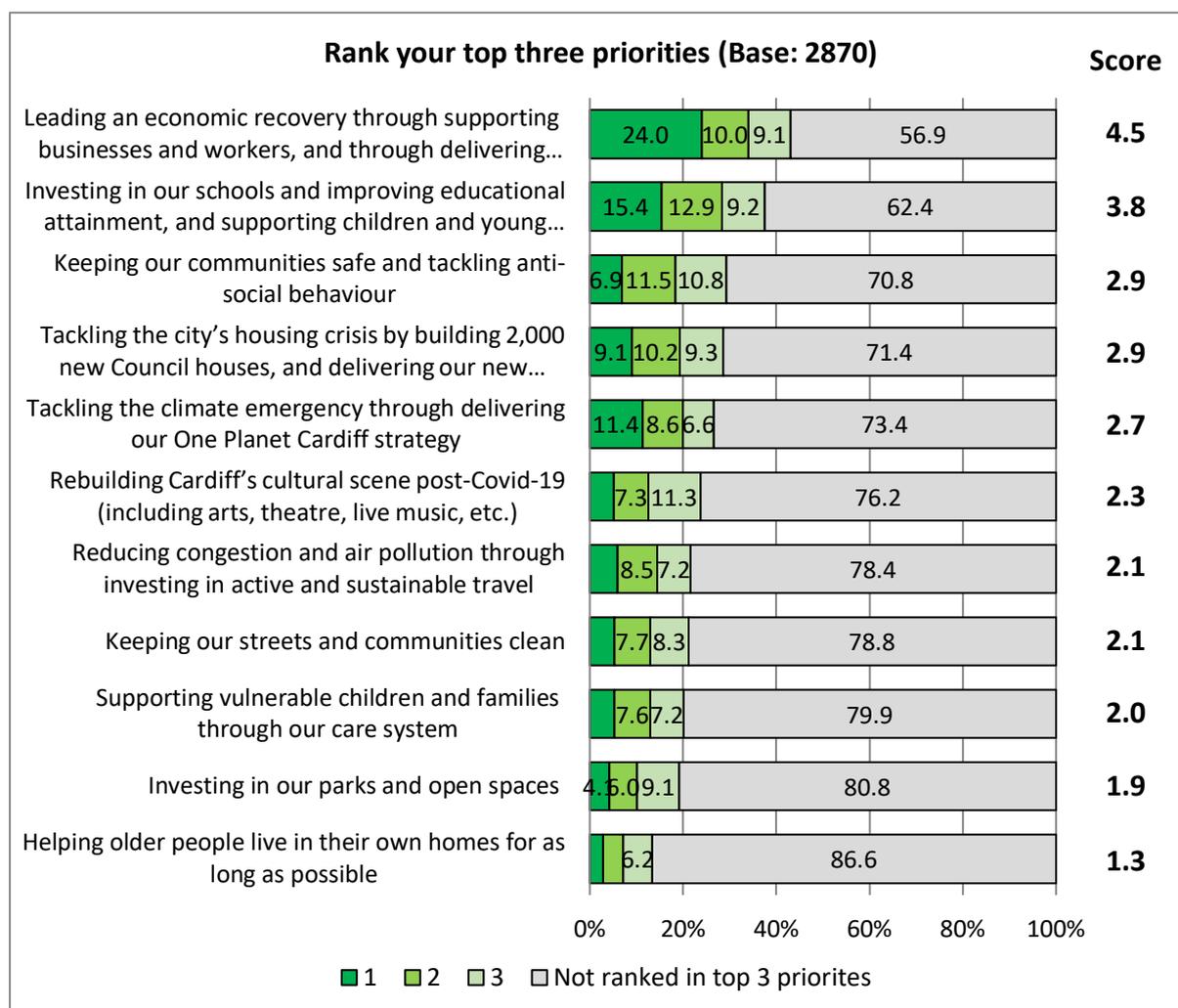
Scoring provided to each priority

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:

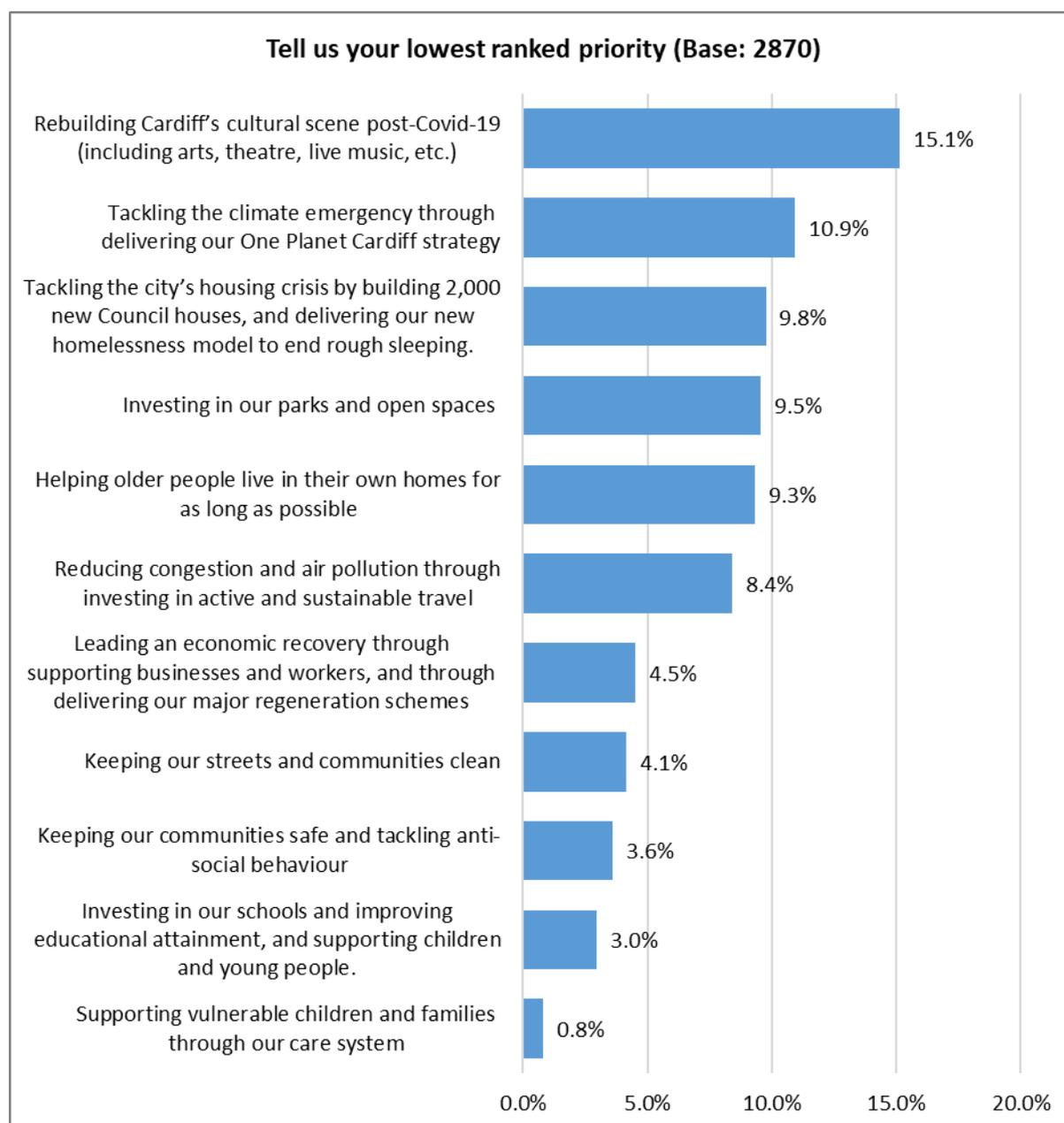
Theme	No.	%	Example Comments
Safety should be priority/People don't feel safe	57	46.7	<ul style="list-style-type: none"> – You need to feel and be safe when you leave your house at any time of the day or night. – Antisocial behaviour and crime appears to be on the rise and it makes me feel unsafe. – 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.

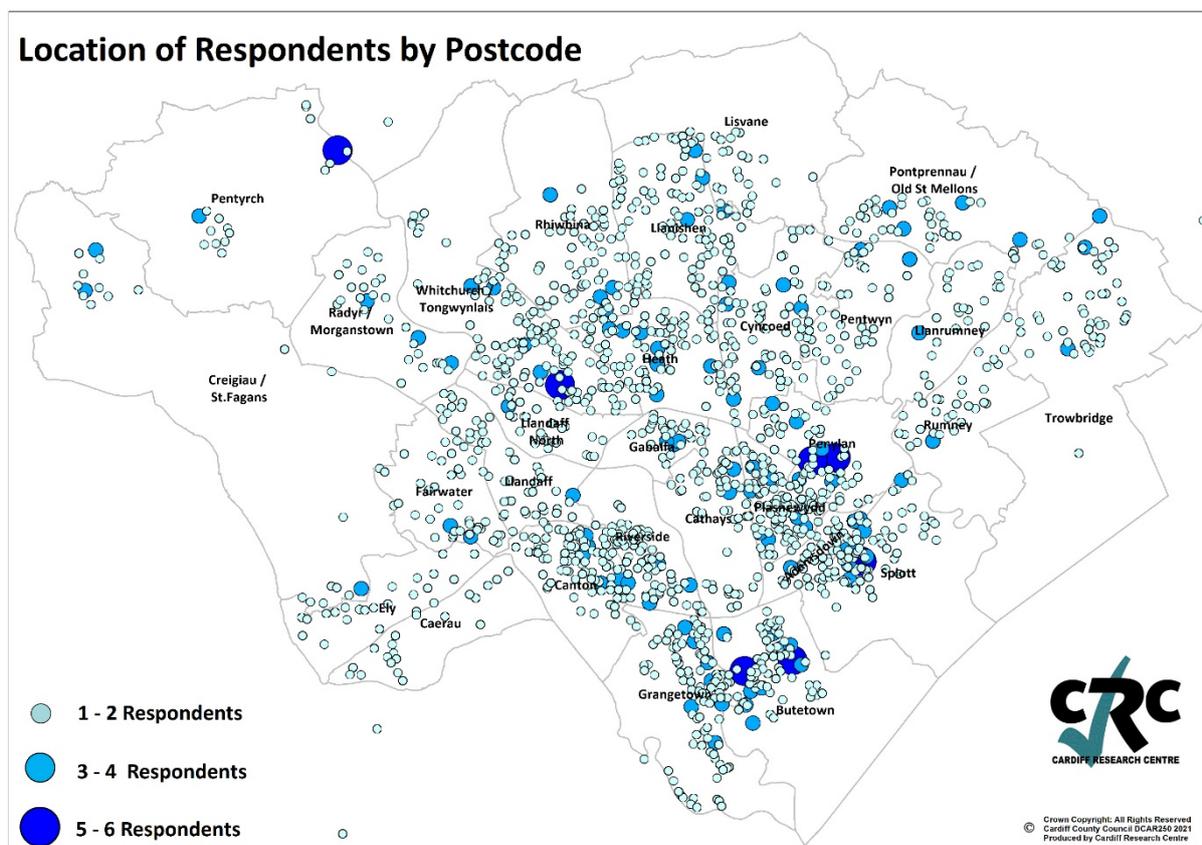
Q5. Do you have any other comments?

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

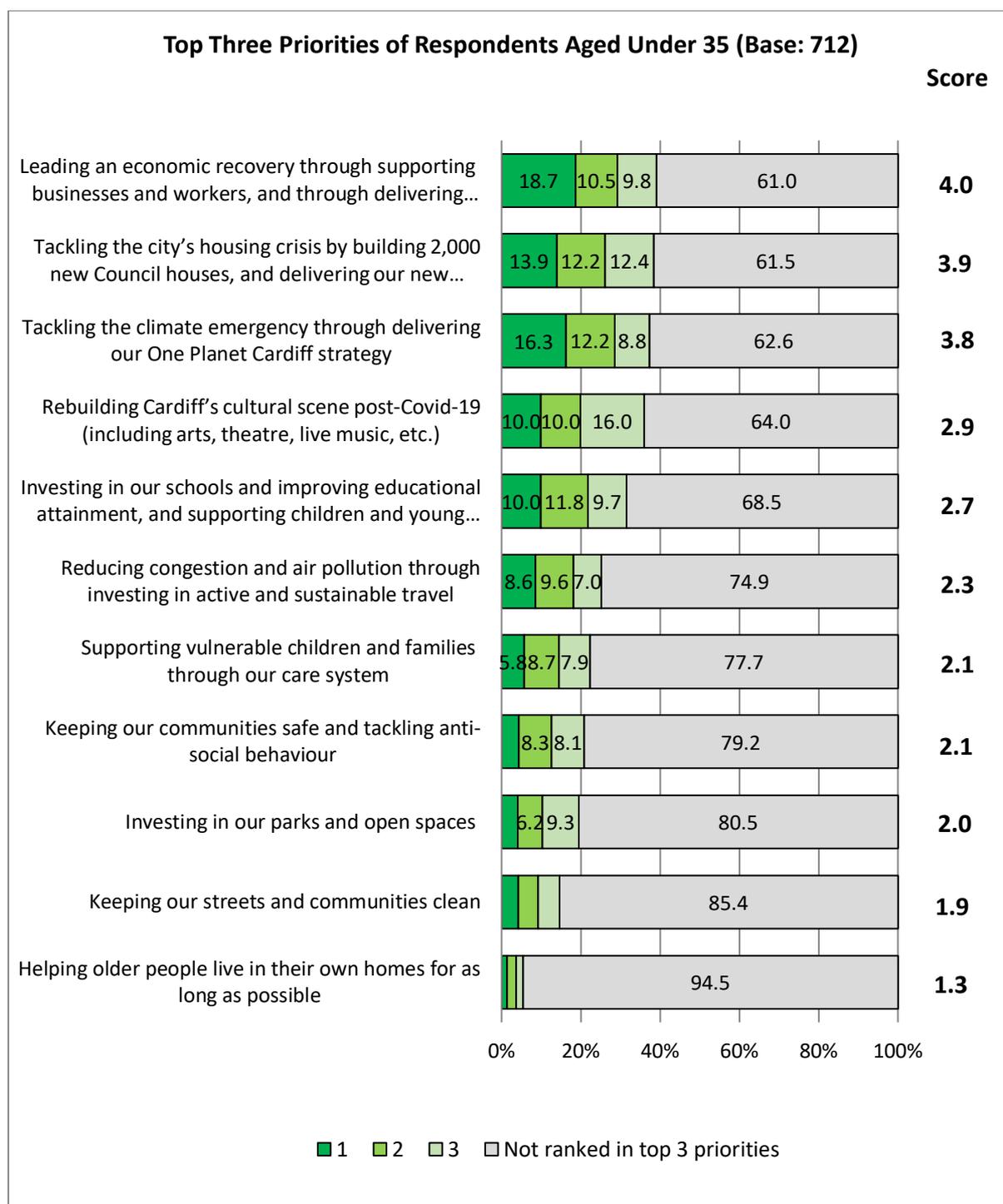
	No.	%
White	50	73.5
Asian	12	17.6
Black	2	2.9
Mixed	4	5.9
	68	

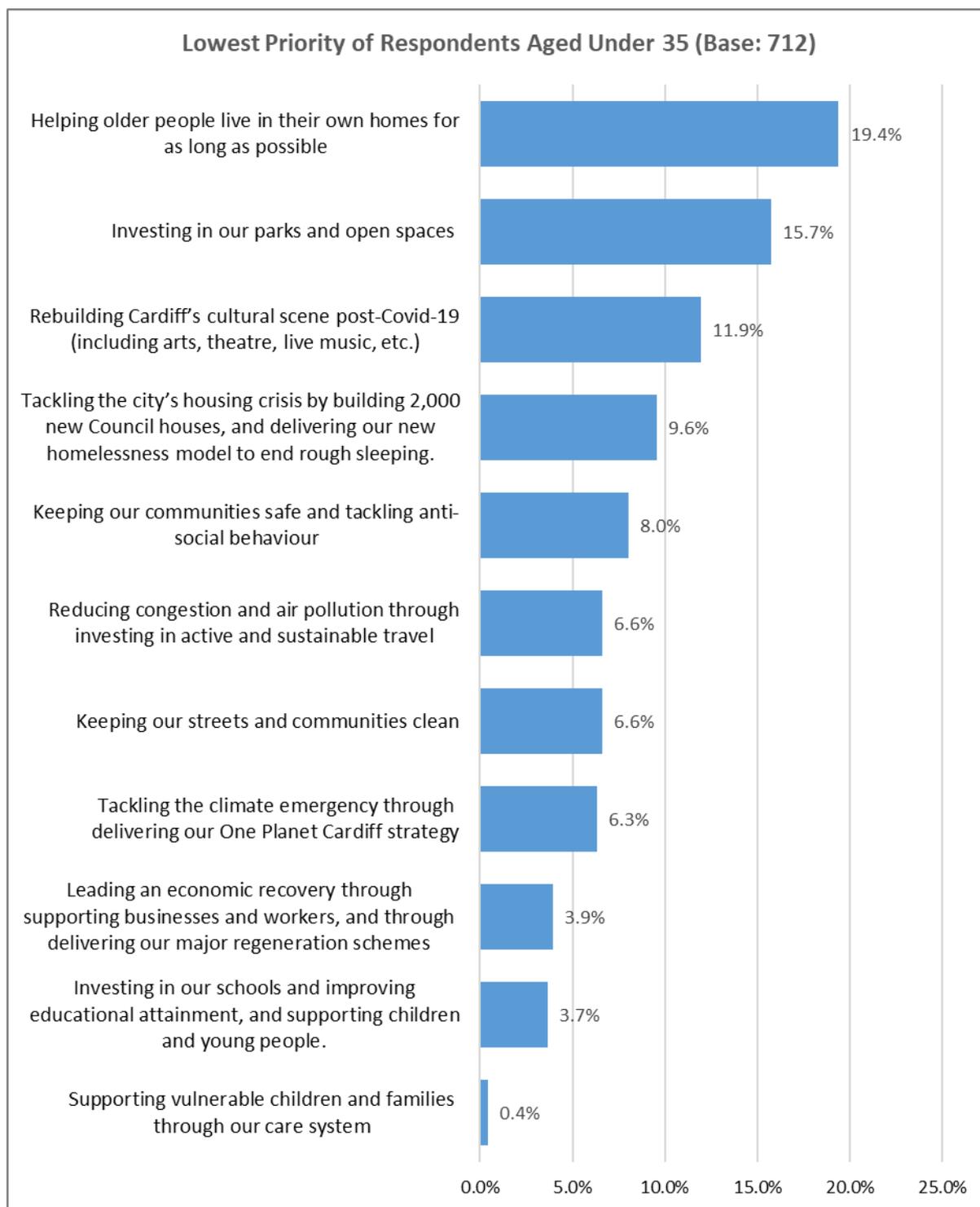
4. Appendix 2 – Priorities by Demographic

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*

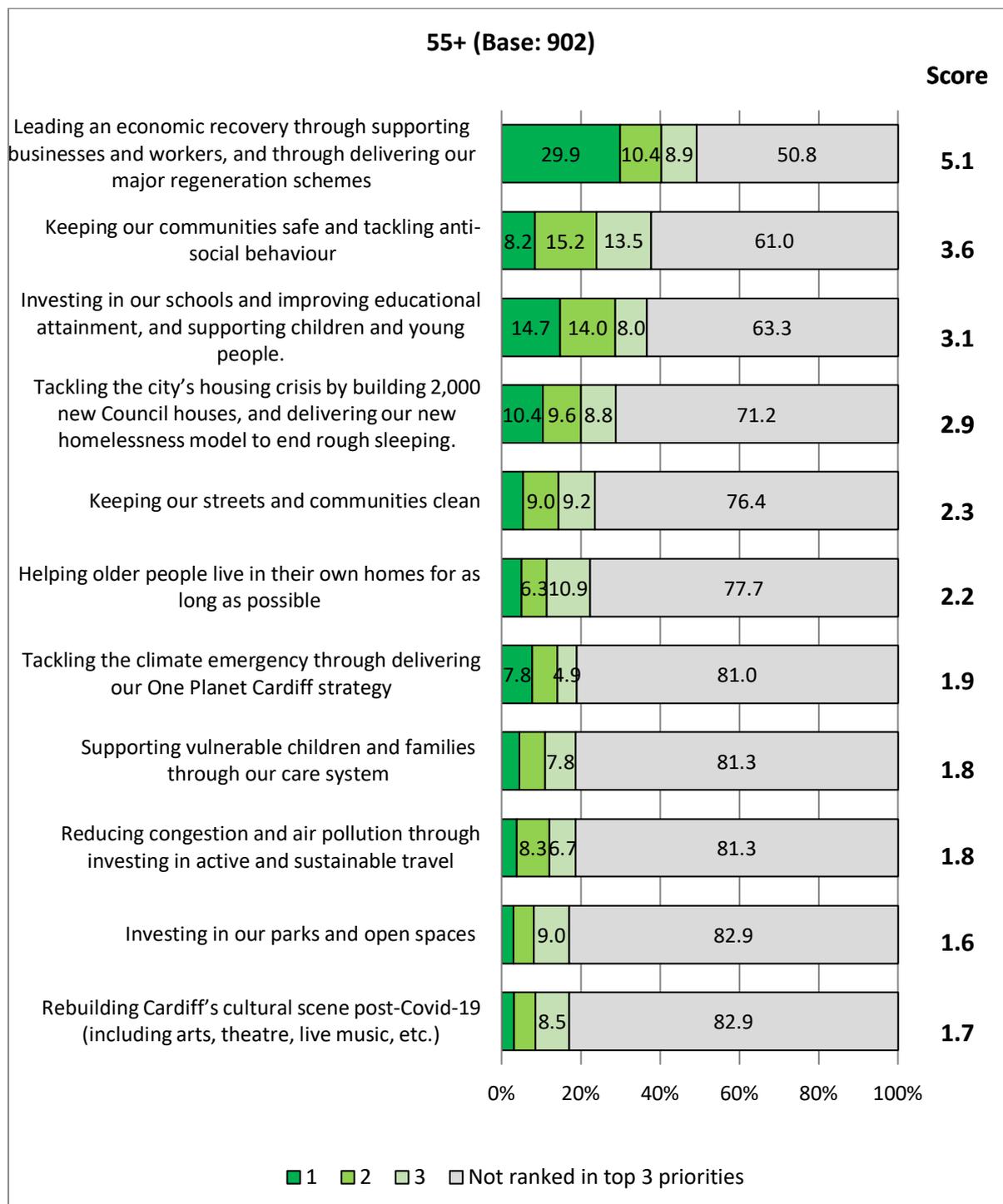


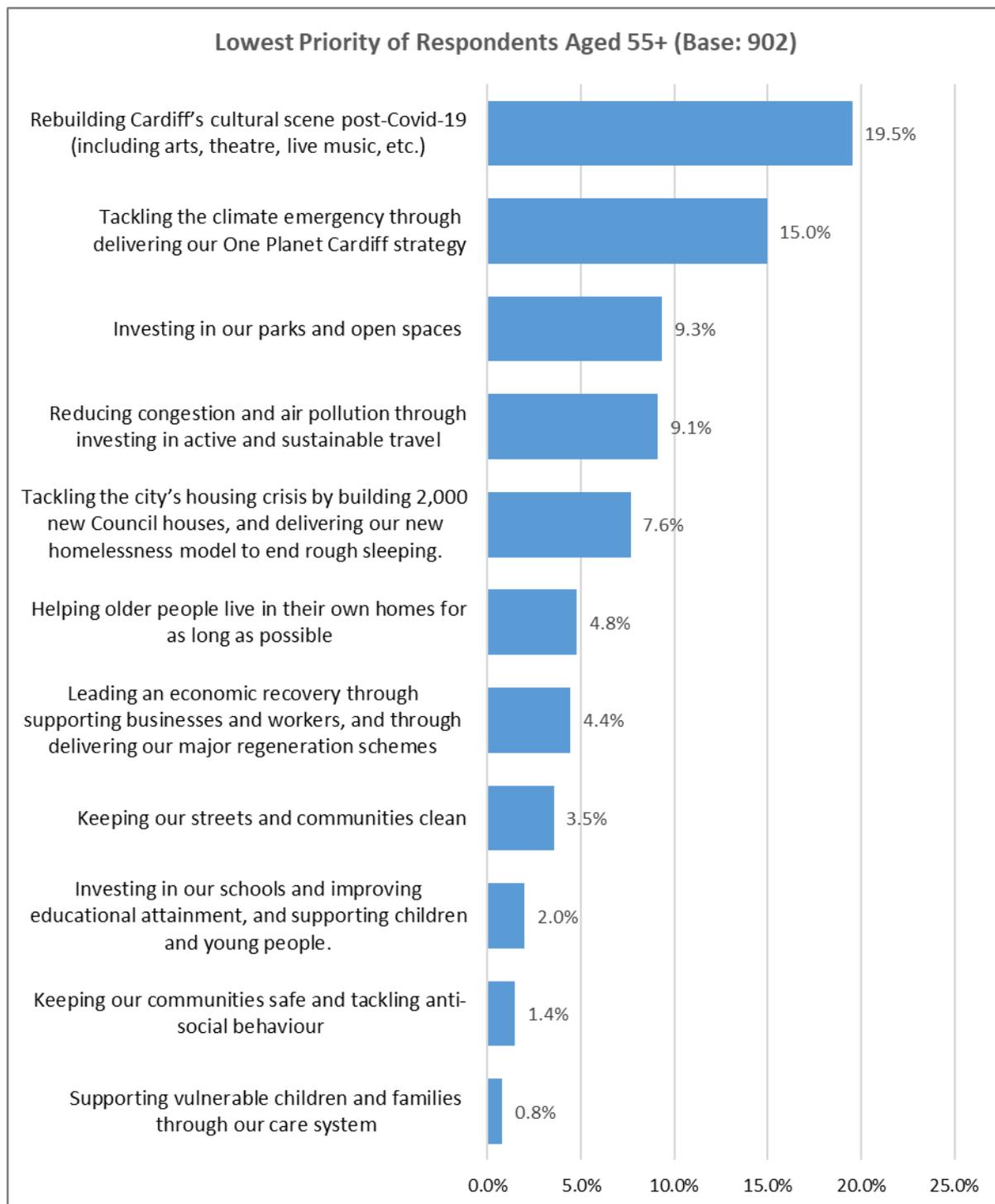


Respondents aged 55 and over prioritised:

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*

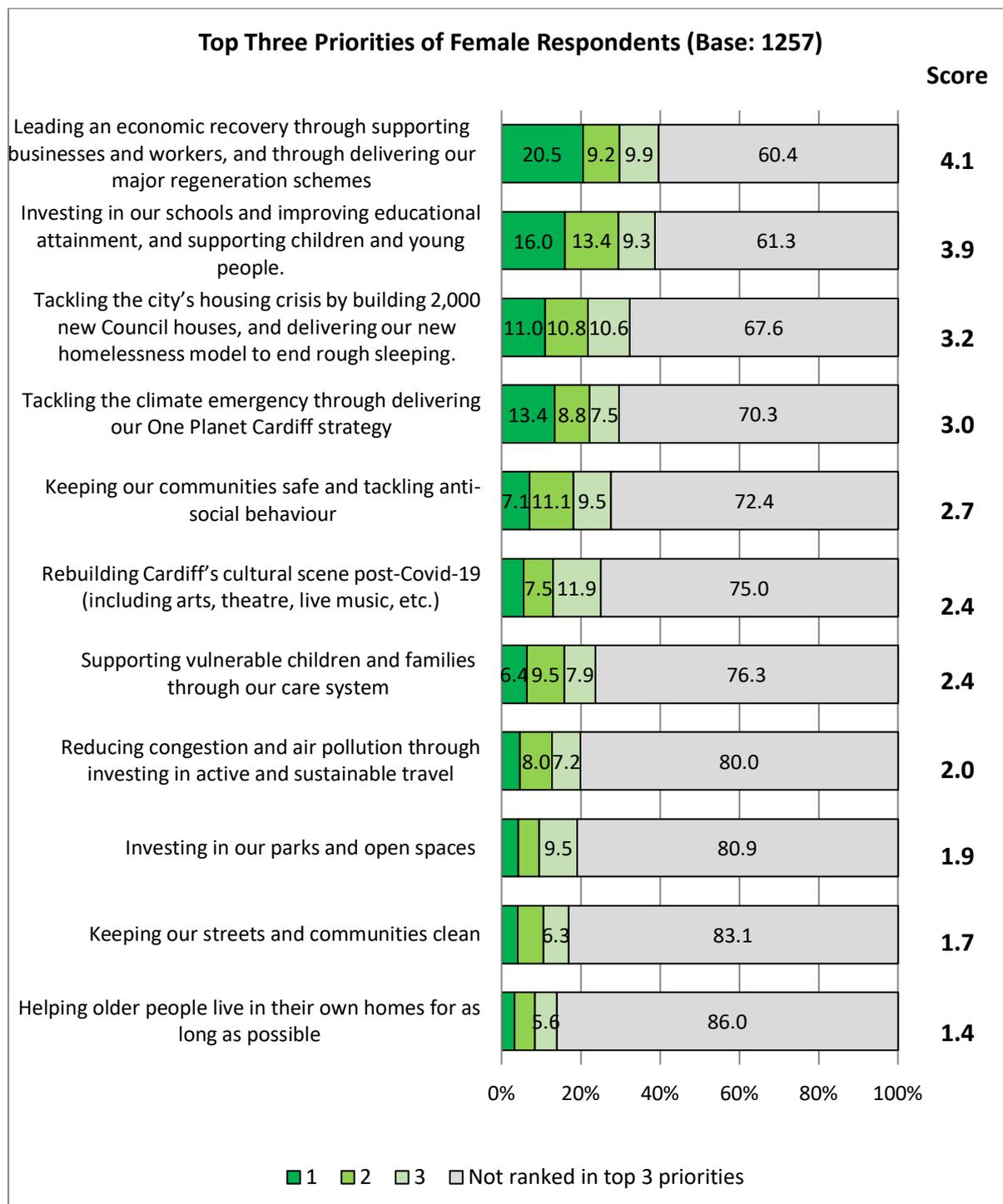


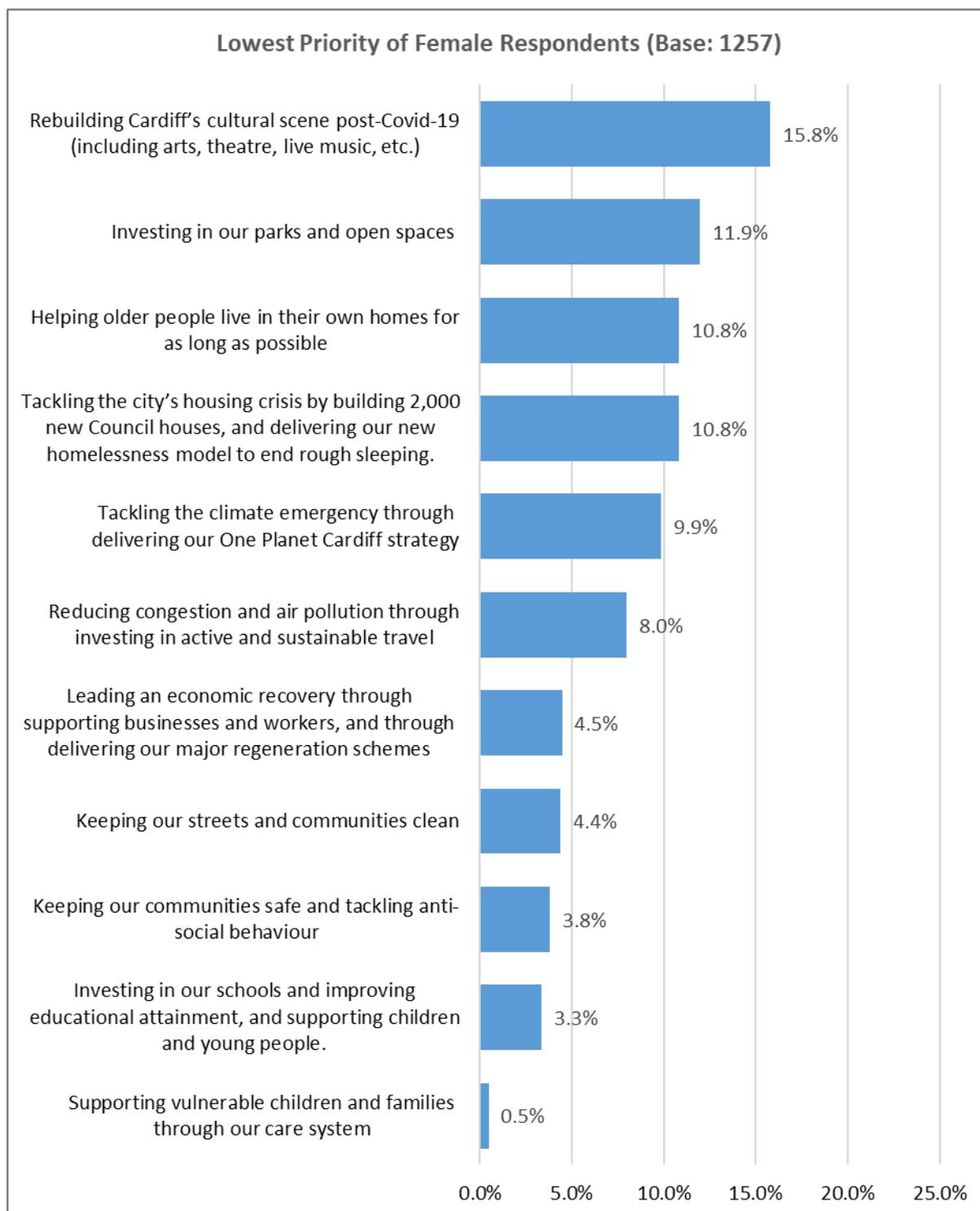


Female respondents prioritised:

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*

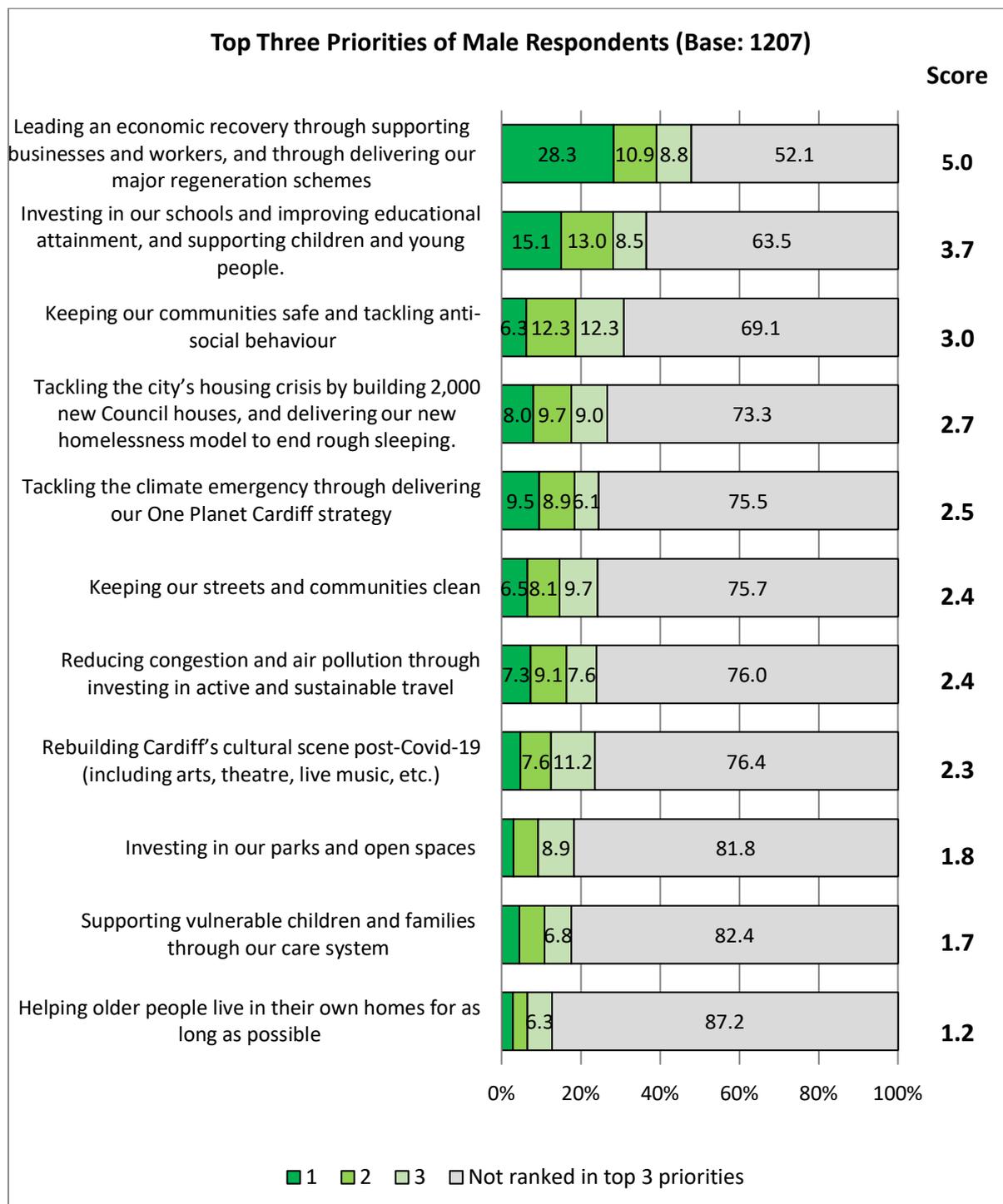


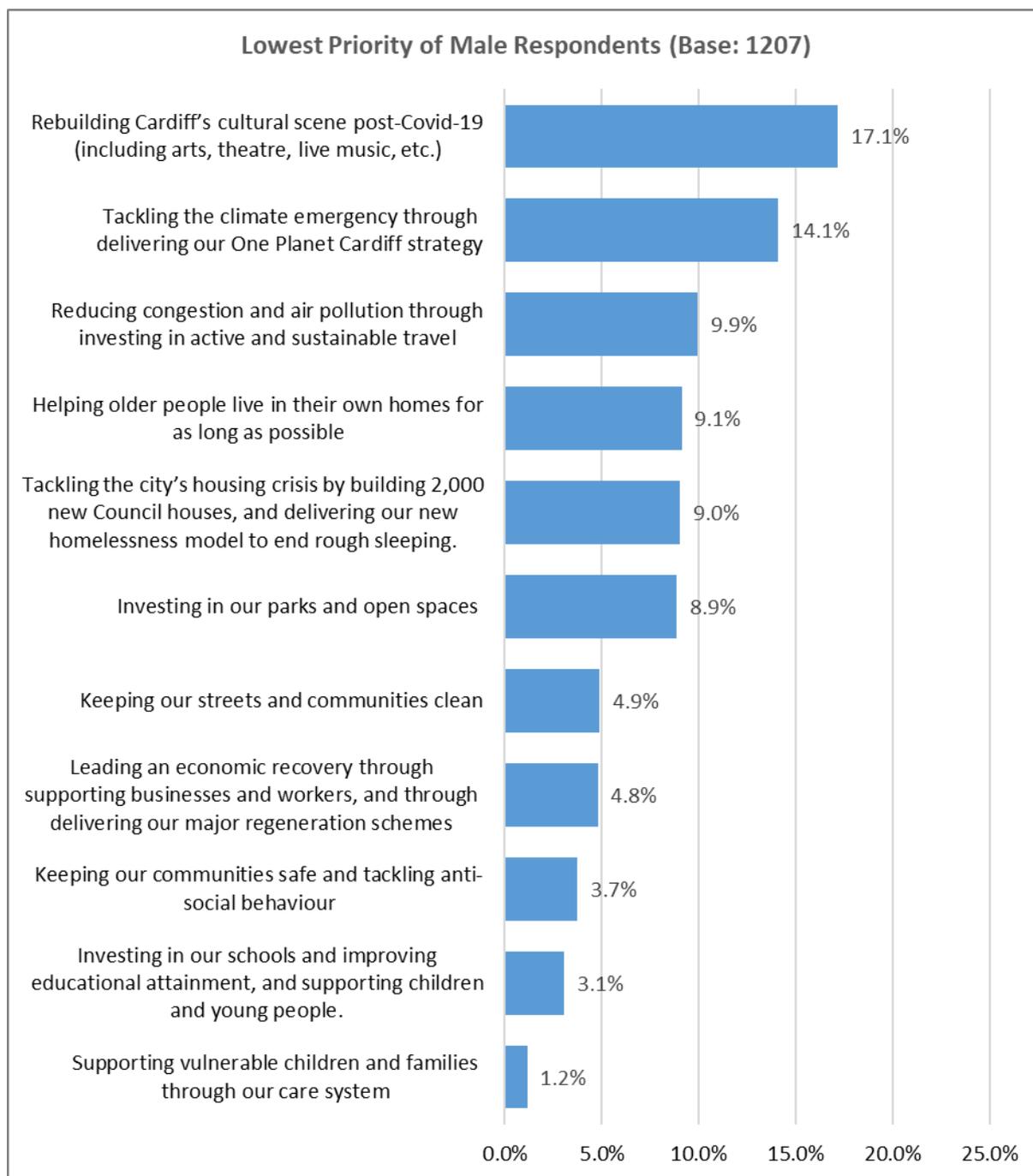


Male respondents prioritised:

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*

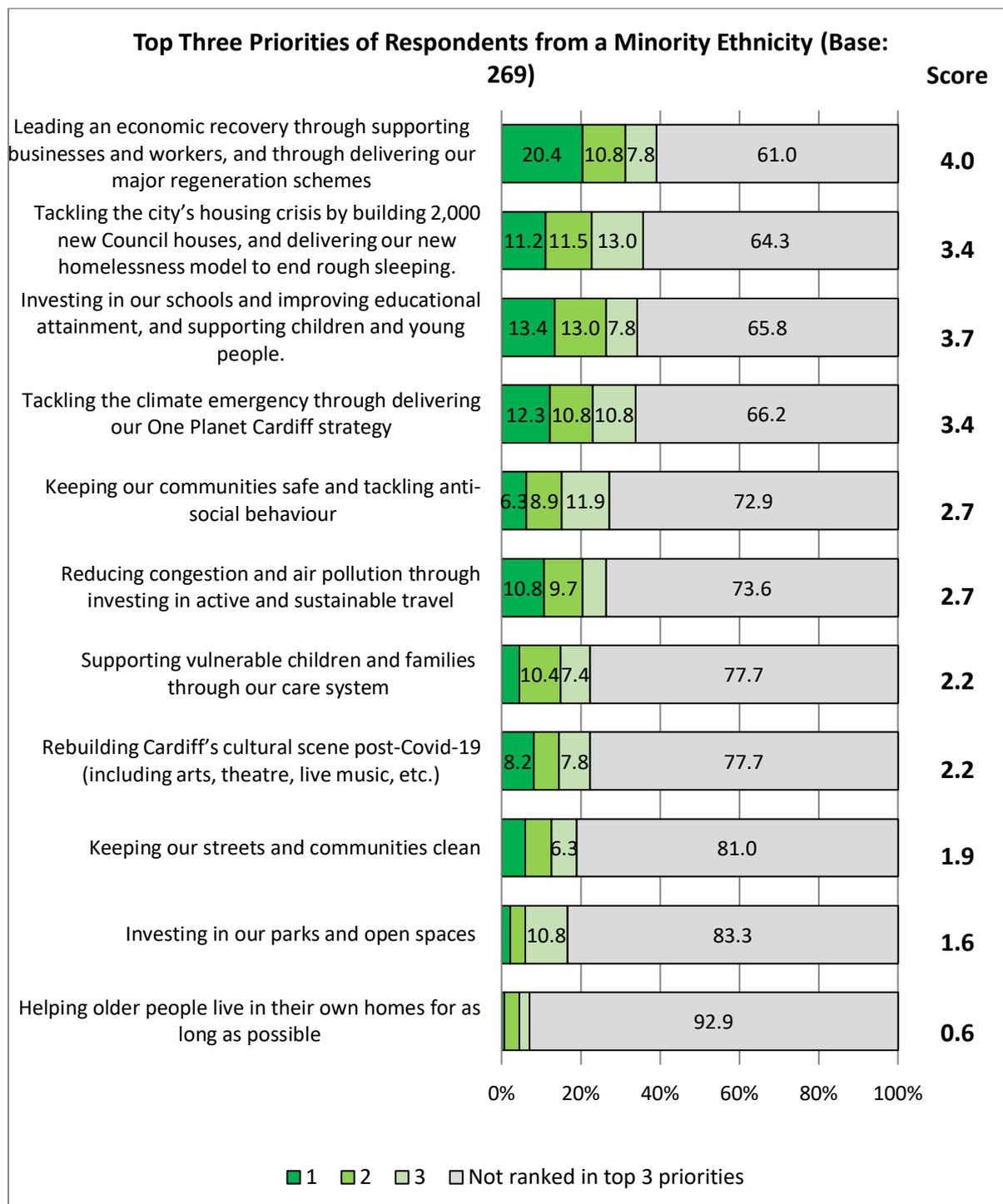


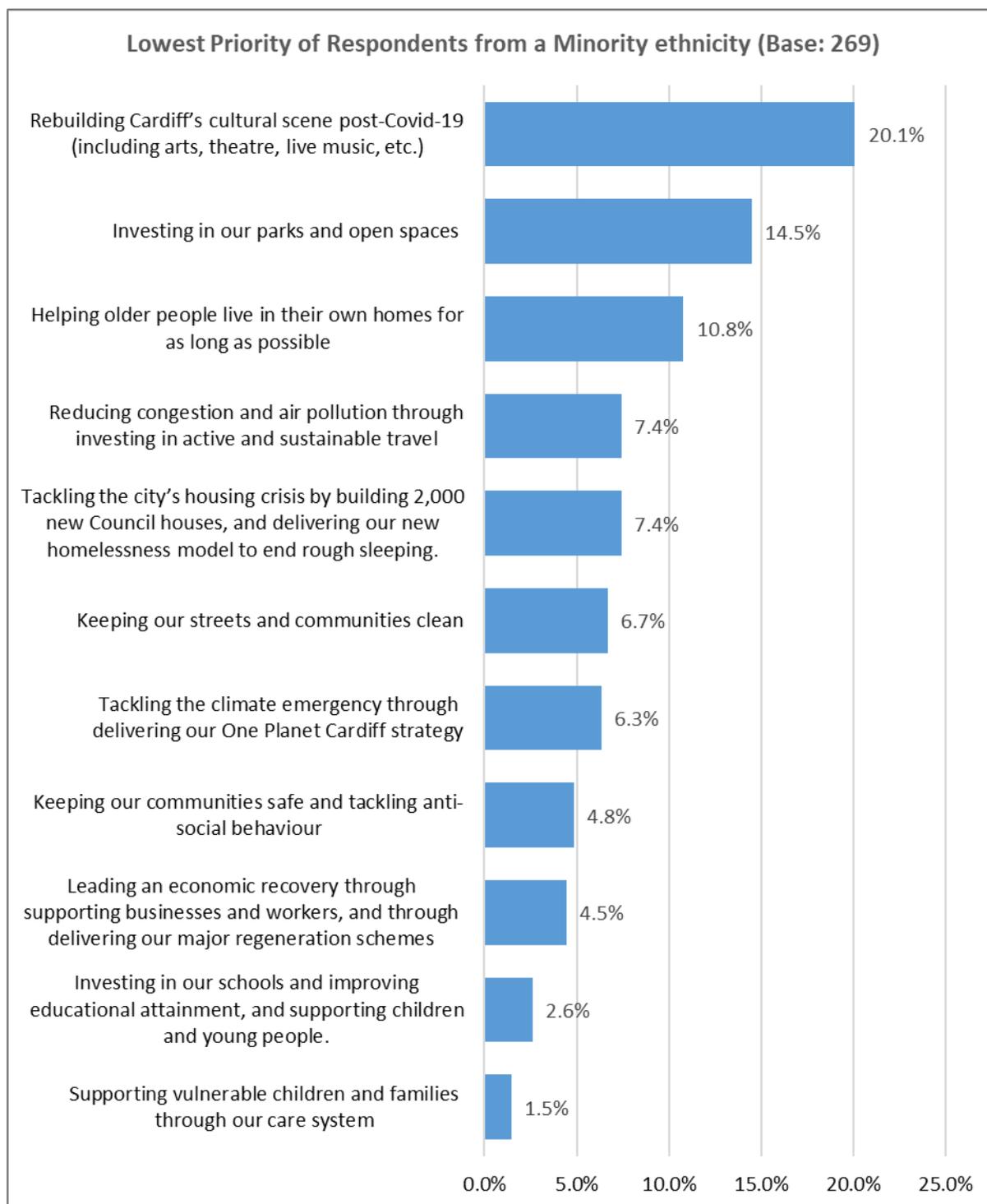


Respondents from a **minority ethnicity background** prioritised:

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*

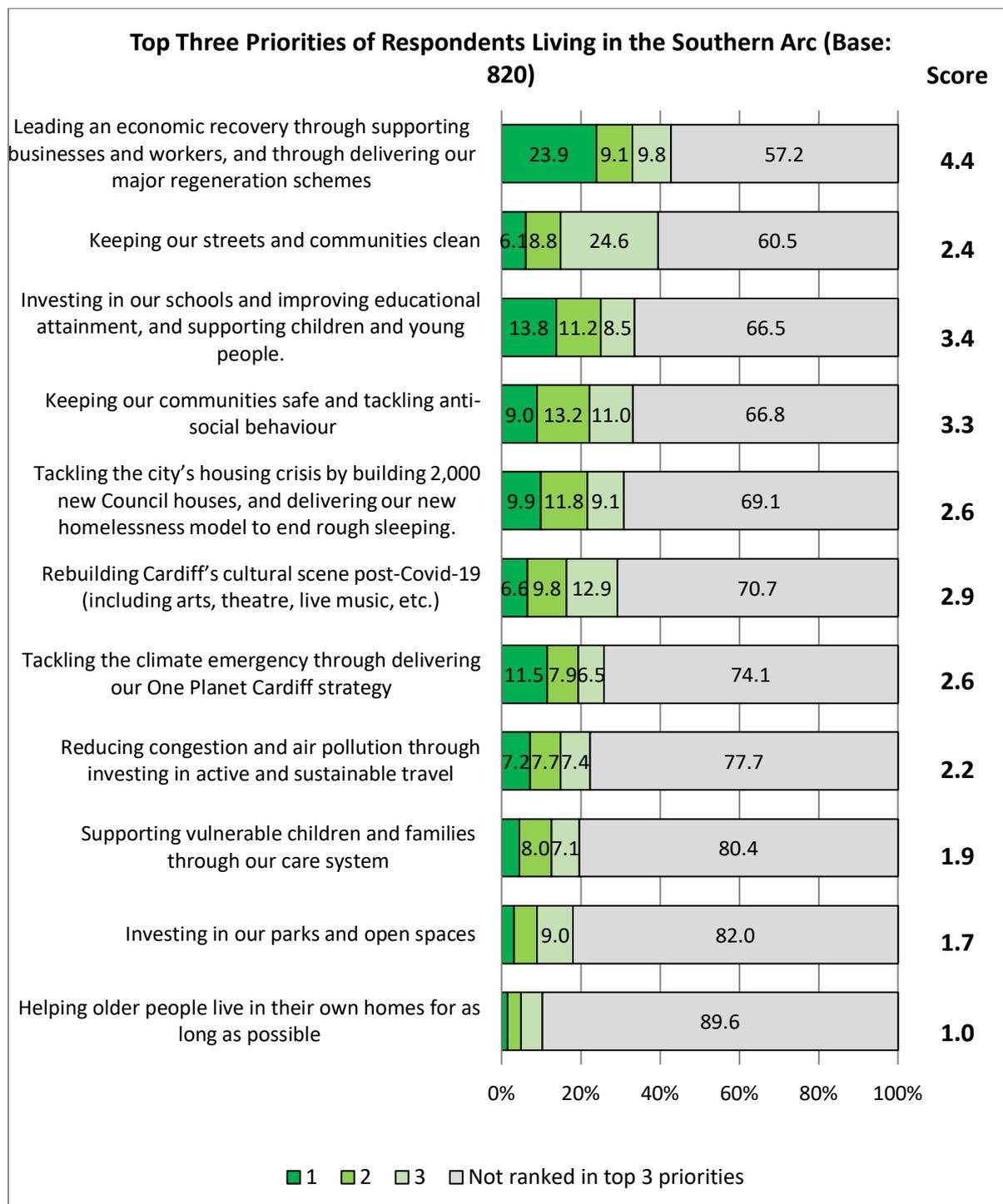


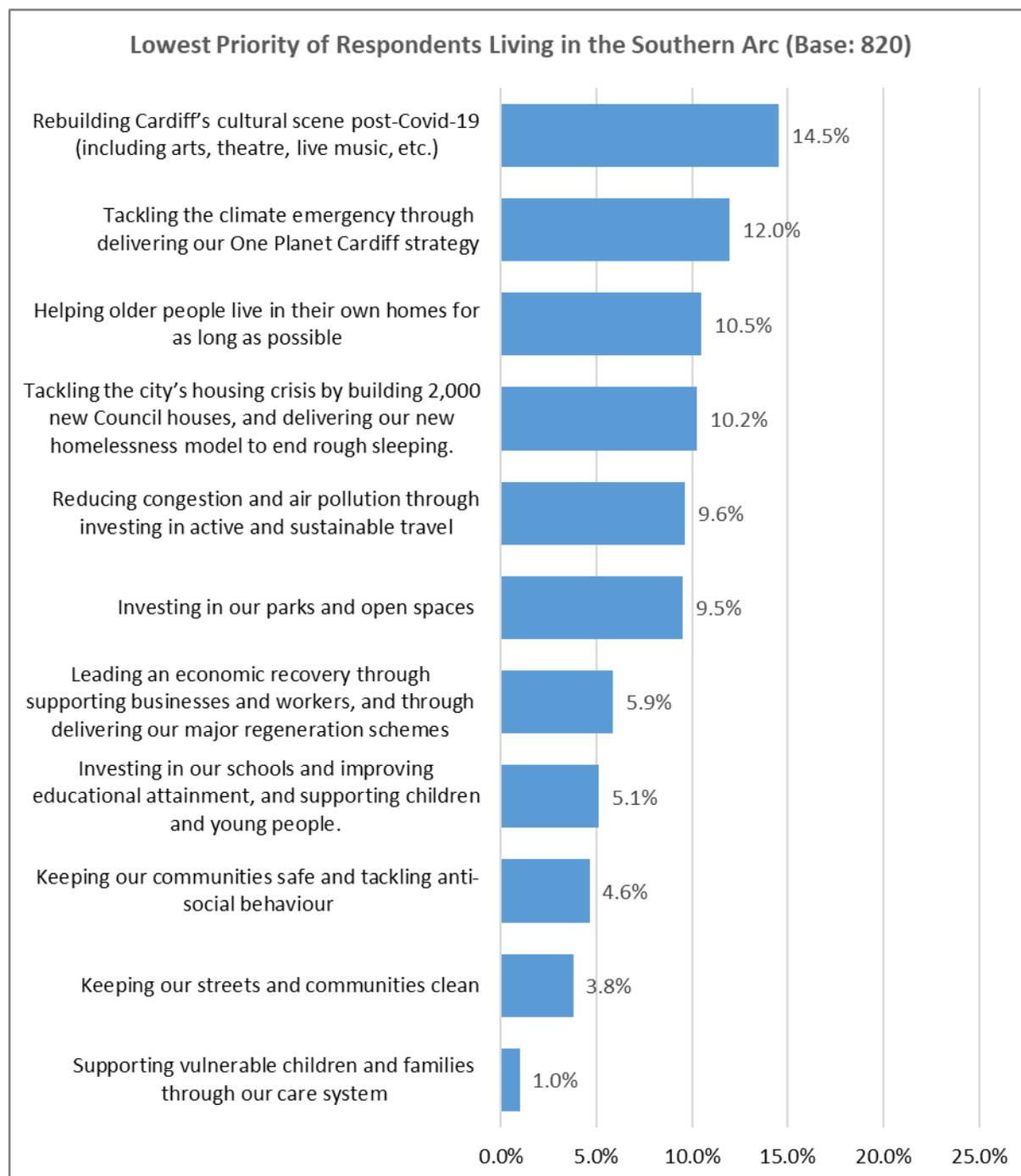


Respondents **living in the Southern Arc** prioritised:

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*

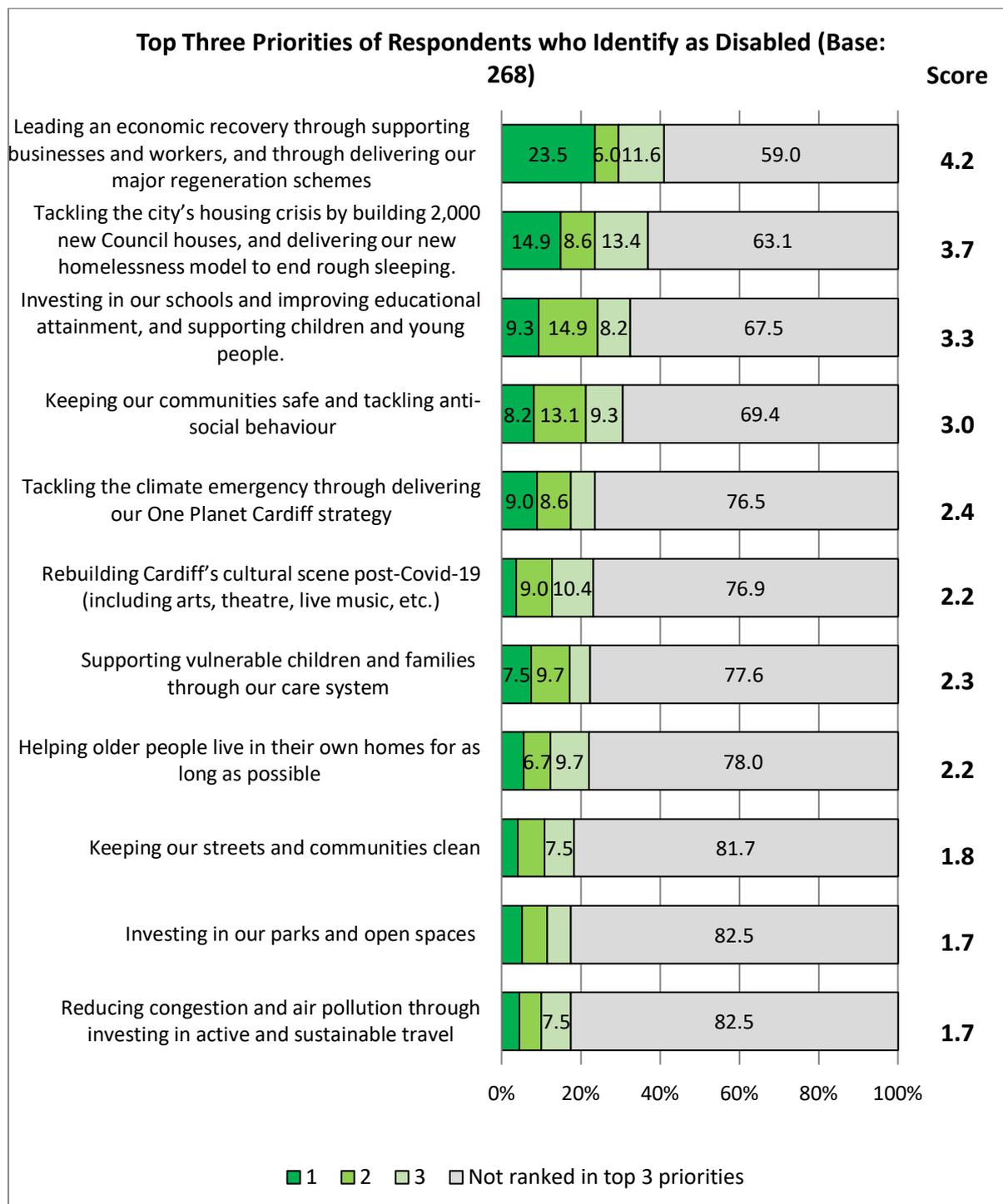


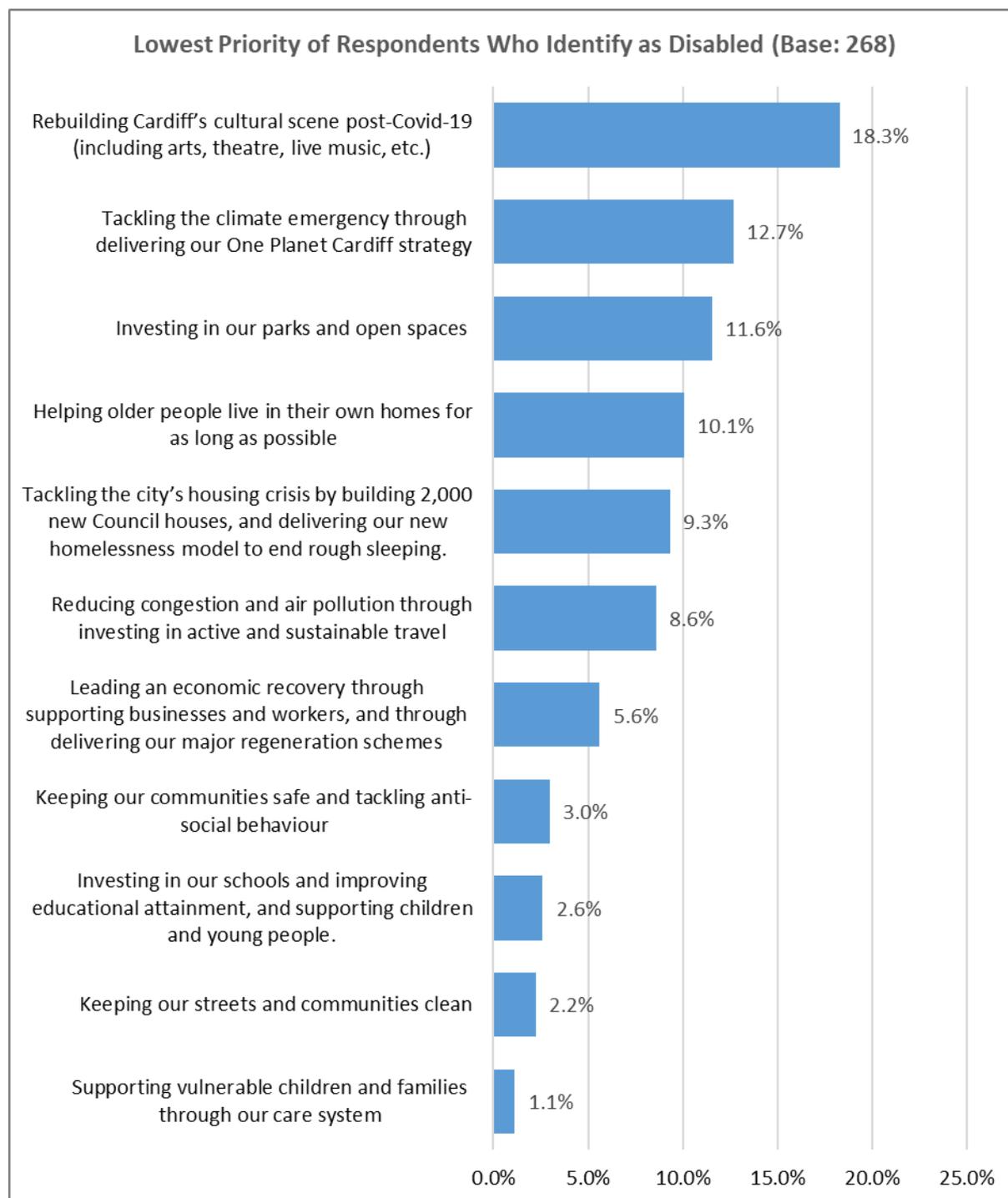


Respondents **identifying as disabled** prioritised:

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

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

Councillor Chris Weaver
Cabinet Member for Finance, Modernisation & Performance
Cardiff Council
County Hall
Cardiff
CF10 4UW

24th February 2021

Dear Cllr Weaver,

Re: CARDIFF COUNCIL BUDGET CONSULTATION 2021-2022

I write on behalf of the Cardiff Schools Budget Forum in response to the 2021-2022 budget consultation.

Overall, we commend that the overall schools budget figure for Cardiff has increased by £6.341m compared to last year, especially given we're in a period of austerity and one year into a pandemic. We are pleased with the officers' continued cautious approach to medium term financial planning. However, we note with caution the position for 2022-2023 and beyond remains uncertain and we would urge clarity at the earliest opportunity, especially given the current context of mass uncertainty and continuous change. We welcome and commend the reduction in the budget shortfall (from £25.4m in September 2020 MTFP to £16.36m at this provisional settlement stage).

We wish to extend our thanks to yourself and your Education directorate colleagues for ensuring Cardiff has secured a share of Welsh Government's Covid Hardship Fund and Lost Income Claims . We note the WG Consequential for 2021-2022 and urge you to keep this under constant review and keep the SBF regularly updated.

We are disappointed that our provisional LA settlement from WG represents the mid-range % increase year on year at 3.8% (noting the range is 2% - 5.6%). We had hoped and anticipated that Cardiff's position as the Capital city of Wales along with the percentage of the school age population we represent, it may have been at the higher end of the range. This is especially pertinent in light of how pupil numbers are captured by WG. We would welcome a move to using mid-year pupil population estimates to ensure assumptions underpinning growth projections for the LA are more realistic and accurate. The impact of demographic pressures and population growth needs further modelling by WG.

We commend yourself and LA officers for helping to secure a 10% year on year increase in the All Wales MEAG funding allocation (from £10m to £11m) from WG and are heartened to see the post-16 allocation rising by a significant 10.4% too.

We also welcome the following grant allocations:

- Social Care Workforce and Sustainability Grant (from £40m to £50m)
- Bus Revenue Support (from £3.2m to 4.4m)
- Road Safety Grant (from £0.95m to £2m)

for 2021-2022 and thank you for your work to secure these sums.

Whilst less than originally projected, we question whether efficiency savings across Cardiff schools (equating to 1% vs the 0.5% last year) is realistic given the Covid recovery that is necessary. We remain concerned about the feasibility and sustainability of some of the Council services trading through SLAs should sign up rates amongst schools continue to decline and would welcome continued transparency and openness in monitoring this situation throughout the year.

We welcome the addition of 5 new posts (net) in the Education Directorate and wish you well recruiting into these posts.

At an individual school level, as in previous years, we would appreciate regular briefings and accompanying FAQ documents from the team of LFMS officers to help Headteachers plan their workload when delegated budgets are released to schools (especially useful to those newly appointed). We ask that there is continued transparency around the impact the financial settlement has on individual school budgets and that the AWPU continues to be boosted by the additional grants and resources as far as possible. We anticipate that the effects of the pandemic on learners will be varied, long-lasting and different for each individual school context. We request ongoing lobbying of Welsh Government on our behalf for Cardiff schools' fair share of grants available and for greater clarity at an earlier stage to facilitate more accurate medium term financial planning by schools.

Finally, we would ask for open dialogue and genuine consultation around school balances. I would like to think that as a representative body, we could take a more holistic and sustainable view on the ways forward to benefit more children in our school age population and request your cooperation on this.

Yours sincerely,

Karen Dell'Armi
Chair, Cardiff Schools Budget Forum

Cyf/My Ref.:
Eich Cyf/Your Ref.:

Dyddiad/Date: 24 February 2021

Karen Dell'Armi
Chair, Cardiff Schools Budget Forum

Annwyl / Dear Karen

Draft Budget Proposals 2021/22

Thank you for your letter dated 24th February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on Thursday 25th February 2021.

As in previous years, I would like to thank the School Budget Forum for the work it undertakes and for its effectiveness in bringing matters of financial concern to the Cabinet's attention. I can confirm that both myself and Councillor Merry, as regular attendees, as well as the wider Cabinet, place great value upon having direct input from school leaders and governors.

Regarding the points raised in your letter, it is pleasing to note your positive response to this year's budget increase for schools, the approach taken towards the development of the budget and the settlement in terms of specific grants, such as the grants for Post-16 and Minority Ethnic, Gypsy, Roma and Traveller learners. In terms of our approach to developing our financial strategy for the medium term, I can confirm that both caution and prudence, at an appropriate level, will continue to be key features, particularly whilst significant uncertainty regarding issues such as the COVID-19 pandemic and Brexit continue to exist. Further clarity regarding such issues, and their impact upon the Council's financial position, will be reflected in financial monitoring reports throughout 2021/22 and the 2022/23 Budget Strategy Report, which will be published later this year.

In terms of COVID-19 specifically, I can confirm that Cabinet members will continue to lobby Welsh Government for financial support in connection with ongoing or emerging issues, arising as a consequence of the pandemic. Should local authorities continue to be able to claim for actual costs incurred, or income lost, as a direct consequence of actions taken in responding to the pandemic, I can confirm that officers will ensure that the appropriate costs are claimed and that the overall impact on the financial position of the Council is minimised as much as possible.

Within your letter you referred to your disappointment regarding Cardiff's overall funding settlement from Welsh Government, with a 3.8% funding increase representing the average increase for local authorities. Whilst the Cabinet would have also wished for a greater level of increase, it is recognised that the Council's increase, relative to other local authorities, is determined by a funding formula, taking into account various data sets and information available at the time of determining individual local authority allocations. It is because of a change in methodology regarding overall population estimates that Cardiff's allocation was average, rather than one of the highest, as it has been in recent years. Going forward, officers will ensure that the Council's views on the most appropriate basis for distributing

funding are provided to Welsh Government, with the aim of ensuring a fair distribution of funding.

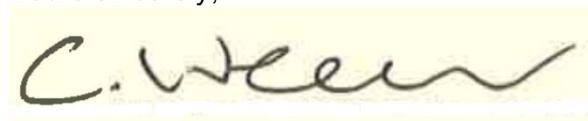
Regarding the overall level of efficiency saving being placed upon the school budget, we recognise the challenging work schools have in preparing and setting their budgets, though do feel that the level required is necessary. In addition to the budget gap of £15.594 million this year, our medium term projections still suggest budget gaps in the years ahead, and we must take a balanced and long-term view of savings across the Council. The overall level of efficiency saving being asked of schools is less than that being asked of most other services and we would hope that, when coupled with any savings made during this financial year, it will prove manageable for individual schools. I am pleased that there will be a net increase in school funding of £6.341 million. In terms of funding in support of the need for pupil catch up, I can confirm that specific allocations have been made within this year's budget for that very purpose and that Welsh Government have confirmed grant funding for accelerated learning until the end of the current academic year, equating to £1.761 million for Cardiff schools in 2021/22. I can also confirm that Welsh Government will continue to be lobbied for support in this particular area.

I note your concern regarding the future sustainability of services that are traded with schools, particularly should take up rates reduce. I agree that this needs to be monitored and managed, and I am assured that officers will continue to work with the School Budget Forum with openness and transparency throughout this year on this, and am grateful to the forum for ongoing work and discussion on this issue.

Your letter also contained specific requests for greater transparency and dialogue regarding the impact of the financial settlement on individual school budgets and management of school balances, as well as additional support for schools in preparing and managing the budget setting process. I would suggest that these would all be suitable areas for further discussion with the School Budget Forum and that, as a starting point, any specific concerns or suggestions are raised with the Education directorate, the Head of Finance and the Operational Manager for Schools & Budgetary Control.

I hope that this letter capture all the points raised in your letter. I want to thank you once again for your support in the budget process and look forward to future discussion and debate with the School Budget Forum.

Yours sincerely,

A handwritten signature in black ink on a yellow background, appearing to read 'C. Weaver'.

Y Cyngorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Huw Thomas, Leader, Cardiff Council;
Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
Chris Lee, Corporate Director Resources;
Ian Allwood, Head of Finance;
Melanie Godfrey, Director of Education & Lifelong Learning
Mike Tate, Assistant Director, Education & Lifelong Learning
Neil Hardee, Head of Services to Schools

Ref: RDB/RP/CW/23.02.2021

24 February 2021

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Environmental Scrutiny Committee – 23 February 2021

On behalf of the Environmental Scrutiny Committee I would like to thank you, Councillor Wild, Councillor Michael and the officers for attending the Committee meeting on Tuesday 23 February 2021. As you are aware the meeting received items titled 'Draft Budget Proposals 2021/22 – Corporate Overview' and 'Draft Corporate Plan 2021 to 2024 & 2021/22 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft Corporate Plan relevant to the terms of reference of the Environmental Scrutiny Committee. At the meeting Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers on their draft budget and Corporate Plan proposals for the coming year. The comments and observations made by Members following this item are set out in this letter.

Corporate Overview

- **Invest to Save** – At the meeting a Member commented on the invest to save schemes included in the capital section of the Corporate Overview presentation. He asked for clarification on how the schemes worked, the typical return on investment and the normal repayment period applied to such initiatives. As agreed with the Head of Finance at the meeting, the Committee would welcome a written summary on invest to save schemes

after the meeting. I would ask that you include a copy of this written summary in the reply to this letter.

- **Socially Valuable Bus Routes** – A Member asked about the £432,000 that had been set aside for ‘Socially Valuable Bus Routes’ as a part of the 2021/22 Financial Resilience Mechanism. She was concerned that this funding might be applied based on historic data which might not be relevant in the post Covid period, and could ultimately result in the Council providing support for empty buses. She asked for assurance that the Council would try to assess post Covid trends before allocating any funding, and that the approach used by the Council to decide where the funds were placed was consistent with the approved Welsh Government methodology.

- **Future Budget Scrutiny** – During the meeting I commented about the future budget challenges facing the Council, and suggested that it might be sensible for Scrutiny to be involved with future budget planning earlier in the year. It was pleasing that you welcomed such an approach, therefore, could you ask Finance officers to liaise with Scrutiny to agree a plan for earlier engagement in 2021/22.

- **Capital Slippage** – Several Members raised the issue of capital slippage at the meeting, and asked for a breakdown of monies that had slipped into the 2021/22 capital budget, against monies that had been specifically allocated into this year. The Head of Finance explained that the ‘Month 9 - Budget Monitoring Report’ that is due at Cabinet in March provided such a breakdown. I would be grateful if you could arrange for a copy of these appendices to be made available to the Committee.

Strategic Planning & Transport Portfolio - Draft Budget Proposals 2021/22

- **Low Traffic Neighbourhoods** – A Member asked about low traffic neighbourhoods, and if the Council had any current plans to introduce

these in Cardiff. She commented that the introduction of these had been controversial in other parts of the United Kingdom, and if the Council had any such plans it would seem sensible to run a thorough community consultation in advance of taking any decisions. The Cabinet Member responded by explaining that work was currently happening on a Clean Healthy Streets project, but added that a growing number of residents had contacted the Council requesting the introduction of low traffic neighbourhoods. As a consequence, the Council is now in the process of gathering information to determine how such a scheme might work, with the caveat that nothing would happen without a proper consultation, probably focusing on a small pilot area first. The Committee welcome this approach, but ask for further clarification on:

- ❖ Details of the next steps that the Council will be following in deciding the future of low traffic neighbourhoods;
 - ❖ An explanation of how the Council would look to deliver any local consultation before deciding if such a scheme is taken forward;
 - ❖ The criteria that the Council might use to decide where it is appropriate to introduce a low traffic neighbourhood.
-
- **Staff Resource Matching Funding** – A Member explained that he was delighted to see so much capital funding being made available for a wide range of schemes in the Planning, Transport & Environment Directorate. However, he was a little concerned that the existing staff resource might not be sufficient to deliver the large number of planned projects. The Director for Planning, Transport & Environment acknowledged that it was a challenge, but felt that the work was deliverable. The Committee welcomed this response, but have agreed to monitor the progress made against the new schemes as a part of the 2021/22 work programme.

 - **One Planet Cardiff** – Members were pleased to see additional amounts of £120,000 and £404,000 being allocated towards One Planet Cardiff. While some narrative was provided on where this money would be

invested, it would be appreciated if more detail could be provided on how and why this money would be spent.

- **Fees & Charges - Lines 435 & 444 – Blue Badge Fraud & Car Park Season Passes** – At the meeting I asked about the large fee increases for lines 435 and 444, along with an explanation of how the fees actually worked. I was particularly interested to hear that we were in part benchmarking our car park season passes against other car park providers in the city, so a copy of any benchmarking information used in calculating the change in this parking fee would be welcome. Officers agreed to confirm this information in writing, so I would be grateful if you could include this as a part of the response to this letter.

- **Street Lighting** – At the meeting, a Member raised some concerns about the public safety around the dimming of street lights. She wanted assurance that how and when the dimming occurred had been properly risk assessed to ensure that public safety was the primary concern. With this in mind, it would be appreciated if the following could be provided:
 - ❖ Details of measures that have been put in place to ensure that public safety is not compromised by the dimming of street lighting in Cardiff;
 - ❖ Details of the number of street lights that have been converted to LED in Cardiff, along with the total left for conversion.

Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2021/22

- **Food Strategy** – A Member commented on the funding that had been allocated to support the delivery of the Food Strategy and asked for an explanation on exactly where this would be spent. Officers provided an outline explanation on where funds would be invested, however, stressed that more detailed work was still required. The Committee feel that this is an important piece of work, and so will look to review progress made

against delivering the Food Strategy as a part of the 2021/22 work programme.

- **Household Waste Recycling Centre – North Cardiff** – Members once again noted the £3.2million in capital funding that has been allocated for a new Household Waste Recycling Centre in North Cardiff. They expressed some concern at how long the process was taking, but were told that the delay was due to the challenges of identifying a suitable site in the area. So that the Committee is better able to understand the difficulties involved with finding a new site, I would ask that a summary is provided to the Committee that sets out the work that has taken place to date, the various sites that have been considered, reasons why certain sites were deemed inappropriate, and a list of any potential sites that are currently being considering. Given the sensitive nature of this sort of proposal, the Committee is happy to receive a confidential response or briefing.

- **Lines 363 & 364 - Cardiff Dog Home – Fee Increases** – A Member expressed concern at the large fee increases for dog rehoming at Cardiff Dogs Home. The Cabinet Member explained that the increases were in line with other similar dog charities, for example, The Dogs Trust, but the Member was not convinced, feeling that the increase would simply help push up the cost of dog ownership, which in turn would continue to fuel the recent trend of dog thefts. The Member felt that you should reflect upon and reduce this fee increase.

- **Shared Regulatory Services** – Members noted the changing role of Shared Regulatory Services during the pandemic, with one Member asking how the service planned to adapt to the changing demands as various aspects of the lockdown are gradually relaxed. Predicting how thing might change is very difficult, and so the Committee will look to review the Shared Regulatory Services Business Plan and Annual Report in the early part of 2021/22 to see if the demands being placed on the service are being matched by the financial support provided.

- **Bereavement Cost Comparison** – At the meeting there was some discussion about increasing a number of fees and charges in the Bereavement Service during the pandemic. The Cabinet Member and officers explained that this was a part of a three-year schedule of planned price increases, and that these increases had been benchmarked against other private and local authority providers. The Cabinet Member offered to supply this benchmarking information, so it would be appreciated if this could be provided this as a part of your response to this letter.

- **Fly Tipping** – Members note that the target set for fly tipping fines collected had been reduced for 2021/22; they understand that the change was made to help establish a more realistic target. The Committee will monitor progress against this revised target during 2021/22.

Requests for following this scrutiny:

- 1) **Invest to Save Schemes** – Provide a written summary on invest to save schemes that explains how they operate, typical return on investment, and repayment periods.

- 2) **Socially Valuable Bus Routes** – Provide assurance that the Council would try to assess post Covid trends before allocating any funding, and that the approach used by the Council to decide where the funds are placed is consistent with the approved Welsh Government methodology.

- 3) **Capital Slippage** – Arrange for the appendices in the ‘Month 9 - Budget Monitoring Report’ that address capital to be made available to the Committee.

- 4) **Low Traffic Neighbourhoods** – To provide details of the next steps that the Council will be following in deciding the future of low traffic neighbourhoods; an explanation of how the Council would look to deliver any local consultation before deciding if such a scheme is taken forward;

the criteria that the Council might use to decide where it is appropriate to introduce a low traffic neighbourhood.

- 5) **One Planet Cardiff** – Provide details of how the additional funding for One Planet Cardiff would be spent.
- 6) **Fees & Charges - Lines 435 & 444 – Blue Badge Fraud & Car Park Season Passes** – Provide clarification on lines 435 and 444 of the fees and charges schedule, explaining exactly what they are and how they operate.
- 7) **Street Lighting** – Provide details of measures that have been put in place to ensure that public safety is not compromised by the dimming of street lighting in Cardiff; and the number of street lights that have been converted to LED in Cardiff, along with the total left for conversion.
- 8) **Household Waste Recycling Centre – North Cardiff** – Provide a summary of the work that has taken place to date, the various sites that have been considered, reasons why certain sites were deemed inappropriate, and a list of any potential sites that are currently being considering. Given the sensitive nature of this sort of proposal, the Committee is happy to receive a confidential response or briefing.
- 9) **Bereavement Cost Comparison** – To provide a copy of the benchmarking information which compares the Council against other local authorities and other private providers, and which was used to support the price increase.

Recommendations to be monitored following this scrutiny:

- 1) **Future Budget Scrutiny** – That you ask Finance officers to liaise with Scrutiny to agree a plan for earlier engagement in 2021/22.

- 2) **Lines 363 & 364 - Cardiff Dog Home – Fee Increases** – To reflect upon and reduce this fee increase.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'Ramesh Patel', enclosed in a thin black rectangular border.

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
- Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Andrew Gregory, Director of Planning, Transport & Environment;
- Neil Hanratty, Director of Economic Development;
- Matt Wakelam, Assistant Director Street Scene;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Environmental Scrutiny Committee.

Cyf/My Ref::
Eich Cyf/Your Ref:: RDB/RP/CW

Dyddiad/Date: 24 February 2021

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Ramesh

Environmental Scrutiny Committee – 23 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

I know that Cabinet see great merit in the early involvement of Scrutiny in shaping policy and budget commitments. However, there are some practical challenges to consider such as the timing of any budget settlements from the Welsh Government. Steps were taken this year to broaden the Performance Panel to include policy / performance and budgetary issues. Looking forward, this may inform individual scrutiny committees to consider which budgetary issues warrant further early consideration in order to contribute to the revenue and capital budget proposals which will deliver a balanced budget for 2022/23 and beyond.

Some specific comments in respect of the points made are included below:

- Benchmarking information in respect of Bereavement Fees is attached. This was collated in October 2020 when officers were reviewing the fee increases for this coming year and an assumption of a 2% inflationary increase was made for the other Authorities. Once all fees are published, the data will be updated and I will of course be happy to share a copy showing the 2021/22 actuals.
- I attach an Appendix A, which sets out an explanation and summary of invest to save schemes.
- I attach an Appendix B, which provides further detail on One Planet Cardiff expenditure.
- **Socially Valuable Bus Routes** – The bus services funded by this money supports multiple areas/wards across the city helping residents access work, education and health provision including for example Grangetown, Caerau, Ely,

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.

Llanishen and Fairwater. It is not currently possible to assess post-Covid demand but as bus patronage recovers with the advent of the vaccination rollout, the performance of these supported services will be monitored. It should be noted that these services are supported because passenger levels are below those required for the service to be operated commercially. The working arrangements through the BES2 Agreement will also identify an assessment process for reviewing the bus network that will also take into account the impacts of COVID.

- **Low Traffic Neighbourhoods** - the Council has sought funding from the Welsh Government's Active Travel Fund to undertake investigation work to assess the feasibility of implementing Low Traffic Neighbourhoods in Cardiff during the 2021/22 financial year. This work will build on the public engagement exercise and study undertaken by Living Streets in 2020 which focussed on Plasnewydd. The study identified opportunities for introducing measures to create a healthy street environment and highlighted the potential for developing a Low Traffic Neighbourhood (LTN) in Plasnewydd.

With funding secured, the Council will commission a more detailed investigation of the feasibility of implementing a LTN in Plasnewydd. The work will involve data gathering (traffic flows and speeds) to identify patterns of movement and engagement with the local community including local amenity groups in the area. This activity will inform the development of initial proposals for filtering out through-traffic and implementing greening and other placemaking improvements in line with a 'streets for health' approach.

We hope that funding will enable us to investigate the feasibility of an LTN in one other area of the city in addition to Plasnewydd during 2021/22.

The aim of this work will be to devise LTN schemes, which can be delivered in financial year 2022/23. Each scheme will be developed as a pilot, which will be fully evaluated and will provide 'proof of concept' and learning to inform the development of detailed criteria for selecting other areas of the city where LTNs can be delivered.

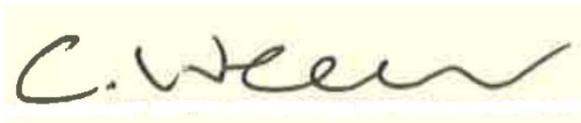
Providing the pilots are successful, our ultimate aim would be to roll out LTNs to all parts of the city where they can help to create healthier streets and neighbourhoods and support the Council's wider active travel agenda.

- Line 435 Blue Badge Fraud – Proposal to charge a maximum of £360 to recover the costs of the Blue Badge enforcement & investigation (benchmarking with other Councils have been undertaken). Please note the Court decides the level of fine applicable on a case by case basis.
- Line 444 Car Park Season Passes – the increase in charge reflects that season ticket charges have remained static for a number of years and is in line with the parking strategy.
- Street Lighting conversion to LED - 1,250 residential street lights have been converted (Radyr pilot) and 23,750 are programmed to be converted in the next 18 months.

- Dimming - A Central Management System (CMS) was introduced when LED street lighting was implemented on the strategic road network. The LED street lighting on the residential road network will also have a Central Management System and will synchronise with the existing system. The CMS allows Officers to raise and lower lighting levels to support improving energy efficiency; whilst allowing the management of any concerns relating to lighting levels.
- Household Waste Recycling Centre – North Cardiff – as communicated in Council, there were a number of sites assessed but none were deemed viable due to location, financial viability and key transport routes. Strategic Estates will continue to identify any potential sites for further review. Capital Funding is included in the Capital Programme.
- Dog Fees - The fees proposed are reasonable compared with other rehoming charities and also ensure the new owners are aware that taking on a dog has a long term financial commitment as well as a welfare one. The recent thefts of dogs are very much aimed at the 'higher end' breeds which are often sold for in excess of £3,000

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely,



Y Cynghorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Councillor Huw Thomas, Leader, Cardiff Council;
 Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
 Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
 Chris Lee, Corporate Director Resources;
 Ian Allwood, Head of Finance;
 Andrew Gregory, Director of Planning, Transport & Environment;
 Neil Hanratty, Director of Economic Development
 Matt Wakelam, Assistant Director Street Scene;
 Davina Fiore, Director of Governance & Legal Services;
 Gary Jones, Head of Democratic Services;
 Members of Cardiff's Environmental Scrutiny Committee.

Appendix A

Written summary on invest to save schemes that explains how they operate, typical return on investment, and repayment periods. Finance

Unsupported borrowing - Opportunity afforded by the Prudential Code

Changes made in the Local Government Act 2003 gave Local authorities the opportunity to make real choices in the form of unsupported borrowing for Capital schemes. Local authority capital expenditure was previously controlled by Central Government. This change allowed Councils to deliver improvement in services whilst putting in place measures to protect the interests of the Council Tax and Rent payer (Prudential Code).

Unsupported Borrowing must be repaid from Council tax or rents, specific revenue budgets, future savings or income streams.

Types of Unsupported Borrowing

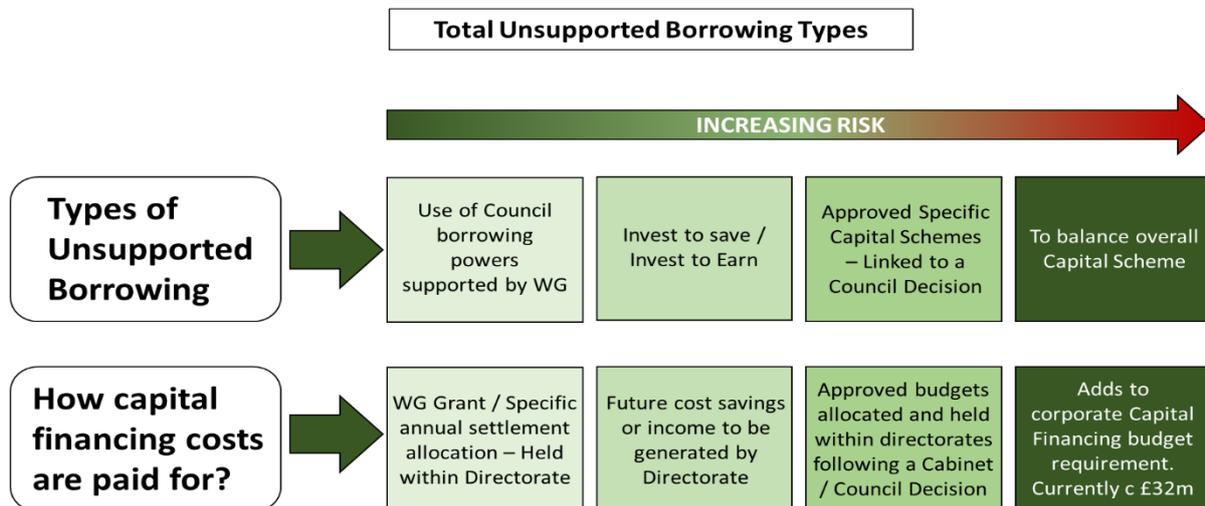
There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment.

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.

The diagram below is an extract from the Capital Strategy and details the four main types of unsupported borrowing undertaken by the Council to date and how revenue costs (capital financing costs of servicing that borrowing) are paid for.



Revenue Budget Impact of Capital schemes funded by Borrowing

The revenue budget impact of borrowing for capital schemes 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.

Requirement for a Business Case demonstrating affordability

Any projects given approval to proceed on the basis of paying for themselves over a period of time, require a robust business case. The capital programme includes an allowance of £500,000 p.a for the S151 officer to approve small projects during a year. All other projects are generally identified in previous and future budget proposals as separate line items and progressed only after confirmation of a business case.

Directorates must repay the internally calculated costs of servicing any borrowing over the life of the project from their budgets. This budget can either be in the form of:

- Revenue income assumed from the project
- Revenue savings deemed to be generated as a result of the project
- Grant income from Welsh Government towards the project to be received over its useful life.

Any business case will need to demonstrate that assumed interest costs and repayment of the initial capital expenditure over a prudent period can be afforded. This period is generally deemed to be an estimate of the useful life of the expenditure being incurred, but the prudent period is determined by the S151 Officer in line with a policy approved by Council as part of the budget process.

Directorates will need to repay the costs of any invest to save / earn schemes, irrespective of whether the income or savings initially assumed are actually generated. They therefore represent a long term risk to directorate revenue budgets and so on going monitoring of performance and any models initially assumed to capture savings and income is essential.

The section below highlights some of the investment historically undertaken. Some projects may be short term and have a longer period of repayment than others so typical returns and repayment periods will differ for each.

Examples of existing projects undertaken by borrowing to be repaid from Revenue or other Budgets

- Creation of Cardiff International Whitewater
- Homelessness Single Assessment Centre
- Schools 21st Century Schools Band A and Band B financial Models
- Streelighting dimming and LED conversion
- Radyr Weir
- Energy Retrofit Schemes
- Town Centre Loans
- Highways and Schools Local Government Borrowing Initiative
- Controlled Parking Enforcement and Moving Traffic Enforcement set up
- Cardiff North Cemetery
- Vehicle Replacement Strategy – Buy versus lease
- Core Office Strategy
- Investment in Leisure Centres as part of GLL contract
- Parks implementation of 3G Pitches
- Private Sector Rental Scheme Loans
- Acquisition of Red Dragon Centre

Examples of projects included in the 2021/22 programme based on borrowing to be repaid from Revenue or other Budgets (Subject to business to approval of business case)

- Cardiff Heat Network Limited Loan
- Pilot projects for supported living
- Coastal Erosion Local Government Borrowing Initiative
- Pentwyn Leisure Centre Redevelopment
- International Sports Village Redevelopment
- Contribution to City Deal expenditure in advance of central government grant
- Indoor Arena – Enabling and Direct Funding replacement for income strip

Appendix B One Planet Posts

5yr plan - PTE Additional Resource	Perm/T emp	Impact/Delivery
White Paper Resource		
Programme Manager	Perm	<ol style="list-style-type: none"> 1. Lead delivery on key transportation projects in the City Centre/across the City e.g. Castle Street/Transport interchange & East Side Canal Quarter contained in the White Paper. 2. Ensure quicker delivery of Parking Strategy/Traffic Regulation Orders in a customer focussed way - streamlining e.g. technology mapping/providing clear mitigation for Sustainable Travel Transport choices. 3. Manage key delivery of innovative Transport solutions e.g. technology including smart corridors.
Metro, Bus/Strategic Corridors	1yr	<ol style="list-style-type: none"> 1. Successfully deliver £1mn assessment spend. 2. Ensure Cardiff Crossrail moves to next design/delivery stage – clear public announcement. 3. Ensure New crosscity bus routes/wider city strategy is delivered/public. 4. Ensure bus measures aligned with Castle St/Smart corridor outcomes are delivered.
Electrical Team - Telematics	1yr	<ol style="list-style-type: none"> 1. Delivery of multiple schemes associated with the sustainable and active travel agenda and Transport White Paper ambitions. 2. Design of new signalised traffic junctions. 3. Configuration of existing junctions to tie into new scheme designs - Smart Corridors. 4. Delivery of multiple intelligent transport system solutions.
Electrical Team - Street Lighting Design	1yr	<ol style="list-style-type: none"> 1. Delivery of multiple schemes associated with the sustainable and active travel agenda and Transport White Paper ambitions. 2. Design of new signalised traffic junctions. 3. Configuration of existing junctions to tie into new scheme designs - Smart Corridors. 4. Delivery of multiple intelligent transport system solutions.
One Planet		

Programme Manager/Lead	Perm	<ol style="list-style-type: none"> 1. Co-ordinating the delivery of the One Planet Cardiff strategy and climate emergency response. 2. Defining, procuring and project managing key renewable energy and energy efficiency projects. 3. Tracking National policy change, best practice and managing periodic strategy review.
Housing Retrofit Officer (Domestic Energy)	1yr	<ol style="list-style-type: none"> 1. Developing a strategy and delivery framework for upscaled domestic energy Retrofit (beyond current HRA/ARBED scope). 2. Key liaison on City Region and Health dimensions and in securing appropriate funding, skills development and supply chains. 3. Direct delivery of initial phase of domestic retrofit projects for privately owned housing in the city.
EV Delivery Officer	1yr	<p>Deliverability on site will be dependent on funding being allocated</p> <ol style="list-style-type: none"> 1. Installation of 22kw chargers at 11 car park sites. 2. Installation of further 10 residential EVCPs. 3. Delivery of long term EV Delivery Strategy.
Senior Carbon & Climate officer	1yr	<ol style="list-style-type: none"> 1. Detailed carbon modelling and impact assessment across the One Planet Cardiff projects. 2. Monitoring and reporting on Council wide Carbon reduction action. 3. Assisting in the delivery and project management of key renewable energy and energy efficiency projects.

Overall Support & Resource		
Finance	1yr	Financial Co-ordination - One Planet/Carbon Footprint Council Wide

Comparison Data
LOCAL GROUP

CARPHILLY CBC	MONMOUTHSHIRE	MERTHYR TYDFIL	CARMARTHEN TC	RCT	NEATH PORT TALBOT	TOWAYN CBC	SWANSEA	FLINTSHIRE	BRIDGEND	CARDIFF	BLAENAU GWENT	PENARTH TC	BARRY TC	GWENT (NEWPORT) CREMATORIUM	NARBETH CREMATORIUM	BARRY CREMATORIUM (PRIVATE)	Llanstone - Newport East (Private)
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Average	Cardiff Difference
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2019/20	Cost of Purchase of New Grave - 2 Depth	£ 605	£ 600	£ 950	£ 1,424	£ 1,050	£ 951	£ 752	£ 860	£ 865	£ 1,311	£ 810	£ 1,623			£ -	£ 949	£ 538	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,739	£ 1,758	£ 867	£ -	£ 800	£ 800	£ 1,213	£ 980	£ -	£ 790	£ 760	£ 491			£ -	£ 802	£ 538	£ -
	Cremation Charge	£ -	£ -	£ -	£ 558	£ 710	£ 617	£ -	£ 695	£ -	£ 680	£ 640	£ -			£ 770	£ 595	£ 800	£ 815

£ 949.14	£ -139.14
£ 961.46	£ -201.46
£ 688.00	£ -48.00

2020/21	Cost of Purchase of New Grave - 2 Depth	£ 605	£ 660	£ 950	£ 1,467	£ 1,066	£ 970	£ 768	£ 905	£ 904	£ 1,379	£ 900	£ 501	£ 1,100	£ 1,130	£ -	£ 968	£ 1,985	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,739	£ 1,274	£ 867	£ -	£ 812	£ 816	£ 1,238	£ 1,030	£ -	£ 830	£ 810	£ 1,154	£ 520	£ 565	£ -	£ 818	£ -	£ -
	Cremation Charge	£ -	£ -	£ -	£ 810	£ 721	£ 617	£ -	£ 730	£ -	£ 696	£ 700	£ -	£ -	£ -	£ 828	£ 700	£ 875	£ 840

£ 1,016.11	£ -116.11
£ 959.48	£ -149.48
£ 751.74	£ -51.74

Assume 2% Increase on all Fees except Cardiff

2021/22	Cost of Purchase of New Grave - 2 Depth	£ 617	£ 673	£ 969	£ 1,496	£ 1,087	£ 989	£ 783	£ 923	£ 922	£ 1,406	£ 970	£ 511	£ 1,122	£ 1,153	£ -	£ 987	£ 2,025	£ -
	Cost of Interment within a 2 Depth Grave	£ 1,774	£ 1,299	£ 884	£ -	£ 828	£ 832	£ 1,263	£ 1,051	£ -	£ 847	£ 855	£ 1,177	£ 530	£ 576	£ -	£ 834	£ -	£ -
	Cremation Charge	£ -	£ -	£ -	£ 826	£ 735	£ 629	£ -	£ 745	£ -	£ 710	£ 740	£ -	£ -	£ -	£ 845	£ 714	£ 893	£ 857

£ 1,039.68	£ -69.68
£ 980.89	£ -125.89
£ 769.37	£ -29.37

Comparison Data
CORE CITIES

BIRMINGHAM	BIRISTOL	CARDIFF	GLASGOW	LEEDS	LIVERPOOL	MANCHESTER	NEWCASTLE	NOTTINGHAM	SHEFFIELD
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Average	Cardiff Difference
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2019/20	Cost of Purchase of New Grave - 2 Depth	£ 2,445	£ 1,400	£ 810	£ 1,350	£ 1,467	£ 1,040	£ 878	£ 1,009	£ 1,625	£ 950
	Cost of Interment within a 2 Depth Grave	£ 1,054	£ 850	£ 760	£ 1,010	£ 1,133	£ 855	£ 878	£ 885	£ 700	£ 1,200
	Cremation Charge	£ 875	£ 890	£ 640	£ 670	£ 853	£ 871	£ 838	£ 770	£ 667	£ 900

£ 1,297.40	£ -487.40
£ 932.50	£ -172.50
£ 797.40	£ -157.40

2020/21	Cost of Purchase of New Grave - 2 Depth	£ 2,445	£ 1,500	£ 900	£ 1,350	£ 1,511	£ 1,040	£ 913	£ 1,035	£ 1,700	£ 950
	Cost of Interment within a 2 Depth Grave	£ 1,054	£ 875	£ 810	£ 1,010	£ 1,167	£ 855	£ 913	£ 910	£ 714	£ 1,200
	Cremation Charge	£ 875	£ 940	£ 700	£ 670	£ 879	£ 871	£ 868	£ 842	£ 680	£ 900

£ 1,334.35	£ -434.35
£ 950.75	£ -140.75
£ 822.50	£ -122.50

Assume 2% Increase on all Fees except Cardiff

2021/22	Cost of Purchase of New Grave - 2 Depth	£ 2,494	£ 1,530	£ 970	£ 1,377	£ 1,541	£ 1,061	£ 931	£ 1,056	£ 1,734	£ 969
	Cost of Interment within a 2 Depth Grave	£ 1,075	£ 893	£ 855	£ 1,030	£ 1,190	£ 872	£ 931	£ 928	£ 728	£ 1,224
	Cremation Charge	£ 893	£ 959	£ 740	£ 683	£ 897	£ 888	£ 885	£ 859	£ 694	£ 918

£ 1,366.24	£ -396.24
£ 972.65	£ -117.65
£ 841.55	£ -101.55

Ref: Scrutiny/AEJ/LB/CW/230221

24 February 2021

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Children & Young People Scrutiny Committee – 23 February 2021

On behalf of the Children & Young People Scrutiny Committee I would like to thank you, Councillor Hinchey, Councillor Merry and officers for attending the Committee meeting on Tuesday 23 February 2021 to consider the Draft Budget Proposals 2021/22 and Draft Corporate Plan 2021-24.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Children & Young People Scrutiny Committee. Presentations were made by officers from the Resources, Education & Lifelong Learning and Social Services Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

❖ **Corporate Overview**

Members would like to take opportunity to commend you, Cabinet colleagues and officers for your approach to the budget setting process, particularly during a very challenging year for the authority.

In terms of your Portfolio, Members felt there were a number of issues that would require your input and commitment going forward and would appreciate your views on.

Members were pleased with the realignments for Children's Services and the uplift of over 9%. Members now feel that this reflects realistic figures for the Service. Members asked whether the figures were sufficient to meet increasing demand. More than ever, Members felt that a robust budget monitoring regime be in place, and that this Scrutiny Committee receive regular updates on spend, demand and any challenges the service faces. Further views are set out under the Children's Services section.

In addition, Members asked about the likely additional costs in the period ahead relating to intervention for children and young people who may display increasing mental health challenges and the disproportionate effect this would have on disadvantaged children and young people and their communities. Members were reassured that Welsh Government had provided additional funding to date, and that the Council would continue lobby Welsh Government for funding so that schools budgets were not adversely affected by these additional costs. With this in mind, this Committee would welcome regular updates on this.

❖ **Children's Services**

Members asked a number of questions around the increase in the budget and realignment of funds, efficiency savings in relation to residential placements, and some of the targets set for the corporate plan. Members would like to commend the work undertaken by the Service Area in relation to the recruitment of social work staff – we will continue to monitor this quarterly. In terms of more specific areas of questioning, Members wanted to feed back their views on the following:

Prevention and Early Intervention – Members asked about the importance of prevention and early intervention in relation to the behaviour of some children and young people in the community. Anti-social behaviour and the risk of young people being groomed for drugs etc. were still a major issue, and the “normalisation” of this behaviour increasing. Therefore, we would request that updates on this issue be provided to this Committee, but any

review include the Youth Service being fully engaged in finding solutions going forward. Members were informed that a review of commissioned services and the development of an Adolescent Strategy would be coming forward and we would appreciate a timeline on when this is likely to happen and be considered by this Scrutiny Committee.

Placements – Members asked questions around proposals for the new Assessment Centre, along with more general questions around placements within Cardiff. Arising from this, Members would request the following information:

- Homes for Children – how many buildings/ places are currently available in Cardiff
- Homes for Children - Number of Children and young people requiring this type of support
- Assessment Centre – What will be the availability via the Assessment Centre?
- Assessment Centre – what has been forecast as the likely uptake?
- What KPIs will be developed for this area

Members of this Scrutiny Committee will also build into its work programme a regular update on placements, including the progression of the Inquiry report on Out of County Placements.

Youth Justice – this Committee will continue to closely monitor the Youth Justice Service improvements, which will include any financial implications. Members heard that contracts in relation to this service are being reviewed and will welcome this information being considered by the Committee. In addition, Members asked around numbers in relation to longer-term reoffending rates and were informed that a report card was currently being updated, so would request a copy of the score card containing this information.

Budget Realignment – as already stated, Members were pleased with the uplift in the Children’s Services Budget, and the news that this would allow for more “creative” ways of working. We would like to reiterate that we would seek reassurance that the budget spend was done so creatively and effectively, focussed on preventative action; that efficiency savings were being achieved particularly with regard to savings identified as accruing from a reduction in residential placements through provision of an additional 25 places through the Young Person’s Gateway; and that the service was operating successfully, albeit within the context of ongoing uncertainty arising from the pandemic. We reiterate the request that this information be provided to this scrutiny on a regular basis.

❖ **Education & Lifelong Learning**

Members of the Committee would like to echo the thanks from Councillor Merry to all Education and schools staff on their achievements during the past 12 months. It is very much appreciated by Members of this Committee.

Members very much welcomed the focus towards recovery by the LEA and Schools, including details of some of the longer-term commitments going forward. Members were satisfied by responses relating to school recovery, mental health, community focussed schools, the summer programme, youth service and digital deprivation. Members also stated that they were reassured by the efficiency savings and schools balances. Education recovery remains a priority issue for this Committee and would therefore request that we are kept well informed in how the school recovery proceeds over the next year with regular updates to this Committee. Some more detailed issues Members wished to feed-back included:

Digital deprivation – Members wish to commend the work that has been undertaken in this area and its impact in relation to tackling digital inequalities across Cardiff. Members felt assured that there will be a strong commitment to maintaining this.

Youth Service – The Committee welcomed the additional FRM funds available for the current year. However, Members raised the issue of sustainability of the service. As already stated, Youth Services play a critical role in prevention services and therefore, Members seek reassurances that the administration will commit to the sustainability of the Service and its role within prevention and early intervention. We request that regular updates are brought to this Committee.

Mental Health – at our Committee meeting in January, Members flagged the issue of mental health during discussions with Councillor Merry and officers on the Child Friendly City Programme. We await a response from Councillor Merry on this issue, but Members wish to reiterate its concerns regarding children and young people currently under the threshold for Services; the capacity of the CAHMS Service; the importance of promoting what has worked well for children and young people during the pandemic; and positive messaging to ensure that young people do not feel “worth less”.

Summer Provision – the Committee has already requested that the draft summer programme be considered by this Scrutiny Committee in due course.

To recap, I would request your views and/or additional information in relation to the following:

- Commitment to robustly monitoring the effectiveness of the Children’s Services budget and to commit to providing regular updates on this;
- Views on potential additional costs in the period ahead relating to intervention for children and young people who may display increasing mental health challenges and for a commitment to continue to lobby Welsh Government for funding; consider the capacity of provision and thresholds; and provide this Committee with regular updates on this;
- Prevention/Early Intervention - Details of when the reviews of commissioned services and the development of an Adolescent Strategy would be taking place;

- Placements - provide Members with the following information:
 - Homes for Children – how many buildings/ places are currently available in Cardiff
 - Homes for Children - Number of Children and young people requiring this type of support
 - Assessment Centre – What will be the availability via the Assessment Centre?
 - Assessment Centre – what has been forecast as the likely uptake?
 - What KPIs will be developed for this area
- Youth Justice – provide a copy of the score card setting out longer-term reoffending; and
- Youth Service – provide reassurances on the sustainability of the Youth Service.

There are no formal recommendations arising from this letter.

I should be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Yours sincerely,



COUNCILLOR LEE BRIDGEMAN
Chairperson – Children and Young People Scrutiny Committee

Cc: Councillor Graham Hinchey, Cabinet Member for Children & Families
 Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills
 Chris Lee, Corporate Director Resources
 Ian Allwood, Head of Finance
 Melanie Godfrey, Director of Education & Lifelong Learning
 Neil Hardee, Head of Services to Schools
 Mike Tate, Assistant Director, Education & Lifelong Learning

Sarah McGill, Corporate Director People & Communities

Deborah Driffield, Director of Children's Services

Gary Jones, Head of Democratic Services

Dylan Owen, Head of Cabinet Office

CYPSC Members

Cabinet Support Office

Cyf/My Ref::
Eich Cyf/Your Ref::

Dyddiad/Date: 24 February 2021

Councillor Lee Bridgeman
Chairperson Children & Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Lee

Children & Young People Scrutiny Committee – 23 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

The following paragraphs address each of the Committee's further information requests:

- Budget monitoring has been significantly enhanced and this will be ongoing into the next financial year. Budget monitoring will be closely linked to the service planning, performance and demand. Clear accountability for the budgets is now with managers, especially in terms of staff and placements. Officers welcome the opportunity to present updates on the budget position, and will work with scrutiny support to plan these in.
- A senior management meeting has been set up fortnightly with Education and Children Services, in acknowledgment that there is increasing demand resulting from lockdown and school closures and the need to enhance emotional mental health support. We will continue to lobby Welsh Government to raise this issue, and note the recent report from the Children's Commissioner on this. As children and young people begin to return to school as restrictions lift, the Education directorate will be supporting school leaders to re-integrate pupils to school life, with investment in additional mentoring capacity for the most vulnerable, targeted support from central teams such as school based counselling and specialist teachers, extra-curricular activities and a programme of summer enrichment activities. In response to the Committee's query on when the review of commissioned services and the development of an Adolescent Strategy would be taking place, officers will ensure that Scrutiny are involved ahead of a Cabinet decision.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.

- The Committee requested information in respect of placements. Provision and occupancy levels are summarised below:

Homes for Children – buildings/ places currently available in Cardiff

- Officers will collate the information requested and provide the committee with this information once it is available.

Homes for Children - Number of Children and young people requiring this type of support

- Officers will collate the information requested and provide the committee with this information once it is available.

Assessment Centre – availability, forecast uptake and KPIs

- The Assessment Centre availability will be between 15 – 20 young people per year. Eighty-five 11 to 17 year olds came into care over the last year (excluding those going straight into independent living placements), although not all of these will be suitable for the assessment centre. The model will be developed over the next year ahead of future additional provision. KPIs will be developed over the next year, and will centre around the outcomes of children and their destination.

- The score-card setting out longer-term reoffending will be reported back to the Committee following engagement with the Youth Justice Board
- Officers in the Education Directorate would welcome the opportunity, later in the year, to discuss the sustainability of Youth Services in the City. In addition, once arrangements have been finalised, officers welcome the opportunity to attend the committee to provide an update on school recovery and our plans for summer provision.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely,



Y Cyngorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Graham Hinchey, Cabinet Member for Children & Families
 Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
 Chris Lee, Corporate Director Resources;
 Ian Allwood, Head of Finance;
 Melanie Godfrey, Director of Education & Lifelong Learning
 Neil Hardee, Head of Services to Schools
 Mike Tate, Assistant Director, Education & Lifelong Learning;
 Sarah McGill, Corporate Director People & Communities;

Deborah Driffield, Director, Children's Services;
Gary Jones, Head of Democratic Services;
CYPSC Members
Cabinet Support Office

My Ref: Scrutiny/Correspondence/Cllr Jenkins

23 February 2021

Councillors Chris Weaver, Susan Elsmore & Lynda Thorne
Cabinet Member for Finance, Modernisation and Performance
Cabinet Member for Social Care, Health & Well-being
Cabinet Member for Housing & Communities
Sent via e-mail



Dear Cllr Weaver, Cllr Elsmore and Cllr Thorne.

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 22 FEBRUARY 2021
DRAFT BUDGET PROPOSALS 2021/22 & CORPORATE PLAN 2021/24**

As Chairman of the Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to consider the draft Budget Proposals 2021/22 and Corporate Plan 2021-2024. Members of the Committee have requested that I feed back the following comments and observations to you:

Corporate Overview

- During the meeting, questions were asked about whether the efficiency savings proposed for adult services and people and communities within last year's budget (2020/21) had been met, and Members were signposted to an appendix of the Budget Monitoring - Month 9 Cabinet Report which provides a summary of such information. Members were further advised that social services unachieved savings in 2020/21 across both adult's and children's totalled £2,075,000. Along with requesting if the document could be sent to this Committee's support officer for circulation to Committee Members, we also wish to request if, in future years, this document could be provided within this scrutiny committee's budget papers. As, along with providing important background information on previous saving proposals that are relevant to this Committee, it would also help aid Members' understanding and consideration of savings achievability.
- Members would further appreciate if, going forward, the latest target results for the previous year's Corporate Plan KPIs could be included either within the Corporate Plan document itself or provided to scrutiny for incorporation in its meeting papers. However, please note, due to the volume of information provided to scrutiny regarding the budget and Corporate Plan, it is requested this be provided and presented succinctly.

- Questions were also raised at committee about whether the proposed savings for the next financial year could be considered as modest in nature. Members heard that there was a better than anticipated settlement from the Welsh Government (as was the case last year), but that it is important that the budget be considered against a period of continued financial pressures for the service areas'. Due to the relatively low efficiency savings proposed for both adult services and housing and communities' proposals which fall to this Committee, and given their nature and the assurances provided at Committee, it is hoped and expected they be achieved.
- With regard to the Changes for Cardiff 2021/22 budget consultation, Members raised their concerns on how representative it was, along with its reach and cited particular groups of people where low levels of engagement had been achieved. Members heard, and recognised, the impact the pandemic has had and the constraints it placed on the consultation in terms of both methods and timescales. Members welcomed the comments that work will likely be undertaken later in the year addressing how consultations can have a greater reach and ensure responses are better representative of the community. Members wish to acknowledge and encourage such work being undertaken and if Covid-19 restrictions allow, Members would also encourage and support a range of alternative methods within the consultation process being taken forward.
- Members highlighted the significant amount of additional borrowing within the Capital Programme and sought assurance in terms of both sustainability and affordability of repayments. Members were advised that this is tested against financial resilience and affordability for instance through KPI's and monitoring undertaken by the Cabinet and Audit Committee process. Members also note the comments made that a lot of the borrowing relates to projects or developments which will become assets. In addition, Members also heard that whilst the level of borrowing is increasing, so too is the level of income for support repayments.
- During the meeting, clarity was also sought regarding the Financial Resilience Mechanism (FRM). Members heard how it has no correlation to rises in council tax and that its purpose is for funding uncertainty, however it could also be allocated as a one-off use for designated priority areas, but only if a "good" settlement is achieved. In terms of how the FRM is being utilised this year, Members wish to seek clarity on how the categories were determined. Members of course understand this is policy driven, however wish to enquire if there are any specific mechanisms in place for determining allocation and spend.

- In terms of the bids made to the Welsh Government regarding loss of income and expenditure due to the pandemic, Members heard how over 95% of the council's claims have been successful however there is still potential risk regarding the last quarter. Members understand that a claim for the final quarter is due to be submitted to the Welsh Government during the next two weeks, and note the comments made regarding the challenges surrounding estimating loss of income for this period.

Cllr Elsmore's Portfolio

- In terms of the work detailed in the Corporate Plan regarding working with partners to prevent hospital admissions and reduce the need for care; questions were asked around if there was potential to add a specific KPI linked to this target. Members welcomed the response that this would be looked into and acknowledge the comments made regarding the need to address the difficulties regarding measuring prevention along with taking into account the rise in population numbers.
- With regard to the KPI's detailed in the Corporate Plan, comments were also made regarding the realistic nature of the targets set and Members acknowledge and welcome the approach to not set targets which could potentially jeopardise well-being.
- Questions were also raised regarding the lack of narrative within the Corporate Plan towards people experiencing social isolation and loneliness who are not in the older age group. Members note this was acknowledged along with the comments made that a corporate approach to this issue is required along with an expansion on the ongoing work with partners. Members wish to encourage this work being more widely communicated along with the recognition that social isolation and loneliness affects all age groups.
- Members explored if there is any potential risk in resource levels to mitigate digital exclusion; particularly if the current pandemic continues for longer than expected. Members note the comments that at present, officers are content that the level of resource available will meet demand, and welcome the comments that grants and additional resources which may become available in addressing this issue will continue to be monitored.
- In terms of the £300,000 proposed efficiency saving for internal supported living accommodation, Members sought clarity on its potential impacts and were informed that the individuals living at the property would not be impacted, nor too would the staff as they would be redeployed to other schemes which have vacancies. In line with this Committee's recent

task and finish inquiry, Members welcomed the comments made at Committee along with the Invest to Save Bid detailed within the Capital Programme, to develop accommodation in response to community requirements.

- With regard to the 'Inclusive Cities Project' referenced in the Corporate Plan, Members note the overview provided that it is an EU funded project. Members would appreciate if further detail can be provided on this work in order to determine if this is a piece of work which falls into the remit of this Committee as Members would be keen to receive a briefing on the matter.

Cllr Thorne's Portfolio

- In terms of the Council House Build Delivery Programme, Members heard how due to problems amongst developers managing sites during the pandemic and its subsequent lockdowns, the target of delivering the first 1,000 homes within the project has been delayed from May 2022 to December 2022. Members look forward and welcome the development of these properties, and although this delayed delivery target is not ideal, Members appreciate and understand the reasons provided at Committee and wish to thank you for your open and candidness in response to this question.
- Reference was also made to the Corporate Plan objective surrounding working in partnership to tackle violence and organised crime through an enhanced, preventative approach. Given the importance of this work and that community safety and tackling ASB was identified as a top three priority amongst the respondents' of this year's budget consultation, it was questioned if there was scope to deliver specific KPI's in relation to this objective. Members note the comments made that such areas of work is undertaken through a partnership and integrated approach and KPIs need to be reflective of this. As the cabinet member is co-Chair of the Community Safety Leadership Board, Members wish to **recommend** the need to develop an effective KPI to measure this work, and that consideration of how such a measure is determined and deployed be taken to a Community Safety Partnership meeting for formal consideration.
- During the meeting, members were informed that Cardiff rents are below 'living rent levels'. As offered at Committee, Members would appreciate sight of the Report referenced along with clarity on how far below the living rent level Cardiff is.

- Due to the nature of comments received by respondents to the budget consultation, Members explored if there was scope and a need, for additional initiatives to be undertaken in order to tackle aggressive begging, and Members heard how the activities scheme, which is currently being developed, along with providing the right level of support for individuals should address this issue.
- In terms of the efficiency savings proposed for reduction in benefit assessment staff, Members sought confirmation that this was being considered in line with projected demand, particularly given the current context. Members were assured to hear that due to changes in approaches to assessment these proposed savings would not result in an impact on service.
- Finally, in terms of the Housing Retrofit Programme, clarity was sought on its funding, and Members heard how an element of funding is providing with from the Welsh Government along with an allocation of funding within the Capital Programme. Members appreciate the overview provided and look forward to monitoring its developments.

I have copied into this letter, the Chair of Policy Review and Performance Scrutiny Committee in advance of their meeting on Wednesday 24 February, so it is possible that some of these points may be raised in greater detail at that meeting.

I hope that the comments provided will be of assistance to you and the Cabinet in considering the Budget proposals on Thursday 25 February, and look forward to your response to the points and recommendation raised in this letter.

Thank you once more to you and officers for attending Committee.

Yours sincerely,



COUNTY COUNCILLOR SHAUN JENKINS
Chairman - Community & Adult Services Scrutiny Committee

Cc: Chris Lee, Corporate Director
 Ian Allwood, Head of Finance
 Sarah McGill, Corporate Director
 Jane Thomas, Director
 Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee
 Nicola Newton, Principal Scrutiny Officer
 Cabinet Support Office



Cyf/My Ref:
Eich Cyf/Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 24 February 2021

Councillor Shaun Jenkins
Chairperson Community & Adult Services Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Shaun

Community & Adult Services Scrutiny Committee – 22 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 23 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

Some specific comments in respect of the points made are included below:

- The Committees comments and recommendations in relation to the Corporate Plan 2021/24 were welcome. Moving forward, the intention is to share performance updates, which includes performance information over time and against targets for the key performance indicators within the Corporate Plan. With regards to the Inclusive Cities project, I will request officers to provide the committee with further detail on the nature of the work whilst updating on the latest position.
- I agree with the committee that community safety and tackling ASB are priority issues for residents in Cardiff, as highlighted again in this year's budget consultation. For that reason, the Corporate Plan will include the following new key performance indicator, which is collected annually in the Ask Cardiff survey: *"The extent to which citizens agree that police and other local public services are successfully dealing with anti-social behaviour and crime in their local area"*.
- A report on how Cardiff's rents compare to the Living Rent will be made available as requested.
- With regards the request for clarity on how the Financial Resilience Mechanism (FRM) investment is determined, I can confirm that Directorates submit proposals for policy driven investment for Cabinet's consideration. Areas taken forward for investment are determined in the context of the Corporate Plan, and with reference to consultation findings. This is evidenced by the strong correlation between FRM

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

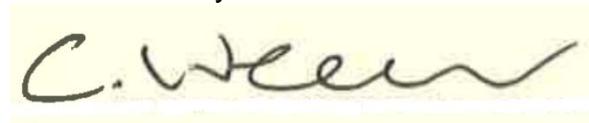
The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



investment, the Corporate Plan and consultation responses, as set out in the 2021/22 Budget Report.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow background. The signature appears to be 'C. Weaver' written in a cursive style.

Y Cynghorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being

Cllr Lynda Thorne, Cabinet Member for Housing & Communities

cc Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Jane Thomas, Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office

My Ref: T: Scrutiny/Correspondence/Cllr NH

Date: 23 February 2021



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Weaver
Cabinet Member, Finance, Modernisation and Performance
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 22 February 2021

On behalf of the Economy & Culture Scrutiny Committee, please accept Members' thanks for attending, along with Cabinet colleagues and officers, for our scrutiny of the draft Corporate Plan 2021-2024 and Budgetary Proposals. Members have asked that I pass on the following comments and observations, which are set out to mirror the structure of the meeting.

Corporate Plan 2021 – 2024

Members looked at the proposed steps, measures and targets in the areas of the Corporate Plan relevant to our terms of reference. Members note that the Policy Review & Performance Scrutiny Committee's Performance Panel, which includes the Chairs of all the scrutiny committees, has recently passed its comments and observations onto the Cabinet for consideration. This Committee wishes to add its support for the comments relating to our terms of reference, especially the observations relating to Brexit and to the Living Wage measure. Members note that you have offered to share the Real Living Wage Plan report with this Committee; we look forward to receiving this.

With regard to Measure K5.2 '*The number of new jobs created and jobs safeguarded*', Members queried whether the proposed target of 1,000 is stretching enough, given the need to boost employment post-pandemic. Members note the

explanation that this measure refers solely to those new jobs created and jobs safeguarded in Cardiff where the Council has played an active role in this. Members believe the wording of the definition should be amended to make this clearer.

Overall Budget

Members note the following points in particular:

- An overall settlement that is slightly better than anticipated, meaning fewer savings are required than originally anticipated
- That monies re Covid-19 pandemic impact are allocated for 2020/21 and 2021/22 but it is not clear thereafter whether monies will be available
- The use of the Financial Resilience Mechanism (FRM) to allocate £204,000 for Youth Services, which is non-specified at the moment to enable flexibility in allocating these monies in response to needs identified by young people throughout the year, as the impact of the pandemic becomes clearer
- That the S151 officer is content that the level of reserves resulting from the Budgetary proposals is sufficient
- That the quantum of reserves that may be utilised if the final settlement differs from the draft settlement is anticipated to be in the lower hundreds of thousands.

Members will be monitoring the delivery of savings over the coming year. With regard to the FRM Youth Services monies, I have emailed the Children & Young People Scrutiny Committee Chair, Cllr Bridgeman, to alert him to this and the need to monitor spend of these monies.

Into Work Services

Members recognise that demand for these services will increase this year, given the impact of the pandemic. Members were concerned that there was no growth bid for this area but are reassured to note the explanation that this is because £1m external funding has been secured to provide re-skilling and upskilling support.

Communities & Housing

Members wish to thank Councillor Merry, Councillor Thorne, Helen Evans, Suzanne Scarlett and Rebecca Hooper for attending committee.

With regard to Cardiff Commitment, Members are pleased to note the growth bid for 7 new posts to provide support for this policy, which our previous scrutiny has demonstrated to us is much needed. Members were interested to hear more about the Kickstart scheme and note the Council has already identified 30 Kickstart trainee posts, that Directorates have been asked if more posts can be identified and that private employers are being approached to identify further posts. These will be much needed, given the current rate of youth unemployment.

With regard to Adult Learning, Members note the 5% cut in Welsh Government grant and that the Council is continuing to lobby Welsh Government to seek a reversal in this, particularly given the impact of the pandemic and the need to reskill and upskill people for different areas of work. Members welcome the increase in online learning opportunities that has resulted from the pandemic and urge that the Council increase this offer as far as possible within existing budgets.

With regard to Libraries and Hubs, Members note the £40,000 saving relates to providing newspapers online rather than hard copies. Members are aware that several newspapers and magazines operate pay-walls to view content. Members seek clarification as to whether the Council is meeting the pay-wall costs, whether customers will need to meet these or whether there is a mechanism that means the pay-walls do not apply.

Economic Directorate

Members wish to pass on their thanks to Councillor Thomas, Councillor Bradbury, Councillor Goodway, Neil Hanratty, Jon Day and Jon Maidment for attending.

With regard to City Deal, Members sought clarification regarding the Metro Central project. Members wish to receive an update on this project, preferably with Network Rail also in attendance, and wish to understand proposals for ensuring better integration with other transport means, such as taxis. I have asked our scrutiny officer to liaise with officers to schedule this.

Members note the growth bid for an officer to support the City Development agenda and note that this post will focus on policy support and accessing external funding. Members were interested in the discussion that followed regarding resources in the

Economic Development Directorate and the need to utilise Welsh Government, City Deal, regional partnerships and others' resources.

With regard to the Culture & Leisure Portfolio, Members welcome the growth bids for Playground Management and Urban Rangers, noting these will result in 2 and 2.8 posts respectively. Members note that the increased resources for playgrounds, including capital monies, has been phased to ensure a sustainable programme of maintenance and improvement. Members are very pleased that the urban park rangers team is being increased, given their excellent work in ensuring safe and biodiverse parks, so critical at all times and noticeably so during the pandemic.

Members note the use of the Financial Resilience Mechanism to pilot a different approach to weed control, over two wards, using two new products and two methods of application, resulting in a report in the autumn regarding whether or not to expand the approach. Members are pleased that the different approaches aim to increase biodiversity.

Members note a new Allotment Strategy is proposed for development in 2021/22. This is something that interests this Committee and we will bear this in mind when setting our work programme for 2021/22.

At the meeting, Members highlighted that the Consultation Report for the budget found that *'Rebuilding Cardiff's cultural scene post-Covid'* was rated as the lowest priority by the most responders (15.1%). This response is understandable in the context of the pandemic, with other areas ranked as of greater importance. However, Members support the Cabinet in their aim of encouraging cultural activity in Cardiff, as we believe there will be a need for this post-pandemic and the cultural sector is of significant importance to our economy and our well-being.

With regard to the Investment and Development portfolio, Members explored their concerns about the reduction of resources in this area at a time when the Council needs to play a pivotal role in boosting the post-covid economy. Members note the responses given that the Council will need to access partner and private sector funding, such as Welsh Government and BID monies. Members note that Line 14 *'Review of staffing resources in Tourism'* will lead to the deletion of a vacant post,

with the aim to use partner and private sector resource to cover the work previously undertaken by this post. Whilst acknowledging the need to work collaboratively and maximise the use of all resources, Members are concerned that this proposal is mis-timed, given the clear need to boost tourism in Cardiff post-covid. The next few months are critical in this and Members believe it would be easier to ensure a coordinated marketing approach for Cardiff if there were sufficient resource within the Council's tourism team.

Members discussed the savings proposal Line 7 '*Increased income from CBTC and Workshops*', alongside the proposed increase in fees shown at Line 2, General Fund Fees & Charges. Members are not clear how these lines fit with the answer provided at Committee, that the increased income is due to monies already achieved and that these proposals are to 'bank' these monies, rather than increase costs. If that is the case, the narrative on these lines needs to be amended to make that clear. If that is not the case, Members would appreciate more information on these proposals; Members are concerned that now is not the time to be increasing fees and charges for small and medium businesses leasing our workshops and space in CBTC.

Finally, Members sought views on the viability of the proposed Parkway station, given recent announcements regarding the London-Cardiff line. Members note that officers have not picked up any concerns from promoters regarding this.

For clarity, below is a summary list of our comments and requests for which we would like a response:

- Members support the observations made by the PRAP performance panel regarding the Corporate Plan, attached as Appendix A2 to our meeting papers
- Members look forward to receiving the Real Living Wage Plan report
- K5.2 – Members believe the definition wording should be amended to make it clearer the measure only counts jobs which the Council plays an active role in securing
- Adult Learning – Members urge the Council to boost online learning as much as possible within current budgets
- Libraries & Hubs – Members seek clarification regarding payment of online newspaper and magazine pay-walls
- Metro Central – Members wish to receive an update on this

- Allotment Strategy – Members will bear this in mind when setting their future work programme
- Culture – Members support work to boost this post-pandemic
- Tourism – deletion of post (Savings Line 14) – Members are concerned this proposal is mistimed
- CBTC & Workshops – Members seek clarification regarding whether the narratives for Savings Line 7 and General Fund Fees & Charges Line 2 require amendment and, if not, the reasons for this.

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above comments and requests for information and work with the relevant Cabinet portfolio holders to provide a response to this letter.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee
 Eshaan Rajesh – Youth Council representative
 Cllr Merry Cllr Thorne Cllr Thomas Cllr Bradbury Cllr Goodway
 Chris Lee Ian Allwood
 Neil Hanratty Jon Day Jon Maidment
 Jane Thomas Helen Evans Rebecca Hooper Suzanne Scarlett
 Cabinet Support Office Rita Rohman Clair James

Cyf/My Ref::
Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 24 February 2021

Councillor Nigel Howells
Chairperson Economy & Culture Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Nigel

Economy & Culture Scrutiny Committee : 22 February 2021

Thank you for your letter dated 23 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

Some specific comments in respect of the points made are included below:

- The comments and observations of the committee are welcome. A new, consolidated step will be included in the Corporate Plan to clearly set out the Council's response to Brexit, particularly in promoting Welsh Government and UK Government transition support for businesses and supporting EU residents in Cardiff to access the Settlement Scheme should they wish to do so.
- I will ensure that officers share the Real Living Wage Plan report with this Committee.
- In respect of Metro Central and the Allotment Strategy, officers will be happy to work with Scrutiny colleagues to arrange an update.
- For the Allotment Strategy specifically, we do need to reflect and consider the priorities for the service moving forward, particularly in light of the pandemic, climate change and the emerging One Planet Strategy. Indeed our allotment provision can play an important role in supporting the Council's ambitions. Central to the review will be a consultation exercise with stakeholders ensuring that the issues and opportunities facing the service are understood.
- In respect of KS5.2, we will make it clear and reword as "The number of new jobs created and safeguarded where the Council has played an active role".

- There has been an increase in income for CBTC & our workshops, and this new level of income will be included in next year's budget. Whilst there is not an opportunity to amend the saving narrative at this stage, (as it does not form part of the Budget Report), I can confirm that the Committee's suggested saving narrative: "Cardiff Business Technology Centre (CBTC) and Workshop Estate – Increase income budgets to reflect current levels of rental income" accurately reflects the position.
- In relation to the deletion of the tourism post, Members should note that this only relates to a saving of £10,000 and will not impact on the delivery of this service as the key focus going forward is in marketing and promotion.
- I am pleased to advise that Library members are able to access newspapers and magazines online through Pressreader free of charge. There is an annual set charge to the Council for this, but this fee is already included in the Library budget. This charge does not rise if the numbers of users increase.
- The Adult Learning team will continue to deliver as much online training as possible and are currently exploring other funding opportunities to expand and enhance this offer further

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely



Y Cyngorydd/Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Economy & Culture Scrutiny Committee
 Eshaan Rajesh – Youth Council Representative
 Cllr Thomas
 Cllr Bradbury
 Cllr Goodway
 Cllr Merry
 Cllr Thorne
 Chris Lee
 Ian Allwood
 Neil Hanratty
 Jon Day
 Jon Maidment
 Jane Thomas
 Helen Evans

Rebecca Hooper
Suzanne Scarlett
Cabinet Support Office
Rita Rohman
Clair James

Date: 24 February 2021



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillors Huw Thomas
Leader, and Chris Weaver, Cabinet Member
Finance, Modernisation and Performance,
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Huw and Chris,

Policy Review & Performance Scrutiny Committee: 24 February 2021.

Thankyou both for joining the remote meeting of the Policy Review and Performance Scrutiny Committee yesterday to facilitate consideration of the draft Corporate Plan 2021-24 and the draft Budget Proposals 2021-22. As Chair I wish to convey the Committee's gratitude for the co-operation of the Chief Executive, Corporate Directors and senior officers in attendance to answer Members' questions. Members acknowledge that the development of both the Corporate Plan and the Budget has been challenging this year set against the backdrop of the Covid-19 pandemic, however we wish to pass on the following observations and concerns. Firstly, comments on the Corporate Plan; secondly on the Corporate Revenue Budget and Resources Budget Proposals; followed by our comments on the Capital Programme.

Corporate Plan 2021-24

The Committee continues to welcome policy development engagement between Scrutiny and Cabinet in respect of the Corporate Plan, prior to pre-decision scrutiny, recognising the benefit of informal engagement with the Cabinet during its development. Members have asked me to pass on the following observations, which are listed by Well-being Objective:

- **WBO1** – Members were keen to establish how the Plan will address children's learning needs following the pandemic and potential longer term mental health issues. We note the commitment to schools opening safely, a quality approach to blended learning, illustrated by the schools recovery programme

and multi-agency group working to deliver targeted support. We support the commitment to digital device provision to ensure equity of access to learning.

- **WBO1** - Members were advised that data for deprived communities and extra support for learners is now available and there are some challenges to address. The Committee feels it is important that the Council manages support for disadvantaged older pupils and those known to the Youth Justice Service. This is a vulnerable cohort of young people and the Council can play a major part in linking the cohort with employment support. We note there are financial adjustments in the budget to support mentoring and the intention to link with the Cardiff Commitment. We note the aspiration in S1.22 to implement the action plans arising from the Social Care Commissioning Strategy by December 2022.
- **WBO1** – The Committee considers support for parents is also important. Our concern is that there should be at least one device to support home learning available in every household and we urge you to seize the opportunity of improving the support for blended learning. Looking ahead we endorse that the 20,000 devices distributed should be retained by schools for temporary ownership by the child whilst remaining part of the Cardiff education service.
- **WBO2** - We feel the target for Dementia Friends officer training (KPI2.9) is achievable, however we urge all political parties to support such training.
- **WBO3** – Members note that the Plan aims to narrow the inequality gap across Cardiff and wish to suggest that there is logic in developing a Southern Arc Strategy that links education and employment opportunities. We acknowledge the improvement already delivered via the Education 2030 strategy however feel there is a step change required which takes such schools from ‘improving’ to ‘excellent’. There are London school models the Council can learn from which demonstrate the very high outcomes which can be expected from students from deprived areas and the impact of excellent education on employment prospects. We recommend that research is carried out this year to compare achievements and methods of schools in deprived areas of Cardiff with those highlighted as excellent in comparable London boroughs.
- **WBO5** - The Committee is concerned that on the matter of regeneration, whilst the Plan sets out a clear objective and steps to lead a recovery programme for the City Centre and Bay, there is also an opportunity to focus more support on local district centres. We feel that not all office workers are

likely to return to City Centre work places and, rather than cling to a past model, the Council needs to accommodate changing work and work place patterns. Members consider the Plan would benefit from a rewritten emphasis on supporting local communities and recommend that this be included.

- **WBO7** - The Committee highlighted that over the past year a body of data has built up in respect of non IT-literate households that must be captured to inform service development. We note the proposal to develop a new citizen engagement strategy by December 2021, and the development of a new App, and we look forward to you sharing this with the Committee for policy development scrutiny in the summer.
- **WBO7** – Members note the Corporate Plan step to *develop a comprehensive programme of organisational recovery and renewal (S7.1)* and the Chief Executive’s commitment to urgently progress this work, including a fundamental review of agile working and other efficiency opportunities with proposals due in May 2021. We look forward to seeing references to potential productivity improvements in the Plan and to policy development scrutiny as the organisation implements change.
- On a more general note, whilst we consider that the Corporate Plan and the budget are integrated, we consider that the absence of any financial, staff productivity or value for money targets represents a gap in the Corporate Plan.

Corporate overview of Budget Proposals 2021-22

- We note that the budget contains an estimate for a 2% staff pay increase in 2021/22, but that the outcome will not be known until much later in the year with teaching salaries being in a separate and potentially different group.
- Members were pleased to hear that the Council has continued to budget for payment of the 20% salary bill to all furloughed staff. We note your success in securing Welsh Government Covid-19 grant monies given the rigorous process for demonstrating the losses due to the pandemic.
- Continuing on the issue of staff we note that secondments to the TTP service will continue beyond the vaccine programme roll out.
- The Committee heard your statement that the proposed Council Tax rise is one of the lowest when compared with some other Welsh Authorities but note that with inflation at 0.9% it is likely be set at over three times that level. You

also stated that, as yet, there is no indication that council tax collection rates will be dramatically lower for 2020/21.

- The Committee observed that the Council is proposing to maintain a £3m contingency fund and to make use of Council reserves. We note that the section 151 officer is comfortable with the level of earmarked and general reserves relative to the size of the Council's budget.
- Members noted the month 9 improvement in the overspend in respect of Adult and Children's services, despite ongoing pressures in both areas. This continues to be a high risk area for budget overspend and needs to be closely monitored this financial year.
- This Committee endorses your ambition in seeking Directorate savings for the 2021/22 budget. We concur that it is appropriate to apply differential savings requirements depending on the challenges faced and the level of efficiency assessed, rather than apply an across-the-board request for savings which would treat all departments as performing equally.
- Members noted significant falls in income generation this year given the pandemic. You clearly understand that those service areas which rely on income will suffer additional pressures in the forthcoming year and may require further central government and Council support. We note also that in setting the budget you have placed less reliance on income from public attractions and more on services unaffected by the external environment, such as commercial waste services.
- In respect of homelessness, we note that Welsh Government funding is secure for 2022/23. However the Committee is keen to support affordable capital investment to ensure the Council is prepared for future years and is able to consolidate the success achieved in tackling this issue during the pandemic.
- The Committee urges you to continue efforts to show separately the Covid-19 costs in future budget monitoring reports. We acknowledge the table as set out in the month 9 report is a starting point and whilst it is challenging to look ahead it should be easier in 2021/22 as all savings proposed have been set within the context of Covid-19.

Resources Budget Proposals 2021-22

- The Committee notes that officers consider a review of staffing resources in Accountancy (line 82) is achievable. As the Council transitions to new project work areas it will be key to ensure the right skills mix in the team and we note the intention to develop the Council's own CIPFA trainees.

Capital Programme 2021-22

- The Committee considers that the Capital Programme contains a wide range of projects, and we note that, at £1.3billion, it represents a larger 5 year programme than previous years.
- Comparing the levels of expenditure proposed for each of the next 5 years, we note substantial differences. You explained the difference is directly related to the level of certainty of Welsh Government grants. Whilst the Council is advised of grants 1-2 years ahead, it is rarely given notice 4-5 years ahead.
- Members requested more information on line 68 of the Capital Programme, Roath Park Dam. We are seeking clarification as to whether the work proposed is aligned to the Natural Resources Wales flood relief work.
- The Committee recommends that you consider using a RAG rating to indicate the risk level for each Capital Programme project. The risk level allocated would be based on the financial risk to the Council and the achievability of the project. We note that the Treasury Management Strategy requires the Council to have constant oversight of the Capital Programme, given that Council borrowing covers the whole Capital Programme and not individual projects.

Requests following this scrutiny:

- The Committee urges you to refine the presentation of Covid-19 costs in future budget monitoring reports to make clear where savings are not achieved due to the impact of Covid-19.
- Additional information on line 68 of the Capital Programme, Roath Park Dam, providing clarification that the work proposed is aligned to the Natural Resources Wales flood relief work.

Recommendations to be monitored following this scrutiny:

- Consider a RAG rating to indicate the risk level for each Capital Programme project

- Strengthen the Corporate Plan to focus more on local district centres and supporting local communities. Specifically strengthen the link between the allocation of £2m of Capital budget for regeneration over 4 years and the Corporate Plan priorities within WBO5.
- Consider developing a Southern Arc Strategy that links education and employment opportunities to narrow the inequality gap across Cardiff.
- That all Members who have not yet undertaken Dementia Friends training are encouraged to do so.

On behalf of the Committee and the Scrutiny service as a whole, I wish to acknowledge your commitment to engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2021-24 and of the Budget Proposals 2021-22. I look forward to an ongoing positive working relationship between Cabinet and Scrutiny for the benefit of Cardiff citizens.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
 Paul Orders, Chief Executive
 Chris Lee, Corporate Director Resources
 Sarah McGill, Corporate Director, People & Communities
 Ian Allwood, Head of Finance
 Anil Hirani, OM Capital, Corporate & Treasury
 Gareth Newell, Partnership and Community Engagement Manager
 Dylan Owen, Head of Cabinet Office
 Gary Jones, Head of Democratic Services
 Joanne Watkins, Cabinet Support Office
 Debi Said, PA to Leader

Cyf/My Ref::

Eich Cyf/Your Ref:: T: Scrutiny/PRAP/Comm Papers/Correspondence

Dyddiad/Date: 24 February 2021

Cllr David Walker
Chairperson, Policy Review and Performance Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear David

Policy Review & Performance Scrutiny Committee: 24 February 2021 Draft Budget Proposals 2021/22

Thank you for your letter dated 24 February 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 25 February 2021.

I would like to take the opportunity to thank the Committee for their work in supporting the development of the Corporate Plan, the members who participated in the Performance Panel and Councillor Walker for once again chairing Performance Panel session. I believe that this has strengthened policy development and performance monitoring in the Council and further enhanced the role of scrutiny. A full response to the observations and recommendations made by the Performance Panel has been included as an appendix to this letter (Appendix A). I am pleased to note that a number of the proposals made by the Performance Panel, and this Committee, have been included in the Corporate Plan, alongside the recommendations of the other Scrutiny Committees.

The discussion on the safe restart of Schools, regaining lost ground and wider learner wellbeing was welcome, and note the recommendation that research is carried out to compare achievements and methods of schools in deprived areas of Cardiff with those highlighted as excellent in comparable London boroughs. The Council is currently working towards the Curriculum for Wales 2022, in accordance with The Curriculum and Assessment (Wales) Bill 2020. The Curriculum for Wales framework gives every school in Wales the opportunity to design their own curriculum within a national approach that ensures a level of consistency. It will provide scope within a national framework for schools to shape a curriculum, which connects, meaningfully to the local community and the experiences of learners. It would therefore not be appropriate to be comparing 'methods of schools' with London Boroughs. Further to this, the Welsh Government are currently consulting on New School Improvement Guidance: a Framework for Evaluation, Improvement and Accountability, which propose reforming current arrangements to ensure that accountability systems are aligned with the new

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingual. We will ensure that we communicate with you in the language of your choice. Please let us know which you prefer. Corresponding in Welsh will not lead to delay.

Curriculum. As you're aware this has resulted in the removal of all shared pupil attainment data, categorisation and at the moment Estyn inspections too. It would therefore be inappropriate at this time to consider how school performance would be compared to Schools outside of Wales. The focus must remain on embedding the new arrangements for Wales.

I agree with the Committee that, following the pandemic, it is likely that working and travel patterns will be modified. As part of the recovery work the Council will take forward, a programme of measures to support district centres, as well as the City Centre and Bay. Committee members considered that the Plan would benefit from a rewritten emphasis on supporting local communities, and I would therefore draw attention to Step 6.21 *"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 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 and Utilising Section 106 contributions to help facilitate these improvements."*

I particularly welcome the Committee's support for the programme of work to establish Cardiff as a Dementia Friendly City. As all members of this administration have attended the Dementia Friendly training, I can strongly recommend attending and, in response to the Committee's specific request, I have agreed with Democratic Services that Dementia Friendly Training will be added to the Member's Development Programme for the year ahead.

As outlined at meeting of the Committee, the Council will progress a comprehensive programme of organisational recovery and renewal to capture the innovation and productivity gains achieved during lockdown. This work will include a full consideration of key metrics such financial, staff productivity and value for money measures.

In respect to the specific comments in your letter in respect to the Budget and Capital, I provide the following;

- I can confirm that the work on the Roath Park Dam is as a result of an instruction from Natural Resources Wales and is aligned with the flood relief work. The proposed works to the Dam at Roath Park will be scoped in consultation with Natural Resources Wales and ensure that opportunities for mitigating the impacts of the final phase of the Roath Brook Flood Scheme are secured.
- I can confirm that Officers will continue to refine the presentation of Covid-19 costs in future budget monitoring reports and will consider how RAG ratings for the Capital Programme can be best incorporated into future reports and will report to a future Scrutiny Committee meeting.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely



Y Cyng | Cllr Huw Thomas
Arweinydd Cyngor Caerdydd | Leader, Cardiff Council

Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
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Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Gary Jones, Head of Democratic Services
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

Scrutiny comments and observations for further consideration

The observations of the recommendations of the Performance Panel have been welcomed. The responses have been grouped into five categories (below), depending on the nature of the Panel’s comments, with a response or explanatory note included as necessary.

- Recommendation Accepted
- Recommendation Partially Accepted
- Recommendation Rejected
- Observation Acknowledged
- Observation Addressed

Corporate Plan observations

PAGE	Observation/for further reflection	Response	Status
WBO1	<i>Cardiff is a great place to grow up</i>		
S1.3	Commend approach to schools re-opening and schools recovery plan. What are the implications for children & young people in relation to mental health and well-being?	Cabinet will consider a report in February 2021 setting out a response to the urgent issues facing the city as lockdown restrictions are eased. This includes 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. The Corporate Plan itself sets out longer term actions for responding to the mental health and well-being of children and young people and leading a child friendly recovery. As part of the proposed recovery and renewal programme, a report on delivering a Child Friendly Recovery will be considered by Cabinet in May.	Observation Acknowledged

Scrutiny comments and observations for further consideration

K1.22	Placements closer to home – requested an update and pointed to CYPSC Inquiry report recommendations. Acknowledge scale means will take a number of years – pleased there is progress	The opportunity to update The Children and Young People Scrutiny Committee on how the Children’s Services Strategy 2019/22 – “Delivering Excellent Outcomes”- is progressing is welcome. Whilst acknowledging that the number of the interventions are long term in nature, the update will include how the recommendations of the Scrutiny Task & Finish report are being implanted.	Recommendation Accepted
K1.25	Improved outcomes for vulnerable children and young people – note better connection between steps and KPI’s on outcomes for young people. Need to be ambitious	Noted.	Observation Acknowledged
S1.20	Support for children and young people at lower level of vulnerability, who may slip through the net. Panel disappointed there is no reference to a combined assessment of young people at an early stage to avoid homelessness etc. Note work of the Vulnerable Learner Assessment Panel. Request you take another look	<p>A new Step has been included in the Corporate Plan to better articulate the extent of the Council’s work in support of children and young people:</p> <p><i>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</i></p> <ul style="list-style-type: none"> • <i>Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</i> • <i>Adopting the Joint Education/Children’s Services Adolescent Strategy;</i> • <i>Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans;</i> • <i>Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people’s involvement in violence through early intervention and prevention;</i> 	Recommendation Accepted

Scrutiny comments and observations for further consideration

		<ul style="list-style-type: none"> • <i>Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police;</i> • <i>Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working.</i> 	
K1.7	Why is there a delay in setting the target and reporting the result? Note updated since draft Corporate Plan shared with Scrutiny Chairs – now includes latest provisional data from Careers Wales, for October 2020	The latest performance data available from Careers Wales had been included following the publication of the paper.	Observation Acknowledged
K1.8	As above	As above	Observation Acknowledged
K1.33	Check latest result - Covid gridlock? Proposed target for 2021/22 reduced however would benefit from a footnote explanation	Due to Covid causing delays in the courts, the performance against KPI 1.34 – “The percentage of children re-offending within six months of their previous offence” - will be artificially low for financial year 2020/21.	Observation Addressed
WBO2	<i>Cardiff is a great place to grow older</i>		
19	Progress made - Social isolation and quality of life for older people - In order to better reflect the reach of the programme and workings of the council, consider expanding the narrative on the bullet point ‘ <i>Virtual platforms have been developed to help address social isolation and enhance quality of life for older people within the constraints created by Covid-19</i> ’ to include methods and practices being used such as the online events learning	The Corporate Plan narrative has been expanded to more fully set out the nature of the support: <i>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</i>	Recommendation Accepted

Scrutiny comments and observations for further consideration

		<i>offering activities such as creative writing, macro photography, arts and crafts, and cookery.</i>	
S2.4	Work with partners to prevent hospital admissions and reduce the need for care - Due to the importance of this commitment, and that some data linked to this work is currently suspended (for instance delayed transfers of care) consider developing one clearly defined, all-encompassing KPI linked to this commitment which will help better determine and demonstrate the success and achievability of this target. Possibly Telecare?	<p>There are a number of new technology trials planned, which will enable the Council to support people to live independently and safely for longer. The adoption of new technology will provide opportunities to enhance the data collection and analytical capabilities of the service, and this will help inform potentially more comprehensive performance measures in the future. These will be shared with Communities and Social Services Committee (CASSC) and may potentially be included in a future Corporate Plan.</p> <p>The Council does have the ability to monitor the number of people using Telecare, however this would not necessarily serve as the most appropriate indicator in determining reduction in hospital admissions.</p>	Recommendation Partially Accepted
K2.9, K2.10, K2.11	Dementia & Age Friendly city Consider re-organisations of KPIs. KPIs currently on pg 25 only relate to dementia targets surrounding dementia – consider re-organisation in order to ensure the KPIs displayed are more encompassing and better aligned to the narrative on pages 24-25	KPI 2.7 <i>'The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team'</i> has been aligned with Corporate Plan Steps 2.6-2.8	Recommendation Accepted
WBO3	<i>Supporting people out of poverty</i>		

Scrutiny comments and observations for further consideration

<p>K3.4 K3.5 K3.6</p>	<p>Increased targets for Into Work services - Members queried whether sufficient resources in place to deliver and achieve targets. Note response that Welsh Government monies secured to increase Into Work service capacity</p>	<p>The Council – working with partners and by utilising additional funding stream – has enhanced the service in anticipation of increasing demand.</p>	<p>Observation Acknowledged</p>
<p>K3.11</p>	<p>Would be useful to have additional indicator that monitors the number of employees in Cardiff that had uplift to Living Wage. Note Cllr Weaver offered to share Real Living Wage Plan with E&C Scrutiny Committee Members, which includes this and the value of the uplift to the local economy</p>	<p>The Corporate Plan includes the headline performance indicator from the ‘Making Cardiff a Living Wage City’ three-year action plan, which is to increase the number of accredited Living Wage employers. Data on the number of people being paid the living wage is available and is reported to the Cardiff Living Wage Action Group, who monitor the implementation of the action plan.</p> <p>The Council reported the number of people being paid the Real Living Wage in the Half Year Assessment and will continue to do so in both the Half Year and End of Year performance assessment.</p> <p>The Real Living Wage Plan will be shared with the E&C committee members.</p>	<p>Recommendation Partially Accepted</p>
<p>K3.13 K3.15</p>	<p>The total number of rough sleepers in the city & the percentage of rough sleepers housed in the previous month who have maintained their accommodation-consider realignment of targets in line with positive work and results in this area. For instance, lower K3.13 target and increase K3.15 target. S3.6 note difference between ‘homeless’ and ‘on street’ begging.</p>	<p>The target for K3.13 “The number of Rough Sleepers in the City” is considered ambitious, not least given trend data, and data for comparator cities. The proposed target is <i>less than</i> 20 rough sleepers, not 20 rough sleepers, and every effort will be made to ensure that performance against this long-standing commitment is improved further, particularly when faced with the challenges of minimising any increase during the warmer summer months. The target of 70% for K3.15 “The</p>	<p>Recommendations rejected</p>

		percentage of rough sleepers housed in the previous month who have maintained their accommodation” – is also considered a challenging, achievable and appropriate target.	
WBO4	<i>Safe, confident and empowered communities</i>		
39	Libraries – Members queried lack of steps in Corporate Plan for Libraries - note response that the Council has to meet the Welsh Public Library Standards, which set out requirements for service.	The number of visitors to libraries is being monitored, with libraries supported through an ongoing strategy of investment and enhancements to Cardiff Hubs. A new Key Performance Indicator has also been included to measure digital engagement with the library provision, which was enhanced during lockdown and will be maintained going forward.	Observation Acknowledged.
K4.4	Clarification sought on whether modelling undertaken to illustrate potential visit profile once lockdown eases. Members note that modelling for a phased approach to service delivery has taken place but too early to put timelines to these until easing of lockdown timetable known.	As with many aspects of service delivery, the uncertainty caused by Covid restrictions means that setting a specific attendance target would be inappropriate.	Observation Addressed
K4.15 K4.16	Notable absence of Anti-Social Behaviour specific KPIs. Consider translating collaborative workings and goals into specific KPIs which are addressed and worked towards in conjunction with partners.	A new indicator will be included in the Corporate Plan <i>‘The extent to which citizens agree that police and other local public services are successfully dealing with anti-social behaviour and crime in their local area’</i> The Council is working with partners through the Community Safety Leadership Group on data	Recommendation Accepted

Scrutiny comments and observations for further consideration

		development across the partnership, including partnership outcome indicators and KPIs.	
K4.15	This is showing Amber but has met the target and therefore should be Green.	Amended.	Recommendation Accepted
	Council house build strategy – re. quality of housing – consider a KPI.	New Council homes are currently being built to high architectural, environmental, place making and urban design standards. They also respond to identified and evidenced local need. The Council will bring forward new Design Standards to formally codify the quality of the build and set out the standards each property will meet in relation to Energy Efficiency, Place Making, Urban Design, Architecture and more broadly, the legacy of the development. This will be presented to the relevant scrutiny committee for consideration.	Observation Acknowledged.
WB05	<i>A capital city that works for Wales</i>		
	<p>Brexit –there is no section specifically on Brexit. Scrutiny Chairs believe this is needed. Note response from Chief Executive that would be worthwhile to have a section on this, to include:</p> <ul style="list-style-type: none"> - Outreach support for businesses - Ongoing work re Shared Prosperity Fund - Ongoing work re EU settlement scheme 	<p>A Step is already included within the Corporate Plan to support non-UK EU residents living in Cardiff to register with the EU settlement Scheme should they wish to do so. To more fully reflect the totality of the work the Council is undertaking in response to Brexit, a new Step will be included:</p> <p>Ensure Cardiff remains an open, competitive and outward looking city post Brexit by:</p> <ul style="list-style-type: none"> • Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to 	Recommendation Accepted

Scrutiny comments and observations for further consideration

		<p>enable EU citizens to access the EU Settlement Scheme by 30th June 2021</p> <ul style="list-style-type: none"> Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses. 	
K5.3 K5.4 K5.5	Visitors to Cardiff – Note data available for city centre footfall for 2020/21, which shows rebound and then drop off. Note data less clear regarding impact of this on businesses.	City Centre footfall data has been included in the appendix.	Observation Acknowledged.
WBO6	<i>Cardiff grows in a resilient way</i>		
	<p>Biodiversity – Members would welcome greater reference to biodiversity in the Corporate Plan. Currently referenced once in the document as a part of S6.22, which talks about ‘Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan’. The lack of reference in previous Corporate Plans was something that was raised as a part of a recent task & finish exercise titled ‘Managing Biodiversity & Natural Environment in Cardiff’. The Performance Panel welcome the suggestion from the Leader that this could be added to the section of the Corporate Plan S6.22 that deals with One Planet Cardiff.</p>	<p>Additional information has been included in the Corporate Plan to demonstrate the Council’s work in this area:</p> <p><i>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; more pollinator friendly ‘one cut’ mowing regimes have been adopted, bringing the total area of native meadows, pollinator friendly and one cut sites already looked after by the Council to 33.5 hectares; and the Council provided 1,000 trees for primary schools to plant during the current planting season.</i></p>	Recommendation Accepted
K6.11 K6.12	Affordable Housing Completion – Greenfield & Brownfield Sites – A Member was concerned by the relatively low level of affordable housing completed on greenfield sites which was risk rated as red, and 16% short of the 30% target. Given the current financial and housing challenges, producing new affordable	Due to restrictions placed on site visits as a result of the Covid pandemic it has not been possible to visit the development sites to undertake the data collection for these KPIs. The targets have been agreed as part of the Local Development Plan process, with affordable housing completion set to	Observation Acknowledged.

	accommodation is particularly important. An explanation of what can be done to increase performance against this indicator would be appreciated, while at the same time adding in the data for 2019/20 (which was not included in the slide), and figures for each year to show the actual quantities completed.	increase as the completion of housing sites are progressed.	
6.13	Percentage of Planned Recycling & Waste Collections Achieved – The Panel has asked for the definition of this performance indicator to be revised to ‘percentage of planned recycling & waste collections achieved on the scheduled day’. The Panel welcome the Leader’s agreement to review this indicator, and to see if the ‘scheduled day’ element is already included in the results	<p>The Corporate Plan currently includes the following step:</p> <p><i>‘Preparing a draft waste/recycling strategy for consultation in 2021’.</i></p> <p>As part of this work, a new set of performance metrics will be developed to measure waste performance. The new performance measures will also monitor the implementation and effectiveness of the service reforms being undertaken, ensuring accuracy and accountability across waste operations. As part of the work to develop the new Waste Strategy, these performance measures will be shared with the environmental scrutiny committee and included in next year’s corporate plan.</p> <p>The current Waste Indicators does not include performance data relating to collection on the “scheduled day”, however this will be considered as part of the work to develop new performance measure going forward.</p>	Recommendation Partially Accepted.

Scrutiny comments and observations for further consideration

<p>6.29</p>	<p>Single Use Plastics – S6.29 of the Corporate Plan sets out the ambition to ‘remove single use plastics from Council venues’. The Panel welcome this approach, however, they ask for clarification on how Council venues are defined. For example, it would seem inconsistent if a venue like County Hall is single use plastic free, when venues like the Cardiff International Pool and the proposed Indoor Arena which are (or will be) run by third parties are not.</p>	<p>A comprehensive proposal for dealing with single use plastics will be developed as part of the work to deliver the One Planet Cardiff Strategy, and will be presented to the Environment Scrutiny Committee. It will include proposals for Cardiff Council venues in the first instance, and will need to give consideration to venues run on behalf of the Council by third parties.</p>	<p>Observation Addressed.</p>
<p>K6.5</p>	<p>Deliver a Housing Energy Efficiency Retrofit Programme – A Member asked how the retrofit of 2,000 properties a year by 2024 was going to be funded. He was told that finding the funding was difficult, and that in reality the Council would need to access external financial support to deliver this work. It would be appreciated if you could confirm the most likely funding sources to help deliver this work.</p>	<p>Budgets have been earmarked within the Housing Revenue Account (HRA) to cover the retrofit of Council homes. This will be subsidised through other funding wherever possible, e.g. from Welsh Government.</p> <p>The Welsh Government Arbed scheme installs appropriate energy-efficiency measures in properties across Wales to help people who are struggling to effectively heat their homes. This scheme is being used to improve the last of the city’s BISF (steel-frame) houses which is expected to be completed this year. The scheme of just over 100 Council and 150 private properties will be delivered via a mix of Arbed and HRA budgets.</p> <p>External funding is currently available via the “Energy Company Obligation” (ECO). This is a tax paid by the major energy companies to develop a resource from which retrofit work can be funded for properties in the private rented sector or</p>	<p>Observation Addressed.</p>

Scrutiny comments and observations for further consideration

		<p>owner-occupiers. The Energy & Sustainability Team are working with Rent Smart Wales to pilot a scheme called LAFlex which enables the Council to promote this funding and then manage energy efficiency upgrades, drawing from ECO funding. Property owners can apply into this scheme, provided that they meet set criteria (which the Council can set) and, subject to eligibility checks, work can then be carried out by appointed contractors who draw down ECO funding.</p> <p>Work is also underway with the Cardiff City Region team to investigate how a regional approach to upscaled retrofit might attract more funding and exert a much wider impact, not just for energy efficiency but also for skills, jobs and local supply chains.</p>	
<p>K6.6</p>	<p>Modal Split for All Journeys – Given the extraordinary impact of 2020/21 the Panel asked if it was fair to simply compare year on year Modal Split performance as a percentage. The lockdown has caused a significant fall in the number of journeys made, and so to provide some context between years the Panel felt that some actual numbers should be included. This they felt would help qualify the results for the performance indicator and add to the real story.</p>	<p>The KPI measures ‘Proportion of people travelling to work by sustainable transport modes’</p> <p>The targets have been revised so as to align with Cardiff’s Transport White Paper. The targets were previously based on achieving a 50:50 modal split by 2026 as set out in the LDP. They are now based on achieving 63% sustainable transport by 2025 and 76% sustainable by 2030.</p> <p>The result is based on the response to Annual Transport Survey: “If currently in employment, how often do you travel by the following types of</p>	<p>Observation Addressed</p>

Scrutiny comments and observations for further consideration

		<p>transport when commuting to or from your usual place of work? Please tick one answer for each type of travel.”</p> <p>Based on each response, the modes used most often are then calculated. The results reported each year are based on 5-year rolling averages, i.e. the result of the past 5 years are averaged, the purpose of which is to lessen any bias inherent in any survey and to smooth annual fluctuations, in order to provide a statistically robust measure of current modal split.</p> <p>The method of reporting for 2020/2021 will have to be changed to reflect that the Transport Survey was not conducted as it normally would due to COVID-19. Nevertheless, extensive on-going monitoring of transport trends has been undertaken over the course of the pandemic will be used to inform this process. Currently commuting levels are down around 60% from typical pre-pandemic levels.</p>	
WBO7	Modernising and integrating our public services		
K7.11	The percentage of staff that have completed a personal review. 5% under target is of concern. Note some natural turnover, need for focus on the quality of discussions particularly around digital roll out and request that exit interviews are logged.	Achieving the 100% completion of Personal Reviews remains a Key Performance Indicator within the Corporate Plan. Exit Interviews are conducted on request and recorded on Digi-Gov.	Observation acknowledged.
K7.1	The percentage of devices that enable agile and mobile working across the organisation. Acknowledge step up during Covid pandemic but a 67% target	As part of the enhancements to the Council’s digital infrastructure delivered through the digital strategy, the network has supported unprecedented levels of	Observation acknowledged.

Scrutiny comments and observations for further consideration

	suggests more investment in technology may be required.	homeworking. The Council has also enabled all those that needed to work from home or work agile to do so during the pandemic. To support this shift, the ongoing programme of investment will ensure that, as devices are renewed and upgraded, they will provide the required capability.	
K7.12	<p>The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence.</p> <p>The Panel noted the sickness data supplied against performance indicator K7.12, and commented that this has been a longstanding challenge. The Waste Management Service has traditionally had the highest sickness rate in the Council. Panel suggests an additional indicator could be included to help monitor the high sickness rate within the service.</p> <p>Consider a lower target than 9.5 days p.a. Particularly focus on improving long term sickness and the case management approach.</p>	The performance of individual service areas in relation to sickness absence will be monitored as part of ongoing performance management arrangements, via each Department Delivery Plan and the enhanced monitoring now in place, and including consideration by the appropriate scrutiny committee.	Recommendation Rejected.
WBO 8	<i>Managing the pandemic</i>		

<p>78</p>	<p>SRS Enforcement Actions – Suggested worth adding in sentence highlighting number of successful enforcement actions taken to date, to send clear message that breaches will be dealt with. Agreed by Leader.</p>	<p>The Corporate plan will monitor enforcement actions in this area and a summary of the enforcement action to date is included below.</p> <p>NB. The prohibition notices are the formal interventions undertake during the first lockdown, March 2020 – June 2020. They are no longer in use. The law has since changed to allow the Regulatory Service to serve different notices- including improvement, compliance and closure notices- along with fixed penalty notices where higher penalties begin at £1000.</p> <table border="1" data-bbox="1081 727 1760 1131"> <thead> <tr> <th colspan="2">Enforcement Notices issued under the Coronavirus Regulations</th> </tr> <tr> <th>Notice Type</th> <th>No. issued</th> </tr> </thead> <tbody> <tr> <td>Prohibition Notice</td> <td>22</td> </tr> <tr> <td>Premises Improvement Notice</td> <td>52</td> </tr> <tr> <td>Closure Notice</td> <td>5</td> </tr> <tr> <td>Fixed Penalty Notice</td> <td>7</td> </tr> <tr> <td>Compliance Notice</td> <td>29</td> </tr> <tr> <td>Total</td> <td>115</td> </tr> </tbody> </table>	Enforcement Notices issued under the Coronavirus Regulations		Notice Type	No. issued	Prohibition Notice	22	Premises Improvement Notice	52	Closure Notice	5	Fixed Penalty Notice	7	Compliance Notice	29	Total	115	<p>Recommendation Accepted.</p>
Enforcement Notices issued under the Coronavirus Regulations																			
Notice Type	No. issued																		
Prohibition Notice	22																		
Premises Improvement Notice	52																		
Closure Notice	5																		
Fixed Penalty Notice	7																		
Compliance Notice	29																		
Total	115																		
<p>78</p>	<p>SRS Enforcement Actions – queried whether Council needs to allocate more of its resources to this service, given increased demand for its services. Note Chief Executive’s response that Joint Enforcement Team receives resources from UK/ Welsh Government albeit that it is not clear how long this resource will be provided</p>	<p>Issue addressed as part of the discussion.</p>	<p>Observation Addressed.</p>																

Scrutiny comments and observations for further consideration

General			
	<p>New format for performance data - Panel welcomes the new format for performance data – think it is clearer.</p>	<p>The views of the Panel are welcomed, with the improved data visualisations part of a programme of measures to enhance performance monitoring and performance management.</p>	<p>Observation Acknowledged.</p>
	<p>Percentage values & actual data – following on from the comments made about the Modal Split, the Panel felt that there was merit in adding actual figures alongside percentage values for the majority of the indicators includes within the Corporate Plan. They felt that the additional data would help provide a clearer picture of the Council’s performance.</p>	<p>Actual Value or Percentages are used as Key Performance Indicators depending on what provides the greatest insight. Where a percentage is used, the use of actual values will be considered to help provide context.</p>	<p>Observation Acknowledged.</p>

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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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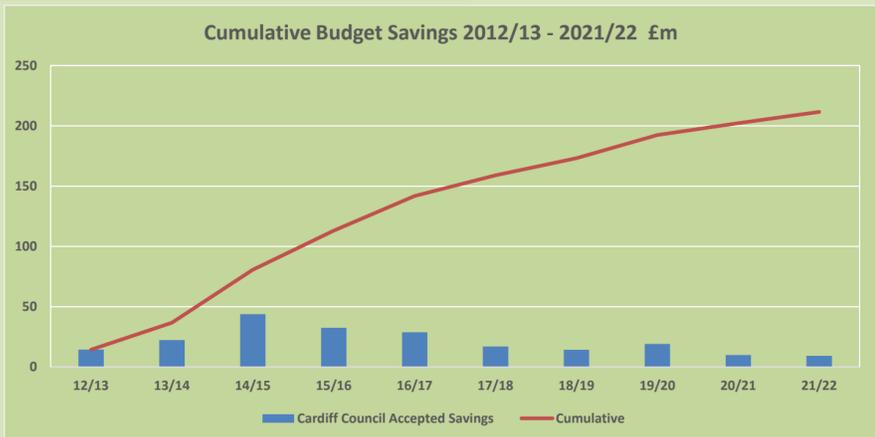
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

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.

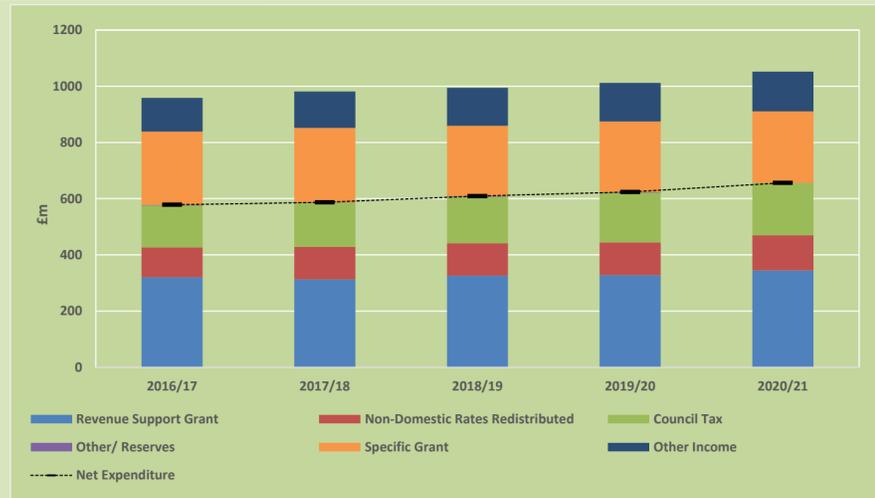
Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget



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)

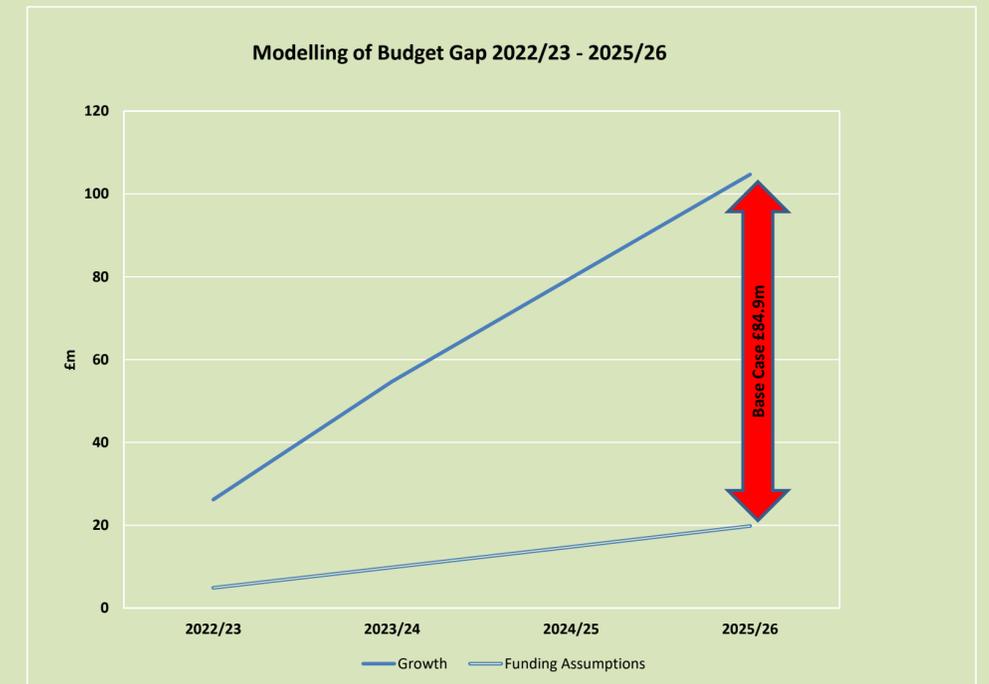
Covid Expense and Income Loss Financial Assistance - April - December

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

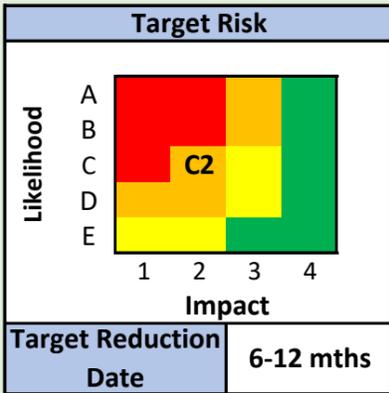
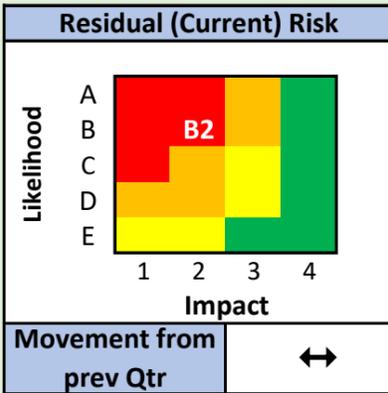
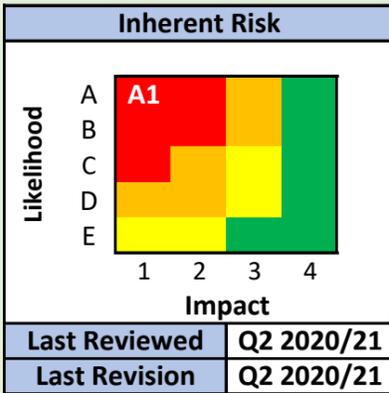
	2011/12	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Difference 11/12-25/26
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
Net	13.47	11.34	11.00	11.40	12.52	13.11	12.98	-3.64
Gross	15.17	16.38	17.02	17.51	21.19	23.59	23.13	52.47

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Financial Resilience

Description

- 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.



Risk Owner(s)

Chris Lee
(Ian Allwood)

Councillor Chris Weaver
Finance, Modernisation and Performance

Potential Impact(s)

- 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
- Failing 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 coherent and strategic manner

What we've done/are currently doing to achieve the Residual Risk Rating

2020/21 and Medium Term

- 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 accountancy 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

2021/22 and the Medium Term

- 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.

Linked Risks

Budget Monitoring (Control)

Key Indicators / Measures used to monitor the risk

- 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.
18	Energy Market Volatility	336	0	0	336	To provide funding for unexpected fluctuations in the cost of energy.

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		
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
39	Rentsmart Wales	954	0	50	1,004	To reinvest in training and service delivery in respect of Rentsmart Wales.

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		
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	

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	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

			Estimated Movements			
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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	To finance budget £000	Other Commitments £000	Estimated balance at 31.03.22 £000	Purpose
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	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£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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CYNGOR CAERDYDD CARDIFF COUNCIL

COUNCIL:

4 MARCH 2021

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

COMMITTEE MEMBERSHIP

Reason for Report

1. To receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes.

Background

2. The Annual Council 26 November 2020 established the Committees and Panels of the Council and their composition. The seats allocated to political groups on each committee were calculated in accordance with political balance, and nominations were received for each committee from the political groups.
3. In accordance with the Welsh Audit Office Statement of Action P3b (report March 2016), Membership of Committees is a standing item on monthly Group Whips meetings and Full Council, as appropriate.

Issues

4. The Annual Council 26 November 2020 received nominations to committee seats. Not all seats were filled and the vacancies that remain are as follows:

Committee	Vacancy	Group	Nomination Received
Audit Committee	1 vacancy	1 x Labour	
Corporate Parenting Advisory Committee	1 vacancy	1 x Propel	
Planning Committee	1 vacancy	1 x Conservative	
Public Protection	1 vacancy	1 x Propel	
Policy Review & Performance Scrutiny	1 vacancy	1 x Propel	

5. Further nominations to fill existing vacancies received from political groups prior to Full Council on 4 March 2021 will be reported on the amendment sheet.

Legal Implications

6. The Council is under a duty to make appointments to Committees, in accordance with the approved allocation of seats to political groups, so as to give effect to the wishes of the political groups (pursuant to Section 16 of the 1989 Act).
7. The size and composition of the Local Planning Authority Committees (Wales) Regulations 2017 (made under section 39 of the Planning (Wales) Act 2015), provide that in relation to the size and composition of planning committees where wards have more than one elected Member, only one Member may sit on the planning committee, in order to allow other ward Members to perform the representative role for local community interests.
8. The Council's Planning Committee Procedure Rules currently provide for the establishment of the Planning Committee, and Rule 1.1A(ii) reflects the requirements of the above Regulations.

Financial Implications

9. There are no financial implications directly arising from this report.

RECOMMENDATION

The Council is recommended to appoint to the vacancies on Committees in accordance with the approved allocation of seats and Party Group wishes, as set out on the Amendment Sheet.

DAVINA FIORE

Director Governance and Legal Services

26 February 2021

Background Papers

Annual Council Reports and Minutes 26 November 2020