



DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

COUNCIL SUMMONS

THURSDAY, 3 MARCH 2022

GWYS Y CYNGOR

DYDD IAU, 3 MAWRTH 2022,

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, 3 March 2022 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, 25 February 2022

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	5 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 (Pages 5 - 36) <i>To approve as a correct record the minutes of the 27 January 2022.</i>		
4	Public Questions <i>To receive previously notified questions from Members of the Public.</i>	4.35 pm	5 mins
5	Petitions <i>To receive petitions from Elected Members to Council.</i>	4.40 pm	5 mins
6	Lord Mayor's Announcements <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.45 pm	5 mins
7	Cardiff Council's Corporate Plan 2022 - 2025 (Pages 37 - 194) <i>Cabinet Proposal</i>	4.50 pm	35 mins
Break (15 mins)			
8	Budget Proposals 2022 - 2023 (Pages 195 - 534) Appendix 3(c) of the report is exempt from publication as it contains exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. The public may be excluded from the meeting by resolution of the Council pursuant to Section 100A(4) of the Local Government Act 1972 during discussion of this item.	5.25 pm	170 mins

	<i>To receive and approve the Cabinet Budget Proposals for 2022 -2023.</i>		
9	Urgent Business	8.15 pm	
Unopposed Council Business			
10	Committee Membership (Pages 535 - 536) <i>Report of the Director of Governance and Legal Services and Monitoring Officer</i>	8.15 pm	5 mins
11	Officer Decision - 35 (Pages 537 - 538)		
12	Date of next meeting The date of the next Council meeting is on Thursday 17 March 2022 at 4.30 pm		

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City Council of the City & County of Cardiff
27 January 2022

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 27 January 2022 to transact the business set out in the Council summons dated Friday, 21 January 2022.

Present: County Councillor McKerlich (Lord Mayor)

County Councillors Ahmed, Asghar Ali, Dilwar Ali, Berman, 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, McEvoy, McGarry, Melbourne, Merry, Michael, Molik, 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

112 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Linda Morgan. Councillor Philippa Hill-John was having some technical difficulties and will joint as soon as possible.

113 : DECLARATIONS OF INTEREST

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

Councillor	Item	Nature of Interest
Cllr Sandrey	11 – Motion 1	Personal – works for Co-production Network Wales
Cllr Huw Thomas	21	Personal – Non-executive Director, Millennium Stadium PLC
Cllr Mia Rees	11 – Motion 1	Personal – Board Member, Cardiff YMCA who promote youth work
Cllr Bradbury	11 & 12 – Motions 1 & 2	Personal – Member of ACE who provide youth services
Cllr Mackie	11 & 12 – Motions 1 & 2	Personal – Board Member of Cathays Community Centre and Grassroots who provide youth services
Cllr Bowen-Thomas	11 & 12 – Motions 1 & 2	Personal – CEO of Safer Wales who run youth services in the city
Cllr Bridgeman	11 & 12 – Motions 1 & 2	Personal – Professional Youth Worker and employed by Action for Children

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		who provide Youth Services in Cardiff
Cllr Gordon	11 – Motion 1	Personal – Director of Grassroots City Centre Youth Project
Cllr Ebrahim	11 – Motion 1	Personal – Professionally qualified youth and community worker and have worked for Cardiff Youth Service.

The Chief Executive declared a personal interest in Item 21 as he is non executive Director of Millennium Stadium PLC.

114 : MINUTES

The minutes of the meeting on 25 November were signed as a correct record of the meeting.

115 : PUBLIC QUESTIONS

Mr Rhydian Payne asked the following question of the Cabinet Member for Clean Streets, Recycling and Environment, Councillor Michael.

With traffic often a problem outside the HWRC at Lamby Way, can you provide an update on the search for a new HWRC site in Cardiff North?

Reply – Councillor Michael

We are not aware of traffic issues outside of the recycling centre at Lamby Way. The new booking system supports the control of vehicle numbers attending the site and residents are not having any difficulty attending the recycling centre in their allocated time slot.

A baseline review of potential recycling centre sites has taken place, but no suitable locations were identified in the north of Cardiff at the time of the review. Therefore, we are still exploring potential site options as they become available.

Supplementary Question – Rhydian Payne

How many sites have been looked at so far? If all possible sites have been exhausted perhaps the £3m budget set aside for it could be used to offset your planned 4% council tax rise?

Reply – Councillor Michael

A total of 8 sites were looked at. This is well known by all the local councillors, they all had it. I don't make budgetary decisions on the Council Tax level on my own during public questions.

116 : PETITIONS

The following petitions were submitted:

- Councillor Cunnah submitted a petition containing 428 signatures calling on the Council to reinstate the older children's play area at Sanatorium Park.

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Councillor Taylor submitted a petition containing 71 signatures calling on the Council to fix the broken pavements and introduce a Walking Strategy

117 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor advised that he had attended a number of events:

- Representing Council at a memorial service for past Lord-Lieutenant Dr Peter Beck at Llandaff Cathedral in November of last year;
- Delivered a welcome speech at the Christmas Memorial Service which took place at Thornhill Crematorium on 5 December which was streamed live;
- Hosted events for Her Majesty The Queens Honours recipients at City Hall on the 14 and 15 December. The recipients were awarded their insignia by the Lord-Lieutenant of South Glamorgan for services to the community; and
- Attended the pre-recorded 'virtual' ceremony for Holocaust Memorial Day; the theme for 2022 being 'One Day'

118 : TRIENNIAL REVIEW OF STATEMENT OF GAMBLING LICENSING POLICY REPORT

The report was to request formal approval of the Council's Statement of Gambling Licensing Policy following a triennial review.

RESOLVED: The Council AGREED to:

1. Approve the Statement of Gambling Licensing Policy for publication on 31 January 2022 and adopted for use on that date;
2. Authorise the Head of Shared Regulatory Services to make administrative amendments to the policy should the need arise.

119 : DIVERSE COUNCIL DECLARATION REPORT

The Council was asked to consider the request from the Welsh Local Government Association (WLGA) Council for all Councils in Wales to commit to become a Diverse Council in 2022.

RESOLVED: The Council AGREED to:

- a. Note the content of the report and appendices.
- b. Make a Diverse Council Declaration, as set out in full in Appendix C, with a commitment to:
 - Broaden Local Democratic Representation,
 - Support involvement with local decision-making
 - Support Councillors to discharge their responsibilities effectively

- Develop a Diverse Council Action Plan 2022-27, in consultation with representative and community groups, to be submitted for consideration by the Council following the Local Elections in 2022

120 : CONSTITUTION AMENDMENTS REPORT

The report was to enable Council to consider recommended changes to the Constitution in respect of the:

- (i) Council Meeting Procedure Rules on Ordinary Motions; and
- (ii) Officer delegations for regrading applications submitted by Operational Managers.

RESOLVED: The Council AGREED to:

The Constitution amendments set out in paragraphs 12, 16 and 21 of this report, and ask the Monitoring Officer to update the Constitution accordingly.

121 : CABINET MEMBER STATEMENTS

The [Leader](#) responded to questions in relation to:

- COVID -19 Update
- South East Wales Corporate Joint Committee

[Cabinet Member for Housing & Communities, Councillor Thorne.](#)

The Cabinet Member responded to questions in relation to:

- Rent Arrears Pathway

[Cabinet Member for Clean Streets, Recycling & Environment, Councillor Michael](#)

The Cabinet Member responded to questions in relation to:

- Segregated Recycling Collections Pilot Scheme
- Drainage and Gully Cleansing
- Heath Waste Collection
- Assisted Lifts.

[Cabinet Member for Children & Families, Councillor Hinchey](#)

The Cabinet Member responded to questions in relation to:

- Oakway Update

[Cabinet Member for Social Care, Health & Well-being, Councillor Elsmore.](#)

The Cabinet Member responded to questions in relation to:

- Ageing Well Strategy
- Disabled Adaptations
- Supporting People with a Learning Disability

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[Deputy Leader & Cabinet Member for Education, Employment & Skills, Councillor Merry.](#)

The Cabinet Member responded to questions in relation to:

- Estyn
- Qualifications Arrangements 2021-22
- Additional Learning Needs (ALN)

[Cabinet Member for Strategic Planning & Transport, Councillor Wild](#)

The Cabinet Member responded to questions in relation to:

- Bus Strategy Consultation
- Cycleway Programme Update
- Cycle Hire Scheme

[Cabinet Member for Investment & Development, Councillor Goodway](#)

The Cabinet Member responded to questions in relation to:

- Indoor Arena and Velodrome
- Business Support

[Cabinet Member for Culture & Leisure Statement, Councillor Bradbury](#)

The Cabinet Member responded to questions in relation to:

- Sakura Cherry Tree Project
- Benches of Hope
- Parks Playgrounds and Infrastructure

[Cabinet Member for Finance, Modernisation & Performance, Councillor Weaver.](#)

The Cabinet Member responded to questions in relation to:

- CardiffGov Mobile App

122 : NOTICE OF MOTION 1

The Lord Mayor noted that a Notice of Motion proposed by Councillor Mia Rees and seconded by Councillor Jones-Pritchard had been received for consideration. Two Amendments had been received from the Labour Group and Liberal Democrat Group.

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

This Council notes:

The quality and value of youth workers and youth work supporting young people in Cardiff

That youth workers are valuable role models for young people

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

The key role youth work has in supporting young people to realise their full potential

That youth centres can be an important part of communities

The hard work and dedication of volunteers who work with young people across Cardiff

The partners that work with the Council to deliver quality youth work in Cardiff

The needs of young people are not limited to one particular arc of Cardiff and whilst deprivation results in increased need, there is need in every ward

The 15 minute neighbourhood concept includes young people, their needs and access to facilities

This Council calls on the Cabinet to:

Make sure that qualified youth workers are able to cover the whole of Cardiff enabling them to reach young people wherever they are and whenever they are needed

Research the co-ordination between youth workers and the police and ensure best practice is in place across the whole of Cardiff in matters involving young people.

To make sure that young people, no matter where in the city they live, have access to youth facilities and can access youth work based support when they need it

Bring a report outlining how support across the city can be improved within 3 months

The Motion was formally seconded by Councillor Jones-Pritchard

The first amendment to the Motion was received from the Labour Group.

The Lord Mayor called upon Councillor Merry to move the first amendment as follows:

Add to sub-paragraph 1 – *‘and congratulates Cardiff’s Youth Service on being re-awarded the Bronze Level Youth Work Quality Mark’*

Add to sub-paragraph 3 – *‘and that youth work is a distinct educational process across a variety of settings which could include street based youth workers, youth mentors and centre based youth workers.’*

Add to sub-paragraph 4 – *‘as is the work carried out by our street based youth work teams, youth mentors who operate across the city responding to local need working with some of the most vulnerable young people in the city wherever they are and our EOTAS team who support some of the city’s most vulnerable learners.’*

Add to sub-paragraph 6 – *‘including those benefiting from Youth Innovation Grants and the council’s financial support for Menter Caerdydd used to run provision for Welsh speakers around the city.’*

Add to sub-paragraph 7 – *‘but that the needs of certain groups of young people and areas are greater particularly with the cut in Universal Credit, increasing cost of living and increasing numbers of children and young people falling into poverty. Youth work can also play an important part in addressing the differential impact of covid on our young people.’*

Add sub-paragraph 9 – *‘The fantastic work of Cardiff Commitment and youth mentors across the city and in all of our schools which has resulted in a fall in the number of young people not in education or training from 8.8% in 2010, well above the Welsh average to 1.5% at a time of great economic uncertainty.’*

Add sub-paragraph 10 – *‘The work carried out by youth workers around the city over the summer including the youth bus.’*

Add sub-paragraph 11 – *‘The work of the digital youth team in engaging with young people virtually’.*

Add a further paragraph – *‘Cardiff Council welcomes the decision to undertake a review of our youth service provision to ensure we can meet the needs of young people and develop sustainable, long term investment in youth services.’*

Delete *‘This Council calls on the Cabinet to:’* and replace with *‘This Council believes the review should include:’*

Sub-paragraph 1 - Delete *‘Make sure that.’* and replace with *‘Widening access as well as ensuring that’*

Sub-paragraph 2 – Delete *‘Research the co-ordination between’* and replace with *‘Ensuring’*

Delete – *‘and the’*

After *..Police* add *‘; education, childrens services, youth justice teams, community safety and the 3rd sector continue to work closely so that the’*

Sub-paragraph 3 – Delete *‘To make’* and replace with *‘Making’*

Delete sub-paragraph 4 and replace with -

‘How we can share good practice whilst ensuring the quality of youth work practice across all youth support services is effective and listen to the voices of young people, providing youth work training to all organisations working with young people

Developing a workforce strategy that invests in a diverse and inclusive workforce that is representative of our communities and provides opportunities for young people through corporate apprenticeships and traineeships

Cardiff Council recognises that as we aim to become a Child Friendly City the council must continue to engage with young people themselves about the services that impact on them.

The Amended Motion would read as follows:

This Council notes:

The quality and value of youth workers and youth work supporting young people in Cardiff and congratulates Cardiff's Youth Service on being re-awarded the Bronze Level Youth Work Quality Mark

That youth workers are valuable role models for young people

The key role youth work has in supporting young people to realise their full potential and that youth work is a distinct educational process across a variety of settings which could include street based youth workers, youth mentors and centre based youth workers.

That youth centres can be an important part of communities as is the work carried out by our street based youth work teams, youth mentors who operate across the city responding to local need working with some of the most vulnerable young people in the city wherever they are and our EOTAS team who support some of the city's most vulnerable learners.

The hard work and dedication of volunteers who work with young people across Cardiff

The partners that work with the Council to deliver quality youth work in Cardiff including those benefiting from Youth Innovation Grants and the council's financial support for Menter Caerdydd used to run provision for Welsh speakers around the city

The needs of young people are not limited to one particular arc of Cardiff and there is need in every ward but that the needs of certain groups of young people and areas are greater particularly with the cut in Universal Credit, increasing cost of living and increasing numbers of children and young people falling into poverty. Youth work can also play an important part in addressing the differential impact of covid on our young people

The 15 minute neighbourhood concept includes young people, their needs and access to facilities

The fantastic work of Cardiff Commitment and youth mentors across the city and in all of our schools which has resulted in a fall in the number of young people not in education or training from 8.8% in 2010, well above the Welsh average, to 1.5% at a time of great economic uncertainty

The work carried out by youth workers around the city over the summer including the youth bus

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

The work of the digital youth team in engaging with young people virtually

Cardiff Council welcomes the decision to undertake a review of our youth service provision to ensure we can meet the needs of young people and develop sustainable, long term investment in youth services.

This council believes the review should include:

Widening access as well as ensuring that qualified youth workers continue to cover the whole of Cardiff enabling them to reach young people wherever they are and whenever they are needed.

Ensuring youth workers, police, education, children's services, youth justice teams, community safety and the 3rd sector continue to work closely together so that the best practice is in place across the whole of Cardiff in matters involving young people.

Making sure that young people, no matter where in the city they live, have access to youth facilities and can access youth work based support when they need it

The first amendment was formally seconded by Councillor Burke-Davies

The second amendment to the Motion was received from the Liberal Democrat Group. The Lord Mayor called upon Councillor Molik to move the second amendment as follows:

After 'This Council calls on the Cabinet to:' add - 'Involve and co-produce the direction of and development of youth service you with youth workers, voluntary and community youth organisations and most importantly our youth'.

After the penultimate paragraph add a further paragraph – 'To make representations to Welsh Government with regards to placing youth services on a statutory footing'

Add to the end of the final paragraph – delete 'within 3 months' and replace with 'as a priority within the next financial year'

The Amended Motion would read as follows:

This Council notes:

The quality and value of youth workers and youth work supporting young people in Cardiff

That youth workers are valuable role models for young people

The key role youth work has in supporting young people to realise their full potential

That youth centres can be an important part of communities

The hard work and dedication of volunteers who work with young people across Cardiff

The partners that work with the Council to deliver quality youth work in Cardiff

The needs of young people are not limited to one particular arc of Cardiff and whilst deprivation results in increased need, there is need in every ward

The 15 minute neighbourhood concept includes young people, their needs and access to facilities

This Council calls on the Cabinet to:

Involve and co-produce the direction of an development of youth service with youth workers, voluntary and community youth organisations and most importantly our youth.

Make sure that qualified youth workers are able to cover the whole of Cardiff enabling them to reach young people wherever they are and whenever they are needed

Research the co-ordination between youth workers and the police and ensure best practice is in place across the whole of Cardiff in matters involving young people.

To make sure that young people, no matter where in the city they live, have access to youth facilities and can access youth work based support when they need it

To make representations to Welsh Government with regards to placing youth services on a statutory footing

Bring a report outlining how support across the city can be improved as a priority within the next financial year

The second amendment was formally seconded by Councillor Naughton.

The Lord Mayor invited debate on the motion and amendments.

The Lord Mayor invited Councillor Mia Rees to respond to the issues raised and confirmed that the Liberal Democrat amendment had been accepted.

The Lord Mayor called for a Vote on Amendment One.

The Vote on Amendment One moved by Councillor Merry and seconded by Councillor Burke-Davies was CARRIED.

The Lord Mayor called on Councillor Merry to speak before a vote on the Composite Motion as amended by the Labour Group was taken.

The Lord Mayor deferred the item in order for the Groups to agree the wording of the Composite Motion and would be considered at the Council meeting of the 17 March 2022.

123 : NOTICE OF MOTION 2

The Lord Mayor noted that a Notice of Motion proposed by Councillor McEvoy and seconded by Councillor Ford had been received for consideration. One Amendment had been received from the Labour Group.

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

This Council regrets the closure of so many Council run youth centres across the City under the Labour Administration and calls for a report on

rebuilding Cardiff's Youth Service and re-opening a new youth centre in every area where one has been closed since May 2012 and

once the relaunching of all former youth centres has been achieved, seeking to increase provision further.

The Motion was formally seconded by Councillor Ford.

An amendment to the motion had been received from the Labour Group. The Lord Mayor called upon Councillor Bridgeman to move the amendment as follows:

Delete: '.. City under the ... to the end of paragraph 1 and add:

'UK. This Council notes that youth services are non-statutory services and local authorities UK wide were left with no option but to cut services due to draconian cuts imposed on them by the conservative, liberal democratic coalition in 2010. Figures uncovered by the YMCA show the true extent of the funding cuts to youth services in England and Wales since 2010. £1.4bn 2010/2011 compared to £429m 2018/19 a real terms decline of 70%. This Council also notes the investment that Cardiff Council has made in youth services under this administration via expanding youth mentoring services, street based youth workers as well as working with partners to maintain services through youth innovation grants.'

Insert the following before rebuilding Cardiff's Youth service: *'Cardiff welcomes the administration's commitment to a review of youth services with the aim of'*

Delete the remainder of that paragraph and add the following sentence: *'The Council notes to do this it is essential that we listen to young people and engage with partners to ensure we can create a modern attractive service that is sustainable and accessible to children and young people across the city.'*

Delete 'once the' from the third paragraph and insert: *'This Council recognises that'*

Delete '.. has been achieved ... to the end of the paragraph and add: *'is something that would create an unsustainable out of date model. With this administration's*
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commitment to review the service we will have the opportunity to create a modern innovative services that would listen to young people and address their needs across the city.'

The Amended Motion would read as follows:

This Council regrets the closure of so many Council run youth centres across the UK. This Council notes that youth services are non-statutory services and local authorities UK wide were left with no option but to cut services due to draconian cuts imposed on them by the conservative, liberal democratic coalition in 2010. Figures uncovered by the YMCA show the true extent of the funding cuts to youth services in England and Wales since 2010. £1.4bn 2010/2011 compared to £429m 2018/19 a real terms decline of 70%. This Council also notes the investment that Cardiff Council has made in youth services under this administration via expanding youth mentoring services, street based youth workers as well as working with partners to maintain services through youth innovation grants.

Cardiff Council welcomes the administration's commitment to a review of youth services with the aim of rebuilding Cardiff's Youth Service. The Council notes to do this it is essential that we listen to young people and engage with partners to ensure we can create a modern attractive service that is sustainable and accessible to children and young people across the city.

The Council recognises that relaunching of all former youth centres is something that would create an unsustainable out of date model. With this administration's commitment to review the service we will have the opportunity to create a modern innovative services that would listen to young people and address their needs across the city.

The amendment was formally seconded by Councillor Lister.

The Lord Mayor invited debate on the motion and amendment.

The Lord Mayor invited Councillor McEvoy to respond to the issues raised during the debate.

Councillor McEvoy responded to the issues raised and confirmed the Amendment was not accepted.

The Lord Mayor called for a Vote on the Amendment as moved by Councillor Bridgeman and seconded by Councillor Lister.

The Vote on the Amendment was CARRIED.

The Lord Mayor called on Councillor Bridgeman to speak before a vote on the Substantive Motion as amended by the Labour Group was taken.

The Vote on the Substantive Motion as amended was CARRIED

124 : NOTICE OF MOTION 3

The Lord Mayor noted that a Notice of Motion proposed by Councillor Mackie and seconded by Councillor Lister had been received for consideration. One Amendment had been received from the Propel Group.

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

National Energy Crisis

This council recognises the unprecedented energy crisis facing many households across Cardiff, Wales and the UK. In the coming months more and more households will see increases of a magnitude never seen before as the energy price cap is removed or energy deals come to an end.

This comes on top of a cost of living crisis created by the Impacts of Brexit and the Covid Pandemic which have already seen an unprecedented squeeze on peoples incomes.

Inflation remains very high which is putting huge pressure on household budgets as earnings have not kept pace with prices, leaving family budgets squeezed and people worse off.

The additional costs of day to day living are already impacting negatively on every household across Cardiff but even more so on families who are living close to the bread line – many of them working families who nevertheless still need to visit food banks and will now be faced with the terrible choice of heating their home or putting food on the table. This is Tory Britain.

As a Council, we will continue to do everything within our power to help mitigate energy costs. This includes

- the targeted support available to improve the energy efficiency of homes and help those in fuel poverty,
- the work of our Money Advice Service in maximising the claiming of eligible benefits, and signposting residents to the available financial support options
- and our significant investment in existing Council homes, to make them cheaper to heat and live in.
- Our Council Homes building programme, providing ever increasing numbers of low/zero carbon, energy efficient homes for social rent.

However, the help families need to deal with the cost of living crisis can only be fixed by decisive action by the UK Government

An amendment to the motion had been received from the Propel Group.

The Lord Mayor called upon Councillor McEvoy to move the amendment as follows:

Delete the final sentence of paragraph 4 and replace with: *'This is Blue Tory Britain and are Tory Wales.'*

Delete the final paragraph and replace with: *'Instruct officers to produce a detailed report on gas extraction in Wales, its effect on reducing Cardiff's carbon footprint, its potential effect on reducing energy bills for residents of the City with a view to Cardiff Council heading up a public/private partnership in the industry.'*

The Amended Motion would read as follows:

National Energy Crisis

This council recognises the unprecedented energy crisis facing many households across Cardiff, Wales and the UK. In the coming months more and more households will see increases of a magnitude never seen before as the energy price cap is removed or energy deals come to an end.

This comes on top of a cost of living crisis created by the Impacts of Brexit and the Covid Pandemic which have already seen an unprecedented squeeze on peoples incomes.

Inflation remains very high which is putting huge pressure on household budgets as earnings have not kept pace with prices, leaving family budgets squeezed and people worse off.

The additional costs of day to day living are already impacting negatively on every household across Cardiff but even more so on families who are living close to the bread line – many of them working families who nevertheless still need to visit food banks and will now be faced with the terrible choice of heating their home or putting food on the table. This is Blue Tory Britain and are Tory Wales

As a Council, we will continue to do everything within our power to help mitigate energy costs. This includes

- the targeted support available to improve the energy efficiency of homes and help those in fuel poverty,
- the work of our Money Advice Service in maximising the claiming of eligible benefits, and signposting residents to the available financial support options
- and our significant investment in existing Council homes, to make them cheaper to heat and live in.
- our Council Homes building programme, providing ever increasing numbers of low/zero carbon, energy efficient homes for social rent.

Instruct officers to produce a detailed report on gas extraction in Wales, its effect on reducing Cardiff's carbon footprint, its potential effect on reducing energy bills for residents of the City with a view to Cardiff Council heading up a public/private partnership in the industry.

The amendment was formally seconded by Councillor Keith Parry.

The Lord Mayor invited debate on the motion and amendment.

The Lord Mayor invited Councillor Mackie to respond to the issues raised during the debate.

Councillor Mackie responded to the issues raised and confirmed the Amendment was not accepted.

The Lord Mayor called for a Vote on the Amendment as moved by Councillor McEvoy and seconded by Councillor Keith Parry.

The Vote on the Amendment was LOST.

The Lord Mayor called for Vote on the Motion as moved by Councillor Mackie and seconded by Councillor Lister.

The Vote on the Motion was CARRIED

125 : ORAL QUESTIONS

Question – Councillor Philippa Hill-John

Councillor Elsmore, I would love to hear and know what action can be taken to reduce, or, first of all to confirm the number of beds that are being occupied because the ongoing care packages are not in place for those that are currently in hospital?

Reply – Councillor Elsmore

As the Cabinet Member for Social Care, Health & Wellbeing I'm pleased to say that on 21st January 2021, there were 5 individuals in hospital beds waiting for domiciliary care. Care is planned for one of these and they should be discharged shortly.

Also 26 individuals for whom a placement in a care home has been arranged and where individuals are awaiting a date of discharge.

Officers from health and social care have worked together extremely well together to ensure that individuals can be discharged from hospital to a care home for a period of convalescence or to await availability of domiciliary care, thereby freeing up hospital beds.

Supplementary Question – Councillor Philippa Hill-John

What I would like to know is, and I appreciate that we have got a call about this next week but is there any further action that we can do as a Council to raise awareness ... (frozen)

Reply – Councillor Elsmore

Only today I heard that there is a, the Cardiff and Vale Health Board are starting a new project looking at their side of the equation in relation to, what is a very complex issue in relation to hospital discharge and we will be doing all we can in those circumstances to support that work and that agreement has been given, or

assurance has been given rather I should say. As Councillor Hill-John knows she and I having a call next week.

Question – Councillor Taylor

What steps are being taken to ensure the wellbeing of staff in the waste department?

Reply – Councillor Michael

The impact of Covid is subsiding at present and there are currently no ongoing pressures on the service.

A combination of agency workers, using contingency from other service teams within Recycling and Neighbourhood Services, and voluntary overtime has supported delivery of operational requirements.

The Council has comprehensive corporate policies and procedures relating to safe working conditions and employee wellbeing. The management team ensures that these policies and processes are followed, and monitoring of service performance is in place to address any concerns.

The service has successfully implemented a new 4-day working model for collections and this supports employee wellbeing by providing 3 rest days for frontline crews.

In addition, the service has a bespoke in-house safety and compliance team providing assessment and training for frontline officers.

Supplementary Question – Councillor Taylor

There are two reasons why I raise this question; first as the fact that waste collection crews were out at half past eleven and midnight earlier on in the year conducting collections which you addressed in my written question but the second element is I've had contact from Unite, the union, in the last week about concerns of workers within that union. I understand that the council doesn't recognise, for want of a better word, those concerns but clearly there are concerns in the service given what's happened in the last 12-18 months in particular. So what steps are being taken to ensure that employees are engaged in those service changes and that reform, changes that are coming through the service are properly understood and are implemented with workers not just for them.

Reply – Councillor Michael

Councillor Taylor, I have addressed your written question. Those that were actually doing the job at night were on a night shift which we operate commercially. There are processes in place, the Council as long standing processes after agreement with unions, and as now I am not aware there has been any complaints made at any other meetings that have taken place to address this issue. I would urge anybody who has any serious complaints to make; that they take the chance and make those complaints so they can be investigated that's the only way anything's going to actually be achieved

Question – Councillor Keith Parry

Residents of Fairwater, Ely and St Fagans have been greatly put out by the closure of Michaelston Road for two weeks. The alternative route is four miles long and has greatly increased congestion at the Waungron Road and Western Avenue junction. What can the Council do to stop such closures in the future?

Reply – Councillor Wild

As you know utility companies are classified as Statutory Undertakers; they do have a legal right to undertake works within the Public Highway. People need those services utility companies provide. These works are agreed in advance and monitored throughout.

All traffic management options were explored on this occasion prior to agreeing the road closure on Michaelston Road; however, due to the residual widths remaining on the highway, there was just no other alternative option available to enable the works to be undertaken safely.

Question – Councillor Robson

What is the limit of the officer delegation in Cardiff to approve Town Centre Loan fund applications?

Reply – Councillor Goodway

I can confirm that officers are able to approve individual applications for funding as part of the Welsh Government's Transforming Towns loan scheme up to a limit of £1 million. All applications are considered by an investment panel made up of officers from the Council's Finance, Legal and Economic Development Teams, with input from independent advisors. Any application requiring more than £1 million in loan funding is a matter for the Cabinet to determine.

Supplementary Question – Councillor Robson

That's a very interesting and, may I say so, a very high figure in my view for an officer to have delegated to them without reference to Cabinet or democratic structures. I appreciate that it's not technically our money, it's Welsh Government money that the Council administers through the loan scheme but nevertheless do you think that there is an argument for greater involvement of Members, perhaps through Scrutiny, before a Cabinet decision is made, at a lower limit, say half a million or quarter of a million, something more appropriate whereby Councillors can have an input into this. It slightly worries me that, whilst I hope the loan has been approved properly, there is not that recourse back to Members

Reply – Councillor Goodway

I can understand what you are saying Councillor Robson. To the vast majority of people £1 million pounds is an awful lot of money but of course in the context of Council and public spending then £1 million pounds is not that significant and it's not only in relation to this particular scheme that the limit of £1 million applies. Officers can acquire and dispose of land and property under an Officer Delegated Decision up to the value of £1 million pounds so the £1 million pound figure isn't specific to this particular arrangement - it applies across the Council I think, on reflection, it's

proportionate, when you consider the scale of the transactions in which the Council, on a daily basis, engages. If every contract below £1 million pounds had to come before Cabinet or come before Members, I'm not sure members would have the time to deal with them all because we turn over £1 billion pounds a year. A thousand million pounds a year is what we turn over and expend and I'm just not sure we would have the capacity at Member level to deal with all of that. I do understand that the sentiment behind your question which is unfortunate really cos I shouldn't understand I should I?

Question – Councillor Owen Jones

What has the Council been doing to try to prevent young people becoming not employed and not in education or training?

Reply – Councillor Merry

Our focus on post-16 transition continues to have a positive impact for most learners with the NEETs figures in Cardiff it year 11 showing a sustained reduction to 1.5% in 2021 from over 8% back in 2010. Through the Cardiff Commitment the council has built a city wide alliance to support education achievement, raise aspiration and create opportunities, develop skills and support progression into the world of work. The number and breadth of partners involved has grown significantly with over 300 partners now involved in various ways. The most vulnerable are supported by the Youth Service ensuring that those at risk of not progressing are identified and supported early.

Pupils at highest risk are allocated a Mentor who meet regularly with the young person to help identify their preferred pathway and help provide them with support into a destination and of course the Council itself continues to grow the range of pathways into the Council for trainees, apprentices and young jobseekers including most recently via the Kickstart Scheme with 30 opportunities being made available for 16 to 24 year old's. Salaries are uplifted to both the Real living Wage in line with all Council employees and with the option of working up to 37 hours a week

Supplementary Question – Councillor Owen Jones

It is such an important time we cannot afford to lose these young children and young adults if the go off the system, so it's comforting to know that there are so many measures in place.

Question – Councillor Sandrey

Do social services accept the judgements made by medical staff e.g. doctors and nurses, as professional opinions that should be given due consideration, when considering the suitability of a return to home for patients being discharged from hospital and to what extent are observations and opinions of families listened to and taken on board when adult social services discharges its duty of care and decides patients leaving hospital can safely return home?

Reply – Councillor Elsmore

As you will have heard from my earlier answer council officers work closely with health colleagues to facilitate prompt discharge from hospital and we are aided in

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those efforts by our First Point of Contact officers, known as the 'Pink Army', who provide assistance to anyone in hospital who may need help to return home. They ensure that any issues that may delay discharge are identified as soon as possible.

Discharge will only take place once clinical professionals indicate that treatment is complete. Social workers then, as the care co-ordinators, are responsible for discharge if the individual has eligible care and support needs. A Multi-disciplinary approach is taken but the social worker consults with therapists, the clinical staff, but central to all decision making is the individual and their wishes and feelings are key to discharge planning. Also unpaid carers, families and friends to establish how the person was, prior to admission. The social worker will also take into account wider issues, such as their current accommodation and finances to ensure safe and successful discharge.

Question – Councillor Ali Ahmed

We have now had 3 years as a Real Living Wage city. Can the Cabinet Member tell us if we achieved the targets we set in this area?

Reply – Councillor Weaver

Yes, I am very pleased to see we have. Three years ago we set with our Partners and the Real Living Wage Foundation some pretty ambitious targets and we have met them all and have met them early which is superb. What that means is that since 3 years ago we have nearly doubled the number living wage employers who are now accredited living wage employers that now means that we used to have 27,500 people working for accredited employers there now 64,000 people in the city working for an accredited employer. 8,000 people directly got a pay rise as a result of the accreditations what that has meant Cardiff Uni have calculated is £39m a year more in the pockets of the lowest paid workers in the city now circulating in our economy. So it's been a fantastic success, many partners we've worked with on this and I'd like to congratulate every business and organisation who signed up. We are still seeing people sign up right now, the rate is still growing and yes we have met those targets and are very happy about it.

Supplementary Question – Councillor Ahmed

With the three year action plan coming to an end this year are there plans to prepare another one to help more businesses sign up so that our residents can benefit from this?

Reply – Councillor Weaver

Yes, absolutely so there is was a three year action plan and it comes to the end in in May of this year but we've already been discussing with our living wage city steering group and leadership group about how we extend that, absolutely we would love that, we will have another three year plan we will be looking at more ambitious targets and trying to get more people on board and truly make Cardiff a Living Wage City.

Question – Councillor Hudson

How much does the upkeep of the bowling green at Llwynfedw gardens actually cost and who pays for it?

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Reply – Councillor Bradbury

Maintenance costs for the bowling green itself are estimated to be in the region of £6,300 and these costs are paid by the residents club, St. Joseph's Bowls Club.

Supplementary Question – Councillor Hudson

What further costs related to the bowling green or been identified and who paid for them please?

Reply – Councillor Bradbury

Councillor you are going to have to help me as to what costs you are referring to?

Councillor Hudson

OK I was told that the fence around the bowling green costs £20,000?

Reply – Councillor Bradbury

If you write to me with the actual requests as to what work has been done and where I'll be able to give you an informed out answer as to what costs there was who paid for it. But the actual maintenance and running of the of the bowls Green and the wider project – its St Joseph's Bowls Club who are a member of the wider friends of Llwynfedw Gardens group and I think are a great example of what local communities can achieve and this was highlighted with their award of the Green Flag Communities Award they got in then 2021. I will look into those points, if you write to me about it, I seem to remember some Section 106 funding being used for some of this, but I'm happy if you write to me with the specifics I will get you a detailed answer as always Councillor.

Question – Councillor Carter

What plans does the council have to collect and recycle the old blue glass caddies from houses and flats and remove the contaminated blue communal bins from flats?

Reply – Councillor Michael

Following the cessation of the former glass recycling trial scheme, a number of caddies have continued to be presented at the kerbside or in frontages in Grangetown due to the housing demographic. As a result, the decision was taken to remove those caddies that have been left at the kerbside or in frontages.

There are no plans to remove caddies from other trial areas in the city, as there have not been any issues with the storage of the caddies for glass recycling in these areas.

When the new caddies for glass recycling are introduced city-wide, those households that were previously part of the former trial scheme will be issued with new caddies. They can choose whether to use their old caddies for additional glass recycling or repurpose them in some other way.

If residents who were part of the previous scheme wish to dispose of their caddies, they can be recycled via the hard plastics skip at either of the recycling centres at Lamby Way or Bessemer Road.

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Supplementary Question – Councillor Carter

Thank you Councillor Michael for indicating we can take them to Lamby Way or Bessemer Road, that's the first time that that has been communicated publicly to my knowledge so I'm grateful for that. I would urge the Cabinet Member to consider organising a scheme like in Grangetown. Whilst there may well have been issues with garden storage in Grangetown, I would argue that in my own Ward and in many other parts of the city residents have patiently kept these bins in their gardens for the last 3 years fully expecting them to be used again. Whilst a tiny minority may well have used them as plant pots the vast majority have had them just gathering space and now they have had to find new space for new bins. I understand that some have been supposedly checked in the bin lorry when they have gone past. I think it would be great if the Cabinet Member could consider a mass pick up scheme like in Grangetown in other wards as well.

Reply – Councillor Michael

I am happy to discuss this with officers and see how we go and I think the first thing we need to do is get the trial out of the way first and evaluate that and then see what happens after that.

Question – Councillor Mackie

Could the Cabinet Member for parks please update us on the progress of the refurbishment of our smaller parks in Cathays, which have been funded by Section 106 monies collected from developers?

Reply – Councillor Bradbury

We have an extensive Parks delivery programme covering the whole city and we will have delivered projects totalling more than £3 million of investment by the end of March.

At Maindy Park there is a really exciting play area currently being installed, which is due to be completed by the end of March in readiness for the Easter holidays.

At Cogan Gardens, design work is ongoing and, provided that there is sufficient Section 106 funding, the park will be delivered in readiness for the summer holidays.

In Cathays Park, work on the new play park located behind the National Museum Cardiff is ready to go as soon as our sustainable drainage application has been approved, and I anticipate that works will begin on site in late spring.

We are also at the design stage for improvements to the City Hall fountains to create a wet play area that is not only befitting of its setting, but also creates a key city centre play space linked to our Child Friendly City ambitions. It's an exciting agenda in Cathays.

Question – Councillor Cowan

Which schools in Cardiff are currently not serving hot meals to pupils, and for how long, and what communication has there been with parents and local Councillors?

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Reply – Councillor Merry

Obviously our aim is for every child to have a hot lunch - our Schools Meals Service though continues to face ongoing challenges due to the Covid-19 pandemic and that's in terms of staffing absences within its own workforce and the impact on both suppliers and contractors.

The other issue is that some schools also have small dining halls which cannot support effective social distancing or require maintenance works to be undertaken.

Those Cardiff schools unable to provide any school meal provision or where there is currently no hot meal provision are Birchgrove, Bryn Deri, Lansdowne, Meadowbank, Millbank, Rhiwbina, Roath Park Primary Schools and St Teilo's High School. There is limited provision at Llanedern and Marlborough Primary Schools.

Unfortunately, the actual dates have not been included so I will have to provide that separately.

In schools where there is no meal provision, all pupils eligible for Free School Meals will continue to receive supermarket vouchers.

Where there is limited school meal provision, this is in the form of sandwiches and grab bags. As I understand it some of them are taking those meals in the classroom for example so you couldn't serve a hot meal and I believe all parents are aware although obviously from your question the local Members haven't necessarily been aware so apologies for that.

Supplementary Question – Councillor Cowan

How long do you think is too long though for schools not to provide the hot meal and I didn't realise that they had social distancing in place and for children currently now who were going to school to have their meals. Is that something that Cardiff has put in recently I'd be interested to learn a bit more about that and perhaps you could give me the information about how long, but how long do you think is too long for this provision not to be available because some pupils this is their only hot meal of the day.

Reply – Councillor Merry

I totally take the point about the hot meal not being available, particularly as you say, for some children it is the only hot meal. I'm sure officers would share the same concerns. I think the social distancing element, I'm presuming that that will be at the point of being reviewed as all these things are as this pandemic, hopefully, progresses. In terms of individual schools you will find the reason for it is different in each case but unfortunately the information I've got to hand about this I can't really go into individual schools at this point.

Question – Councillor Hopkins

Following several serious accidents in the last few months on the A48/Eastern Avenue, does the council have any plans to install a permanent crash barrier on that

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part of Eastern Avenue located at the rear of houses on Ambleside Avenue in Cyncoed/Lakeside? Residents have reported damage caused at the rear of their properties and have raised concerns about their safety as a result of these incidents.

Reply – Councillor Wild

We have liaised with the Police following the recent incidents. The road safety investigation identified that the likely cause of both incidents was as a result of standing water.

The Highways Asset Management Team was notified and has carried out cleansing works to clear the gully grates of a build-up debris. The drains are now fully operational.

The A48 is subject to programmed maintenance, during which gullies and roads are cleansed. However, due to adverse weather conditions, there may be times when debris, such as leaf fall, may build up on the gratings and cause the water to drain at a slower rate. Any reports of such ponding are addressed accordingly.

The speed limit on the A48 has recently been reduced to 50mph. There have been no recorded collisions at this location prior to the recent incidents, and measures have been taken to ensure that the drainage is operating effectively. The Council has no plans to install crash barriers at this location.

Supplementary Question – Councillor Hopkins

I raise the matter actually because on the 31 October a car came off at Eastern Avenue and crashed into the garden at one of the houses at Ambleside Avenue causing significant damage. Had the accident happened during daylight hours it doesn't bear thinking about what might have happened to children or adults living at the property and may have been in the garden at the time and then again on Christmas Day a car crashed and overturned at the same location and I think whatever the circumstances surrounding an accident is an accident and these particular houses in question occupy a unique position in that they are very very close indeed to the carriage way. In response to the first incident the Council installed a temporary barrier which I believe has since been removed so I would ask you can you ask officers to look at this again and make the case for a permanent barrier which would surely represent money well spent?

Reply – Councillor Wild

I certainly will Councillor Hopkins. I am not entirely sure whether the incidents to which you referred to are ones that our officers reported or newer ones. Either way they sound very serious so, you've made your point, let's take it offline and check that everything that needs to be done is getting done.

Question – Councillor Sangani

Late last year, Labour Councillors for the Heath Ward made representation to the Council about whether land at the recently acquired former Tax Office car park, on the south side of the Ty Glas industrial estate, could be used as a temporary recycling facility until the office blocks on the north side are demolished and our new

Cardiff North community high school plans are ready to begin on site. Could you update us on any progress?

Reply – Councillor Michael

Following the success of our Waste Electrical and Electronic Equipment recycling events, plans are underway to trial mobile recycling centres at various locations in the city in order to collect a wider variety of recyclable materials.

The former tax office car park at Parc Ty Glas in Llanishen will act as a mobile recycling centre on Saturdays soon. The site will open on Saturdays from at least 9.00 until 3.00 which will accept garden waste, wood, metal, hard plastic, textiles, cardboard, small Waste Electrical and Electronic Equipment, and household batteries.

The service will help us to understand the types of recycling services that residents require, and whether positioning sites in additional locations leads to an increase in the volume of recyclables captured. Residents will be able to book online as they do at present.

Supplementary Question – Councillor Sangani

Can you please confirm the actual opening date in March and that you will regularly review the operation including meeting with us to understand and improve service to residents.

Reply – Councillor Michael

We are, as you are well aware, having a trial at the moment and changing the way we recycle just like we changed waste services. We are determined to change to a far better, easier, recycling collection. I can tell you that the site, the new site will be open on Saturday 5th March 9 am.

Question – Councillor Hudson

How much compensation was paid by Council to the Winter Wonderland & ice skating attraction, after Welsh Government's decision on restrictions? Will Cardiff council be compensated for any losses?

Reply – Councillor Bradbury

The operators of Winter Wonderland and other Christmas attractions in Cardiff were able to benefit from being open for the majority of the Christmas period. However, they were not able to operate for the last week between Boxing Day and New Year, which is normally one of the busiest periods. The Council will not be compensated as the impact was felt by the operators and not therefore by us. We will work with the various operators to apply for any eligible funding through the Welsh Government recovery schemes for those businesses.

Question – Councillor Berman

Since work was undertaken to improve the drainage of the pitches at Ysgol Bro Edern in 2014, some residents of Carisbrooke Way, whose rear gardens slope down from the side of the pitches, have experienced water streaming into their gardens

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during periods of moderate or heavy rainfall. Whilst remedial works have since helped some affected properties, others are still experiencing this problem eight years later. I am advised that the council is looking again at options to deal with this issue, so can you please tell me what options are being looked at, when you anticipate the problem might finally be resolved for those residents who are still affected, and whether you think it's acceptable that these residents have been left to suffer from this problem for such a long period of time?

Reply – Councillor Merry

The Council is aware of the drainage issue being experienced by local residents, which has resulted from historic works to the pitches, and officers are currently considering all of the available options.

Despite previous attempts to rectify the issue, it is likely that more intrusive drainage works may be required but this would require a feasibility study to be undertaken and work in relation to that is already underway. The feasibility work will then inform what works are required in order to rectify the problem. The results of this work will be communicated at the earliest opportunity and I am sure that everybody wishes to see the issue resolved as quickly as possible.

Supplementary Question – Councillor Berman

It's hard to believe that the Council is keen for it to be resolved as quickly as possible considering residents have been suffering from this for eight years now. I suppose the question is - previous works obviously haven't resolved it all for all residents so if there is for the work undertaken will it be properly followed up by Council officers to check that it's actually dealt with the problem, and, will we actually make sure that those who have suffered for such a long time can finally see an end to this after all it did come about because of works the Council undertook originally so surely the council has responsibility to actually get this resolved.

Reply – Councillor Merry

I'm sure Councillor Berman didn't mean to suggest that council officers were not in a rush to resolve the issue which seemed to be the implication at the beginning of his statement. I wasn't actually aware of this issue, Councillor Berman had never actually contacted me personally about this issue before raising it as a question in this Council Chamber now which is surprising considering it is such a long standing issue.

Question – Councillor Lister

With the well-being of children and young people continuing to be a key priority for the Council, could the Deputy Leader update the Council on the progress of the Winter of Wellbeing programme?

Reply – Councillor Merry

The Council has received a £657,000 funding allocation from the Additional Play Grant in the current financial year which means we can follow up on the success of our Summer of Smiles.

Our Winter of Wellbeing programme includes four key elements: the Christmas activity and events programme, which took place last month and provided free

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access to various shows and experiences; a free Winter of Wellbeing Arts Programme being delivered across the city in partnership with Arts Active Trust between January and March; there are Winter of Wellbeing Community Wellbeing Grants, which are available to organisations across the city to deliver activities between January and March; and a Winter of Wellbeing pop-up 'wellbeing shop' in the city centre in partnership with St David's Centre. This will operate in the old GAP store in the shopping centre from 16th February until 27th March. And again they are all continuing to work closely with our partners whether they are Arts organisations or Third Sector, further information can be found on Child Friendly Cardiff, Winter of Wellbeing.

Supplementary Question – Councillor Lister

Obviously a lot of activities have been taken place in Grangetown as well from activities like The Women Connect First club, the great Boys & Girls club to the fantastic Grange Pavilion of which I'm a proud board member of and I would just appreciate if you could outline some of those wider activities?

Reply – Councillor Merry

There are activities that young people from Grangetown will be able to access dependent on their eligibility, for example, there is a science festival on Penarth Road, EOTAS and the Arch has funding as well for Tiger Bay Youth Development and Tiger Bay ABC but Grangetown Boys and Girls Club had funding to run sessions for 11 to 15 year old's on a Friday evening covering all kinds of sport and music and craft sessions within the Grangetown pavilion, and thank you for the continuing support of them.

They have funding to run arts activities including photography, painting, acts and all delivered with their partners within Commonwealth Theatre and Clear the Fog and will also be range of Welsh-medium activities delivered from the pavilion as well as funding for Female Only art group and Women Connect First also have funding to provide wellbeing activities for 100 BAME children and families in southern areas of Cardiff including Grangetown.

Question – Councillor Cowan

What is the current total consultancy bill for the current financial year, with a breakdown of departments and the percentage spend of their overall budget? Can I please have the same figures for agency staff? I appreciate Chris that this will have to be done through exchanges in writing.

Reply – Councillor Weaver

You have anticipated part of my answer indeed I will need to write to you to break it down amongst the Directorates. Across the Council though, very briefly, the consultancy spend so far in Quarter 3, up to the end of December, across all Directorates and the Housing Revenue Account - is just over £700,000, which is 0.06% of overall budgets.

In terms of agency, directorate spend, across all Directorates, is about 2.3%, just over £18 million by the end of quarter 3 which is very slightly lower than at the end of

Quarter 3 last year but a pretty similar profile, a pretty similar amount. I will write to you though with the full breakdown as you have asked, across the Directorates.

Question – Councillor Sandrey

Can the relevant cabinet member provide an update on the purchase of land in Pentwyn that includes woodland in the Hawthorns and outline what if any plans the council has for the area?

Reply – Councillor Goodway

I can confirm that, following an approach by Councillor Jacobsen, the parcel of land was secured pre-auction and acquired by the Council on 12 January 2022 and not sold by the Council as the Councillor had previously asserted. The Councillor will be aware that the area is of an informal nature and future maintenance will extend to low frequency vegetation management.

Question – Councillor Cunnah

Can the Cabinet Member provide an update on when the Newport Road and East Tyndall Street pop-up cycle ways will be fully open?

Reply – Councillor Wild

You will have seen that the cycleway element of Newport Road opened just today, or yesterday. The bit on East Tyndall Street is a little bit longer pending delivery and installation of some new street lighting that, following some safety tests, turns out we need just to increase the safety there before than can be properly opened, but hopefully within the next month for that part.

Supplementary Question – Cunnah

Since I put that question in ,as you say, you have provided a really good update in your statement which I hadn't seen and I have just seen today that the Newport Road on is open and that is really good and I'm sure a lot of cyclists will be making use of it from today. Obviously we have got one in Canton as well Councillor Wild which we are hoping will come through your own Ward in Riverside, down through Leckwith Road and into Lawrenny Avenue so I was wondering if you had any further updates on that part of the cycleway system is likely to be complete or any further information.

Reply – Councillor Wild

Thanks for your help in the consultation on that part. There is an acceleration of that because of the Fitzalan School and really wanting to get that in by the time the school opens. The really tricky bit, as you know, is the bit in between Wellington Street and Lawrenny Avenue. There are some designs which have been brought forward for that which we've just got a test and take through public consultation to get that bit right because it is going to be tricky but the officers are working as hard as they can on it and we will get it to you as soon as we can.

Question – Councillor Hudson

What is the council doing to assist the disabled to access buses and to reach Cardiff central train station?

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Reply – Councillor Wild

The Council will continue to provide raised kerbs at bus stops throughout the city to enable the level access to buses and in the city centre, particular care is being given to locate bus stops within easy reach of Cardiff Central Station, and the Council continues to work with Transport for Wales to progress the completion of the new central transport interchange. This will be integrated with the railway station for ease of interchange between modes. In addition, the Council is working closely with Transport for Wales and other partners on major improvements to Cardiff Central Station which should also provide improved disabled access.

Supplementary Question – Councillor Hudson

There's a loss of bus services to and from Cardiff North, especially at night, so can this be addressed in future please, and as cars seem to be the only alternative to some disabled people, can some disabled car parking be reinstated in Westgate Street where it was previously lost?

Reply – Councillor Wild

I think we've had various previous discussions when I have spoken to you about the number of blue badge parking spaces in and around the city center at lots of really important locations spread really well. I will check for you, but as far as I know I don't think that there are plans to reintroduce any on Westgate Street such is the need for all the other things there in terms of public transport and various things like that.

Question – Councillor Dilwar Ali

Pleased to see the launch of a brand-new fleet of 36 zero-emission buses as part of the commitment to improve air quality and invest in public transport. Can you confirm which routes the electric buses will serve?

Reply – Councillor Wild

It was good news for the City to see those buses come in, the first main tranches of them. The original proposal, as set out in the successful bid, was to operate the new electric vehicles on Cardiff Bus services 27 Thornhill to Birchgrove, the 44/45 and the one 49/50 which goes to Llanrumney. Currently, as Cardiff Bus is operating a reduced timetable, electric vehicles are also being used on services 28/28A/28B and the 5/X45 service as well.

Question – Councillor Cowan

Will you rule out a 4% increase in Council Tax based on the very generous settlement from the UK Government to the Welsh Government which saw Cardiff receive a 10.7% increase in the budget settlement for 2022/23?

Reply – Councillor Weaver

As you well know the public consultation is still ongoing and the Council budget meeting is not for a few weeks yet. As ever, I will not be setting the budget in January though I appreciate the annual attempt to get me to do so. I can reassure you however that this administration is well aware of the Cost of Living Rise that

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residents of the City face, whether that is the £20 a week universal credit or the proposed National Insurance rises, inflation now at over 5% and the crisis in energy prices and so whilst any possible, conceivable change in Council Tax would be a tiny fraction compared to any of these costs, we are conscious of them all and we will be taking them into consideration, as always before we make our Budget Proposal in a few weeks' time.

Supplementary Question – Councillor Cowan

I always think that Labour seem to propose an increase as a matter of the first resort and not the last resort so I am pleased that you are actually reflecting on that and looking at the challenges. I think for me lots of people pay such a lot of money into their Council Tax, people are struggling as you say so I think it would be a really good sign from the administration to see a dramatic decrease in the Council. As you said it wouldn't make a huge difference overall to the budget for the Council but it would make a huge difference to individuals who are struggling.

Reply – Councillor Weaver

Obviously this administration will take any comments, before we publish our Budget, under consideration. It is actually a good time for Councillors to get in touch, you appreciate I will never answer a question in January about exactly what the Budget Proposals will be, but knowing where people want to see it is always very helpful.

126 : URGENT BUSINESS

There was no urgent business.

127 : STANDARDS & ETHICS COMMITTEE - INDEPENDENT MEMBER
APPOINTMENTS

To seek Council's approval for the appointment of two independent members of the Standards and Ethics Committee.

RESOLVED: Council AGREED to:

Approve the appointment of (1) Mr David Mills (effective immediately) and (2) Mr Rashpal Singh (with effect from the date that the second vacancy arises), as independent members of the Standards and Ethics Committee, for a term of 4 years in each case.

128 : PROGRAMME OF COUNCIL MEETINGS

To approve the programme of Full Council meetings for the period January 2022 to June 2022 and note the provisional programme of Cabinet and Committees for the period January 2022 to June 2022, to be finalised in consultation with Chairs of Committees and in line with Forward Work Plans.

RESOLVED: Council AGREED to:

1. approve the programme of Council and Committee meeting dates for January 2022 – June 2022.
2. Note the provisional dates of Cabinet meetings during the period January 2022 – June 2022; and
3. delegate authority to the Director of Governance and Legal Services to make any necessary alterations to the programme of Committee meetings which may be required.

129 : 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: Council AGREED to:

Receive nominations and appoint to the vacancies on Committees, in accordance with the allocation of seats approved under agenda item 8 of this Council meeting and Party Group wishes, as set out on the Amendment Sheet.

130 : APPOINTMENT OF LOCAL AUTHORITY SCHOOL GOVERNORS

To appoint Local Authority School Governors to fill vacancies.

RESOLVED: The Council AGREED to:

Approve the new appointments of Local Authority Governors to the school governing bodies as set out in Appendix 1, each for a term of 4 years from the date of the appointment, in accordance with the recommendations of the Local Authority Governor Panel.

131 : CONSTITUTION OF A NEW TEMPORARY GOVERNING BODY FOR A
NEW PRIMARY SCHOOL & APPOINTMENT OF TEMPORARY
GOVERNORS

To constitute a new temporary governing body for a new primary school and appoint its temporary governors.

RESOLVED: The Council AGREED to:

Constitute a new Temporary Governing Body for the new primary school to serve the Plasdŵr development, and approve the appointment of temporary Local Authority and Parent school governors to it, as listed in Appendix 1.

132 : URGENT OFFICER DECISION - 33

The Council noted the Urgent Officer Decision - 33.

133 : WRITTEN QUESTIONS

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

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL:****3 MARCH 2022**

CABINET PROPOSAL

CORPORATE PLAN 2022-25**Reason for this Report**

1. To enable the Cabinet to consider the draft Corporate Plan 2022-25 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 and performance priorities and also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. 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 provided an updated statement of the Administration's policy priorities and commitments for the remainder of the municipal term to the next council elections in May 2022. These have continued to inform the development of the Corporate Plan 2022-25.
4. In addition, building on last year's plan, the Corporate Plan 2022-25 continues to reflect the Council's medium and longer term recovery and renewal priorities in response to the Covid-19 pandemic, which were considered by the Cabinet in May 2021. The Corporate Plan 2022-25 contains a number of new commitments for delivering a child friendly recovery, supporting the city's 'Greener, Fairer, Stronger' economic recovery, accelerating decarbonisation projects as part of the One Planet Cardiff Strategy, and implementing a programme of organisational development, including a shift to hybrid working and the increased use of digital technologies and data in service delivery by the Council.

5. A copy of the draft Corporate Plan 2022-25 is attached as **Appendix A** to this report.

Issues

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

6. 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
7. 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
8. The Corporate Plan 2022-25 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. It also 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 Act.
9. Both 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 specifically on the issues and services that the Council has prioritised, and the Well-being Plan focuses more widely on areas of collaborative advantage in the delivery of public services in the city.
10. 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 Well-being Plan for Cardiff, the 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
11. 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. 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.
12. The Corporate Plan 2021-24 included an additional well-being objective relating specifically to 'managing the Covid-19 pandemic'; however, this has been removed from the 2022-25 version of the Corporate Plan as pandemic management within Cardiff has become embedded as part of a successful strategic partnership approach to responding to public health issues, with Covid-19 being accepted as a vaccine-preventable disease and where immunisation is the most critical first line of defence. This is complemented by the targeted testing of symptomatic individuals; surveillance, and a risk-based response to incidents and outbreaks of the infection. This approach is further reflected in the Council's public protection priorities, health & safety arrangements and working practices, and has resulted in the inclusion of a specific new step within the Corporate Plan 2022-25 that relates to ongoing pandemic management in the city.
13. The Council must publish a well-being 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements are discharged through the Corporate Plan. The well-being objectives set out in the Corporate Plan are supported by SMART 'steps' that set out what will be done and by when. The Corporate Plan also includes a number of Key Performance Indicators (KPIs) with corresponding targets, which consist of Public Accountability Measures (PAMs) and 'local' indicators selected for their relevance to Cardiff and performance management within directorates. Political and managerial responsibility is identified for each step and KPI.

Local Government and Elections (Wales) Act 2021

14. In accordance with the Local Government and Elections (Wales) Act 2021, the Council has a duty to keep its performance under review. This replaces the previous 'improvement duty' contained in the Local Government (Wales) Measure 2009.

15. A report setting out the strengthening of the Council's planning and performance arrangements in response to the Local Government and Elections (Wales) Act 2021 is also due to be considered by the Cabinet on 24 February 2022. Subject to approval, this will ensure that the Council's corporate planning, performance monitoring and delivery arrangements meet the new performance duty and self-assessment requirements, as set out in the Act.

Development of the Corporate Plan 2022-25

16. The process to refresh the Corporate Plan on an annual basis commences with the consideration of the Mid-Year Self-Assessment by the Cabinet in December, which follows engagement with the Council's Policy Review and Performance Scrutiny Committee. This then informs a comprehensive audit and self-assessment undertaken by directorates to explore the extent to which they contribute to each of the Council's well-being objectives, what more could be done and what further action could be taken to make progress towards achieving the objectives. In developing the Corporate Plan 2022-25, this exercise has resulted in a number of new or revised steps being developed and proposed, supported by appropriate performance indicators.
17. Thematic challenge sessions, which are convened according to well-being objective, are held in January/February. These sessions are chaired by the Leader of the Council and involve the lead Cabinet portfolio holders, the Cabinet Member for Finance, Modernisation and Performance, Chief Executive and relevant Directors with responsibility for delivery. The challenge sessions consider progress and challenges in relation to each of the well-being objectives within the Corporate Plan, and provide an opportunity to consider the proposed steps, KPIs and targets for the year ahead.

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 Capital Ambition, the Corporate Plan 2022-25 has been developed in tandem with the process for setting the Council's budget for 2022/23. It has also been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2022/23. As a result, the Cabinet's budget proposals for 2022/23 include a proposed £5.5m investment and growth in key policy areas contained within the Corporate Plan 2022-25, which also supports delivery of the Council's recovery and renewal priorities.
19. The Corporate Plan 2022-25 has been developed in the context of the continued operational and financial impact of the Covid-19 pandemic and associated public health measures in the 2021/22 financial year. In balancing the budget for 2022/23, the Council will be required to make efficiency savings of £7.708m (excluding schools). The Council's Medium Term Financial Plan also estimates a significant budget gap of £69.198m

over the medium term from 2023/24 to 2026/27. This is in addition to over £200m in cumulative savings that have been made by the Council during the past decade.

Engagement with the Council's Performance Panel and Scrutiny Committees

20. The proposed steps, KPIs and targets contained in the draft Corporate Plan 2022-25 were considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 14 February 2022, which was also attended by the Chairs of the other Scrutiny Committees. This session provided an opportunity for the draft narrative within the plan, together with the proposed steps, KPIs and targets, to be challenged and for cross-scrutiny committee comments and observations (see **Appendix B**) to inform any amendments to the Corporate Plan as part of the drafting and target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2022-25 on 21-23 February 2022. The Performance Panel made a total of 8 recommendations, of which 7 were accepted and 1 was partially accepted – these are set out in **Appendix C** to this report.
21. A copy of the draft version of the Corporate Plan 2022-25 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 21-23 February 2022. This enabled consideration of the draft Corporate Plan 2022-25 alongside the Cabinet's budget proposals for 2022/23. Copies of any letter(s) received from the Scrutiny Committees following those meetings are expected to be tabled at the Cabinet meeting on 24 February 2022 as part of **Appendix D** to this report.
22. Following consideration and approval by the Council on 3 March 2022, a copy of the Corporate Plan 2022-25 will be published on the Council's website by 1 April 2022 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.

Directorate Delivery Plans

23. The Corporate Plan 2022-25 will be supported by Directorate Delivery Plans, which will set out in greater detail how the Council's well-being objectives will be delivered, as well as how directorate business will be taken forward.
24. The 'business as usual' and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Quarter 1 2022/23. 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. They 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.

25. Directorate Delivery Plans have been enhanced to ensure that directorates consider all sources of corporate intelligence in a structured and systematic way. Directorate Delivery Plans now contain a greater range of corporate indicators of performance including:
- Service commitments, which have been identified to deliver the Corporate Plan, as well as any associated service KPIs.
 - Corporate Health Indicators, including data on staff sickness absence, staff turnover, compliance with mandatory training and the number of agency staff employed.
 - Links to the Corporate and Directorate Risk Registers, which set out the mitigating actions that the directorate has identified in order to address major risks.
 - Recommendations of External Regulatory Bodies, including the agreed responses to any recommendations or proposals for improvement.
 - Links to Scrutiny Committee recommendations, which have been accepted by the Cabinet and which the directorate is responsible for progressing.
 - Requirements of the Welsh Language Standards, Welsh Language Policy and Equality Objectives.
 - Corporate Safeguarding actions specific to the directorate's business, which have been identified through the Corporate Safeguarding self-assessment process.
26. Directorate Delivery Plans are developed through a directorate self-assessment exercise, which includes a detailed consideration of all sources of performance information, and are developed concurrently with the Corporate Plan and Budget. They will be signed off at year-end performance and assurance sessions convened by the Chief Executive and Section 151 Officer and may also be considered by relevant Scrutiny Committees.

Reason for Recommendations

27. To enable the Corporate Plan 2022-25 to be considered by the Council on 3 March 2022 and published thereafter by 1 April 2022, subject to any consequential amendments that may be required.

Financial Implications

28. This report sets out the Council's Corporate Plan for the period up until 2025. 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 2022/23, the indicative Medium Term Financial Plan for the period up to 2026/27 and the indicative Capital Programme for the period up until 2026/27.
29. 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

30. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and 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 10 onwards 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.
31. 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.
32. 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 Act, 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>
33. Effective consultation is required for lawful decision making on policy matters and the WBFG Act imposes express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard at paragraph 18.
34. 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 because 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.
35. 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

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

Property Implications

37. There are no specific property implications in respect of the Corporate Plan 2022-25 report. The Strategic Estates Department will assist where

necessary in delivery of the Plan and it should be noted that Cabinet approved the Corporate Property Strategy 2021-26 in December 2021. Where there are any property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

CABINET PROPOSAL

Council is recommended to

1. approve the Corporate Plan 2022-25
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2022-25 (Appendix A) following consideration by the Council on 3 March 2022 and prior to publication by 1 April 2022.

THE CABINET 24 FEBRUARY 2022

The following appendices are attached:

Appendix A: Corporate Plan 2022-25 (Draft)

Appendix B: Policy Review and Performance Scrutiny Committee Performance Panel, 14 February 2022 – Scrutiny Comments and Observations for Further Consideration

Appendix C: Response to Performance Panel Recommendations

Appendix D: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2022-25 (*to follow*)

The following background papers have been taken into account:

Capital Ambition (January 2020)

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Delivering Capital Ambition

Cardiff Council Corporate Plan 2022-25



Leader's Foreword

When elected in 2017, my administration set out our five-year vision for Cardiff to become a greener, fairer and stronger capital city. To achieve this vision, we focused on promoting inclusive economic growth, addressing inequality, and managing the city's growth in a sustainable way, all whilst retaining an unrelenting focus on the performance of key Council services. Five years on, this Corporate Plan points to the progress made and reasserts our ambition for the city.

Children and young people have been at the heart of our plans as we work toward becoming a UNICEF Child Friendly City. As part of this approach, we have demonstrably prioritised investment in schools and improving outcomes for children and young people. Since 2017, our Education Service has seen significant and sustained improvements – with new schools delivered across the city and performance amongst the highest in Wales. The latest Estyn inspection report recognised the “*bold and ambitious vision for learners*”, the work undertaken to make “*education everyone's business in Cardiff*” and the excellent service being delivered.

Beyond ensuring good educational outcomes, we have made significant progress in supporting young people thrive after leaving school. Through the Cardiff Commitment, over 300 employers now work with the Council to offer young people employment and training opportunities. We have leveraged the size and scale of our own organisation to make a difference, making at least 125 trainee and apprenticeship placements available for young people each year, creating a pipeline of opportunities.

As well as delivering new schools, we have built the first Council houses in Cardiff in a generation as part of one of the UK's most ambitious Council house-building programmes. As we are on track to deliver, we have now raised our aspirations further and pledged to deliver 4,000 new Council homes by 2030, whilst implementing measures to accelerate delivery.

We are continuing to support the delivery of key Transport White Paper projects, including expanding on the Metro plans for new tram-train routes and stations across the city. 15 kilometres of new cycleways have either been delivered or are under construction, almost every school now has an active travel plan and communities across the city are safer for pedestrians and cyclists thanks to the roll-out of 20mph zones.

Our work to support the Cardiff economy has ensured that it continues to deliver opportunities for the people of Cardiff and the wider region. With almost four out of every five net new job in Wales created in Cardiff between 2015 and 2020, this work is of national economic significance. Momentum will be maintained with the development of Central Square providing the city with its first central business district right next to a new regional transport hub.

We have championed the Living Wage across the public and private sectors and are proud that Cardiff has been awarded Living Wage City status. With over 160 employers now accredited Living Wage employers, Cardiff University has calculated that an additional £39m has gone into Cardiff's economy as a result.

We have formally recognised climate change as the greatest challenge facing the city and taken major steps on the road to net zero. Since 2017, we have reduced our total carbon emissions from 23,958 t/CO₂e (tonnes of carbon dioxide equivalent) to 12,800 t/CO₂e, a year-on-year reduction of around 17%. As part of this work, we have opened a 9MW solar farm, progressed the first phase of a low-carbon, district heat network serving Cardiff Bay and added 36 new electric buses to the municipal bus fleet. To accelerate progress, we launched a new One Planet Cardiff Strategy to deliver a carbon neutral Council and city by 2030.

We have also led a city-wide response to the pandemic and, whilst the public health crisis has brought with it unprecedented challenges, it has brought out the best in the city, its communities and those who work on their behalf. At the start of the pandemic, tens of thousands of food parcels were delivered to our city's most vulnerable residents and hotels repurposed so that nobody need sleep on our city's streets, leading to our transformative 'No Going Back' homelessness strategy. Joint working with our partners across the public services has been taken to another level as we worked together to deliver the highly effective Test, Trace, Protect Service and a mass vaccination programme, at speed, to save lives.

With Covid-19 increasingly being considered a vaccine-preventable disease, the Council will be turning its attention to leading a city-wide recovery. As well as being a devastating public health crisis, Covid-19 has brought significant economic hardship to bear, particularly on the poorest and most vulnerable. The Recovery and Renewal programme launched last year recognises the need to re-animate the city centre, protect jobs and support the recovery of key sectors. The effort to support the recovery should also, at every opportunity, seek to create lasting employment opportunities and support the transition to net zero. That is why this Corporate Plan contains a number of new commitments on leading a child friendly recovery, supporting the economic recovery, accelerating decarbonisation projects and delivering a programme of organisational development to lock in the benefits of hybrid working for staff and residents.

Clearly, we have made great progress since first launching our vision in 2017, however the journey doesn't stop there. With the talent and dedication of our staff and our partnerships with Trade Union colleagues, public service providers, communities, and organisations across the city, we can raise our sights even higher.

I remain 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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Leader's Foreword Page 1

Capital Ambition: Recovery and Renewal Page 4

Well-being Objectives

1. Cardiff is a great place to grow up Page 6

2. Cardiff is a great place to grow older Page 19

3. Supporting people out of poverty Page 27

4. Safe, confident and empowered communities Page 35

5. A capital city that works for Wales Page 46

6. Cardiff grows in a resilient way Page 54

7. Modernising and integrating our public services Page 66

Appendix Page 76

Capital Ambition: Recovery and Renewal

Leading a city-wide response to the Covid-19 pandemic

Over the last two years, 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. From establishing a successful Test, Trace, Protect (TTP) service with its partners to supporting the local NHS roll-out of the vaccination programme, the Council has played an instrumental role in helping to keep staff and citizens safe.

In response to the extraordinary challenges presented by Covid-19, the Council has had to adapt a range of services to meet the latest advice and guidance issued by Public Health Wales and Welsh Government. Whilst this involved suspending the delivery of some services during lockdown, the Council's pandemic management response was centred on stopping the spread of the virus, ensuring the health and safety of staff and residents, and ensuring the delivery of essential services, particularly to the most vulnerable.

Due to the success of the vaccination programme, as well as falling case numbers, the national policy direction is moving towards recognising Covid-19 as a vaccine-preventable disease, where immunisation is the most critical first line of defence. In preparation for the city emerging from the pandemic, the Council has set out its priorities for recovery and renewal, and for creating a greener, fairer and stronger city.

A Child Friendly Recovery

The pandemic has had a particularly disruptive impact on children and young people's education, rights, well-being, and job prospects. A programme of activity has therefore been put in place to ensure that Cardiff's recovery and renewal post-Covid-19 is 'child friendly', with the voice, rights and interests of children and young people front and centre.

Over the course of 2020/21 the focus has been on the re-engagement and well-being of children and young people, through programmes such as last year's successful 'Summer of Smiles' and 'Winter of Well-being'; supporting schools to continue to provide high-quality learning; as well as supporting young people to thrive after leaving school. This has included enabling our young people to progress into the world of work, through initiatives such as the Cardiff Commitment and UK Kickstart scheme. While acknowledging that all children and young people have been

affected by the disruption of the past year, it is clear that the impact of the pandemic has been greater for the city's most vulnerable children and young people. Support for young people, particularly vulnerable young people, is therefore a key feature of recovery plans.

The Council's child friendly recovery agenda has been recognised by UNICEF UK, who have recommended that Cardiff submits its application for formal Child Friendly City status later this year.

A Greener, Fairer, Stronger Recovery

The Covid-19 pandemic has had a major impact on every aspect of city life. Due to lockdowns and restrictions, businesses have had to shut for extended periods, with certain sectors such as retail, hospitality, and close contact services, many of which are located in the city centre, particularly affected. Different communities and groups of people will have also had very different experiences; the most impacted sectors tend to employ more young people, women, and people from an ethnic minority background. The cost-of-living crisis, the upcoming National Insurance increases, and rising inflation and energy prices will put further pressure on the incomes of households across the city, and will likely hit vulnerable individuals and families the hardest.

In May 2021, the Council put forward its initial plans for a Greener, Fairer, Stronger city. After several months of consulting with residents, businesses, the cultural sector, and other stakeholders – with several child-friendly events held to gather the opinions of young people – a final strategy was published in December 2021. The strategy details how we can shape and lead the recovery and renewal of the capital city, to not just 'bounce-back' but 'bounce-forward'. This includes placing a key focus on making the city centre attractive to visitors, workers, and businesses in a post-Covid landscape, retaining and building on our status as a major events city for both sports and culture, as well as ensuring the city remains healthy to live in with clean air, high-quality public spaces, parks, and green areas. It acknowledges that the city must continue to transition to net zero, develop the technology and knowledge sectors, attract high-quality investment and deliver jobs. All this will be supported by the development of a leading public transport network that makes business more competitive, connects people with opportunity and supports our One Planet aspirations.

One Planet Cardiff: Responding to the Climate Emergency

Notwithstanding the depth of the Covid-19 crisis, the Council has recognised that climate change remains the defining global challenge of our generation.

Cardiff Council officially declared a climate emergency in 2019 and has since developed a One Planet Cardiff Strategy and Action Plan, which set out how we will respond and become carbon neutral as both a Council and a city by 2030. In producing the strategy, the Council has completed a detailed carbon baselining and impact assessment. This has enabled an understanding of the current carbon position, both of Council operations and of the wider city, and what we must do to reduce our overall energy demand and reliance on fossil fuels.

Moving forward, the Council will progress projects that reduce Cardiff's greenhouse gas emissions and sequester any residual emissions, such as the Cardiff Heat Network, Cardiff's urban forest, private and Council housing retrofit, and a major programme of investment to support a shift to active and sustainable travel.

Organisational Recovery and Renewal

Despite being one of the most challenging periods for Council services and staff, the pandemic has also been a time of significant change, dynamism and innovation, with almost all services having to adapt their operating models, new technologies being applied, partnership working on a depth and scale not seen before, and working from home and agile working becoming the norm.

While the pandemic still presents risks to a number of services, and a focus will need to be placed on their recovery over the year ahead, the Council wishes to build on the momentum and achievements of the past two years to help address complex public service delivery challenges that will come in the pandemic's wake. A major part of this agenda will be the transition to hybrid working, with the majority of non-front-line staff working in a more flexible way, supported by technology, but with a focus maintained on quality of service and outcomes for citizens.



**One
Planet
Cardiff**

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

oneplanetcardiff.co.uk



Well-being Objective 1:

Cardiff is a great place to grow up

Cardiff is already a good place for many of its children and young people to grow up, with a fast-improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting, and cultural opportunities.

However, as is the case nationally, there is still a significant gap in educational outcomes for certain groups of learners. Covid-19 has further exacerbated existing inequalities, with the daily lives of all children and young people disrupted by the pandemic – particularly the most vulnerable children.

As the city emerges from the Covid-19 crisis, the Council is committed to a child friendly recovery; understanding the lived experience of children and putting their voice, needs and rights at the heart of the renewal programme. A key part of this agenda is to ensure the well-being of vulnerable children, young people and families whilst securing the best possible outcomes. This is one of the Council's foremost responsibilities and will remain an ongoing priority.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- Supporting a child friendly recovery
- Continuing to deliver the Cardiff 2030 vision for education and learning
- Protecting the well-being of vulnerable children, young people and families



Progress Made

- **The health and safety of children, teachers and all school staff has been prioritised during the pandemic, with extensive work undertaken to diminish the disruption to learners in Cardiff.** Cardiff's response to the pandemic has been commended, with Estyn citing its "sustained strategic leadership", noting that "a strength of Cardiff's response to providing support for children and young people... was its collaboration with partners in the public and private sectors".
- In the absence of a national school improvement framework, **Cardiff has established robust arrangements for providing challenge and support to schools.**
- **School organisation consultations and proposals have continued,** despite delays in rolling out schemes. Recent proposals show commitment to increasing capacity in Welsh-medium schools and for learners with Additional Learning Needs.
- **A transformative ICT programme has been implemented to address the digital deprivation** experienced by some young people across the city.
- **The 'Summer of Smiles' re-engagement and well-being programme for children and young people, delivered as part of the child friendly recovery,** was attended by over 20,000 participants.
- **There has been a significant increase in the number of Rights Respecting Schools in Cardiff;** 60.6% of schools have received a bronze, silver or gold award as of January 2022. This compares to 51.1% in 2020/21.
- **Welsh-medium primary school provision has continued to grow,** with 764 pupils allocated Reception places at Welsh-medium primary schools in 2020/21, representing a record 18.5% of the total intake across the city. This expansion directly supports the Welsh Government's ambition of one million Welsh speakers in Wales by 2050.
- **Support to improve the educational outcomes of Children Looked After has improved significantly** with the adoption of a new Corporate Parenting Strategy. Information sharing practices, particularly within Children's Services, have been enhanced and additional capacity has been established within the Looked After Children in Education team.
- **The Council has sustained a reduction in learners not progressing to education, employment, or training (EET).** In 2021, 98.5% of learners progressed.
- **The Youth Service has continued to provide enhanced support to learners at risk of disengagement throughout the pandemic,** including the development of a digital youth offer.
- **The Cardiff Commitment team has worked with partners to continue to provide opportunities to support transition into the world of work,** including 'Open Your Eyes' weeks and Business Forums.
- **Cost avoidance savings of £4.5 million have been realised as a result of shifting the balance of care,** with real gains achieved in relation to in-house fostering provision for pre-school and primary age children.
- **There has been a significant reduction in the percentage of children's social worker vacancies;** from 29% in March 2021 to 21% in December 2021.

Priorities for 2022/23

Supporting a child friendly recovery

Supporting a child friendly recovery from the Covid-19 pandemic continues to be a key priority for the Council. Since March 2020, the pandemic has resulted in substantial changes to education, with several extended periods of school closures and a switch to online learning. Moving forward, the Council will do all that it can to ensure that all Cardiff schools can stay open and maintain safe learning environments for pupils and staff whilst ensuring the impact of the pandemic has no lasting effect on attainment and outcomes, particularly for the city's most vulnerable learners.

Child friendly ambitions will continue to be considered throughout the delivery and development of other recovery and renewal plans, ensuring joint efforts and purposeful partnership across Council departments, public services, and partners across the city region. This includes progressing work to become the UK's first Child Friendly City; the UNICEF assessment is due to take place in autumn 2022.

Continuing to deliver the Cardiff 2030 vision for education and learning

The Covid-19 pandemic has disrupted the daily lives of Cardiff's children and young people. Supporting schools to continue to provide high-quality learning, whilst protecting the well-being of learners, remains a key priority for the Council. As a result of the substantial changes to education, the Council is looking to reset the Cardiff 2030 Vision, considering the experiences of the last two years, with a view to publishing a three-year plan in the spring of 2022. The plan will consider the significant work required to progress reforms for Curriculum for Wales 2022 and Additional Learning Needs.

In the absence of a national Accountability & Assessment Framework in Wales, with no clarity on national arrangements for the 2021/22 examination cycle, a programme of work has been developed in Cardiff to support school improvement. This has strengthened collective intelligence around schools to ensure a systematic approach to school development plans and school improvement priorities, which will continue to be embedded. Greater alignment of the work of the Central South Consortium with the priorities of the Education Directorate will be a priority over the next year.

A continued emphasis will be placed on improving outcomes for vulnerable groups, including pupils in receipt of free school meals, Children Looked After, and those educated other than at school, who may have been more adversely affected by the pandemic.

With a significant increase in the number of requests for statutory assessments of Additional Learning Needs/ Special Educational Needs, as well as an anticipated increase in free school meal eligibility, the Council will also be mindful of additional demand challenges and associated delivery pressures whilst resetting the vision.

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

Like every Local Authority across the UK, Cardiff's Children's Services continue to face high and increasing demand and increases in case complexity, compounded by challenges with the recruitment of social workers. Demand pressure is reflected throughout the child's journey, including increasing demand on services to address children's mental health and emotional well-being.

To respond to this demand, work will continue to shift the balance of care, which will help to ensure that children are supported with the lowest safe level of intervention whilst receiving the right help in the right place, at the right time. Key initiatives to deliver this crucial commitment include embedding the Reunification Framework across Children's Services – helping children to remain at home with their families where it is safe for them to do so – and implementing a new Reviewing Hub to ensure that cases are appropriately stepped up or down.

A sharp focus will continue to be placed on working with partners to identify and address any safeguarding concerns, particularly protecting vulnerable young people from criminal exploitation and addressing the recent rise in serious youth violence.

In terms of recruitment challenges, the Council will place a focus on workforce development by maintaining momentum with improvements to practice and working to attract more newly-qualified and experienced social workers to Cardiff.

Furthermore, to support the emotional health and mental well-being of children, a whole-system approach is needed, including specialist services for those who need them. Working with partners, frameworks that focus on preventative measures and building resilience will be implemented moving forward.

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

Supporting a child friendly recovery

We will:	Lead Member	Lead Directorate
Promote and fulfil children’s rights by submitting for recognition as a Child Friendly City by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Support the safe operation of schools and learning environments for all pupils and staff in line with Covid guidance during 2022/23.	Cllr Sarah Merry	Education & Lifelong Learning
Support schools to improve pupil attendance following the Covid-19 pandemic, in particular to tackle persistent absenteeism.	Cllr Sarah Merry	Education & Lifelong Learning
Support the business intelligence priorities for supporting children and young people in Cardiff by: <ul style="list-style-type: none"> Developing a children and young people data dashboard; Scoping the resource and requirements for a single integrated view of the child; Working to improve data quality for the Council’s identified data priorities. 	Cllr Graham Hinchey & Cllr Sarah Merry	Performance & Partnerships

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	75%
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%
Percentage Attendance: Primary	Monitor KPI, but no target set
The percentage of persistent absence (below 50 % threshold) in primary schools	Monitor KPI, but no target set
Percentage Attendance: Secondary	Monitor KPI, but no target set
The percentage of persistent absence (below 50 % threshold) in secondary schools	Monitor KPI, but no target set
Percentage Attendance: Looked after pupils whilst in care in secondary schools	Attendance to be equivalent to Cardiff average

Continuing to deliver the Cardiff 2030 vision for education and learning

We will:	Lead Member	Lead Directorate
Continue to co-ordinate admissions arrangements for all schools in Cardiff by: <ul style="list-style-type: none"> Integrating all primary faith schools into the Co-ordinated Admission Arrangements by the 2023 admissions round; Working to include all secondary faith schools into the Co-ordinated Admission Arrangements, subject to the agreement of the Governing Bodies. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to: <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
Deliver up to eight new primary schools and two new secondary schools by 2030 through the Local Development Plan in line with any Section 106 agreements and statutory approvals.	Cllr Sarah Merry	Education & Lifelong Learning
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 2023.	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development
Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.	Cllr Sarah Merry	Education & Lifelong Learning
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: <ul style="list-style-type: none"> 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 March 2026; Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support. 	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
Deliver the ten-year Welsh Education Strategic Plan (WESP) in line with the Bilingual Cardiff Strategy 2022-27 and agree a three-year delivery plan.	Cllr Sarah Merry	Education & Lifelong Learning
Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Code by 2024.	Cllr Sarah Merry	Education & Lifelong Learning
Support Cardiff schools to work towards the introduction of the Curriculum for Wales 2022 for roll-out from September 2022 to all year groups in primary school and Year 7 in secondary school, Year 8 rollout from September 2023, and then year-on-year until it is introduced to Year 11 in 2026.	Cllr Sarah Merry	Education & Lifelong Learning
Work with the Central South Consortium to deliver school improvement and measure school performance as the new accountability and assessment framework emerges.	Cllr Sarah Merry	Education & Lifelong Learning
<p>Expand and enhance the Cardiff Commitment with city partners to raise the ambitions, opportunities and skills of children and young people, in particular to:</p> <ul style="list-style-type: none"> Improve the offer available to the city's most vulnerable children and young people (including those with additional learning needs and those educated other than at school (EOTAS)); Improve the accessibility of post-16 education, training and employment pathways; Open up enhanced social value opportunities through procurement and planning frameworks; Support schools to develop meaningful, authentic learning through a range of experiences and contexts, in line with the ambitions of the Curriculum for Wales 2022. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver an integrated model of youth support services, built on high-quality youth work, to remove barriers to engagement and participation by March 2023.	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
Continue to 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, including annual evaluation to assess impact and sustainability over the next two years.	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
Asset renewal spend	£20m
The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	97.5%
The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	92.5%
The number of added formal Additional Learning Needs places delivered across the city.	290
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%



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

We will:	Lead Member	Lead Directorate
<p>Support mental health and emotional well-being for children and young people by:</p> <ul style="list-style-type: none"> Engaging with the Starting Well Partnership priority to further embed NEST/ NYTH, a person-centred, multi-agency approach to supporting emotional well-being and mental health, with the 'whole school' approach at its heart; Rolling out THRIVE and Family THRIVE further; Embedding the use of updated guidance on exclusions, managed moves, and Person-Centred Plans. 	Cllr Sarah Merry	Education & Lifelong Learning
<p>Deliver an integrated approach to emotional and mental health support for children and young people by:</p> <ul style="list-style-type: none"> Working with the Cardiff and Vale University Health Board (UHB) to: <ul style="list-style-type: none"> Establish, review and revise trusted two-way referral pathways from Early Help Teams to the new NHS Single Point of Access; Implement any recommendations coming out of the Cardiff & Vale Integrated Model for Emotional Health & Wellbeing; Secure the permanent role of the Primary Mental Health Specialists within Early Help and seek to build on this, to support children with neuro-developmental differences; Develop pathways and provision of services for children with serious mental health and emotional well-being issues; Working with Cardiff & Vale UHB and Platform to ensure parents/carers of children with emotional mental health needs can feel equipped to effectively support their children. 	Cllr Sarah Merry & Cllr Graham Hinchey	Children's Services, 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 Voice of Young People on Safeguarding Plan; Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Plan; Revisiting the Early Help Pathway into the Violence Prevention Service with the Violence and Prevention Unit to ascertain if the Early Help Pathway is the best route for these referrals, and if so, seek to promote this; Continuing to work with South Wales Police to roll out the Vulnerability Change Programme across the city. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Continue to reduce the impact of adverse childhood experiences on children's well-being by:</p> <ul style="list-style-type: none"> Developing new referral pathways with the NSPCC for families to access the 'Pregnancy In Mind' and 'In Control' services by July 2022; Promoting access to Flying Start Outreach and Early Positive Approaches to Support (EPATS); Enhancing the 'Thinking Together Conversations' approach with partners to embed the model; Working with partners to implement and refine the referral pathways into parenting support, as part of the Removal of Defence of Reasonable Chastisement legislation, by November 2022; Rolling out the use of Video Interaction Guidance across Cardiff Parenting Services, used with parents and care givers to support attunement between infants, children, young people and adults, by January 2023; Promoting case co-formulation and a joined-up offer from Cardiff Parenting Services and Barnardo's Family Wellbeing Service to meet family need. 	Cllr Graham Hinchey & Cllr Sarah Merry	Adult Services, Housing & Communities
<p>Complete the implementation of the 'All Our Futures' Youth Justice Strategy and Improvement Plan and prepare a new two-year strategy to reduce offending and improve outcomes for young people.</p>	Cllr Graham Hinchey	Children's Services
<p>Improve outcomes for children and families by embedding the Interventions Hub during the year, bringing Children's Services support staff together into one place to streamline and integrate support resources.</p>	Cllr Graham Hinchey	Children's Services
<p>Continue to develop and embed a locality approach to service provision across case management teams.</p>	Cllr Graham Hinchey	Children's Services
<p>Monitor the progress of the Family Drug and Alcohol Court pilot to determine its success in keeping families together.</p>	Cllr Graham Hinchey	Children's Services
<p>Determine whether an integrated service for young people (using the North Yorkshire Model) should be implemented in Cardiff to improve the accessibility of services.</p>	Cllr Graham Hinchey	Children's Services

We will:	Lead Member	Lead Directorate
<p>Ensure that children receive the lowest safe level of intervention by:</p> <ul style="list-style-type: none"> Using the Reviewing Hub to ensure that cases are appropriately stepped up or down; Re-shaping our respite provision by March 2023 to offer greater flexibility in short-break opportunities, including emergency provision for children with disabilities; Supporting children to return safely to their own homes using the Reunification Framework; Reviewing Children Looked After who are placed with parents to appropriately revoke Care Orders. 	Cllr Graham Hinchey	Children's Services
Continue to increase the availability of accommodation with support options in Cardiff during the year – across all age groups – for Children Looked After and young people leaving care.	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	Children's Services, Education & Lifelong Learning, and Adult Services, Housing & Communities
Embed the Quality Assurance framework in Children's Services case management teams to improve quality of practice and outcomes across Children's Services by March 2023.	Cllr Graham Hinchey	Children's Services
<p>Continue to develop and support the Children's Services workforce by reducing permanent vacancies and implementing the recruitment and retention strategy during the year, including:</p> <ul style="list-style-type: none"> Ensuring that social workers only do the activities that only social workers can do by bringing in additional non-social work qualified staff to complement the teams to have a whole team approach to managing the demand; Embedding the workforce development strategy, focussed on mentoring and upskilling permanent and newly qualified staff to take on more complex cases and court cases 	Cllr Graham Hinchey	Children's Services
Revise the Delivering Excellence in Children's Services Strategy to set the direction for the service for 2022-25.	Cllr Graham Hinchey	Children's Services

¹ 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](#))

We will:	Lead Member	Lead Directorate
<p>Enable all young people who are known to Children's Services to play an active and central role in planning for their transition to adulthood during the year by working closely with Adult Services in relation to:</p> <ul style="list-style-type: none"> Children with disabilities; Care leavers known to the Personal Advisor Service. 	Cllr Graham Hinchey	Children's Services

Key Performance Indicator	Target
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
The percentage of care leavers in categories 2, 3 and 4 ¹ who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	68%
The percentage of care leavers in categories 2, 3 and 4 ¹ who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	57%



Of the total number of Children Looked After:

Key Performance Indicator	Target
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

Key Performance Indicator	Target
The percentage of children placed for adoption within 12 months of a Placement Order	65%
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	80%
The percentage of families referred to Family Help, showing evidence of positive distance travelled	75%
The percentage of permanent Children's Services social work posts filled by agency staff	18%
The number of people supported through the Family Gateway	8,000
The number of people supported by the Family Help Team	1,750
The number of people supported by the Support4Families Team	2,250
The number of first-time entrants into the Youth Justice System	70
The percentage of children re-offending within six months of their previous offence	40%
The number of young people in receipt of a prevention service from the Youth Justice Service.	Baseline

Well-being Objective 2:

Cardiff is a great place to grow older

The population in Cardiff is ageing, as it is across Wales. To help ensure good quality of life as people grow older, the Council and its partners recognise the number of older people with life-limiting conditions, and in particular living with dementia, is also increasing. More immediately, Covid-19 has had a major impact on the city's older people, bringing into sharp focus the challenges facing adult social care – particularly a significant increase in demand for care.

The policy decisions and actions that are taken now – in partnership across public services – will be crucial in helping support people to remain in good health and live independently at home as they grow older. A key part of this will be the ongoing focus on joined-up planning and integrated service delivery across all Council directorates. This approach is also instrumental in helping prevent unsustainable demand for services, as well as managing budgetary challenges.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- **Supporting older people to stay active and connected in an age-friendly city**
- **Supporting older people to live independently at home through strengths-based preventative services**
- **Working in partnership to deliver high-quality sustainable care and support**
- **Supporting informal carers and valuing their role**
- **Ensuring our services meet the needs of the most vulnerable**
- **Proactively modernising our services**

Progress Made

- **A new Ageing Well Strategy was approved in January 2022**, which sets out the proposed direction of travel for services and support for older people over the next five years.
- **Joint working between the Community Hubs and Day Centres has introduced opportunities** such as exercise classes to support citizens and promote well-being. Hubs and libraries across Cardiff have also implemented a programme of face-to-face events designed to help older people reconnect, such as Meet Up Mondays, craft sessions, as well as sporting activities.
- **The number of people accessing acute, residential or nursing care across the city has reduced.** An established Occupational Therapy team provides both proactive and reactive reviews of care, and a Hospital Review team is in place to enable a speedy discharge from hospital.
- **Independent Living and Ageing Well services have been enhanced**, with a focus placed on greater alignment between the Health Board's Single Point of Access team and with the Council's Community First Point of Contact teams.
- **Activities to promote and raise awareness of services aimed at individuals affected by dementia continue to be undertaken**, including the launch of a pen pal scheme linking care homes with local schools.
- **Over 600 digital Dementia Friendly City events have been held during 2021**, raising awareness and promoting the support available across Cardiff. Cardiff's Dementia Friendly website has also been the focus of extensive promotion.
- **An e-reader loan scheme has been launched, expanding the availability of e-books.** Training has been developed to ensure that any digital exclusion concerns are resolved, and users are comfortable with the technology.
- **The 'Working Towards an Age-Friendly City' action plan has been finalised and approved** by the Regional Partnership Board and the Older People's Commissioner for Wales.

Priorities for 2022/23

Supporting older people to stay active and connected in an age-friendly city

It is crucial that older people in Cardiff have access to the right advice, support, activities, and services to help them stay healthy and independent. The Council's Community Hubs are well placed to assist in tackling many of the issues that affect the health and well-being of older people, particularly social isolation. Moving forward, the Council will strengthen the independent living and well-being advice provided in the Hubs for both older people and their carers, providing virtual activities and events, as well as face-to-face activities through a hybrid model of community engagement.

As part of the ambition for the city to be a great place to grow older, work is ongoing for Cardiff to become a World Health Organisation Age-Friendly City, as well as a Dementia Friendly City, and the Council has recently committed to an Age-Friendly City Action Plan. This cross-cutting community activity is essential to support people to age well and the Plan forms a crucial part of the Council's new Ageing Well Strategy.

Supporting older people to live independently at home through strengths-based preventative services

In order to enhance existing core services, the Council will work to develop and join up services to better support older people to stay independent at home. This includes embedding a strengths-based, outcome-focused and preventative approach across services for older people. As part of this work, the Council will streamline services to make a single route into all our services for older people to support prevention and reablement, as well as a timely and safe hospital discharge.

Greater user of technology is crucial to helping more people stay independent for longer. To encourage the use of technology, the Council will develop a Cardiff Tech Strategy, and introduce proposals for an Independent Living Well-being Centre, which will ensure that residents have easy access to equipment that is appropriate to their needs as they grow older.

Appropriate housing is also widely recognised as a key factor in supporting independence. The Council is committed to ensuring its building programme delivers care-ready, adapted, and adaptable homes, as well as specialist community living schemes for older people that can adjust to meet Cardiff's changing housing need.

Working in partnership to deliver high-quality sustainable care and support

The Council's commissioned care providers deliver the majority of care for older people, providing an essential service to the most vulnerable people in Cardiff. The national

issues currently being faced by the sector, particularly the difficulty in the recruitment and retention of staff as well as the inability of the sector to grow to meet the surge in demand following the end of Covid restrictions, has revealed the fragility of the market. It has also revealed systemic issues, such as low pay and a lack of job security, within the sector. The Council is therefore committed to working in partnership with commissioned care providers to better understand the issues that they face.

Valuing and developing the social care workforce is key if good-quality care is to be provided. Welsh Government has recently announced additional funding to enable Local Authorities to implement the Real Living Wage within the care sector. The Council will therefore work with Welsh Government to ensure that this is achieved in the most effective way possible. Additionally, Cardiff Cares Academy will be further developed to ensure that training, mentoring and employer support is available across the sector.

Supporting informal carers and valuing their role

The Council recognises the vital contribution that informal or unpaid carers make to communities and the people they care for, and understands the pressure that caring for a loved one can cause. As a result, the Council is committed to ensuring that carers are recognised, and that every step is taken to ensure the highest quality of life – both for those providing and for those in receipt of care. Looking ahead, support for carers will be reviewed in full consultation with carer representatives.

Ensuring our services meet the needs of the most vulnerable

The Council's ambition is for Cardiff to be a Dementia Friendly City. As part of this ambition, it is crucial to understand how to best support people with dementia to live in the community. As a result, the Council will embed research-based best practice into approaches, ensuring that this influences the way in which services are commissioned in social care. Ensuring that the voices of Cardiff's citizens are heard – particularly when their mental capacity is compromised – is of utmost importance. Social workers will take a strengths-based approach to mental capacity moving forward, and the Council will continue to commission effective advocacy services.

Proactively modernising our services

To ensure that the Council is able to deliver its priorities, it will be necessary to modernise services for older people, embedding a strengths-based and independence-focused approach that is supported by training and quality monitoring. The way that services are provided will also need to change to remove duplication and costly bureaucracy,

ensuring that professionals have the time to support the most vulnerable older people effectively, while wider help is available to older people through a range of other Council and partner services. Quality monitoring work will be undertaken through

the Quality Assurance Framework which delivers high-quality, strengths-based social work and care. This will ensure that the assessments meet regulatory requirements and identify outcomes for individuals that reflect their voices and needs.

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

We will:	Lead Member	Lead Directorate
<p>Prevent social isolation through supporting older people to stay active and connected by:</p> <ul style="list-style-type: none"> Increasing the availability of age-friendly virtual and face-to-face activities through a hybrid model of community engagement, and promoting these widely by June 2022; Offering age-friendly digital inclusion support tailored to individual need by August 2022; Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors by June 2022; Encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator by March 2023; Integrating Community Hub and Older Person Day Centre Services to increase the range of activities provided and further involving partners and volunteers in the centres by September 2022; Developing a 'Hubs for All' approach by March 2023, which will include specialist support on site, to make Hub activities accessible to people with higher care needs; Providing additional respite for carers by opening the Day Centres at weekends and extending opening times in the Hubs; Further enhancing our Hubs by working with Cardiff & Vale University Health Board (UHB) to establish integrated Health and Wellbeing Centres at the: <ul style="list-style-type: none"> Maelfa Health & Wellbeing Hub (completed by October 2022); Ely & Caerau Parkview Wellbeing Hub, subject to funding approval (planning consent by September 2022); Strengthening the independent living and well-being advice available for older people and their carers, to help them to prepare for the future, by updating the information available via the website, providing training to all Hub staff and co-ordinating information sessions by March 2023; Working to become a World Health Organisation Age-Friendly City, developing a city-wide evaluation framework and key performance indicators by June 2022 and producing quarterly monitoring reports by September 2022; Relaunching the Dementia Friendly City campaign, recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly by December 2022. 	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Help older people to stay independent at home, embedding strengths-based and preventative services by:</p> <ul style="list-style-type: none"> Building on our First Point of Contact Service to make it the single route into services by November 2022; Increasing the availability of Occupational Therapy through out of hours services by November 2022; Fully embedding outcome-focused, strengths-based social work and empowering social workers and Independent Living teams to prescribe low-level adaptations and equipment by March 2023; Modernising homecare services to provide both a full reablement service and short-term emergency care by November 2022; Working with health partners to bring forward plans for a rapid response 24/7 service to prevent unnecessary hospital admissions by March 2023. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Work with the Regional Partnership Board to develop integrated Local Multi-Disciplinary Teams (MDT) that prevent hospital admission and facilitate hospital discharge by:</p> <ul style="list-style-type: none"> Identifying easily accessible locations within the community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023; Continuing to work with GP clusters to meet the holistic needs of citizens. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Work to support timely and safe hospital discharge by:</p> <ul style="list-style-type: none"> Establishing a single point of contact in the hospital to ensure safe and timely discharge by following 'Home First' principles; Agreeing a location within the hospital and a joint operating model by June 2022; Developing an enhanced triage process to support a prompt return to independence by September 2022; Improving the Discharge to Recover and Assess model to more accurately identify care needs, by undertaking assessments in a person's home and not in the hospital, by December 2022 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Improve the use of technology, aids and adaptations to support independence by:</p> <ul style="list-style-type: none"> Developing a cutting-edge Cardiff Tech Strategy and introducing a 'tech finder tool' for staff and citizens alike by March 2023; Developing proposals for an Independent Living Well-being Centre by September 2022; Removing the means test from all eligible disabled adaptations by April 2022 and expanding the recycling of equipment and adaptations by September 2022. 	Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Develop older persons housing that supports independent living, including:</p> <ul style="list-style-type: none"> Developing 44 new care-ready apartments at Addison House, Rumney by February 2023; Commencing development of 101 care-ready apartments at the Maelfa and St. Mellons care-ready schemes by April 2022; Commencing development of 35 older person apartments on the site of Canton Community Hall with a contractor appointed by June 2022 and on-site work underway by October 2022; Commencing development of 44 older person care-ready apartments at Bute Street, with a contractor appointed by August 2022 and on-site work underway by December 2022; Commencing development of older person flats at Moorland Road, with a planning application submitted by May 2022 and on-site work underway by January 2023; Submitting the planning application for the Michaelston wellbeing village masterplan by February 2023. 	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Support older people to move to more appropriate housing where this will support independence by:</p> <ul style="list-style-type: none"> Fully establishing the Rehousing Solutions service that delivers tailored housing support by September 2022; Using extra care and community living housing as an alternative to residential care for both respite and permanent care by reviewing best practice and developing proposals for change by March 2023. 	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Working in partnership with commissioned care providers to deliver flexible person-centred care that meets current and future needs by:</p> <ul style="list-style-type: none"> Establishing a Trusted Partnership agreement to allow care to be adapted by care providers to meet individual need by September 2022; Working with care providers to put in place Local Care Co-ordinators who will be part of multi-agency locality teams by September 2022; Working to reshape the care market to meet future care and support requirements based on the Regional Market Sustainability Report and Population Needs Assessment by December 2022; Assisting the care sector to move away from general residential towards home-based care and promoting the development of additional high-quality dementia residential and dementia nursing care by December 2022. 	Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Increase the voice and control of citizens in our services and in the commissioning of care and support by:</p> <ul style="list-style-type: none"> Developing proposals to move away from a “task and finish” approach to care to focus on well-being outcomes by March 2023; Reviewing engagement with older people, and bringing forward proposals for enhancing involvement by September 2022; Working to increase the supply of well-trained personal assistants by reviewing support for direct payments by September 2022; Exploring the provision of care through local micro-enterprises by March 2023. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Build on the quality of care provided ensuring that effective quality monitoring is in place by:</p> <ul style="list-style-type: none"> Reviewing progress on embedding the Quality Assurance Framework for older persons services by September 2022; Reviewing best practice in dementia residential and nursing homes to inform future commissioning by June 2022; Co-producing a Regional Quality Framework for care homes underpinned by local quality assurance arrangements and reviewing quality ratings for both domiciliary and residential care by September 2022; Re-launching the escalating concerns process by June 2022. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Value and develop the social care workforce by:</p> <ul style="list-style-type: none"> Working with the Welsh Government to fully implement the Real Living Wage for care workers in Cardiff by June 2022; Further developing Cardiff Cares Academy to provide training, mentoring and employer support; Providing proactive support to help care workers achieve registration; Working in partnership with providers to grow the care workforce – reviewing the success of the new locality-based Care Development Contracts by September 2022. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Support and value the work of informal carers by:</p> <ul style="list-style-type: none"> Reviewing advice services for carers to ensure they meet current needs by June 2022; Evaluating the current carer’s assessment process and exploring how take-up can be improved by September 2022; Reviewing the range of respite provided by September 2022; Ensuring services meet the needs of carers by consulting and co-producing any changes with carers. 	Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Support people with dementia to stay at home wherever possible by:</p> <ul style="list-style-type: none"> Reviewing best practice in supporting people with dementia to live in the community by September 2022; Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home by March 2023. 	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 year-on-year reduction
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	75%
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 has been suspended during the Covid-19 pandemic.
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

The Covid-19 pandemic has had significant impacts beyond the public health crisis, with a number of existing inequalities deepening over the past two years. The cost-of-living crisis is also having an impact on many households with inflationary pressures making essential day-to-day items more expensive.

The Council will therefore continue efforts to tackle poverty and reduce inequality in all its forms, ensuring that everyone who lives and works in Cardiff can contribute to and benefit from the city's success – a theme which runs throughout this Corporate Plan.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- 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

- **Cardiff's Living Wage City Steering Group achieved all three of its targets ahead of the 2022 deadline** in October 2021, with a record 32 organisations in Cardiff – employing 1,986 people – receiving Living Wage accreditation in 2021. This means that 160 organisations are now accredited in total, and 61,183 employees are working for a Living Wage employer. Furthermore, a total of 7,894 workers in Cardiff have received a pay rise to the Real Living Wage. Cardiff University has calculated that **an additional £39m has gone into the Cardiff economy** as a result of uplifts to employees' salaries following their employer becoming an accredited Living Wage employer. In July 2021, **the new Cardiff University SbarclSpark building became the first Living Wage building in Wales.**
- The Money Advice Team identified **£12.6m of additional weekly benefit for their clients** between April and December 2021. In the same period **984 people secured work following tailored support from the Into Work Service.**
- **A new Housing Support Programme Strategy was approved in January 2022**, which aims to prevent homelessness and accelerate the shift to a rapid re-housing approach.
- The Council **opened Cardiff's first family homelessness centre** in Briardene, Gabalfa, which offers good-quality, family accommodation with staff on site during the day, as well as other provision, including Early Help family services, health visiting and parenting support.
- **The Colum Road development providing single person supported accommodation is due to be completed at the end of February 2022.** This development will deliver specialist and supported housing to help meet the needs of the most vulnerable.

Priorities for 2022/23

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

The local labour market has been significantly impacted by the pandemic – with many people in the hardest-hit sectors losing their jobs – as well as by the acute shortages of HGV drivers, hospitality staff and social care staff. To address these challenges, our Into Work Service will continue bringing together employers and potential employees with suitable skills. By working with employers to identify in-demand skills, the Service can ensure that relevant training courses are being offered at the right time and in the right areas.

Following the UK’s decision to leave the European Union, there is ongoing uncertainty over the future funding of some programmes undertaken by the Into Work Service. In advance of the full details of the new Shared Prosperity Fund, the ten Local Authorities of the Cardiff Capital Region have sought to create a single, clear, consistent framework for future employability programmes in the region.

Continuing our Living Wage City ambition

Paying staff the Real Living Wage not only helps each individual employee, but it also helps local businesses by retaining additional income within the city. Cardiff University have calculated that an additional £39m has gone into Cardiff’s economy due to this initiative.

Following the achievement of the three targets ahead of schedule, the Living Wage City Action Plan is being reviewed to set new targets and to develop a list of target organisations for 2022. Over the coming year, the Council will continue to explore how to raise the profile of the Real Living Wage across the Cardiff Capital Region given the wider economic and health benefits.

Embedding our new approach to tackling homelessness and ending rough sleeping

‘No Going Back’, our vision for homelessness prevention, set out a new pathway for accommodation and support services in Cardiff in 2020. Building on that work, the new Housing Support Programme Strategy will provide a single strategic view of the Council’s approach to homelessness prevention and housing support services. Key areas of work going forward will include providing additional emergency accommodation, creating a rapid re-housing plan in line with Welsh Government guidelines, and developing leasing schemes and move-on provision.



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"> Continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council; Filling over 3,100 Council posts by March 2023 through placements from Cardiff Works; Supporting 1,100 people into work by March 2023 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"> Reviewing employment support services for our most vulnerable young people including those care-experienced or experiencing homelessness, and ensuring these services are fully meeting the clients’ needs and addressing any gaps by October 2022; Getting the best social value from Council contracts for employment and training opportunities including creating a new social value officer within the Into Work Service to ensure that opportunities offered are realised by July 2022; Working with the Department of Work and Pensions and Careers Wales on new employment support schemes, creating effective referrals to and from the Into Work Team to best meet the needs of the client; 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; Monitoring and reviewing the success of the Cardiff Cares Academy and Cardiff Works Ready schemes and using these schemes as a blueprint to meet any new or emerging workforce demands in the city; Bidding for alternative funding in preparation for the end of European Social Fund projects; Rolling out the new Adult Learning service by September 2022 and monitoring the impact of this change, reviewing and amending any elements as required by January 2023. 	Cllr Chris Weaver & Cllr Sarah Merry	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Ensure support is available for people impacted by the pandemic and the migration to Universal Credit by:</p> <ul style="list-style-type: none"> Ensuring Hub and advice line staff are aware of all schemes available to provide support to residents who have seen a reduction in their income due to Covid; Ensuring all Hub and advice staff are trained to be able to support clients who are being migrated from legacy benefits to Universal Credit from September 2022; Continuing to promote the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness as well as providing advice and guidance; Working closely with Cardiff Foodbank to better understand the causes of food poverty and improving pathways to support; Building on the “Together for Cardiff” initiative to improve access to the new fuel poverty scheme – delivered in partnership with local businesses and ACE (Action in Caerau & Ely) and co-ordinated through the Money Advice Team – by October 2022. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Support the high demand of job vacancies in the construction industry by:</p> <ul style="list-style-type: none"> Creating a robust pathway from the Onsite Construction Academy (OCA) to the Council’s new Responsive Repairs Academy and creating work experience, new apprenticeships and traineeships which will lead into employment in a trade by December 2022; Creating a Taskforce Group with representation from contactors, recruitment agencies, trade associations and housing associations to promote the OCA and source opportunities for learners; Creating an OCA pledge to encourage buy-in from work experience, employment and apprenticeship providers by November 2022. 	Cllr Chris Weaver	Adult Services, Housing & Communities



Key Performance Indicator	Target
The number of new apprenticeship and trainee placements provided within the Council in year	100
The total number of apprenticeship and trainee placements within the Council in year	150
The number of Council posts filled through placements from Cardiff Works	3,100
The number of interventions which supported people receiving into work advice through the Employment Gateway	51,000
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,100
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<14%
The number of employers which have been assisted by the Council’s employment support service	275
The number of customers helped with Covid-related and Universal Credit financial support	3,000
Additional weekly benefit identified for clients of the Advice Team	£14,500,000
The number of hours given volunteering within the Advice & Benefits Service	5,000
The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	85%

Continuing our Living Wage City ambition

We will:	Lead Member	Lead Directorate
Play a leadership 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	210

Embedding our new approach to tackling homelessness and ending rough sleeping

We will:	Lead Member	Lead Directorate
<p>Deliver the strategic priorities within the new Housing Support Programme strategy including developing a detailed Rapid Rehousing Transition Plan by September 2022 including:</p> <ul style="list-style-type: none"> Greatly improving our offer to private landlords, extending the range of incentives available and promoting the leasing schemes; Increasing move-on options for single homeless people, including the development of managed housing schemes; Increasing Housing First provision and the access to intensive support in the community; Extensively promoting and supporting mutual exchanges to address housing need among social tenants. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Encourage early take-up of housing advice and homeless prevention services by:</p> <ul style="list-style-type: none"> Developing and implementing a communications plan by July 2022 to widely promote the help available to prevent homelessness; Increasing the accessibility of specialist housing advice, mediation, and prevention services by providing these through the Community Hubs by August 2022; Reviewing the prisoner and hospital discharge pathway to ensure they are working effectively by December 2022. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Embed an assessment/ triage approach for all those presenting as homeless by:</p> <ul style="list-style-type: none"> Ensuring need is properly identified for both individuals and families, and that housing and support plans are tailored to individual need; Ensuring our family homeless centres offer appropriate support by working with Early Help and other partners; Reviewing the success of the Single Homeless Assessment Centre and consider future development of the scheme. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Ensure that the complex needs of homeless people are met by:</p> <ul style="list-style-type: none"> Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move on to mainstream services when appropriate; Ensuring that appropriate health and support services are available in hostels and supported accommodation; Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer; Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities. 	Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Improve the quality of our supported accommodation by:</p> <ul style="list-style-type: none"> Delivering the planned supported housing scheme for single people at Adams Court, with the first phase completed by April 2022 and final completion by December 2022; Delivering the new family homelessness centre at the Gasworks by June 2022 and progressing with the construction phase of the scheme at Harrison Drive by March 2023; Phasing out accommodation that no longer meets the required standards. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Prevent youth homelessness and ensure that young people leaving care are supported by:</p> <ul style="list-style-type: none"> Reviewing and enhancing our advice and mediation services, with particular regard to young people; Considering targeted interventions and support for school-aged children and their families; Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed; Developing the Citadel supported housing scheme for young people with complex needs. 	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	160
The percentage of rough sleepers housed in the previous month who have maintained their accommodation	65%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	75%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	80%

Well-being Objective 4:

Safe, confident and empowered communities



Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on – as made evident during the Covid-19 pandemic.

The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. The Council will also continue to deliver services, at the local level, in a well-planned, connected, and integrated way.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- 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

- The Council has **delivered 591 new Council homes** as part of a £1 billion Council-led programme to build 4,000 homes over a ten-year period.
- **The redevelopment of Maelfa in Llandeyrn has transformed the area** with a new and modern shopping centre, infrastructure and environmental improvements, and affordable new homes.
- The roll-out of the Council's Hubs programme has seen the **opening of the Butetown Creative Hub**, supporting young people into the creative sector, as well as **the opening of refurbished Community Hubs in Whitchurch and Rhydypennau**, introducing additional and enhanced services to serve these communities.
- **A new Hubs website has been launched to improve access to services**, including advice services, Adult Learning and the Into Work Service. The site now has more than 2,000 users.
- Welsh Government funding has been secured to **support investment of over £4 million in Tudor Street, Riverside**, which will deliver improvements to the business environment, transport infrastructure and the regeneration of 30 business premises. **Two phases of shop front improvements have been completed** and work on outdoor spaces is underway.
- **A highly successful Council engagement and digital support programme helped EU nationals who had not yet done so to apply to the EU Settlement Scheme**. By the deadline in June 2021, 23,990 applications had been made to the scheme, in line with the highest estimate for the number of eligible EU nationals in Cardiff.
- **Cardiff's response to the Afghanistan crisis, in partnership with the Urdd, is to be recognised in 2022** with an item on Channel 4 news and as part of a Welsh-language S4C documentary exploring the experiences of refugees and asylum seekers in Wales.
- **The Council's Bilingual Cardiff Strategy 2022-2027 and Welsh in Education Strategic Plan 2022-2032 have been published**, both of which are integral to the city's vision of becoming a truly bilingual capital of Wales and meeting the target of doubling the number of Welsh speakers in Cardiff by 2050.
- **Tafwyl 2021 was held as part of the Welsh Government's pilot test series**, with 500 people welcomed to Cardiff Castle for the first live music event since the beginning of the pandemic. A further 35,000 people attended virtually to enjoy artists from the thriving Welsh music and cultural scene.
- **15 Council parks and green spaces have been awarded Full Green Flag status**, with Waterloo Gardens meeting the international standard for the first time.

Priorities for 2022/23

Building new Council homes and investing in community facilities

Delivery of the 'Cardiff Living' and community housing schemes – part of the largest house-building programme in Wales – will be accelerated over the coming year. Developments such as those at Channel View, the Gasworks site in Grangetown and the former Eastern High School site will deliver low-carbon Council and affordable private homes, as well as improved access to green spaces, facilities and sustainable transport networks.

To further the provision of essential services within our communities, the roll-out of the Community Hub programme will continue over the coming year, including the Maelfa Health & Wellbeing Hub and Rhiwbina Hub.

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

Over the coming year, the Council will continue to take forward the new joint Child and Adult Exploitation Strategy, which addresses all identified forms of exploitation, including modern slavery. This work will include developing a new approach to safeguarding young people from exploitation, working with partners to strengthen our response to exploitation and enhancing engagement with families and carers to support them in keeping our young people safe.

Creating safe and inclusive communities

Cardiff's Community Safety Partnership will continue to focus on its established priorities, including addressing street-based lifestyles, complex needs and violence in communities, as well as implementing area-based working. As part of this work, a new statutory Violence Prevention Strategy will be developed with partners, focusing on building local intelligence, protecting those who are vulnerable, targeting violent offenders, and progressing a preventative approach to serious violence.

Building more inclusive communities will remain a key priority over the coming year. The Council will build on the support provided to recently arrived evacuees from the Afghanistan crisis, continue to lead on the co-ordination of the Inclusive Cities Programme and provide legal assistance and other support for migrant communities who face additional risk as a result of the pandemic.

Furthermore, the Council will focus on the agreed actions emerging from the Race Equality Taskforce's proposals, continue to monitor the impact of Brexit on community cohesion and progress applications of both Children Looked After and vulnerable adults to the EU Settlement Scheme.

Promoting the Welsh language

Over the coming year, the Council will take forward the Council's new Bilingual Cardiff Strategy 2022-2027 and Welsh in Education Strategic Plan 2022-2032 to support the vision for making Cardiff a truly bilingual capital of Wales, as well as the national target to double the number of Welsh speakers in Cardiff by 2050.

The Bilingual Cardiff Strategy sets out actions for achieving this ambition across various aspects of city life, including the growth of Welsh-medium education and promotion of Welsh across all schools so that every young person has the opportunity to hear and speak the Welsh language.

Working together to support a healthier and more active population

In light of the Covid-19 pandemic, supporting a healthier and more active population which is more resilient to future health crises will be a key priority. Working with partners, the Council will support the delivery of the 'Move More, Eat Well' plan to promote healthy weight, healthy food, active travel, and physical activity. As part of this approach, the Council will ensure alignment with other major strategies, such as Food Cardiff's 'Good Food Strategy 2021-2024' and the 'Physical Activity and Sport Strategy 2022-2027'. Furthermore, maintaining the quality of our award-winning parks and green spaces will continue to play a key part in the health and mental well-being of our residents.

More broadly the work of Shared Regulatory Services will continue to play a vital role in ensuring public health and public safety. Having played a crucial role in responding to the Covid-19 crisis, the service is now re-focusing on core business provision in the context of rising demand pressures and ongoing pandemic management support. The expertise of the service will be effectively deployed as part of a joined-up partnership approach to public health and public protection.

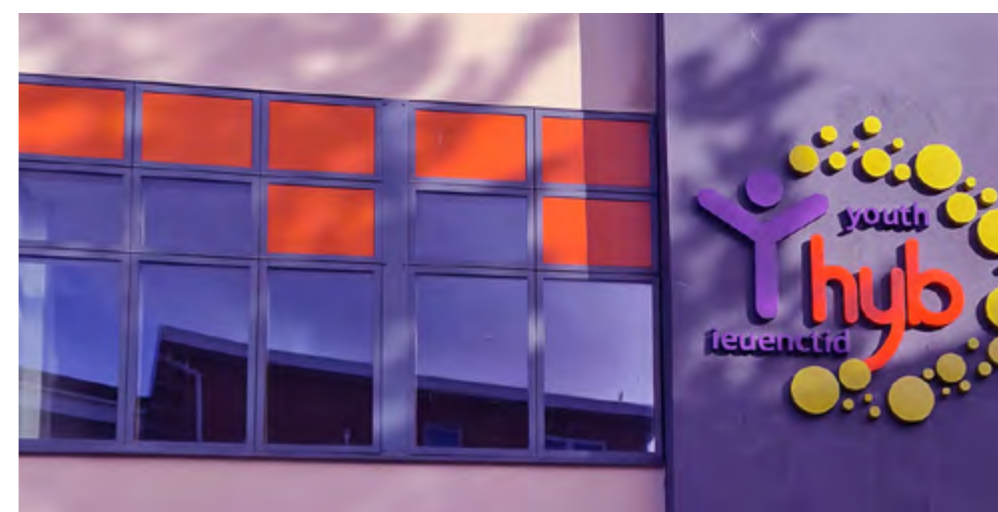
What we will do to create safe, confident and empowered communities

Building new Council homes and investing in community facilities

We will:	Lead Member	Lead Directorate
<p>Expand the scale, pace and carbon-efficiency of the council house building programme by:</p> <ul style="list-style-type: none"> Building over 4,000 new homes to include: <ul style="list-style-type: none"> 2,800 affordable homes and 1,200 homes for sale; Implementing a model of delivery, reducing the time it takes to get from planning approval stage to start on-site ensuring that much-needed new affordable homes are delivered more quickly; Decarbonising the programme, moving rapidly towards a net-zero carbon standard. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Drive up standards in the private rented housing sector by:</p> <ul style="list-style-type: none"> Delivering the Welsh Government's Rent Smart Wales scheme – an all-Wales registration and licensing scheme; Undertaking robust enforcement action to deal with rogue agents and landlords letting and managing properties. 	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"> Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme; Designing a new cohesive development and regeneration programme where it is feasible to join up new build with wider estate regeneration, providing a co-ordinated approach and delivering wider benefits to our local communities; Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in: <ul style="list-style-type: none"> The South Riverside Business Corridor and wider district and local centres; Other schemes including the Roath and Adamsdown business corridor, and improvement schemes on Cowbridge Road East; Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members; Delivering the 'Michaelston College' multi-generational wellbeing village, delivering older person and family housing and bringing together health, housing and community facilities into one sustainable and transformational project. 	Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> Progressing plans for a Youth Hub in the city centre and working with partners to deliver new provision at the Ely Youth Hub; Working with the University Health Board on the Maelfa Health & Wellbeing Hub, Ely & Caerau Parkview Wellbeing Hub and on developing new joint Hubs on strategic planning sites; Collaborating with the Health Board to promote wider health benefits and screening information through the Hubs. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Prepare and adopt a new Regeneration Strategy by February 2023 to support district and local centres, and 15-minute city principles including:</p> <ul style="list-style-type: none"> Aligning with funding sources such as Welsh Government's Transforming Towns Programme; Joining up schemes and themes across the Council; Considering housing-led regeneration projects. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered through the Social Housing Grant Programme by:</p> <ul style="list-style-type: none"> Achieving a full spend of allocated Welsh Government funding; Maximising opportunities to secure additional monies. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Work in partnership across the directorate and with partner Housing Associations to enable a range of specialist and supported accommodation to be delivered to respond to their associated housing needs.</p>	Cllr Lynda Thorne	Adult Services, Housing & 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	Planning, Transport & Environment

Key Performance Indicator	Target
Total number of new Council homes completed and provided (Target to be achieved by December 2022. 4,000 homes to be provided by 2030.)	1,000 cumulative
Total number of new affordable housing units (Council and Housing Association) completed per annum	250
The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	100
The percentage of empty private sector properties brought back into use during the year through direct action by the Local Authority	TBC in April 2022
The number of additional dwellings created as a result of bringing empty properties back into use	TBC in April 2022
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 books borrowed from libraries and Hubs across the city	Monitor KPI, but no target set
The number of page views on the Hubs website	80,000
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	95%
The number of visits (page views) to the volunteer portal	75,000



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

We will:	Lead Member	Lead Directorate
<p>Ensure that all people, however vulnerable, retain a voice in their care by:</p> <ul style="list-style-type: none"> Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control; Implementing the new Liberty Protection Safeguards legislation and mainstreaming these within our services; Recommissioning our Advocacy Services in line with the commitments set out in the Cardiff and Vale Advocacy Strategy; Reviewing and enhancing our Direct Payments Services. 	Cllr Susan Elsmore & Cllr Graham Hinchey	Adult Services, Housing & Communities, and Children's Services
Continue to move towards locality working models to bring together multi-disciplinary services based in local communities to promote health and well-being, support independence and prevent unnecessary hospital admissions.	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Improve the support available to people with mental health issues by:</p> <ul style="list-style-type: none"> Supporting the Health Board with their Community Transformation project and their review of services to meet the needs of those individuals who may not require formal care and support services; Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues; Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p>Enhance the support available for people living with learning disabilities by:</p> <ul style="list-style-type: none"> Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community; Improving and increasing overnight respite by June 2022 and setting out proposals for building development by March 2023; Developing proposals for new supported living accommodation options, producing a planned pipeline of projects by September 2022. 	Cllr Susan Elsmore	Adult Services, Housing & Communities
Ensure that all staff have access the appropriate level of training to meet the needs of autistic people in line with the new Code of Practice on the Delivery of Autism Services	Cllr Susan Elsmore	Adult Services, Housing & Communities
Undertake a review of commissioned services during the year to ensure that contract monitoring arrangements are in place and re-tendering processes are timetabled based on contract end dates.	Cllr Graham Hinchey	Children's Services

We will:	Lead Member	Lead Directorate
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Embedding the Exploitation Strategy to address new and emerging themes of child and adult exploitation by March 2023; Continuing to work with multi-agency partners to respond to the rise in serious youth violence; Embedding the corporate safeguarding self-evaluations by March 2023; Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. 	Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships
<p>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</p> <ul style="list-style-type: none"> Promoting health screenings; Undertaking activities to prevent falls; Promoting the take-up of vaccinations. 	Cllr Susan Elsmore	Adult Services, Housing & Communities

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 Council staff completing autism awareness training.	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%
The number of children reported during the year where child exploitation was a factor including child sexual exploitation, child criminal exploitation and child trafficking	Not appropriate to set target

Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
Lead a targeted multi-agency problem-solving group approach to localised complex anti-social behaviour hotspots.	Cllr Lynda Thorne	Performance & Partnerships
Deliver the existing two-year Alley Gating Programme (2021-2023), subject to consultation with local communities, South Wales Police and other stakeholders, and identify priority lanes for the next two-year gating programme (2023-2025) by April 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
Publish the Community Safety Partnership's Violence Prevention Strategy by March 2023.	Cllr Lynda Thorne	Performance & Partnerships
Review and update the revised regional Violence against Women, Domestic Abuse and Sexual Violence strategy by December 2022.	Cllr Susan Elsmore	Adult Services, Housing & Communities
Ensure all those who experience domestic abuse can access specialist support by undertaking a full review of refuge accommodation in the city and identifying opportunities for improvement by March 2023.	Cllr Susan Elsmore	Adult Services, Housing & Communities
Implement the Cardiff Prevent Programme by: <ul style="list-style-type: none"> Further developing the Prevent training programme by September 2022; Developing a Communication and Community Engagement Plan by January 2023. 	Cllr Lynda Thorne	Performance & Partnerships
Respond to the recommendations of the Race Equality Task Force by December 2022.	Cllr Lynda Thorne	Performance & Partnerships
Deliver the Welsh Government's Community Cohesion Delivery Plan for 2022/23.	Cllr Susan Elsmore	Performance & Partnerships

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	Monitor KPI, but no target set

Promoting the Welsh language

We will:	Lead Member	Lead Directorate
Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27 and promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.	Cllr Huw Thomas	Performance & Partnerships
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	Performance & Partnerships

Key Performance Indicator	Target
The number of staff with Welsh language skills (20% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	993
The number of staff attending Welsh courses (50% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	1,684

Working together to support a healthier and more active population

We will:	Lead Member	Lead Directorate
Deliver the Shared Regulatory Services' Business Plan 2022/23.	Cllr Michael Michael	Economic Development
Support grass-roots and community sports by: <ul style="list-style-type: none"> Embedding the new Physical Activity & Sport Strategy 2022-27, and working with partners to develop further plans through 2022/23 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision; Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach; Supporting community sports clubs with a particular emphasis on under-represented groups such as women and girls, ethnic minority communities, Welsh speakers, disabled people, and the LGBT+ community; Ensuring that Sport Wales's Regional Sports Partnerships reflect the priorities of Cardiff. 	Cllr Peter Bradbury & Cllr Sarah Merry	Economic Development, and Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
<p>Maintain the long-term future sustainability of our leisure centres by:</p> <ul style="list-style-type: none"> Implementing the recommendations that are agreed in response to the review of the Leisure Services contract with GLL; Implementing the planned improvements to Pentwyn Leisure Centre. 	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, with the inclusion of parks within the southern arc; Working with partners to implement a plan to increase Cardiff’s tree canopy from 18.9% to 25% by 2030 and to report annual progress against this target; Delivering the actions from the Allotment Strategy 2022-27; Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community-based platforms; Implementing a programme of Section 106, Asset Renewal and Capital for Parks to include sport, play and infrastructure improvements; 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>Support the development of a National Park City for Cardiff through the creation of local networks and the partnership of the National Park City Foundation.</p>	Cllr Peter Bradbury	Economic Development

Key Performance Indicator	Target
The percentage of food establishments which achieve a food hygiene standard rating of 3 or above	94%
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	16
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

The Cardiff economy is of regional and national significance. To continue to deliver for the people of Wales, respond to the challenges of the pandemic and drive up productivity, the focus on delivering more, and better, jobs will be maintained. The Council's vision for a greener, fairer, stronger economy recognises the need to re-animate the city centre, protect jobs and support the recovery of key sectors following the pandemic.

This will form part of an ongoing commitment to support business growth and create a high-value economy. An ambitious city development agenda remains a key component of this approach, creating major supply chain opportunities and delivering a modern, well-connected capital served by the best business infrastructure.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- **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

- The Council's city recovery and renewal strategy, '**Greener, Fairer, Stronger,**' as well as the **City Centre Recovery Strategy and Action Plan, were approved and published** after being informed by constructive engagement sessions over the summer. Strong progress has already been made, **with city centre footfall back to pre-pandemic levels.**
- **The Canal Quarter Development Framework was approved in May 2021,** setting out the delivery aspirations for the area and representing an important step forward for the Canal Quarter project, which will bring new life to the eastern edge of the city centre.
- **The Capital Quarter and John Street developments have been progressed,** which will expand the city's 'grade-A' office space offer, helping to attract new businesses and create jobs during the recovery period.
- The delivery of the **new 15,000-capacity Indoor Arena in Cardiff Bay has taken a crucial step forward,** with the Council's appointment of the consortium of Live Nation and Oak View Group as operators and Robertson as the developer.
- The successful Cardiff University-led, **Council-supported Strength in Places (SIP) bid** has been awarded, **bringing £50m worth of funding** into the region, which will help develop the city's emerging creative sector and contribute to a strong local recovery.
- **The future of Merchant Place and Cory's buildings – two of Cardiff Bay's finest heritage buildings – has been secured,** with the Council approving the sale of the buildings to Duke Education for redevelopment as a college. This development will allow for the full restoration of the buildings, support the regeneration of the wider local environment and progress the Council's aspirations for the area.
- **The New Theatre's long-term sustainability has been assured** as a result of the Council concluding the property lease with HQ Theatres & Hospitality, which enabled its re-opening in September.
- **The future of the Norwegian Church has been secured,** following the Council's transfer of the lease to a charitable body which will invest in the building, hold music and cultural events, whilst respecting its historical links with Norway.
- The Council **supported the delivery of the first large-scale outdoor music events since the onset of the pandemic,** including the Titan Event at Alexandra Head and four nights of concerts at Cardiff Castle curated by local music venues
- **Good progress has been made on the Council's 'Music City' ambition,** with new planning application monitoring arrangements established to support venues and a **new Busking Strategy** developed to support street music and animate public spaces.
- **St David's Hall, The Museum of Cardiff, Cardiff Castle and City Hall have all re-opened** and are hosting events and activities in line with current guidelines, with encouraging bookings across all venues.
- **Business rates for hospitality and retail businesses were suspended** for the entire year, providing crucial relief to two of the sectors hit hardest by the pandemic and creating the conditions to accelerate recovery.

Priorities for 2022/23

Leading the economic recovery in Wales

As the city emerges from the pandemic, it is essential that the Council considers the steps we need to take to accelerate recovery, whilst at the same time recognising that we need to use the crisis as a catalyst to build back stronger, greener, and fairer. To lead the economic recovery in Wales, the Council will play a key role in establishing the new Corporate Joint Committee (CJC) for South Wales and attracting inward investment into our priority sectors through the Western Gateway partnership, ensuring that we support the creation of a sustainable and dynamic post-Covid economy. Furthermore, the Council will progress improvements to Cardiff Central and the Interchange to ensure that the new jobs created in Central Square and the rest of the city are accessible to the wider city-region, in line with our ambition of inclusive economic growth.

It is recognised that labour shortages in certain key sectors, material shortages and cost inflation represent risks to a successful recovery and will need to be mitigated. The Council will therefore continue to collaborate with impacted sectors to identify the necessary support required, deliver enhanced into work schemes and progress key infrastructure projects.

Leading a recovery programme for the City Centre and Bay

City centres and high streets must become destination experiences and places of choice. We no longer have to be there, but we must want to be; therefore, our longer-term recovery efforts will be balanced between creating and curating a more dynamic, unique, green and inclusive city centre for residents, businesses and visitors, and developing interconnected, thriving '15-minute neighbourhoods', where residents have easy access to services, green spaces, culture and workspaces by active travel.

Over the coming year, the Council will progress major infrastructure projects that will transform the city, support green, inclusive growth, and create good-quality jobs for all of our communities during the pandemic recovery. For example, the Indoor Arena will lead the regeneration and inclusive development of the wider Atlantic Wharf area, while the Canal Quarter will revive a long-overlooked part of the city centre and the Central Quay development will finally provide Cardiff with a seamless link between Cardiff Bay and the city centre.

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

As we recover from the pandemic, the Council will need to support the growth of our key high-value sectors – including fintech, cyber and creative – which will create well-paid jobs for our residents, help boost Cardiff's productivity and make our city a globally-attractive place for inward investment. The pandemic has fundamentally changed the way that many of us work, so our initiatives will focus on transforming existing buildings to create flexible and affordable working space for start-ups in our priority sectors.

For example, the Council will work with our partners to develop and bring forward proposals for creating new incubation office space as part of the regeneration scheme for Tudor Street, the extension of Chapter Arts Centre and the repurposing of Landmark Place in Churchill Way. Furthermore, our collaboration with Welsh Government to establish a new fund to support business growth will complement these efforts and help us deliver a strong economic recovery.

Supporting the recovery of the cultural sector and major events programme

Culture and events will be placed at the centre of our recovery, embracing the role the sector plays in shaping our city centre. Our cultural and major events sectors have been amongst the most affected by the pandemic, so the Council will continue working with Welsh Government to ensure the delivery of events delayed or cancelled by the pandemic, as well as to explore future opportunities.

Over the coming year, the Council will finalise plans for developing an annual international music festival and we will explore a potential bid to host a major international sporting event. Furthermore, to support the recovery of our cultural venues, the Council will begin delivering the Music Strategy, and developing new strategies for both culture and tourism, all of which will help attract higher numbers of visitors and cement Cardiff's reputation as a thriving cultural capital.

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
Ensure Cardiff remains an open, competitive and outward-looking international city by: <ul style="list-style-type: none"> Continuing to work with the Cardiff Capital Region, the Welsh Government, the Western Gateway and the UK Government to promote the city as a place to invest; Ensuring the city benefits from Welsh and UK Government funding schemes such as the Shared Prosperity Fund. 	Cllr Huw Thomas	Economic Development



Leading a recovery programme for the City Centre and Bay

We will:	Lead Member	Lead Directorate
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: <ul style="list-style-type: none"> Progress the development of Metro Central; Progress the Central Quay development, extending the business district south of the station; Support the development of new commercial premises that respond to the post-Covid demand for workspace; Work with partners to implement the City Centre Recovery Action Plan; Establish new city centre management arrangements; Deliver the Canal Quarter. 	Cllr Russell Goodway	Economic Development
Write the next chapter in Cardiff Bay's regeneration story by: <ul style="list-style-type: none"> Delivering the new Multi-Purpose Indoor Arena by 2024/25; Working with partners to establish a new Metro route linking Cardiff Central to the Bay, and bring forward new stations to connect communities and regeneration opportunities; Progressing a development strategy for the next phase of the International Sports Village; 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 (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 city-wide 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; Establishing a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements. 	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment
<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 December 2022.</p>	Cllr Chris Weaver & Cllr Russell Goodway	Economic Development & Resources
<p>Work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown by:</p> <ul style="list-style-type: none"> Continuing to work with partners, including FOR Cardiff, to adapt and re-purpose the city for post-Covid recovery; Enhancing the promotion of Cardiff as a visitor destination by establishing a new events strategy and investment in visitor infrastructure; 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
City centre footfall	Monitor KPI, but no target set

Supporting the recovery of the Cultural Sector and major events programme

We will:	Lead Member	Lead Directorate
<p>Grow 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 2023; Considering development and investment opportunities for St David's Hall to retain its position as a world-class auditorium; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2023. 	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, including establishing a home-grown focused events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy; Developing an annual international music festival in the city, with the view to becoming a fixture on the city's events calendar that supports the local cultural sector; Working in partnership with the Welsh and UK Governments to attract a new major international sporting event to Cardiff. 	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 recognises that climate change remains the defining global challenge of our generation. In response, the Council has developed and approved a One Planet Cardiff Strategy and Action Plan, which set out a roadmap of projects in key areas such as transport, energy, housing, and food that will lead our journey to net zero carbon by 2030.

The Council's recovery and renewal strategy also recognises the opportunities to emerge from the pandemic as a greener and more resilient city. The transformational work to make Cardiff's public spaces Covid-secure has not only helped to safeguard residents and visitors but has also improved the local environment – including reductions in air pollution and carbon emissions.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- 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

- **A final One Planet Cardiff Strategy and Action Plan were approved by Cabinet in October 2021**, setting out plans to deliver a carbon neutral Council and city by 2030.
- **A number of key One Planet Cardiff projects have been progressed**, including securing the first phase of a low-carbon district heat network serving Cardiff Bay, continuing the energy-efficiency retrofit of the Council's estate and making a commitment to design all forthcoming new buildings to near zero carbon performance levels from 2024.
- **The Clean Air Plan continues to be delivered in collaboration with Welsh Government.** As part of this work, the Council has completed its Bus Retrofit Scheme; 49 buses have been upgraded to meet the latest Euro 6 emission standard, improving Nitrogen Oxide (NOx) emissions by over 90%.
- **36 new electric buses** started operating across the city during December 2021. These new vehicles were purchased following a successful joint bid by the Council and Cardiff Bus, and make up almost a quarter of Cardiff Bus's fleet.
- **The Council is continuing to expand its safe cycling network with 11km of new high-quality routes added since 2017.** An east-west segregated 'pop-up' route linking Canton and Adamsdown via Castle Street and Newport Road was opened at the end of January 2022. A further 'pop-up' route connecting Splott and Lloyd George Avenue is nearing completion and construction of Cycleway 1.2 connecting Senghenydd Road in Cathays with the University Hospital of Wales is progressing well.
- **122 of Cardiff's 127 schools have either produced or are progressing the development of Active Travel Plans.**
- **Consultation on the Replacement LDP Draft Vision and Objectives is complete**, which has helped to ensure that the economic, social and environmental needs of all our communities are reflected in the future development of the city.
- **Strengthened operational management arrangements are now in place across Waste Services.** Work has been progressed to establish a modern fleet, with digital systems that provide real-time information on delivery. A four-day working week has also been introduced, which has eliminated the bank holiday disruption.



Priorities for 2022/23

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

One Planet Cardiff sets out an ambitious agenda to meet our carbon neutral commitment by reducing greenhouse gas emissions. As part of this work, the Council has completed a detailed carbon baselining and impact assessment to provide a comprehensive understanding of the Council's carbon footprint. Furthermore, a Carbon Impact Evaluation Tool has been developed to appraise proposed projects for both carbon and social benefit.

Transforming Cardiff's public transport and active travel systems

Improving Cardiff's transport system remains a strategic priority, particularly the shift to more sustainable and more active modes of transport. Plans to replace as many single-user, fossil-fuelled trips as possible with sustainable modes of travel are fundamental to the wider decarbonisation of the city. Moving forward, the Council will continue to support the delivery of key Transport White Paper projects, including expanding on the Metro plans for new tram-train routes and stations, creating more space on our streets for walking and cycling, and supporting the transition to electric vehicles.

Beyond the Climate Emergency, the pandemic has made supporting public transport even more urgent. Lockdowns and social distancing restrictions have had a major impact on public transport, particularly municipal bus companies, with passenger numbers falling drastically and services reduced. To address this situation, we will work to manage this impact on mobility and ensure passenger numbers recover over the coming year.

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 is currently preparing a Replacement Local Development Plan (LDP) for Cardiff, which will help shape the city for the next 15 years to 2036, ensuring the right development happens in the right place at the right time, benefitting communities and the economy and setting out which areas need to be protected. A consultation on the preferred strategy will take place in October 2022, which will help ensure that the voices of all our communities inform the inclusive and sustainable development of our city.

Enhancing Cardiff's flood defences

The frequency and severity of floods is increasing and is expected to further increase as a result of climate change. 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 flood risk management schemes across the city. Looking to the year ahead, Cardiff, along with all other Local Authorities in the south-east Wales region, have commissioned a Strategic Flood Consequences Assessment (SFCA), which is due to be completed in the summer of 2022.

This Assessment will inform the Welsh Government's proposed revised guidance on planning for flood and coastal erosion, to recognise the varying degrees of flood risk, now and in the future.

Building resilience into our highway network

The city's highway network is used daily by those who live and work in the city and is fundamental to the economic, social and environmental well-being of the community. Over the coming year, it will remain crucial that localised resurfacing, patching, reconstruction and treatment works continue, in order to build resilience into the network and ensure that it remains the robust and high-quality asset that our residents, communities and businesses rely on.

Making Cardiff a world-leading recycling city

Whilst Cardiff is Britain's leading major city for recycling, it is still falling short of the Welsh Government's statutory target of 64%. To improve recycling performance the Council has developed a new Recycling & Waste Strategy which sets out plans to provide more opportunities for communities to recycle, developing targeted, data-based action; reduce single-use plastics; and support the development of a circular economy.

Working as one team to keep our streets clean

Clean streets are a top priority for the city's residents; however, street cleanliness in parts of the city remains a persistent challenge. A number of wards, particularly in the city centre and south of the city, fall under the 90% target for high or acceptable standards of cleanliness. Moving forward, the Council will take an area-based approach to frontline services, focused on tackling all forms of littering.

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
<p>Achieve the vision of a carbon-neutral Council by 2030 by:</p> <ul style="list-style-type: none"> Delivering the short-term actions within the One Planet Cardiff Action Plan including: <ul style="list-style-type: none"> Energy efficiency improvements in the Council estate; Delivery of the Cardiff Heat Network; A programme of tree planting and sustainable biodiversity management; Developing a set of annual carbon reduction targets, both for the Council's operational activities and the wider city emissions, to monitor progress by December 2022. 	Cllr Huw Thomas	Planning, Transport & Environment
<p>Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network as per the procured programme.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p>Develop options for potential large-scale renewable energy generation projects on Council land and bring forward detailed business cases for approval by February 2023.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p>Deliver a Housing Energy Efficiency Retrofit programme across all tenures of housing, including 2,000 domestic retrofits per year by 2024 composed in the short term of:</p> <ul style="list-style-type: none"> Up to 700 delivered through Housing Revenue Account funding (Council stock); Up to 700 delivered through Welsh Government funding (mixed tenure stock); Up to 600 delivered by Housing Associations (social housing stock) via our Affordable Warmth Partnership. 	Cllr Michael Michael & Cllr Lynda Thorne	Planning, Transport & Environment
<p>Ensure good air quality by:</p> <ul style="list-style-type: none"> Ensuring compliance with the EU Limit value for NO₂ is maintained on Castle Street by ongoing monitoring and assessment of a solution for a permanent scheme; Updating the Clean Air Strategy and Action Plan and implementing further measures to improve air quality; Reviewing real-time air quality data to assess and identify trends in pollution to assess further interventions that will further reduce air pollution; Continuing to support both bus and taxi sectors to accelerate towards achieving 'Zero Tailpipe' emission fleets in advance of 2028. 	Cllr Caro Wild, Cllr Michael Michael & Cllr Susan Elsmore	Planning, Transport & Environment

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*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p>Support the transition to clean vehicles by:</p> <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 August 2022; Developing a new electric-by-default procurement policy, with a strict "exceptions by exception" basis; Ensuring that a minimum of 100 Council vehicles are replaced by electric vehicles by March 2023; Assessing the service delivery impact of a transition to an electric vehicle fleet. 	Cllr Michael Michael	Resources
<p>Complete a mapping exercise of electric vehicle infrastructure by March 2023 to fully assess the future investment and delivery options for the city to transition to zero-emission vehicles by 2030.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p>Promote healthy, local and low-carbon food through delivering the Cardiff Food strategy, including:</p> <ul style="list-style-type: none"> Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by March 2023; 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 integrating into the Replacement LDP process. 	Cllr Michael Michael	Planning, Transport & Environment

Key Performance Indicator	Target
The Citywide Annual Average Nitrogen Dioxide (NO ₂) concentrations at roadside locations	30µg/m ³
Nitrogen Dioxide (NO ₂) concentrations within Air Quality Management Areas (AQMA)	35µg/m ³
Nitrogen Dioxide (NO ₂) concentrations on Castle Street (The modelled concentration submitted to Welsh Government in the Council's Clean Air Plan.)	28µg/m ³
The number of Council vehicles which are electric	100

*PT&E = Planning, Transport and Environment

Transforming Cardiff's public transport and active travel systems

We will:	Lead Member	Lead Directorate
<p>Work in partnership with Welsh Government, Transport for Wales and the Burns Delivery Unit to design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2030, which will include:</p> <ul style="list-style-type: none"> Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro by 2026; Phase 2 southern section of Crossrail by 2028; Phase 1 of Northwest Corridor by 2025; New stations at Crwys Road, Butetown and Cardiff Parkway in St Mellons by 2024; New stations at Velindre, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2026; A Bus Strategy for Cardiff by December 2022; A Park and Ride Strategy for Cardiff by December 2022; Phased implementation of sustainable transport improvements to the Eastern Corridor by 2030; High-quality bus and cycling routes between Cardiff and Newport by 2025. 	Cllr Caro Wild	Planning, Transport & Environment
<p>Continue to progress transport and clean air improvements in the city centre including;</p> <ul style="list-style-type: none"> Central Square by June 2022; City Centre East Phase 1 by March 2023; Castle Street by March 2023; Boulevard de Nantes by December 2023. 	Cllr Caro Wild	Planning, Transport & Environment
<p>Progress the Northern and East-West Bus Corridor WelTAG (Welsh transport appraisal guidance) Studies to support the public transport aspirations contained in the Transport White Paper, future regional bus rapid transit links, and local bus route improvements by September 2023.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme, completing design and planning permissions by June 2022 and delivery commencing summer 2022.</p>	Cllr Caro Wild & Cllr Lynda Thorne	Economic Development
<p>Invest in a new segregated cycling network across the city and deliver:</p> <ul style="list-style-type: none"> Cross City Centre and Bay Pop Up cycleways by spring 2022; Cycleway improvements at Tudor Street by August 2022; Cycleway 1 to the University Hospital Wales by August 2022; Improvements to the Taff Trail, and explore design options for a new Blackweir bridge, by March 2023; Cycleway 5 from city centre to Lawrenny Avenue by August 2023; City centre to Roath Park Cycleway by 2024; A Cardiff to Newport network connection by 2024; A full city-wide network by 2027. 	Cllr Caro Wild	Planning, Transport & Environment

*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p>Develop a new Active Travel Network Map by June 2022.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Nurture a strong active travel culture in every Cardiff school by 2027 by:</p> <ul style="list-style-type: none"> Engaging with all schools to support the implementation of their Active Travel Plans and enable the proportion of school journeys made by walking, scooting and cycling to be maximised; Delivering infrastructure schemes to facilitate active journeys to schools; Introducing measures to deter car travel to school including School Streets and additional parking restrictions. 	Cllr Caro Wild & Cllr Sarah Merry	Planning, Transport & Environment
<p>Inform the wider application of a 'Healthy Streets' approach by implementing two Healthy Streets projects including traffic filtering, speed reduction measures, greening, street furniture and child friendly enhancements linked to other transport and regeneration initiatives by 2025.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Prepare an Intelligent Transport System (ITS) Strategy by March 2023 to establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</p>	Cllr Caro Wild	Planning, Transport & Environment

Key Performance Indicator	Target
<p>Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes (2030 Target 76%)</p>	57%
<p>Proportion of work journeys made by:</p> <ul style="list-style-type: none"> Walking Cycling Public Transport 	18% 16% 22%
<p>The number of schools supported to implement their Active Travel Plan</p>	42

*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	Planning, Transport & Environment
<p>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities, by:</p> <ul style="list-style-type: none"> Applying good place-making principles to the city centre, major new settlements and developments, as well as existing communities; Developing a great destination city centre – defined by the new city centre recovery action plan – by 2027; Supporting the vitality and viability of district and local centres and delivering the '15-minute city' approach to all major centres by 2027; Maximising developer contributions from new developments to deliver community infrastructure, affordable housing and wider improvements within local areas. 	Cllr Caro Wild	Planning, Transport & Environment
<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 Cardiff objectives and Action Plan, and the nature emergency; Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches. 	Cllr Caro Wild & Cllr Peter Bradbury	Planning, Transport & Environment

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	>85%
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)
Affordable housing units completed per annum as a percentage of all housing	20%

*PT&E = Planning, Transport and Environment

Enhancing Cardiff's flood defences

We will:	Lead Member	Lead Directorate
Develop a sustainable water, flood and drainage strategy for Cardiff by 2023, including completion of the strategic flood consequence assessment by 30th November 2022.	Cllr Michael Michael	Planning, Transport & Environment
Complete coastal defence improvements in Cardiff East by 2024.	Cllr Michael Michael	Planning, Transport & Environment
Deliver phase 1 of the new Canal Quarter scheme by December 2022, with concept design for phase 2 to be completed by end of 2022, and construction, subject to funding, targeted for 2024.	Cllr Michael Michael	Planning, Transport & Environment

Building resilience into our highway network

We will:	Lead Member	Lead Directorate
Continue to deliver the programme to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
Continue to deliver an extensive programme of localised improvements to our roads and footways to remove defects such as potholes to March 2023.	Cllr Caro Wild	Planning, Transport & Environment
Continue to deliver extensive programmes of reconstruction, resurfacing and surface treatments to our roads and footways throughout the city to March 2023.	Cllr Caro Wild	Planning, Transport & Environment

Key Performance Indicator	Target
The percentage of principal (A) roads that are in overall poor condition	<5%
The percentage of non-principal/classified (B) roads that are in overall poor condition	<7%
The percentage of non-principal/classified (C) roads that are in overall poor condition	<7%

*PT&E = Planning, Transport and Environment

Making Cardiff a world-leading recycling city

We will:	Lead Member	Lead Directorate
Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by: <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and the Welsh Local Government Association (WLGA) to: <ul style="list-style-type: none"> Evaluate and improve trade recycling performance and; Model domestic collections and processing requirements. Undertaking public consultation on the draft Recycling Strategy and incorporating trial results to produce a final draft for approval by the end of 2022. 	Cllr Michael Michael	Economic Development
Reduce the volume of waste, including single-use plastics, across Cardiff by: <ul style="list-style-type: none"> Exploring options to remove 150,000 waste recycling bags from the Council's waste service by December 2022; Working with major venues to consider alternatives to single-use plastic products. 	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 Environmental Street Scene investigation actions	25,000
The number of Environmental Street Scene Legal Enforcement Actions (with enforcement actions including Fixed Penalty Notices, cases which proceed to prosecution, Section 46 or other legal notices)	12,500

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 2022 through integration, digitalisation and the use of data to support the efficient and effective use of resources.	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%



Well-being Objective 7:

Modernising and integrating our public services

The Council is committed to a programme of ongoing service improvements, with the need to respond to the demands of the pandemic bringing into sharp focus areas of organisational development.

The Council is therefore progressing a permanent shift to hybrid working to lock in the productivity gains realised during the Covid-19 pandemic by maximising the use of assets, making increased use of technology and further supporting the workforce.

Taken together, this will allow the Council to become a greener, more agile organisation, providing more responsible and adaptable services for citizens, and a more flexible working environment for staff.

Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- **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 leaner and greener 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 the Council better talks to and listens to the city that it serves**

Progress Made

- **Residents are increasingly connecting with the Council through digital media channels:** the Council now has 46,000 followers on Facebook and over 9,500 followers on Instagram. Additionally, the number of residents accessing the Cardiff App has exceeded 50,000, enabling residents to access services such as reporting potholes and making Council Tax enquiries.
- **Audit Wales have praised the Council's response to organisational recovery,** noting that "the Council is harnessing the positive change in working practice arising from the pandemic to inform its future operating model for its workforce".
- **A comprehensive programme of engagement has been undertaken with staff as part of the work to develop a hybrid working model,** with a survey launched in the summer of 2021 receiving 2,851 responses. 70% described themselves as 'more' or 'a little more' productive since working from home and two-thirds of respondents reported an improved sense of well-being. 44% of line managers reported an increase in productivity, and a quarter reported an increase in improved staff morale and improved well-being amongst the team.
- **All targets within the Corporate Property Strategy 2015-20 were achieved,** with capital receipts amounting to over £35.8m and a reduction of over £20.5m in total running costs secured. A new five-year (2021-26) strategy was approved by Cabinet in December 2021.
- **Work has been undertaken with the Council's Employee Networks to understand the potential barriers and challenges to recruitment.** As part of this, a Joint Employee Network Survey has been created to establish a benchmark of membership and to understand the lived experiences of employees working for the Council.
- **Over the past 12 months the Council has been developing and implementing improved contract management arrangements** which will provide improved oversight of contract performance against six key performance themes.
- **The Council's Scrutiny Committees have played a full role in informing Council policy and service improvement.** A number of steps have been undertaken to strengthen the role of the Scrutiny Committees, including the introduction of a 'tracker' approach to monitoring Scrutiny recommendations.

Priorities for 2022/23

Delivering 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 rapidly accelerated this agenda, catalysing a shift to hybrid working and the delivery of service innovation at an unprecedented pace and scale.

To retain the opportunities realised during the pandemic, the Council has developed – and is in the process of delivering – a programme of organisational recovery and renewal. As part of this work, the Council is implementing a hybrid working model, which seeks to maintain the benefits of increased home and flexible working arrangements, whilst mitigating risks identified.

The transition to this working model is enabled by the Council's investment in digital infrastructure, services and skills. This will need to be continued post-pandemic, including the allocation of agile working devices and investment in meeting room facilities, 'touch down' points, and desk booking and utilisation technology.

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

Technology 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, with this trend only becoming more evident during the Covid-19 pandemic. Providing access to an enhanced range of services online will therefore continue to be a priority post-pandemic, as the Council continues to accelerate its digital agenda.

The Council is also continuing work to improve the collection, presentation, and analysis of data across the public service system to inform decision-making. Work to align the Council's Data Strategy with the delivery priorities and improvement challenges identified through the planning and policy framework will help make the best use of Council data.



Delivering leaner and greener Council buildings

The Council uses property to deliver or support the delivery of statutory and community services. As the Council's new Corporate Property Strategy 2021-2026 recognises, it is therefore important that the estate is modernised and configured to align with the wider strategic and financial objectives of the Council.

For instance, the One Planet Cardiff Strategy identifies a clear role for the Council's estate in decarbonising the city by 2030. To meet this target, the Council will progress new physical adaptations and behavioural approaches across the estate. Furthermore, the hybrid working programme will also change the way we work, how we use our properties and will lead to a re-assessment of operational property requirements. The Council will work to align service need to workforce change, ensuring investment in reconfigured working environments.

Moving forward, it is important that the estate is managed in a dynamic way, able to respond to changing service need and enhance service delivery through provision of good-quality environments.

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

The Council's award-winning programme of staff engagement is supported by a package of measures designed to promote welfare, including a range of health and well-being services, such as the 24/7 Employee Assistance Programme and the Employee Counselling Service.

The Council's commitment to staff also includes a range of training opportunities through Cardiff Academy. Work is also being progressed to understand the potential barriers and challenges to recruitment, including developing appropriate interventions.

Sickness absence, however, remains too high. Although a number of service areas are characterised by good performance and discounting Covid-related sickness significantly improves Council performance, there is an ongoing need to reduce sickness absence levels. A targeted approach will continue to be applied to improve performance, including a continued focus on reducing long-term sickness absence through effective case management.

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

The Council spends over £390 million a year procuring a diverse range of goods, services and works from over 8,000 suppliers, service providers and contractors. The Council therefore has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that wider Council objectives can be supported.

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 pandemic, paired with the urgent need to support the city's economic recovery, means that this agenda must be accelerated.

Making sure that the Council better talks to and listens to the city that it serves

The Council has, over a number of years, placed an emphasis on engaging with residents. The Council's annual Ask Cardiff Survey has one of the largest sample sizes in Wales and provides invaluable insight into the needs of our communities.

Following national trends, the latest Ask Cardiff Survey shows that citizen satisfaction with Council services has fallen over the last year. Work will be undertaken to address this moving forward, along with further work to engage with, and involve, hard-to-reach groups in decision-making. This will ensure that the Council is alert to the voice of the community.

What we will do to modernise and integrate our public services

Developing a comprehensive programme of organisational recovery and renewal

We will:	Lead Member	Lead Directorate
<p>Develop a Hybrid Working Model by:</p> <ul style="list-style-type: none"> Reviewing touchdown spaces and developing a touchdown working space model by May 2022; Completing a programme of engagement with staff and managers by June 2022; Developing a draft Hybrid Working Policy by September 2022; Introducing a Hybrid Working Business Case in line with the Core Office Accommodation Business Case by October 2022. 	Cllr Chris Weaver	Resources, Economic Development and Performance & Partnerships

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 and expand the breadth of Council services available to citizens on all Council platforms by:</p> <ul style="list-style-type: none"> Allowing users to report graffiti and check digital parking permits with the Chatbot, and receive information on Housing, Planning processes and Homelessness by September 2022; Allowing users to report graffiti, problem parking, lighting faults and request hygiene collection services on the Council website and app by September 2022; Implementing new web form product across the website to enable improved information capture relevant to services; Completing an Alexa skills proof of concept on the Chatbot and investigating new "service location" features for the Council app and website by December 2022; Undertaking a programme of background maintenance and upgrades on the bot, app and website by March 2023. 	Cllr Chris Weaver	Resources
<p>Deliver the Council's Data Strategy to support performance reporting and evidence-based decision making by:</p> <ul style="list-style-type: none"> Adopting a new City Performance Dashboard by May 2022; Adopting a new Corporate Performance Dashboard by June 2022; Developing a Community Safety Dashboard by October 2022; Developing a Management Dashboard by March 2023; Delivering a programme of staff training on data management, analysis and presentation by March 2023. 	Cllr Chris Weaver	Resources, and Performance & Partnerships

Key Performance Indicator	Target
The number of customer contacts to the Council using digital channels	10% increase on 2021/22 outturn
The total number of webcast hits (Full Council, Planning Committee, Scrutiny Committees, Audit Committee, Cabinet)	10,000
The number of Facebook followers	50,000
The number of Instagram followers	10% increase on 2021/22 outturn
The number of people registered with the Cardiff Gov App	10% increase on 2021/22 outturn

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

We will:	Lead Member	Lead Directorate
<p>Deliver a leaner and greener estate and protect the council’s historic buildings by:</p> <ul style="list-style-type: none"> Meeting the targets of the One Planet Cardiff strategy by reducing the carbon footprint in the built environment by 30% by the end of 2025/26; Completing 100% of Priority 1 programmed asset works to maintain Council buildings in a safe compliant condition; Developing a plan to implement the hybrid working model in 2022/23, utilising Council property assets and reducing revenue costs by £6m by the end of 2025/26; Disposing of land and property to achieve the £25m general fund capital receipts target by end of 2025/26. 	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
Reduce the carbon footprint in the built environment <i>(Target to be achieved by 2026)</i>	30%
Reduce the annual running cost of the operational property estate <i>(Target to be achieved by 2026)</i>	£6,000,000
The percentage completion of all Priority 1 works	100%
General fund capital receipts <i>(Target to be achieved by 2026)</i>	£25,000,000

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

We will:	Lead Member	Lead Directorate
Develop a new five-year Workforce Strategy by March 2023.	Cllr Chris Weaver	Resources
<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
Implement strategies that are aligned to the Gold Level Corporate Health Standard Award.	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 any development of new policies and processes or changes to current policies and processes continue to promote a diverse and representative workforce; Promoting the work of our employee networks; Supporting careers events in our least represented communities; Reviewing the new Cardiff Works Ready Scheme by January 2023 to understand the impact it has to increase the Cardiff Works pool – making it more representative of the communities we serve. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p>Ensure Cardiff Council is a ‘Fair Work’ employer by:</p> <ul style="list-style-type: none"> Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments; 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
Increase year-on-year social value/ community benefits delivered through the Council's annual procurement programme utilising the TOMs (Themes, Outcomes, Measures) National "Social Value" Framework.	Cllr Chris Weaver	Resources
Continue to support the Foundational Economy by making our procurement spend more accessible to local small businesses and the third sector.	Cllr Chris Weaver	Resources
Develop a Socially Responsible Procurement Strategy and Delivery Plan to shape the Council's procurement approach for the next four years.	Cllr Chris Weaver	Resources
Ensure the Council's procurement programme fully supports the delivery of the Council's aim of being a Carbon-Neutral City by 2030.	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 (above £250,000) which include social value commitments	20%
The financial value of the social value committed to within contracts awarded in the year	Baseline
The financial value of the social value delivered within the year	Baseline

Making sure that the Council better talks to and listens to the city that it serves

We will:	Lead Member	Lead Directorate
Develop and publish a new citizen engagement strategy by October 2022 in line with the Local Government and Elections (Wales) Act 2021.	Cllr Chris Weaver	Performance & Partnerships, and Governance & Legal
Progress and deliver our customer service agenda with a focus on: <ul style="list-style-type: none"> Introducing new customer service standards and working practices which ensure quality of service as part of the transition to hybrid working; Tailored customer service training for all staff relevant to their roles and responsibilities; Delivering an improved complaints process. 	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 new potential electors identified by using local data sources and sending an invitation to register	3,000

Managing the Covid-19 pandemic

We will:	Lead Member	Lead Directorate
Support an ongoing partnership approach to pandemic management , as part of a wider programme of comprehensive public protection, including: <ul style="list-style-type: none"> Supporting a surveillance and risk-based response to incidents and outbreaks; Continuing to manage any clusters and outbreaks in high-risk settings. 	Cllr Huw Thomas	Resources, Economic Development and Adults, Housing & Communities

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

Delivering Capital Ambition

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

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

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
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in Delivering Capital Ambition

Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate.

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, the 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 & Performance Framework.
- **Involvement:** In developing the Well-being Objectives, the Council has drawn on the results of the annual Ask Cardiff citizen survey – which received over 2,700 responses in 2021 – and on focus groups with 'seldom heard' groups. We continue to involve residents in decisions which affect them; consultation has taken place on specific strategies such as the replacement Local Development Plan, the International Sports Village Masterplan and the draft Recycling & Waste Strategy.

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.

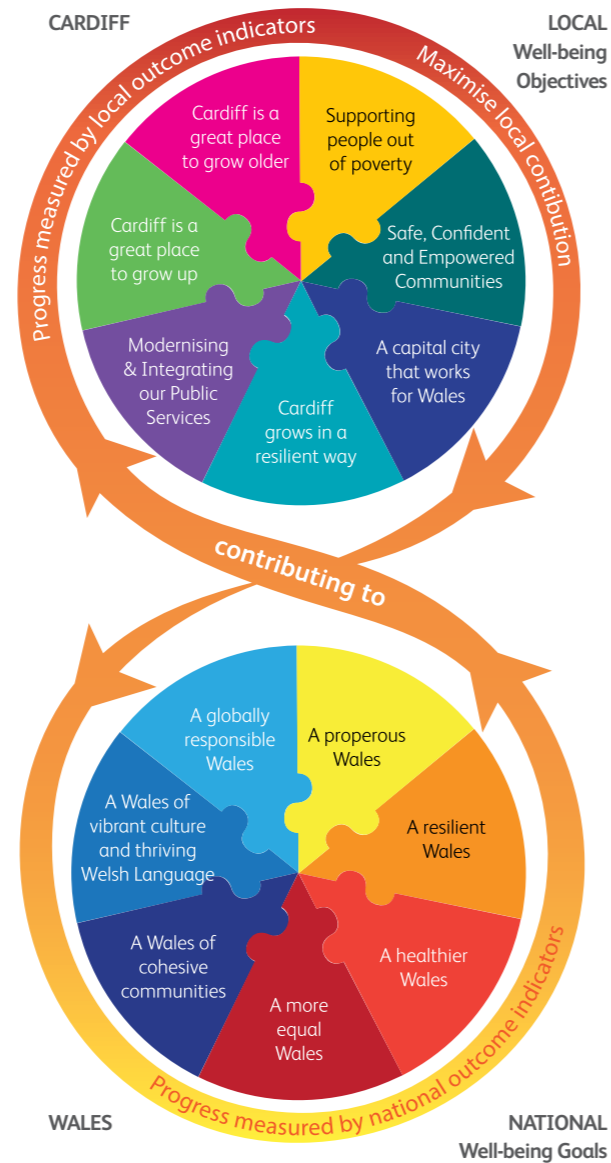
- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives 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 seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance.

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2021](#) analysis, which provides an annual snapshot of how the city is performing.



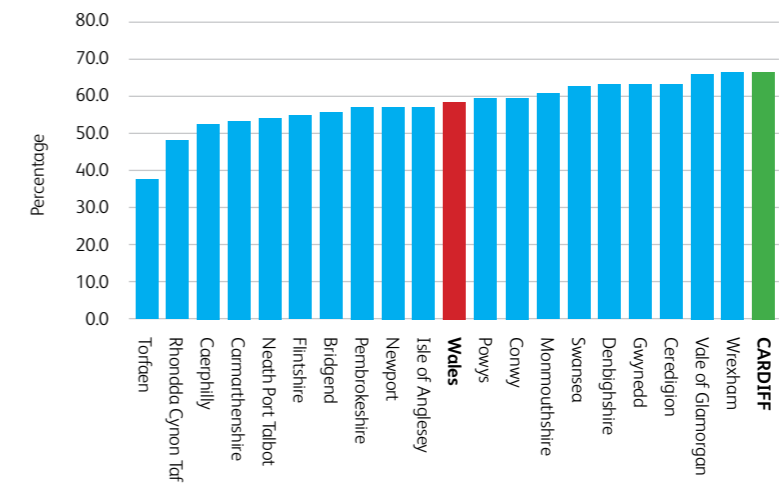
Well-being Objective 1: Cardiff is a great place to grow up

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Achievement at A level²

Percentage of 17 year old pupils entering at least 2 A levels achieving 3 A*-C, 2018/19

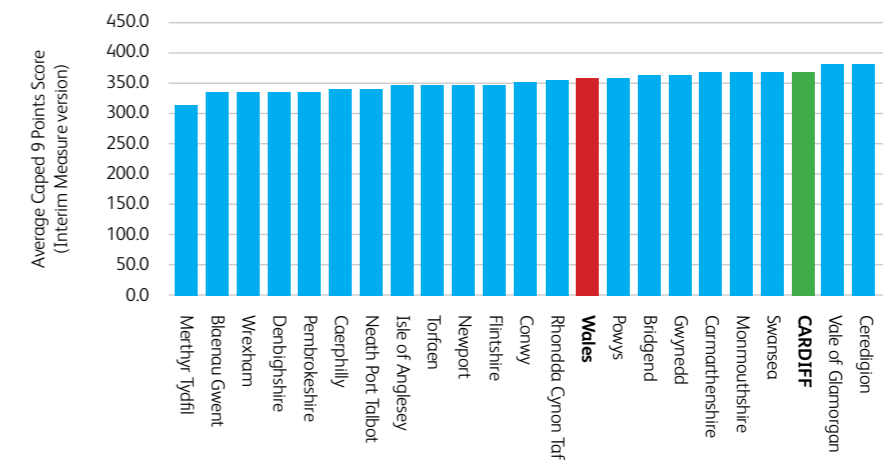


Source: Welsh Government



Improving City Performance: Achievement in Secondary Schools²

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

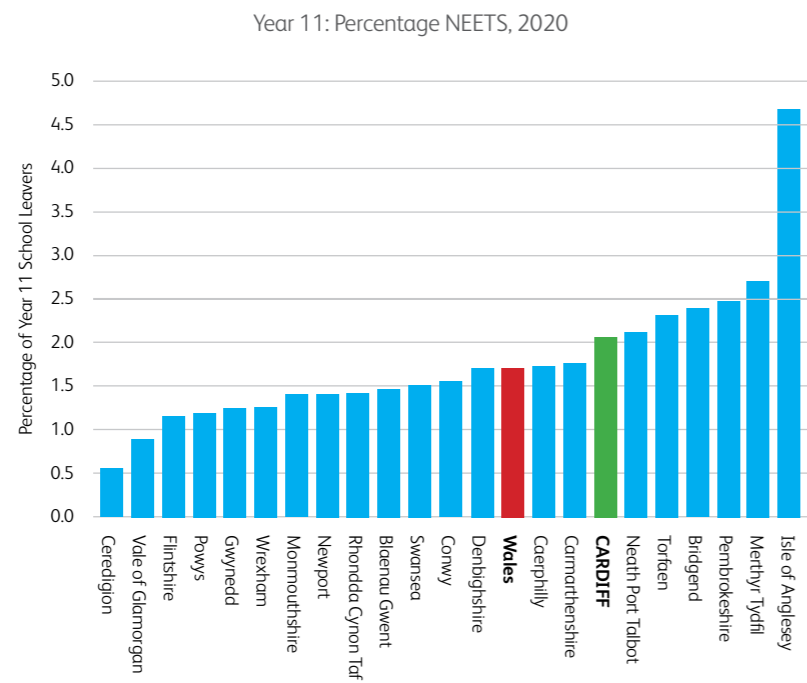


Source: Welsh Government

² This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.



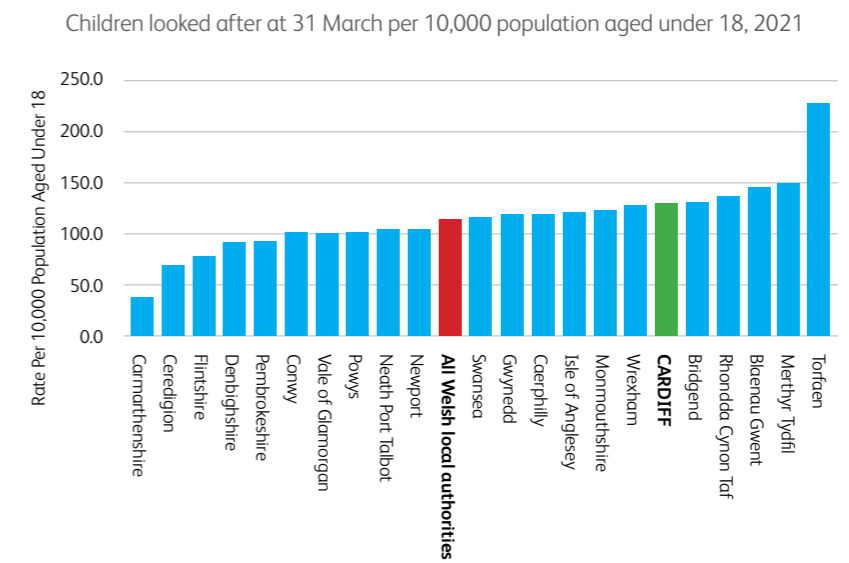
Closing the Inequality Gap: 16 year olds not in education, employment or training



Source: Careers Wales



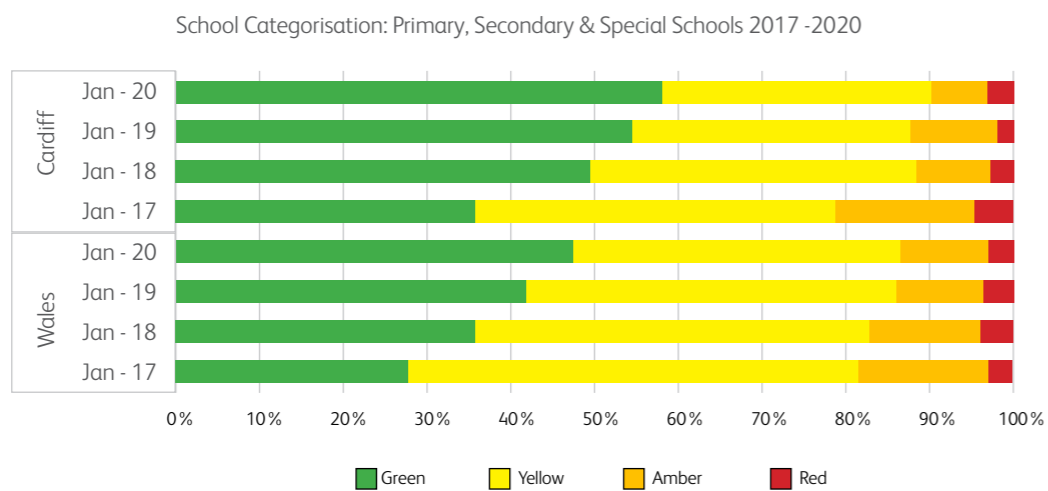
Improving City Performance: Number of Children Looked After



Source: Welsh Government



National School Categorisation: The National School Categorisation System aims to provide a clear structure to review how well a school is performing.³



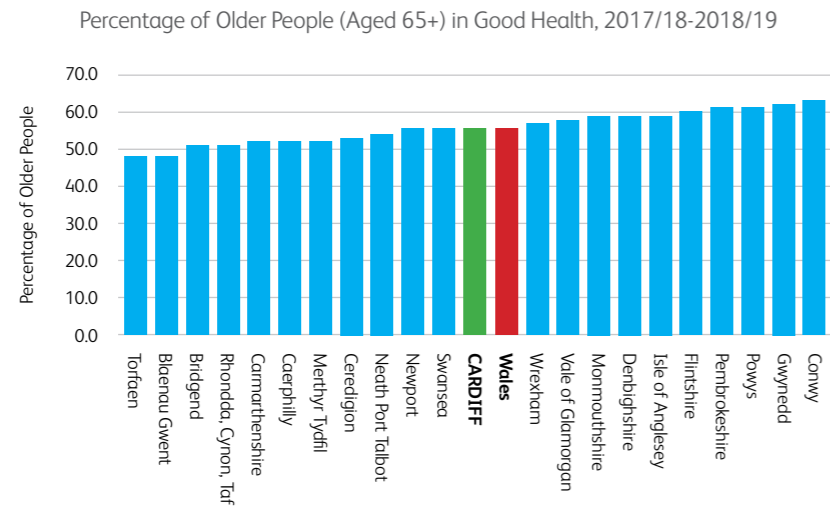
Source: Welsh Government

³ Estyn inspections have been suspended due to the pandemic

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

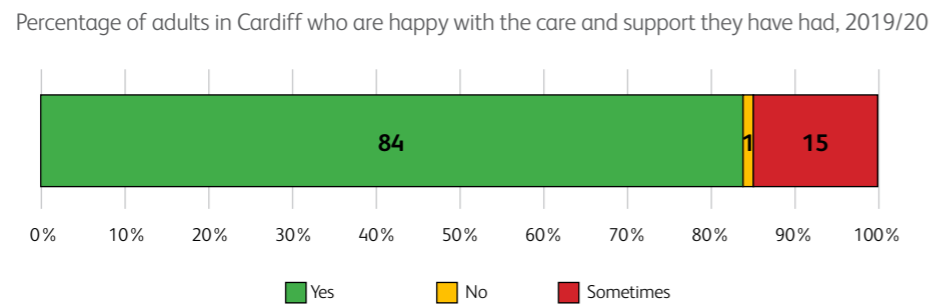
Measuring Progress against the Well-being Objective: **Outcome Indicators**

Improving City Performance: Health in older people



Source: Public Health Wales

Improving City Performance: Quality of Local Social Care Services

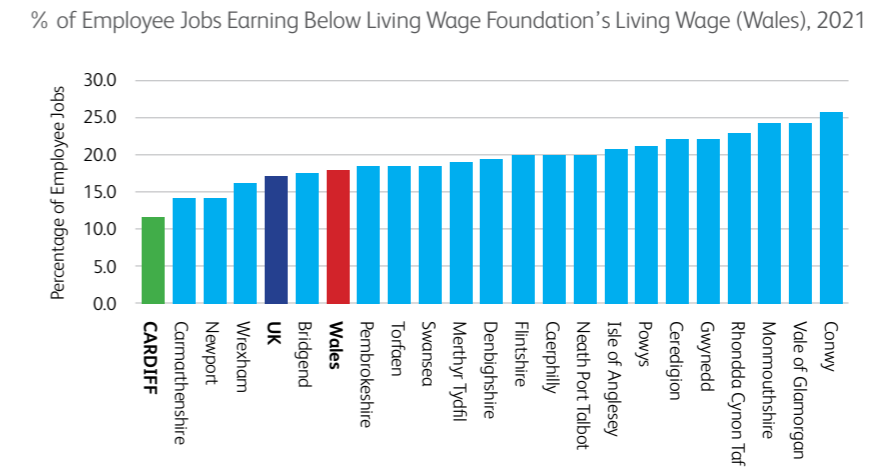


Source: Social Services & Well-being Survey 2019/20, Cardiff Council

Well-being Objective 3: Supporting people out of poverty

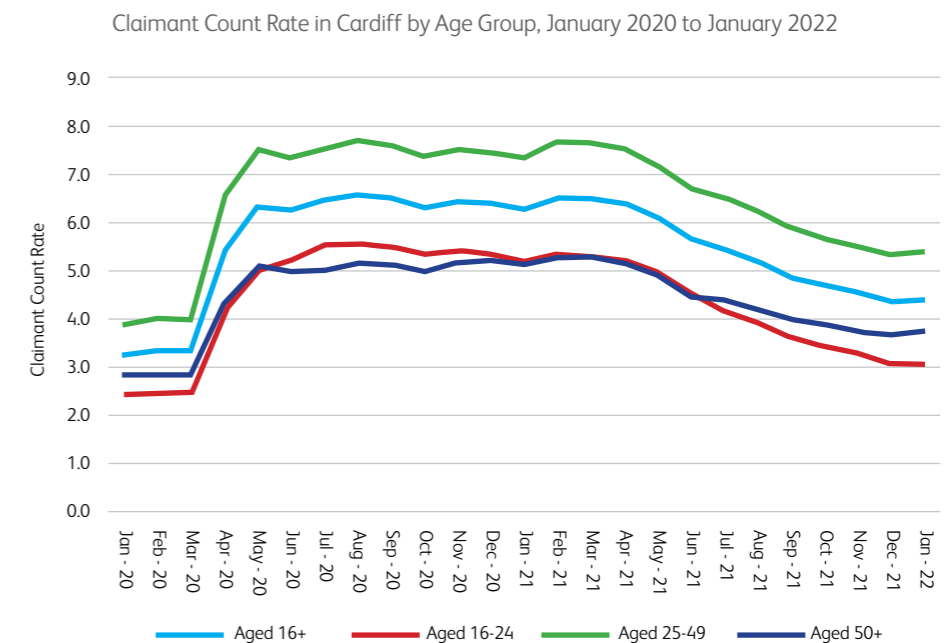
Measuring Progress against the Well-being Objective: **Outcome Indicators**

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



Source: Office for National Statistics

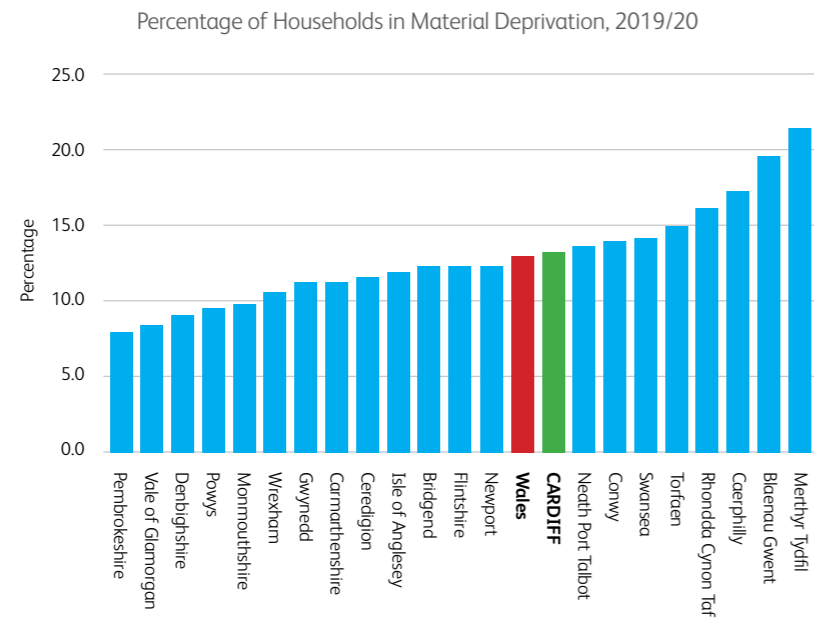
Closing the Inequality Gap: Levels of unemployment



Source: Nomis, Office for National Statistics



Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government

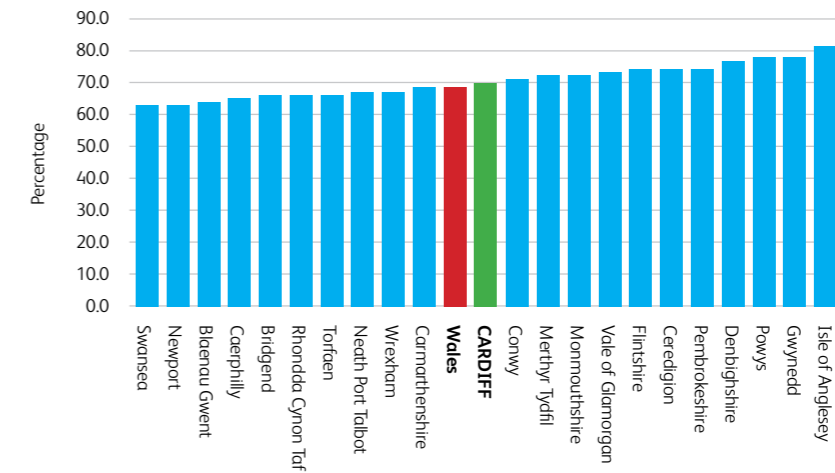
Well-being Objective 4: Safe, confident and empowered communities

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Community Cohesion

Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2020/21

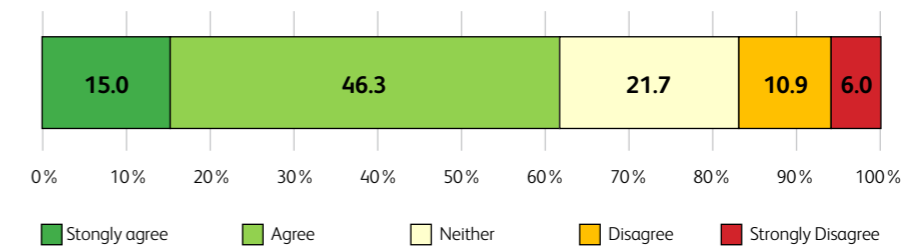


Source: National Survey for Wales, Welsh Government



Improving City Performance: Community Cohesion

To what extent do you agree or disagree with this statement: My neighbourhood is a place where people get on well together and help each other. (Base: 2,577)

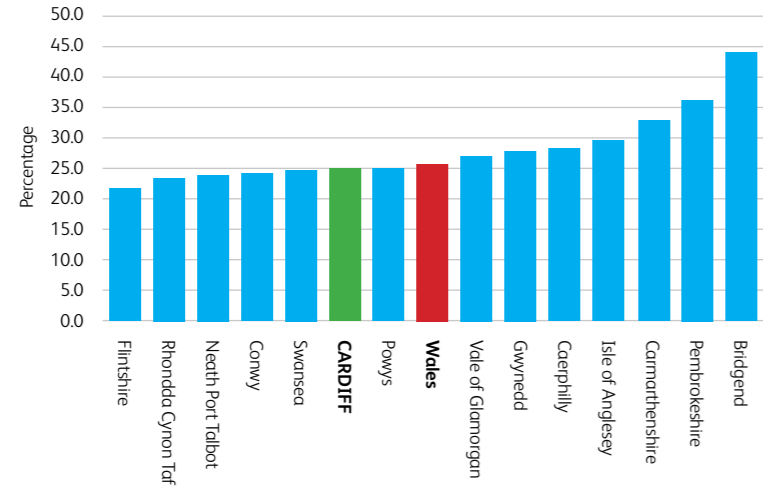


Source: Ask Cardiff 2021



Improving City Performance: Local Influence ⁴

Percentage who feel able to influence decisions affecting their local areas, 2020/21

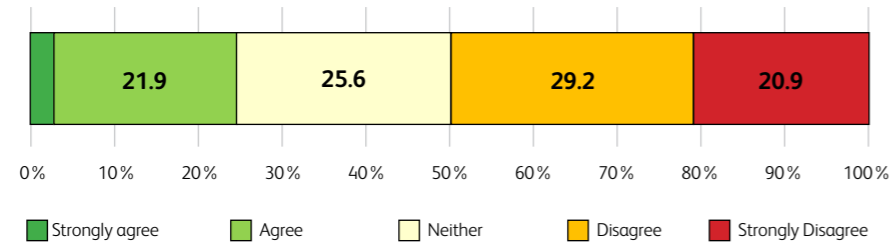


Source: National Survey for Wales, Welsh Government



Improving City Performance: Local Influence

To what extent do you agree that you are able to have a say on local issues on how Council services are run in your community? (Base: 2,155)

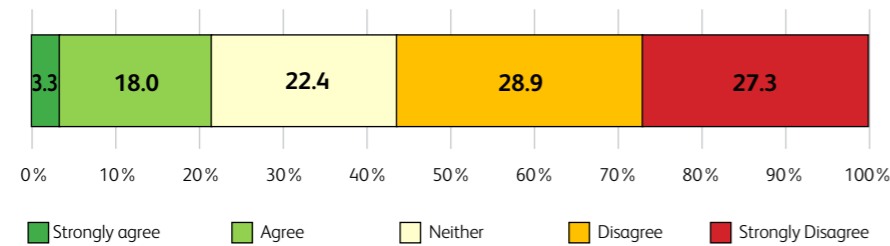


Source: Ask Cardiff 2021



Improving City Performance: Community Safety

To what extent would you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area? (Base: 1,862)



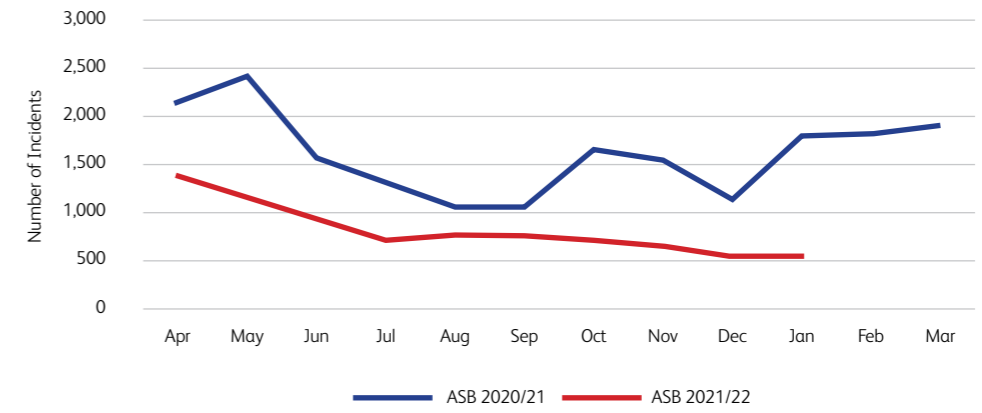
Source: Ask Cardiff 2021

⁴ Data is unavailable for eight Welsh Local Authorities.



Closing the Gap: Community Safety

The number of reports of anti-social behaviour to the police

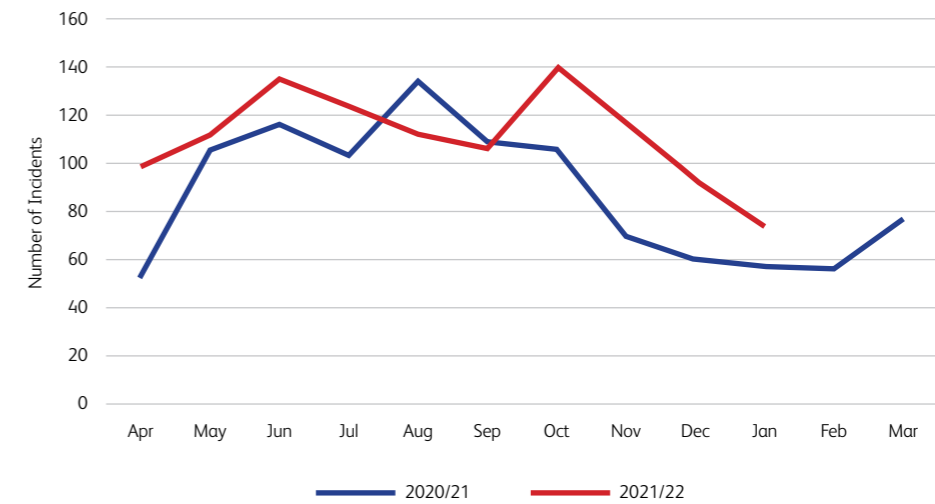


Source: South Wales Police



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

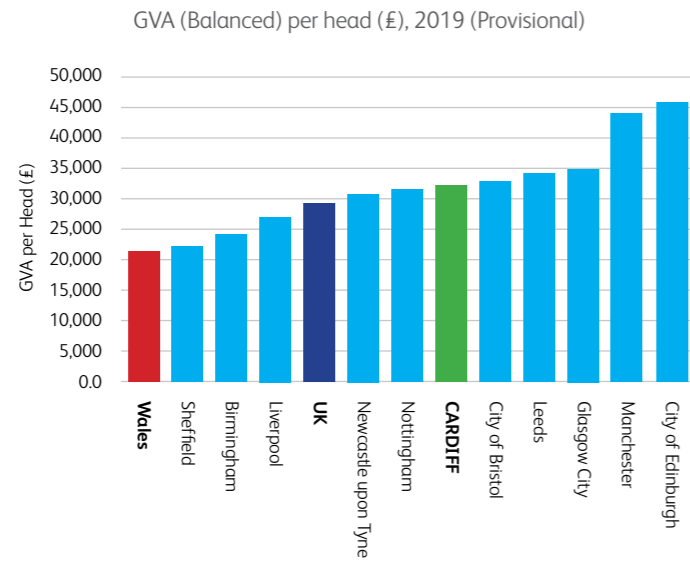


Source: South Wales Police

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

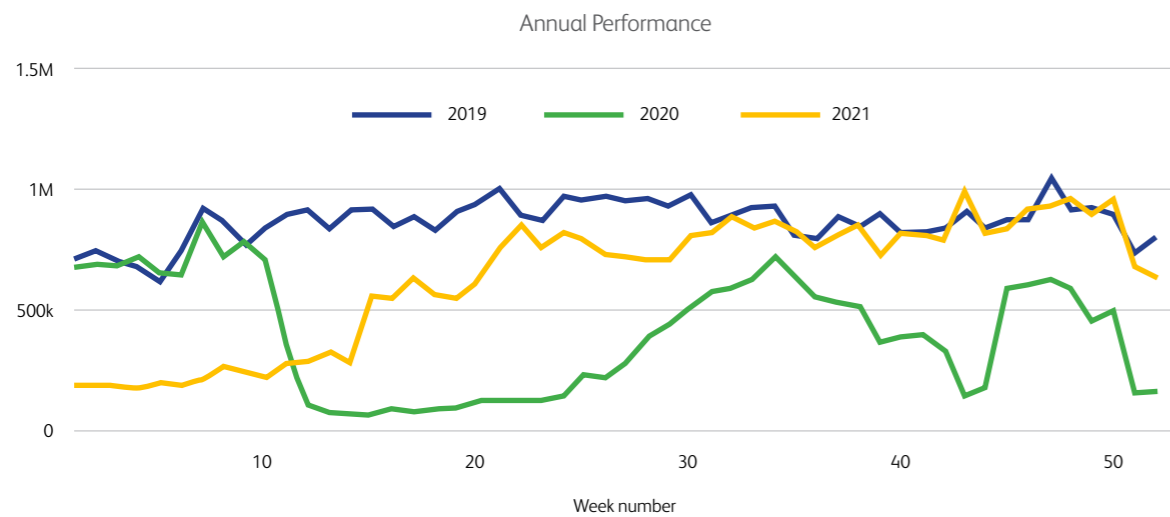
Measuring Progress against the Well-being Objective: **Outcome Indicators**

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

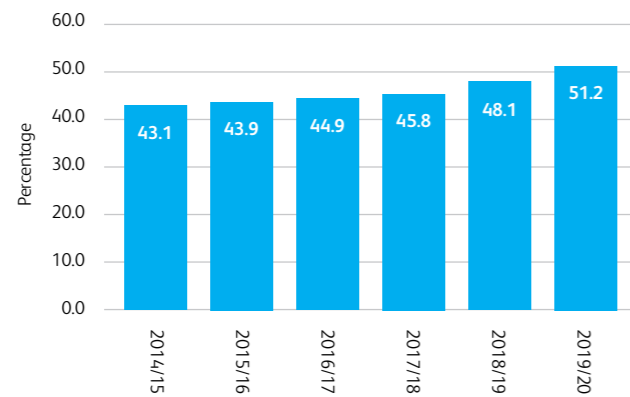
Well-being Objective 6: Cardiff grows in a resilient way

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Commuting by Sustainable Transport

Mode of Travel to Work: by Sustainable Transport (%), 2014/15-2019/20

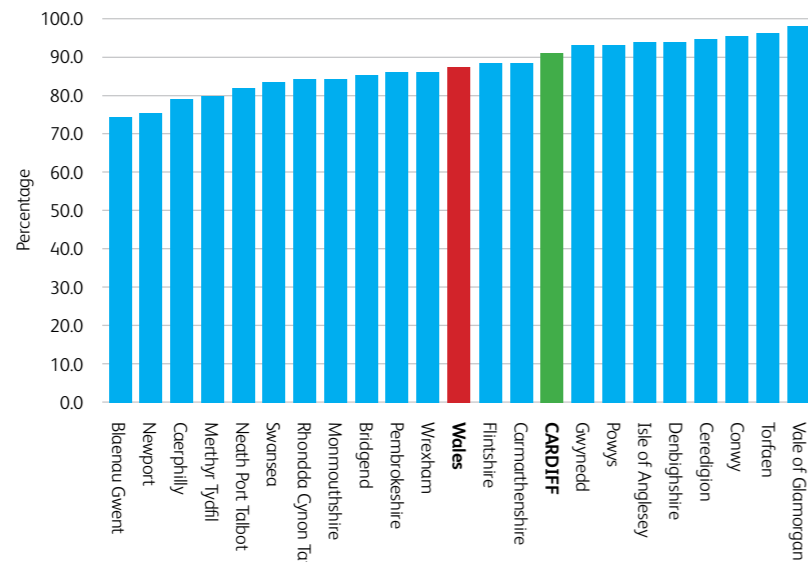


Source: Transport Survey, Cardiff Council



Improving City Performance: Satisfaction with Local Area

Percentage of People Satisfied with Local Area as a Place to Live, 2020/21

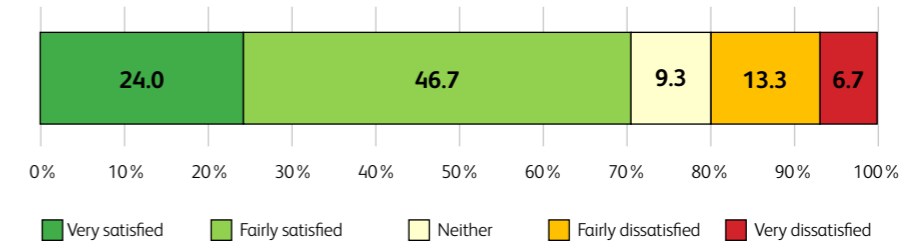


Source: National Survey for Wales, Welsh Government



Improving City Performance: Satisfaction with local area

How satisfied or dissatisfied are you with your local community as a place to live?
(Base: 2,604)

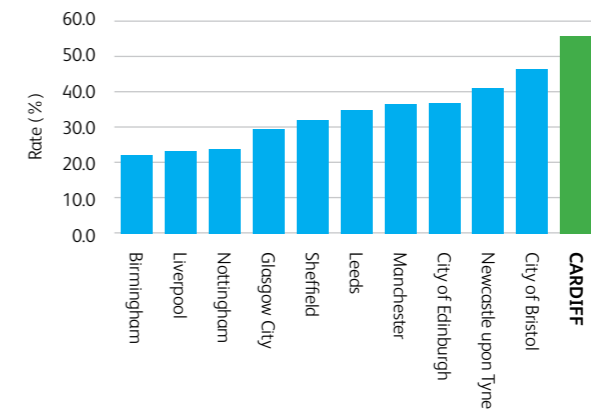


Source: Ask Cardiff 2021



Improving City Performance: Recycling Figures - Core Cities⁵

Reused/Recycled/Composted Rate (%), 2020 (Scotland) and 2020/21 (England & Wales)

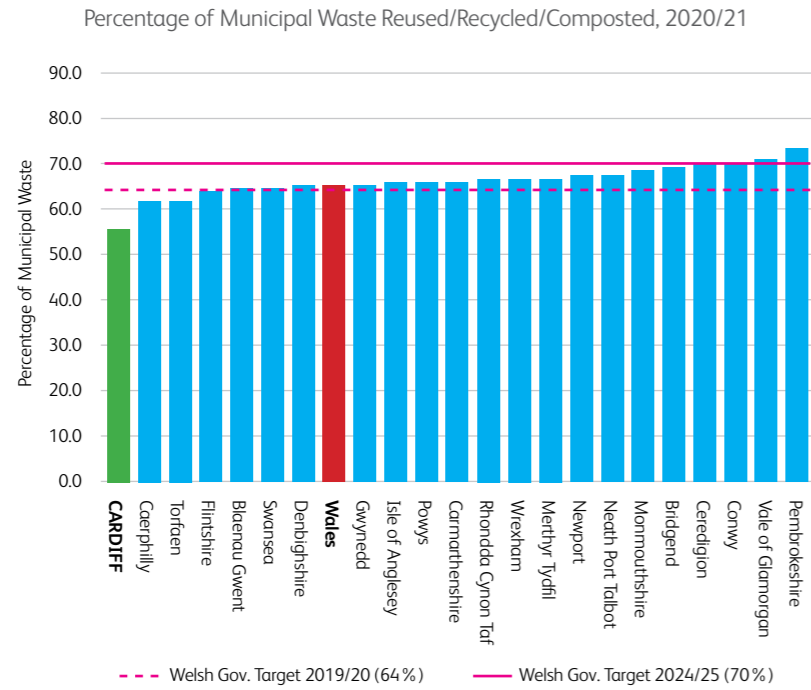


Source: Welsh Government, DEFRA & Scottish Environment Protection Agency

⁵ Latest Available Recycling Rates – 2020/21 for Wales and England, 2020 for Scotland. The calculation of the recycled rate differs slightly between the three nations.



Improving City Performance: Recycling figures - Welsh Local Authorities



Source: Welsh Government

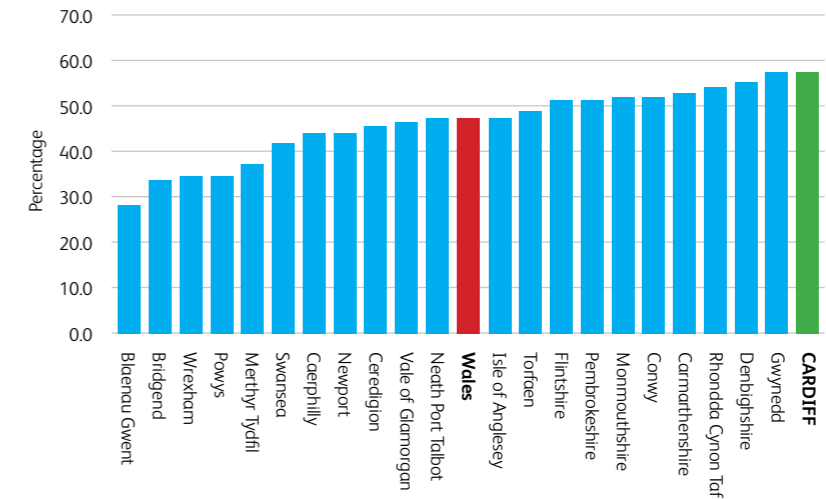
Well-being Objective 7: Modernising and integrating our public services

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving Council Performance: Satisfaction with services

Percentage of People that Agree the Named Local Authority Provides High Quality Services, 2019/20

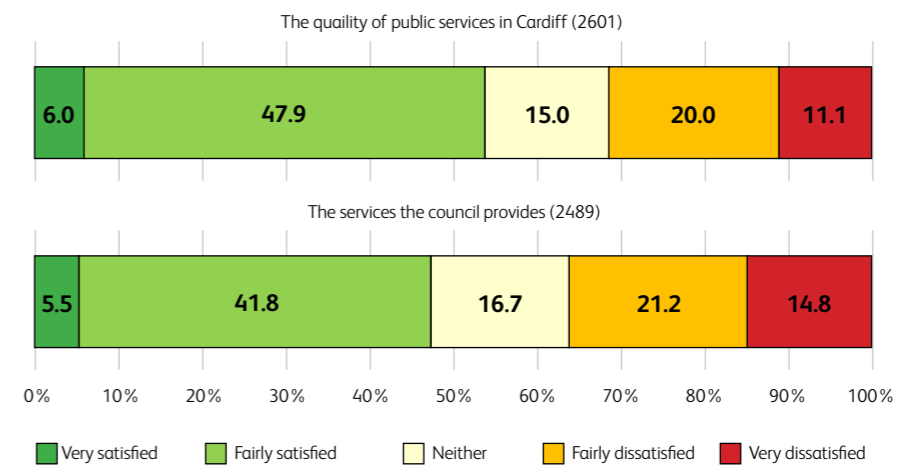


Source: National Survey for Wales, Welsh Government



Improving Council Performance: Satisfaction with services

Overall, how satisfied are you with the following?



Source: Ask Cardiff 2021



Scrutiny comments and observations for further consideration

Corporate Plan 2022-25 Target setting Observations

REF/PAGE	Observation/for Cabinet's further reflection
WBO1	
S1.6	The Panel sought assurance that CYPSC would be involved in arrangements in relation to 'Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.' We note the Leaders assurance that this will happen. We also note whilst Band B included academic rigour via Cardiff University WISERD, the role of scrutiny is a critical part of this process.
S1.14 (New)	The Panel sought assurance that scrutiny of the Central South Consortium (CSC) to deliver school improvement and measure school performance as the new accountability and assessment framework emerges would continue, particularly as the CSC was highlighted as a recommendation in the Estyn report. Members note the Education Service is currently awaiting guidance from Welsh Government regarding the new accountability and assessment framework. and will continue to work with CSC in delivering school improvements. The Service has built on the progress of the schools causing concern, and yellow and green schools processes, to put in place an all-schools risk meeting that operates 4 times per year but want to strengthen this with CSC, looking particularly at teaching and learning. Service has shared the Cardiff strategic priorities with CSC principal improvement partners to work on when looking at all schools' risk meetings.
S1.16 (New)	The Panel sought clarification in relation to "Deliver an integrated model of Youth Support Services" , and what that means. We note that this arose out of the Covid recovery whilst looking more closely with colleagues across the authority at integrating services for young people. It relates to a wider piece of work across a range of services across the city
KPI 1.6, KPI 1.8 KPI 1.14	Attendance of children looked after; Successful EOTAS and Children Looked After transitions at year 11; Members highlighted the lower results compared to all pupils. The Panel noted that in terms of outcomes and attainment standards for children looked after, Education & Lifelong Learning acknowledged that results need to improve and has committed additional, dedicated resource to the service to support those children & young people, which is a key component to driving up standards and outcomes. In terms of EOTAS (Education Other Than At School) pupils, this is a group of challenged and disengaged young people, impacted by the pandemic where digital youth work works well. We note the Council is looking to quality assure all the different provisions to improve outcomes and build on current provisions. It is an area of focus for the Cabinet which mirrors

Scrutiny comments and observations for further consideration

	<p>scrutiny's concerns. The target reflects current performance, but when adding Cardiff 2030, sets out the next steps in the Council's education journey.</p> <p>Performance has improved over the past 5 years and the Council is now getting into more difficult to solve areas. We note the Chief Executive's comment that the work the Council is doing to identify needs for this cohort via the vulnerable assessment profiling is much stronger than it was and in a good position to make inroads in ensuring needs are identified and support is in place for these young people.</p> <p>The Panel also notes that in relation to working practices across Education and Children's Services, strides have been made to share data and resources and is ongoing.</p>
KPI1.30 KPI1.32	<p>The Panel commended the performance reported to date, with many areas on target, including the Family Gateway. However, highlighted that Support4Families has not yet met its target.</p> <p>We note officers' response that the current target is 2000, a cumulative target pending quarter 4 results and the service area is confident that they can reach the target. Current results are only slightly lower than this time last year.</p>
KPI1.33	<p>Youth Justice Service: Members enquired why only 7 had been referred to the team.</p> <p>We note the Chief Executive's response that, in relation to first-time entrants, the results reflect a welcome change of practice, including diversionary activities and police showing a reluctance to criminalise young people. This has been audited by Youth Justice Cymru which resulted in taking the Cardiff YJS Board out its higher level of monitoring. We note that there may be other factors playing out in terms of how the courts have operated, but mainly due to change of practice.</p>
KPI 1.34	<p>The percentage of children re-offending within 6 months of their previous offence: Members highlighted that performance appears to be decreasing and the target of 40.0% seems high, asking how Cardiff compares with other local authorities in relation to reoffending rates?</p> <p>We note the Chief Executive's view that reoffending rates are a difficult area, partly as it takes time for the reoffending rate to be reflective of the changes of practice being made. We were assured by the Corporate Director that there has been a significant reduction in the reoffending rates, and comparisons show Cardiff doing significantly better than it was. It was impacted by Covid but will keep a keen eye on this and where it settles.</p>

Scrutiny comments and observations for further consideration

WBO2	
<p>Corporate Plan, page 21.</p>	<p>Community Resource Team: The Panel noted KPI results for the Community Resource Team have been consistently well below target since the outbreak of the pandemic.</p> <p>The Panel recognises that partnership working with the RPB to address CRT issues is included in the Corporate Plan, however the narrative needs to be expanded to provide greater detail to the reader on the current joint working with partners in this area. Specifically, the narrative should include how the current work will be developed and enhanced going forward.</p>
	<p>Cross-directorate work: The Panel recommends more emphasis is included in the draft Corporate Plan on the importance of cross-directorate work within the Council to achieve well-being objective 2.</p>
<p>Corporate Plan, page 24 – S2.10</p>	<p>Quality of Care: The Panel recommends within the draft Corporate Plan, more explanation on the Quality Assurance Framework recently implemented is provided. This narrative should include the framework’s purpose and how it works.</p>
<p>Corporate Plan, page 24</p>	<p>Social Care Workforce: As referenced at the meeting, the Community & Adult Services Scrutiny Committee have previously been informed a key focus for the service area in response to heightened pressures and demands, is to grow the social care workforce.</p> <p>The Panel commends the emphasis on growing and valuing the social care workforce within the proposed narrative of the Corporate Plan.</p>
<p>KPI 2.7</p>	<p>Delayed Transfers of Care: The Panel queried when the data for delayed transfer of care will be reinstated. The Panel note it is hoped this data collection will likely be reinstated at the start of the next financial year.</p> <p>Further to this, we also note there is now a much better understanding about the whole system of prevention, admission, and discharge into or from hospital. As a result, more meaningful KPIs in relation to this area of work are also looking to be developed.</p>
WBO3	
<p>KPI 3.15 KPI 3.16</p>	<p>Homelessness: The Panel stated the number of rough sleepers housed who have maintained their accommodation is still consistently below target. In addition, we also noted the target for this KPI has also been lowered from 70% to 65% in this new Corporate Plan.</p> <p>In conjunction, the target for the number of people who experienced successful outcomes through the Homelessness Reconnection Service has</p>

Scrutiny comments and observations for further consideration

	<p>also been lowered in the new draft Corporate Plan (the target is now 75%, it was 80%).</p> <p>Given the Council's revised approach to addressing homelessness since 2020, and all its associated steps, the Panel queried why targets are not being achieved and why the targets have been lowered.</p> <p>The Panel notes the complex needs of the cohort and that the Reconnection Service was suspended for a period, due to the pandemic. In line with this, the Panel also raised how the cost-of-living crisis could affect overall demand on these services and present difficulties in achieving targets.</p> <p>We were informed KPI 3.15 is a new indicator introduced last year and so provided baseline information to inform target setting.</p> <p>The Panel overall had concerns that the lowering of these targets could suggest a lowering of ambition. Though the Panel recognises the need for targets to be achievable, given the importance of this KPI, and the Council's revised work in addressing homelessness since 2020, we wish to formally note our concern over the lowering of these targets and reiterate, and stress, the need to ensure targets remain high to ensure ambition is continually pushed, and better results are always achieved.</p>
WBO4	
Corporate Plan S4.2	<p>Shared Regulatory Services (SRS): Members highlighted the step in the Corporate Plan is to deliver the SRS business plan. During our discussions in December 2021. at the mid-year performance report panel review, Members were made aware of the staffing recruitment and retention issues facing SRS in Cardiff, and nationally. Members sought assurance these had been resolved. Members note the Chief Executive's response that SRS is still facing pressures, not least the demobilisation of covid infrastructure coupled with the need to prioritise work, that the Head of SRS has not flagged any public health safety concerns per se but has flagged that concerns and pressures for staff remain. Members recommend that the Corporate Plan include narrative on SRS to this effect.</p>
Corporate Plan S4.20 (New)	<p>Violence Prevention Strategy: The Panel recommends more narrative is included on the upcoming Violence Prevention Strategy such as its aims and purpose to reflect its importance.</p>
Corporate Plan S4.27	<p>Regional Sports Partnerships: the Economy & Culture Scrutiny Committee has recently completed an Inquiry into Community Sport in Cardiff, focused on understanding the impact on Cardiff of Sport Wales's Regional Sports Partnerships. The Inquiry Report has been submitted to Cabinet and is due to be presented to Cabinet 24 February 2022. Members highlighted the</p>

Scrutiny comments and observations for further consideration

	<p>Corporate Plan makes no reference to the need to engage with Sport Wales to develop a model that works for Cardiff. Members note and agree with the response from the Leader that Cardiff is well positioned regarding community sport and the Chief Executive's response that there is an opportunity to develop a firm proposal to discuss with Sport Wales.</p> <p>Members recommend the Corporate Plan would benefit from including wording to this effect, to aid transparency and accountability, and Member's note the Leader's point that Cardiff's position could be better reflected in the Corporate Plan.</p>
KPI4.1	<p>Total number of new Council homes completed and provided: The Panel questioned if the Council is on track to complete the target of 750 new Council Homes by the end of March 2022 and 1,000 new council homes by December 2022. The Panel note the confirmation that the Council is on track to achieve these targets.</p>
KPI 4.4	<p>Libraries & Hubs: Members recognise that attendances are low because of covid. Given that libraries and hubs have reopened, Members suggested a publicity campaign should be undertaken to promote them and reassure the public regarding safety measures in place. Members note the Leader's agreement of the need to reassure and remind citizens and his expectation that the service area would have a publicity campaign to do this.</p>
KPI4.9 KPI4.10	<p>The percentage of Council staff completing Safeguarding Awareness Training: The Panel highlighted concerns over the poor results for the number of staff completing safeguarding and domestic abuse training.</p> <p>The Panel notes the results can in part be aligned to data cleansing recently undertaken. The Panel notes there will be a more concentrated focus on raising these results through comms and managerial direction, including a new dashboard for managers to access and determine which staff members need to undertake the training.</p> <p>In addition, the panel notes the challenges around encouraging front line council service staff to undertake this training.</p>
KPI 4.11	<p>The Panel queried why the number of referrals to South Wales Police regarding domestic abuse was low and sought clarity on the process for this KPI.</p> <p>The Panel notes the emphasis of this KPI is surrounding response time and it was confirmed there has been a dip in performance surrounding responding in one calendar day. However, the executive has been assured by the service that performance overall is good. It was suggested reporting on responses within 2 days also be included.</p>

Scrutiny comments and observations for further consideration

<p>KPI4.11 KPI4.14 (New)</p>	<p>The extent to which citizens agree local public services are successfully dealing with anti-social behaviour and crime in their local area.</p> <p>The Panel considers there is still a notable absence of Anti-Social Behaviour specific KPIs. However, we are pleased to see that a KPI has recently been developed relating to domestic abuse and one is being developed on how successfully bodies are dealing with ASB instances.</p> <p>The Panel queried, if, in line with their previous comments, a KPI could be developed on ASB instance in the city.</p> <p>From the response we note the emphasis that ASB is largely seen as a police matter, and a wider suite of KPIs are supplied to the Community Safety Partnership Leadership Board to ensure a broader understanding of city's ASB context.</p> <p>In addition, the Panel notes the work of Partnership problem solving groups shows, depending on the nature of the issue and the nature of the community, the issues that need to be measured can vary. We note a suite of KPI's are being developed in line with nature of this problem.</p> <p>However, as the issue of community safety is high on the agenda for Cardiff's residents, and to provide a landscape picture of ASB instance in the city and insight into whether it is improving, the Panel recommends a KPI is developed on ASB instances. Or, if this is already presented to the CSP Leadership Board – included in the Corporate Plan.</p>
<p>WBO5</p>	
<p>KPI5.3 KPI5.5</p>	<p>Visitors to City: Members highlighted that no targets for 2022-23 have been set for KPIs 5.3, 5.4 and 5.5. Members understand the rationale for not having targets for 2021-22, when covid lockdowns significantly reduced visits to Cardiff. The situation is changing, with the successful vaccination programme and the Welsh Government reducing restrictions, and it is important that Cardiff promotes itself to ensure it is seen as a destination of choice as the market opens up. Members wish to accept the offer from the Leader to provide further details on the work the Council and partners, such as For Cardiff and Visit Cardiff, are undertaking to market Cardiff.</p>
<p>WBO6</p>	
<p>KPI6.4</p>	<p>Electric Vehicles: The Panel questioned whether the target of 100 electric vehicles by March 2023 was realistic, given the fact that performance was only at 24 for Q3 this year.</p> <p>The Panel was advised that there were a number of charging facilities now at County Hall and this would be replicated across the city in other Council facilities. There were challenges relating to the types of vehicles, but expectations are set at this level corporately.</p>

Scrutiny comments and observations for further consideration

	<p>The Panel queried whether there would be facilities at City Hall to which they were advised that there were some nearby, but plans are more for Council depots where vehicles sit overnight.</p> <p>Currently there should be around 71 charging points installed by the end of the month – including 25 in Cowbridge Road, as well as some in Lamby Way and County Hall. This would then be widened in the second phase. 7 electric refuse vehicles and electric cars are also being delivered this week.</p> <p>The Panel were advised that there was a good degree of confidence within the service area that this target could be achieved for March 2023.</p>
KPI. 6.13	<p>Affordable Housing: The Panel explored the issues with meeting the target for the percentage of affordable housing that had been completed on developments on greenfield sites. Indications from Planning were that targets were being achieved on green and brownfield sites. This varied from application to application but overall, the Panel was reassured that the Council was achieving, if not exceeding those targets.</p>
KPI.6.16	<p>Recycling: The Panel questioned the risk to the Council of being fined for not achieving the 64% WG recycling target. Furthermore, given that the Recycling Strategy will not be approved until December 2022, the Panel queried what the further consequences will be if the Council does not then achieve the 70% WG target by 2024/25? The Panel were reassured that the risk was currently low as, from discussions with WG, there is agreement and understanding that the Strategy is the Council's response to these targets.</p> <p>It was reported that the pilot was going extremely well with a dramatic reduction in contamination. It was recognised that there were challenges that were unique to Cardiff and the Strategy set out ways to address this in order to achieve the targets.</p> <p>The Panel expressed frustration that Commercial waste providers do not have to meet similar recycling targets, to which they were advised that this does inadvertently affect the Council's performance as they also operate a Commercial waste service. The Panel recommends that the Council lobby Welsh Government to set targets for private companies to recycle their Commercial waste.</p>
KPI. 6.20	<p>Cleanliness of Highways: The Panel referred to previous reassurances that additional resources would be provided in this area and yet the performance still continues to fall each quarter. The Panel questioned whether this extra resource had been provided as well as what was being done in the community to promote and maintain street cleanliness? The Panel was advised that a Blitz team was in place and the proposal for the next financial year was to significantly increase the resource that is going directly into that team. There will be a much greater intensity of provision from that team, particularly in areas that are a problem with a view to getting better outcomes. The Council was also looking at a proposal for increasing the estate management resources.</p>

Scrutiny comments and observations for further consideration

	The Panel queried what was being done regarding enforcement as there was a need to be tougher on this and increase the presence of enforcement officers. The Panel was informed that there would be potential budget reallocation to strengthen this area. Added to this would be a restructuring of the cleansing service with strengthening of the supervisory tier, which would lead to better outcomes.
WBO7	
KPI7.3	Webcast hits: The Panel is pleased to see how the number of webcast hits has increased. However, given that at Q3 2021/22 we are already 500 over the proposed target of 10,000 for 2022/23 you may look to be more ambitious/stretching. We acknowledge it's difficult to judge how far to stretch but we welcome your offer to review the target in light of the Panel's comments.
KPI7.4 KPI7.5 KPI7.6	Facebook; Instagram; Cardiff App: The significant numbers of residents now engaging with the Council via Facebook, Instagram and the App is encouraging. These KPI's all appear to have taken a significant jump in 2020/2021. The Panel questioned whether a '10% increase on the previous outturn' is a sufficiently stretching target, given the increasing numbers of young people (16/17-year-olds) that will expect to connect with the Council through the channels they are most comfortable with? We suggest these targets are worthy of review.
KPI7.7 (New)	The percentage reduction in the carbon footprint: The target is 30% by 2026. As a new KPI, Members were interested in whether it relates to Council run buildings only and how the Council proposes to gather performance data on carbon use? We note the target is based on historic building energy performance and 3 Strategies, with associated action plans for reducing the carbon footprint, will record the data. One Planet Cardiff, the Property Strategy 2021-16 (a major target of which is closely tied in with de-carbonisation of the corporate estate) and the forthcoming Core Office Strategy (which will address the inefficiency of existing core office heating systems). The target will also be a feature of Directorate Delivery Plans.
KPI7.10	Capital income generated: The previous 5-year Corporate Property Strategy target was £20m. The outcome £35.8. The proposed target for the next 5 years is £25m. Given the plan to implement a hybrid working model in 2022/23, utilising Council property assets and reducing revenue costs by

Scrutiny comments and observations for further consideration

	<p>£6m by the end of 2025/26, is £25m capital receipts low? The Panel felt we could expect there to be a significant reduction in office space required.</p> <p>Given performance over previous years Cabinet consider this is the right target, the Council can only squeeze its footprint so far before having nothing to sell off. We note detail will be in the Property Strategy.</p>
KPI7.12	<p>Sickness Absence: The outturn is forecast at 12.24 days. The Panel asked what steps will be taken to get to the target set at 9.5? Cabinet believe the Council's comprehensive well-being programme can bring figures down next year, particularly work to address long-term absence. Stress risk assessments are underway which will strengthen the approach.</p> <p>The Panel notes SRS and other services have much lower levels of absence and reiterates scrutiny's recommendation to share best practice internally within the Council.</p> <p>The Panel notes the context for each service is very relevant to sickness absence and, without the Covid element of the figures, there is in fact some underlying improvement. However, we urge you to address historical culture in some service areas.</p>
KPI7.17	<p>Maintaining customer/citizen satisfaction with Council services:</p> <p>The Panel noted that citizen satisfaction with Council services has fallen over the last year. The Corporate Plan states there will be a new engagement strategy by October 2022. As the target for this KPI used to be 75%, we questioned its reduction by 5% because previous year's results haven't been good? From Members perspective Cabinet should perhaps be more aspirational, particularly with a new engagement strategy to address the matter.</p> <p>Members note you consider 70% is right for now, as the Council has never actually achieved 70%. We also note it reflects falling trends across the country in terms of satisfaction with public services, and Cardiff tops the list in National Survey for Wales.</p>

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APPENDIX C

Corporate Plan 2022-25: Performance Panel Recommendations and Requests

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

- 8 Recommendations
- 7 Accepted
- 1 Partially Accepted
- 0 Not Accepted

REF/PAGE	Observation/for Cabinet's further reflection	Response	Status
WBO2	Cross-directorate work: The Panel recommends more emphasis is included in the draft Corporate Plan on the importance of cross-directorate work within the Council to achieve well-being objective 2.	The opening narrative to this Well-being Objective has been expanded to include: <i>"A key part of this will be the ongoing focus on joined-up planning and integrated service delivery across all Council directorates."</i> <u>Relevant page of the Corporate Plan (designed version):</u> Page 20	Recommendation Accepted
Corporate Plan, page 24 – S2.10	Quality of Care: The Panel recommends within the draft Corporate Plan, more explanation on the Quality Assurance Framework recently implemented is provided. This narrative should include the framework's purpose and how it works.	Additional text has been added to the narrative regarding the Quality Assurance Framework. <i>"Quality monitoring work will be undertaken through the Quality Assurance Framework which delivers high-quality, strengths-based social work and care. This will ensure that the assessments meet regulatory requirements and identify outcomes for individuals that reflect their voices and needs."</i> <u>Relevant page of the Corporate Plan (designed version):</u> Page 22	Recommendation Accepted

<p>Corporate Plan S4.2</p>	<p>Shared Regulatory Services (SRS): Members highlighted the step in the Corporate Plan is to deliver the SRS business plan. During our discussions in December 2021. at the mid-year performance report panel review, Members were made aware of the staffing recruitment and retention issues facing SRS in Cardiff, and nationally. Members sought assurance these had been resolved. Members note the Chief Executive’s response that SRS is still facing pressures, not least the demobilisation of covid infrastructure coupled with the need to prioritise work, that the Head of SRS has not flagged any public health safety concerns per se but has flagged that concerns and pressures for staff remain. Members recommend that the Corporate Plan include narrative on SRS to this effect.</p>	<p>Additional text has been added to the narrative regarding Shared Regulatory Services.</p> <p><i>“More broadly, the work of Shared Regulatory Services will continue to play a vital role in ensuring public health and public safety. Having played a crucial role in responding to the Covid-19 crisis, the service is now re-focusing on core business provision in the context of rising demand pressures and ongoing pandemic management support. The expertise of the service will be effectively deployed as part of a joined-up partnership approach to public health and public protection.”</i></p> <p><u>Relevant page of the Corporate Plan (designed version):</u> Page 37</p>	<p>Recommendation Accepted</p>
<p>Corporate Plan S4.20 (New)</p>	<p>Violence Prevention Strategy: The Panel recommends more narrative is included on the upcoming Violence Prevention Strategy such as its aims and purpose to reflect its importance.</p>	<p>Additional narrative has been included regarding the forthcoming Violence Prevention Strategy.</p> <p><i>“As part of this work, a new statutory Violence Prevention Strategy will be developed with partners, focusing on building local intelligence, protecting those who are vulnerable, targeting violent offenders, and progressing a preventative approach to serious violence.”</i></p> <p><u>Relevant page of the Corporate Plan (designed version):</u> Page 37</p>	<p>Recommendation Accepted</p>
<p>Corporate Plan S4.27</p>	<p>Regional Sports Partnerships: the Economy & Culture Scrutiny Committee has recently completed an Inquiry into Community Sport in Cardiff, focused on understanding the impact on Cardiff of Sport Wales’s Regional Sports Partnerships. The Inquiry Report has been submitted to Cabinet and is due to be presented to Cabinet 24 February 2022. Members highlighted the Corporate Plan makes no reference to the need to</p>	<p>A new bullet point has been added to the step below to capture the ongoing work with Sport Wales.</p> <p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> • Embedding the new Physical Activity & Sport Strategy 2022-27, and working with partners to develop further plans through 2022/23 that increase participation, 	<p>Recommendation Accepted</p>

	<p>engage with Sport Wales to develop a model that works for Cardiff. Members note and agree with the response from the Leader that Cardiff is well positioned regarding community sport and the Chief Executive’s response that there is an opportunity to develop a firm proposal to discuss with Sport Wales. Members recommend the Corporate Plan would benefit from including wording to this effect, to aid transparency and accountability, and Member’s note the Leader’s point that Cardiff’s position could be better reflected in the Corporate Plan.</p>	<p>attract investment, improve health, tackle inequality, and ensure sustainability of provision;</p> <ul style="list-style-type: none"> • Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach; • Supporting community sports clubs with a particular emphasis on under-represented groups such as women and girls, ethnic minority communities, Welsh speakers, disabled people, and the LGBT+ community; • <i>Ensuring that the Sport Wales’s Regional Sports Partnerships reflect the priorities of Cardiff.</i> <p><u>Relevant page of the Corporate Plan (designed version):</u> Page 44</p>	
<p>KPI4.11 KPI4.14 (New)</p>	<p>The extent to which citizens agree local public services are successfully dealing with anti-social behaviour and crime in their local area.</p> <p>The Panel considers there is still a notable absence of Anti-Social Behaviour specific KPIs. However, we are pleased to see that a KPI has recently been developed relating to domestic abuse and one is being developed on how successfully bodies are dealing with ASB instances.</p> <p>The Panel queried, if, in line with their previous comments, a KPI could be developed on ASB instance in the city.</p> <p>From the response we note the emphasis that ASB is largely seen as a police matter, and a wider suite of KPIs are supplied to the Community Safety Partnership Leadership Board to ensure a broader understanding of city’s ASB context.</p>	<p>The Corporate Plan already contains indicators on Anti-Social Behaviour. Results of the Ask Cardiff survey question “The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area” is included in the Corporate Plan itself and “The number of reports of anti-social behaviour (ASB) to the police” has also been included as an outcome indicator in the new Corporate Plan.</p> <p>Together these two indicators give an assessment at a city-wide level of ASB. As ASB data is primarily police data, this is reported to the Community Safety Leadership Group. The board has developed a data dashboard that is bringing all data relating to crime and ASB together that can be analysed by the Council and partners and support evidence-based action.</p> <p>ASB is also, very often, ‘local’ in nature. The Council has therefore piloted a multi-agency problem-solving</p>	<p>Recommendation Partially Accepted</p>

	<p>In addition, the Panel notes the work of Partnership problem solving groups shows, depending on the nature of the issue and the nature of the community, the issues that need to be measured can vary. We note a suite of KPI's are being developed in line with nature of this problem.</p> <p>However, as the issue of community safety is high on the agenda for Cardiff's residents, and to provide a landscape picture of ASB instance in the city and insight into whether it is improving, the Panel recommends a KPI is developed on ASB instances. Or, if this is already presented to the CSP Leadership Board – included in the Corporate Plan.</p>	<p>approach to ASB hotspots over the past year that responds to the particular issues in those communities. This has been successful, and there is a budget allocation for expanding it. The problem-solving approach requires collecting data that responds to the specific issues that are being felt in that place – this work is situational and responsive, so performance indicators will vary by locality but include data such as reported ASB, number of young people accessing diversionary provision and support, and levels of vehicle-related crime amongst others.</p>	
<p>KPI5.3 KPI5.5</p>	<p>Visitors to City: Members highlighted that no targets for 2022-23 have been set for KPIs 5.3, 5.4 and 5.5. Members understand the rationale for not having targets for 2021-22, when covid lockdowns significantly reduced visits to Cardiff. The situation is changing, with the successful vaccination programme and the Welsh Government reducing restrictions, and it is important that Cardiff promotes itself to ensure it is seen as a destination of choice as the market opens up. Members wish to accept the offer from the Leader to provide further details on the work the Council and partners, such as For Cardiff and Visit Cardiff, are undertaking to market Cardiff.</p>	<p>Officers to arrange for the Economy & Culture Scrutiny Committee to receive an update on FOR Cardiff and Visit Cardiff.</p>	<p>Action</p>
<p>KPI.6.16</p>	<p>Recycling: The Panel questioned the risk to the Council of being fined for not achieving the 64% WG recycling target. Furthermore, given that the Recycling Strategy will not be approved until December 2022, the Panel queried what the further consequences will be if the Council does not then achieve the 70% WG target by 2024/25? The Panel were reassured that the risk was</p>	<p>The Council will continue to support Welsh Government proposals for occupiers of all non-domestic premises, including businesses, to recycle their commercial waste.</p> <p>Towards the end of 2021, Cardiff Council's Trade Waste team began to implement a new approach to commercial recycling collections, where they only accept contracts</p>	<p>Recommendation Accepted</p>

	<p>currently low as, from discussions with WG, there is agreement and understanding that the Strategy is the Council's response to these targets. It was reported that the pilot was going extremely well with a dramatic reduction in contamination. It was recognised that there were challenges that were unique to Cardiff and the Strategy set out ways to address this in order to achieve the targets.</p> <p>The Panel expressed frustration that Commercial waste providers do not have to meet similar recycling targets, to which they were advised that this does inadvertently affect the Council's performance as they also operate a Commercial waste service. The Panel recommends that the Council lobby Welsh Government to set targets for private companies to recycle their Commercial waste.</p>	<p>with businesses who recycle and are piloting segregated recycling collections. This work is focusing on businesses wanting to change and the Council's schools. However, wider improvements to recycling performance from businesses across Cardiff will be difficult to be realised until the legislation changes take place in 2023.</p>	
KPI7.3	<p>Webcast hits: The Panel is pleased to see how the number of webcast hits has increased. However, given that at Q3 2021/22 we are already 500 over the proposed target of 10,000 for 2022/23 you may look to be more ambitious/stretching. We acknowledge it's difficult to judge how far to stretch but we welcome your offer to review the target in light of the Panel's comments.</p>	<p>Proposed target to be maintained given that the number of online meetings held during lockdown inflated the number of webcast hits. However, the target will be reviewed as part of the new citizen engagement strategy.</p>	Target Reviewed
KPI7.4 KPI7.5 KPI7.6	<p>Facebook; Instagram; Cardiff App: The significant numbers of residents now engaging with the Council via Facebook, Instagram and the App is encouraging. These KPI's all appear to have taken a significant jump in 2020/2021. The Panel questioned whether a '10% increase on the previous outturn' is a sufficiently stretching target, given the increasing numbers of young people (16/17-year-olds) that will expect to connect with the Council through the channels they are most comfortable with? We suggest these targets are worthy of review.</p>	<p>The targets have been reviewed and are considered appropriate. The increase in performance during 2021/22 is greater than previous years and is attributable to the shift to online services during the periods of lockdown. The targets included in the Corporate Plan would deliver a significant increase in digital engagement and is considered deliverable.</p>	Target Reviewed

<p>KPI7.12</p>	<p>Sickness Absence: The outturn is forecast at 12.24 days. The Panel asked what steps will be taken to get to the target set at 9.5? Cabinet believe the Council's comprehensive well-being programme can bring figures down next year, particularly work to address long-term absence. Stress risk assessments are underway which will strengthen the approach.</p> <p>The Panel notes SRS and other services have much lower levels of absence and reiterates scrutiny's recommendation to share best practice internally within the Council.</p> <p>The Panel notes the context for each service is very relevant to sickness absence and, without the Covid element of the figures, there is in fact some underlying improvement. However, we urge you to address historical culture in some service areas.</p>	<p>Best practice on sickness management is shared within the Council through regular meetings between services, HR Officers and Occupational Health. As part of this process, successful approaches to case management are discussed and the best practice developed and implemented by other services is shared.</p> <p>Organisational best practice is identified and reviewed by HR Officers supporting attendance cases, and this further ensures that there is a consistent approach to the management of sickness across services and schools.</p> <p>Proactive research will also be undertaken with other organisations both in the public and private sector regarding their management of sickness in order to continue to improve our management of this.</p>	<p>Recommendation Accepted</p>
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My Ref: Scrutiny/Correspondence/Cllr Jenkins

23rd February 2022

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 – 21 FEBRUARY 2022
DRAFT BUDGET PROPOSALS 2022/23 & CORPORATE PLAN 2022/25**

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 2022/23 and draft Corporate Plan 2022-2025. The comments, observations, and subsequent recommendations from Committee Members in their consideration of this item are set out in this letter.

From the outset, and as we have mentioned in previous years, we do wish to state given the importance of the Council's budget, the substantial figures it entails, and the overall level of information that is provided to Members, within incredibly tight timescales, it does pose considerable difficulties for Committee Members to adequately analyse the papers in advance of the scrutiny meeting.

Corporate Overview Section

- During the meeting, questions were asked about how much of the Council's overall budget is toward debt repayment. We were advised, around £35million of the Council's £740million budget for 2022-23, would be spent repaying debt however this figure is not solely in relation to the repayment of new debt, but includes the repayment of historical debt. Further to this, Members were also informed that borrowing affordability and sustainability is undertaken within the Council's Treasury Management Framework which is continuously monitored through relevant scrutiny committees and the council's Governance & Audit Committee. We wish to reiterate the need to ensure the Council's levels of debt are continuously monitored, to ensure it stays within sustainable figures.

- With regard to the Council's Financial Resilience Mechanism, Members noted that £1.648m has been allocated to the heading 'Community Improvement and Safety'. However, when the allocation of where this spending would go was broken down at the meeting, it appeared that only £25,000 would be going toward 'community safety' and £250,000 toward park lighting. With the other monies within this allocation going towards programmes such as sports development, money advice matters and so on.

Although Members note, and appreciate, community safety will be receiving additional funding through other streams in this year's budget, we strongly urge that in future years, 'Community Improvement' and 'Community Safety' is not adjoined into one heading and is clearly divided within the budget proposals paperwork.

- In terms of the 'Consultation on Cardiff Council's 2022/23 Budget', Members raised their concerns on the number of responses it received (1,547). Particularly when compared to the number of responses the consultation received last year, under the same Covid related restrictions (2,870). Given the importance of the budget setting process, Members wish to stress the need to ensure every effort is made going forward to improve response levels and so, **recommend** that additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand. In line with this, Committee Members also questioned if the length of time the consultation is live, is adequate to generate a good response and insight into the public's views. Members note timing of the consultation is subject to when the provisional settlement is received from the Welsh Government and welcome the comments it is hoped receipt of the provisional settlement may return to October, which would provide greater time for the consultation to be live. In addition, we note and welcome the comments made that work is ongoing toward a new Citizen Engagement strategy.

Members were disappointed that community safety and dealing with ASB issues was not provided as an option for respondents to select within this year's consultation. Given that '*Keeping our communities safe and tackling anti-social behaviour*' was one of the top three priorities identified by the public in last years consultation, and, how important community safety issues are for the public, its absence as a priority to be selected was extremely notable and disappointing. Although Members note the comments that other consultations such as ASK Cardiff are considered when setting the budget, given community safety's importance, and that it was identified as the publics top three priority last year, Members **recommend**

tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.

- In terms of the council tax increase, it is noted that the settlement from Welsh Government is “better than expected” and the settlement from Welsh Government has been referred to as better than expected for the past few years, and we heard at the meeting a range of contextual factors have informed the decision for the council tax increase.
- Members noted their concern on the potential impact following the loss of Welsh Government’s Covid-19 Hardship Fund, and although we note and welcome the comments that Welsh Government will continue to fund PPE costs until March 2023, we do wish to stress and reiterate the need to ensure due-diligence towards this risk is continually applied, and the base requirement determined for this risk, is frequently reviewed and monitored.

Cllr Elsmore’s Section

- Given we, as a Committee, have been informed on the service area’s focus, and upcoming work, in developing technology enable care, we noted our surprise that last year’s budget saving proposal, of £94,000 through increasing the use of technology in care packages, was not achieved. We note from the response that although savings were being achieved, the service area did not have the mechanisms in place to capture the savings, which was in part due to a lack of strategy toward this work. Along with the notable absence of all social workers being trained on the technology available. However, we note this is currently being addressed and worked on as part of the ‘Tech’ strategy being developed. Given the importance of this topic, we **request** sight of the statement of requirement that went to tender for the tech strategy and **request** a briefing on the Tech strategy is provided to the Committee when available.
- We also noted how this year, there are a number of savings proposals which relate to changes in accommodation provision (for both learning disabilities and those who require mental health support). Given that last year’s savings proposals, which related to supported living accommodation provision was not achieved (as of Month 9), this does raise questions on the achievability of this year’s saving proposals which relate to alternative provision. Although, the sensitives around these proposals, which provided reasonings for the delay, is acutely recognised by Members.

- Further to this, we also raised our concerns over the savings proposals relating to mental health provision and the intricate, delicate sensitivities in potentially moving individuals with support needs. In addition, we also sought assurance that these individuals would receive no detrimental impact because of the change, particularly less support. We note and welcome the comments that although individuals will receive more independence within this proposal, they will still receive a full support package and their safety and wellbeing will be paramount.
- In terms of the work detailed in the Corporate Plan, we referenced S2.3 which details the work with the Regional Partnership Board. We sought clarity on the wording which states, '*Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023*'. From the response, we note the locations referenced in this narrative refers to locations for staff to access, and not members of the public. As such, we strongly urge the narrative be amended to ensure this is clearly understood by readers. During the discussion we also questioned if the need for these locations would require the council purchasing new assets and we note the majority of these locations will be from re-purposing current council buildings or by developing new space as part of a wider project.
- During the meeting, Members sought assurance on how the £5.6million figure in relation to demographic growth and financial pressures had been determined, and, from the response, we note and welcome the level of modelling undertaken when determining this projection.
- We also sought clarity on the spending surrounding Disabled Facilities Adaptions (DFA) and we were informed there are three amounts of money that goes into DFA spending, around £5m towards this spending comes from the Capital Programme general fund, £3m from the HRA fund and £0.5m from grants (annually) totalling to around £8m cost per annum. However, as this was not clear during the discussion, we do wish to **request** clarity on how much is spent annually on DFA's. Although Members note the resource of the Capital Programme is made up of a range of funding streams such as grants, reserves and borrowing, we sought clarity on how much of the DFA spend is funded solely from borrowing. From the response, it appeared this could not be provided as we were informed borrowing within the Council's budget is not based on specific projects, but rather, determined by overall council need. From the discussion we also note that officers have been informed that additional funding has also been made available for people with care and support needs.

Cllr Thorne's Portfolio

- In terms of the Council House Build Delivery Programme, during the presentation Members were informed of the new target, of 4,000 new homes being provided by 2030, which includes homes for social rent, and homes for sale. During the discussion the intent to also expand the scale and pace of the delivery programme was also raised.
- Given that the original target to deliver 1,000 new council homes by March 2022 was not accomplished, we raised questions on how expanding the scale and pace of the programme could be achieved. We note the assurance provided by officers that the Council has the capacity, with the sites confirmed in the programme, to deliver 3,600 new homes, along with the ongoing commitment to meeting targets. In addition, we also note the confirmation that we are on track to deliver 1,000 new council homes by the end of the year.
- Going forward, we **recommend** if a target set within the Council House Delivery Programme is not achieved, or expected to be achieved, CASSC is proactively informed. To confirm, we do not wish to deter the setting of targets within this field, however given its importance we believe a formal, avenue whereby officers in the development programme proactively inform the Committee when a target is not achieved would be welcomed, and useful communication.
- With regard to homelessness, we questioned why, out of the £1.760m of earmarked reserves, £390,000 of its allocation had been spent on other commitments and if this was planned use. From the response it was unclear what the £390,000 spend related to and if this was planned use and so we wish to **request** this information. We also questioned if the amount left in earmarked reserves for homelessness (£1.370m) was enough to adequately address homelessness. We note from the response, officers are confident this is enough and there is also ongoing funding to assist in this area of work.
- We sought information on the new posts created within community safety and we were informed the 2 'Situational Response to Community Safety Issues' posts will be created to assist in the Community Safety Partnerships problem solving groups, and the 2 Violence Prevention posts will be to ensure safeguarding of adolescents who are at risk of exploitation.
- In terms of the prisoner discharge service, Members sought assurance on if communication and relations with the prison and probation has improved and from the response, it was pleasing to note good progress has been made, and work is ongoing to improve it further.

- We also explored the decarbonisation agenda, and we wish to **request** clarity on if every council house being built at present (and in future years) will not include a gas boiler. Within the topic of decarbonisation, we also highlighted how the Council House Build Programme was the largest outgoing in the Capital Programme expenditure and so, we sought assurance that these figures take into account additional costing of all current and forthcoming schemes to meet new regulations. From the response, we note the figures do account for schemes that are currently being built but does not yet include the additional technology costing as these figures are reviewed on an annual basis and are yet to be built into the programme. Although we note these figures are reviewed annually and is subsidised by significant levels of Welsh Government grants, we were informed at the meeting for each home to have additional decarbonisation kit, it equates to £15,000 per property. Given the number of properties within the scheme, and those forthcoming, this additional costing does equate to substantial figures. We therefore strongly urge all additional costing within this work is included in these figures as soon as possible to ensure estimates and indicative spend is a true reflection.
- During our discussions, reference was also made to the Corporate Plan Key Performance Indicator surrounding the extent citizens agree that local public services are successfully dealing with ASB and crime (K4.14). We questioned why no target for this KPI was set, particularly given the results from the Ask Cardiff Survey which showed that only 21.3% of respondents strongly agreed or agreed that they feel the police and other local public services are successfully dealing with crime and ASB. We note from the response, addressing this issue is not solely down to sufficient money and resource, but is largely dependent on effective partnership working. However, given the importance of this area of work, and due to the Ask Cardiff 2021 results, we **recommend** a target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

For ease of reference, the recommendations and requests captured in this letter which require a response are as follows:

Recommendations

- Additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand

- Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.
- If a target set within the council house delivery programme is not achieved, or expected to be achieved, CASSC is proactively informed.
- A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

Requests

- Sight of the statement of requirement that went to tender for the tech strategy
- A briefing on the tech strategy is provided to the Committee when available.
- Clarity on how much is spent annually on DFA's.
- Information on what the £390,000 within the homeliness earmarked reserves was spent on and if this was planned use.
- Clarity on if every council house being built at present (and in future years) will not include a gas boiler

I hope that the comments provided will be of assistance to you and the Cabinet in considering the Budget proposals on Thursday 24 February and look forward to your response to the points and recommendations 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 Adults, Housing & Communities

Helen Evans, Assistant Director, Housing & Communities

Dave Jaques, Operational Manager, Development & Regeneration

Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee

Chair of Audit & Governance Committee

Nicola Newton, Principal Scrutiny Officer

Cabinet Support Office
CASSC Committee Members

Cyf/My Ref: CM47233
Eich Cyf/Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 24 February 2022

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 – 21 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

Please find contained within this letter our response to your recommendations as set out in the agreed table format. You will note we have accepted two of the three recommendations set out in the table and a full response can be found there. The one recommendation not accepted relates to anti-social behaviour as it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety Partnership. However, the Committee should be assured, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.

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

Borrowing and Affordability Indicators

The capital financing budget includes interest repayments on existing borrowing, provision for repayment of capital expenditure incurred in previous years and estimated costs of future borrowing. The capital programme is set in accordance with our Capital Strategy (Annex 3 of the budget report) and any borrowing impact resulting from the strategy is set out as part of our Treasury Management Strategy (Annex 4 of the budget report). Governance and Audit Committee review the Treasury Management Strategy prior to approval and full council also receives an annual outturn report in September / October each year and a mid-year report in November each year updating all Members on our Treasury Management Activities.

The capital financing implications of capital schemes are considered as part of the Medium Term Financial Planning Process. Appendix 12 of the Budget Report highlights the various prudential and treasury management indicators that are included in the budget proposals to help determine the prudence, sustainability, and affordability of the capital programme, in line

with guidance and statutory requirements. This includes the setting of an overall borrowing limit and as shown on Page 20 of the Capital Strategy, ratios highlighting capital financing costs as a percentage of the Council's Net Revenue budget.

The Council's S151 officer also makes a statement within the budget report on the affordability of the capital programme, and the risks inherent in the capital programme and wider elements of the budget are reviewed as part of the budget monitoring process and annually as part of refreshing the annual budget.

I note your comments in respect of the tight timescales within which Scrutiny have to consider budget papers. Whilst we need to acknowledge the delay again in the settlement details being received, I have asked the Corporate Director of Resources to reflect on whether improvements can be made, and this would include the timeliness and format of the information provided.

Community Safety Funding

Your comments regarding the breakdown of community support into additional categories in future, with Community Safety identified as a separate category, are noted. I would like to assure the Committee that the 2022/23 Budget contains a number of areas of support for Community Safety. As well as the one-off support of £275,000 noted in your letter, the following items will also be funded on an ongoing basis:

- **Situational Response to Community Safety Issues (£100,000)**
Supporting the Council's and partners approach to improving community safety and tackling anti-social behaviour and violence prevention initiatives. This will include expanding the multi-agency problem solving approach to tackling anti-social behaviour hot-spots that was successfully piloted in 2021/22.
- **Violence Prevention, with focus on vulnerable young people (£82,000)**
To develop the Council and partner approach to violence prevention, with focus on vulnerable young people. This will include the development and delivery of the new statutory Violence Prevention strategy and initiatives, and delivery of a cross-Council and public service preventative approach to safeguarding young people.
- **Community engagement and safety in parks**
The funding will provide additional capacity to support community engagement and safety in parks, specifically:
 - A Parks Community Liaison Officer to increase the service's interface with South Wales Police, and involvement in respect of safety in parks.
 - Two additional Community Park Ranger Staff
 - A Friends Group Support Officer to support emerging friends' groups, increase volunteer activity, submit grant applications and support the emerging interest in the National Park City, Cardiff Movement.

Personal Protective Equipment

It is currently anticipated that Personal Protective Equipment (PPE) via the Welsh Government / NHS Supply that has been supporting provision to Social Care settings will continue until the end of March 2023, although this is yet to be fully confirmed. In addition to this, the Council has incurred PPE costs in relation to other settings, together with the costs of security, storage, and distribution of PPE items. These areas are not expected to receive further external funding support during 2022/23 and could potentially be a call on the Council's £10 million COVID-19 Hardship budget. As with all other calls on the Hardship budget, this will be closely monitored from the outset of the financial year and modelling of ongoing PPE

requirements will take account of current stock, together with any changes to requirements associated with regulations or risk assessments in place.

Technology Strategy

We would be happy to share with Committee a copy of the specification for the consultants assisting with development of the Tech Strategy, this will be provided to the Scrutiny Officer for circulation shortly. Updates on progress with development of the Strategy will be provided as part of the normal corporate plan monitoring arrangements and officers would of course be happy to brief Committee on the draft strategy when available.

Work with the Regional Partnership Board

Your comments about the clarity of the wording of S2.3 are noted, this will be reviewed.

Disabled Facilities Adaptations

The table below summarises the investment in Disabled Facilities Adaptations across the five-year capital programme.

Description			2022/23 Incl. Slippage	2023/24	2024/25	2025/26	2026/27	Total
			£000	£000	£000	£000	£000	£000
1	Disabled Adaptations Grants (see also Public Housing)	Annual Sum: Adaptations and internal modifications to allow the recipient to live independently within their own home.	5,459	5,000	5,000	5,000	5,000	25,459
61	Enable Grant (WG)	Grant: Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	540	540	540	540	540	2,700
99	Disabled Facilities Adaptations	HRA: To provide adaptations and internal modifications to allow the recipient to live independently within the home.	3,000	3,350	3,350	3,350	3,350	16,400

Unless there is a specific grant (e.g., row 61), or revenue funding source, capital expenditure on Disabled Facilities Adaptations is either paid for by borrowing, capital receipts, or unhyponthecated grant (General Capital / Major Repair Allowance)

Housing Programme

I note the comments raised here and welcome the opportunity to put in place a process to keep CASSC informed more regularly about progress against new build targets. An annual update is already provided as part of the HRA Business Plan Cabinet Report, but I can ensure that more regular updates are provided directly to CASSC.

Homelessness Reserve

The planned drawdown from the homelessness reserve reflects estimated requirements for temporary staff costs and other homelessness pressures during 2022/23. Whilst the heading of the column is entitled "other commitments", this is purely to distinguish it from use of reserves for general budget funding. All expenditure planned to be funded from the reserve relates to the support of homelessness services. Modelling is regularly undertaken to review the longevity of the reserve and presents no cause for concern regarding the adequacy of the

reserve over the medium term. One-off grant funding is sometimes received that improves the position and reduces the planned drawdown by the financial year end.

Decarbonisation and Housing

I am happy to confirm that every council property designed from May 2021 onwards is designed without a gas heating system. Instead, a renewable technology such as ground source or air source heat pumps have been designed in. The Bute Street Community Living project is currently being assessed to determine if it can link into the new Heat Network that will run along Bute Street. If this is achievable then the proposed ground source heating system will be omitted. Furthermore, schemes are designed to incorporate integrated solar PV panels and battery storage and electric Vehicle charging points where possible with consideration being made by our design teams to maximise solar gain in the schemes design from the onset.

Where schemes were designed prior to May 2021 and would have included a traditional gas central heating system but were not yet on site, we have worked with the contractors to remove the gas system and replace it with either ground source or air source. This is the case for the projects recently commenced at Wakehurst Place and lowerth Jones and we are working through this change with the contractor appointed to deliver the St. Mellons and Maelfa Community Living projects.

We believe in futureproofing the new build programme and have already committed **now** to achieving the proposed Welsh Government improvements to Building Regulations earmarked to come into force in 2025. These proposed changes to Building Regulations will mean that every building must achieve a minimum SAP rating of A, not be reliant on gas and deliver an enhanced building fabric. Our scheme on site at the former Rumney High school demonstrates how we are delivering high-quality low carbon homes in volume. Every property has a ground source heat pump, solar PV and battery storage and EV charging points. The homes are predicted to achieve a SAP rating of A and will achieve a 90% improvement against the Current Part L of Building Regulations. We see this as being the minimum standard for our new build programme moving forward. Not only will this approach ensure we are minimising our carbon impact, but we are also helping to eliminate fuel poverty for our tenants.

This is the right approach to take and as we discussed in the Scrutiny meeting, we recognise there is an additional cost. However, each project is subject to a viability assessment to ensure the scheme is financially viable within our approved parameters before it proceeds. The assessment will include the cost increases relating to the enhanced standard. The cost of renewable technology continues to fall as this approach becomes more common and Welsh Government have increased the level of funding available to each project meeting these enhanced standards to help meet the increased costs. As we discussed in the meeting, the cost of the build programme is reviewed on an annual basis.


Taking this approach also helps to futureproof the homes we build. As Welsh Government not only review the required quality of new build homes through the DQR standards they also continue to review the standard of the existing social housing stock. As we move towards reducing the carbon impact of our existing housing stock it is likely that future programmes of work will be required to focus on decarbonisation. The standard of the new homes we are building now will mean they will be futureproofed against this.

The Committee sought clarity in relation to Step S2.3 *'Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023'*. This Step has been amended within the Corporate Plan to provide the clarity sought and now reads: *'Identifying easily accessible locations within the*

community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023'.

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

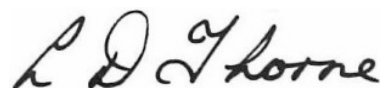
Yours sincerely



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



Councillor / Y Cynghorydd Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lies



Councillor / Y Cynghorydd Lynda Thorne
Cabinet Member for Housing & Communities
Aelod Cabinet dros Dai a Chymunedau

cc Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Jane Thomas, Director Adults, Housing & Communities
Helen Evans, Assistant Director, Housing & Communities
Dave Jaques, Operational Manager, Development & Regeneration
Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee
Chair of Audit & Governance Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office
CASSC Committee Members

Response to CASSC

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
Additional avenues for generating	Accepted	This work will form part of the review of	Gareth Newell	December 2022

public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand.		consultation and engagement practice that will be undertaken as part of the development of a new Citizen Engagement Strategy in 2022.		
Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.	Accepted	The Ask Cardiff and Budget consultation will include community safety and tackling ASB in the 'budget priority' shortlist.	Gareth Newell	September 2022
A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required	Not accepted	Given the focus of the KPI is on satisfaction with 'police and other public services' it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety	Sian Sanders	N/A

		<p>Partnership. The Committee should be assured, however, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.</p>		
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Ref: Scrutiny/AEJ/LB/CW/220222

23 February 2022

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 – 22 February 2022

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 22 February 2022 to consider the Draft Budget Proposals 2022/23 and Draft Corporate Plan 2022 - 25.

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. The comments and observations made by Members following this item are set out in this letter.

❖ **Corporate Overview**

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 noted responses in relation to the ongoing implications of Brexit on the budget; the uplift to delegated schools; the resilience of the Capital Programme; the increases for the Children's Services budget; improving consultation with children and young people; and external spend and savings.

Members welcomed the response regarding school balances from grant funding, given that these were often awarded with a lack of clarity on how and when to spend it.

Members welcomed the additional funds in the base budget and FRM in relation to Youth Services and were reassured that the outcomes of the Youth Service Review and evaluation would inform the spend this area, as well as other initiatives such as the Summer of Smiles.

Members asked a question on the national proposals for free school meals and any potential implications for the Council's budget. Currently, there appears to be a lack of clarity on this and whether the loss of income from families who currently pay for school meals would be met by Welsh Government. Members would welcome an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Members raised the issue of risk to identified savings in Children's Services in relation to the Reviewing Hub, the lower levels of intervention that the Service is trying to achieve and the shifting balance of care element with efficiency savings here as well. The Committee requests that it has sight of the monitoring and review at regular intervals during 2022/23 and would seek your support in providing this information and an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

❖ **Children's Services**

The Committee welcomed the 11.8% uplift to the Children's Services budget for 2022/23 and the development of a 3-year Children's Services Strategy and will look forward to receiving this in due course.

Placements

Members raised a number of issues in relation to placements. They were particularly concerned about unregulated placements in the city and were alarmed by the potential safeguarding problems for these young people being brought into the area, many of which may have complex needs and require care and support. Members would request further information on how this is monitored, and what the Council does or can do to have better information on these placements.

Members asked questions around the reliance of the private sector in relation to placements and whether the £2m for appropriate placement funding was achievable, given the lack of control in the market. Members were concerned that some children and young people were being sent much further out of county but reassured that weekly monitoring of this information was being undertaken and would again call on your support in ensuring that this Committee receives regular updates on this.

Members also asked how many places were available in Cardiff for placements, and any additional placements that would be available in the coming year. Arising from this, Members would request the following information, which we are happy to receive anonymised:

- Number of buildings/ places currently available in Cardiff, in all sectors – broken down by individual providers
- How many of these are currently being used?
- The type of support available at these places
- Number of Children and young people requiring this type of support
- The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

Members of the Committee would like to again congratulate Cllr Merry and all Education and schools' staff on their achievements as highlighted in the recent Estyn Report.

Members noted responses in relation to targets regarding ALN places; and the Summer of Smiles evaluation report (which was provided immediately following the meeting).

The Committee asked if there was any update in relation to the replacement to the Pupil Development Grant and were informed that, currently there was no update, but that the Cabinet was working closely with the Welsh Government on this. The Committee would welcome an update in due course, with an indicative time scale on when this could be reported back.

Members again welcomed the review of Youth Services and would welcome further details (including timescales) of this review so that the Committee can receive updates at appropriate times.

In this section, Members also raised the issue of placements and the impact this has on schools. In relation to those placed out of county, Members would wish to be informed of how those moved out of Cardiff's educational improvement and progression is monitored by Education Services.

To recap, the Committee is requesting the following information:

Corporate

1. Free School Meals - an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Children's Services

2. Your support in providing Members with regular updates on risks to identified savings in relation to the Reviewing Hub, the lower levels of intervention and the shifting balance of care element of the efficiency savings, including an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

Placements

3. Further information on how private placements are monitored, and what the Council does or can do to have better information on these placements.
4. Your support in ensuring that this Committee receives regular updates on placements.
5. The Committee is provided with a detailed briefing on the following:
 - Number of buildings/ places currently available in Cardiff, in all sectors – broken down by individual providers
 - How many of these are currently being used?
 - The type of support available at these places
 - Number of Children and young people requiring this type of support
 - The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

6. An update on the replacement to the Pupil Development Grant, with an indicative timescale on when this could be reported back.
7. Further details (including timescales) of the Youth Services review so that the Committee can receive updates at appropriate times

8. Information on how the LEA monitors the educational improvement and progression of those children and young people who are placed out of county.

There are no formal recommendations arising from this letter.

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.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', with a long horizontal flourish extending to the right.

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
Members of Children & Young People Scrutiny Committee
Cabinet Support Office
Tim Gordon & Jeremy Rhys, Media and Comms
Cllr Adrian Robson – Group Leader
Cllr Rhys Taylor – Group Leader
Cllr Keith Parry – Group Leader
David Hugh Thomas – Chair Governance & Audit Committee

Cyf/My Ref:: CM47234
Eich Cyf/Your Ref:: Scrutiny/AEJ/LB/CW/220222

Dyddiad/Date: 23 February 2022

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 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

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

I have asked that officers provide quarterly reports to the Scrutiny Committee on the performance of the savings proposal (including commentary on risks) relating to the Reviewing Hub and the Rebalancing of Care. This will link in with the regular financial monitoring reports issued to Cabinet.

With respect to placements, I have asked that officers ensure that placement data is included in the Children's Services quarterly report provided to this Committee. In addition, a briefing paper on private placements and how they are monitored (including the answers to the questions in your letter) will be provided to the Scrutiny Committee in June 2022.

In relation to Universal Free School Meals, the Council is working closely with Welsh Government as they develop their policy in this area and will report back to the Committee when an update is available which will also include an update on any implications on the Pupil Development Grant.

The details of the review of Youth Services with a timetable will be supplied to the Committee in the next few weeks.

In respect to the monitoring of the educational improvement and progression of children and young people placed out of county, it should be noted that the recent Estyn Inspection made the following commentary in respect of this area of work;

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor 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 bilingual. We will ensure that we communicate with you in the language of your choice, but please let us know which you prefer. Corresponding in Welsh will not lead to delay.



'Over time the local authority has developed strong and valued relationships with establishments it commissions to provide education for children who are looked after. The local authority issues providers with a quality assurance framework and has discussions with providers on curriculum provision, planning for pupil progression and self-evaluation. The local authority sets out clearly the range of information it expects providers to report on in relation to education provision and pupil progress. Communication between officers and providers is regular and effective. Generally, officers provide appropriate challenge to changes in provision and in discussing outcomes of Estyn visits with providers. In addition to the quality assurance framework, providers benefit from the safeguarding self-evaluation toolkit provided by the local authority. In a very few cases, support from the local authority for children who are looked after and have additional learning needs is not always timely enough. Whilst the local authority works closely with education other than at school providers the recording of systematic monitoring of individual providers is inconsistent.'

The budget currently includes a sum of money to appoint a 'Virtual Head Teacher' who will bring together and be responsible for the Educational improvement and progression of all children and young people not in a Cardiff maintained school. This complements the existing provision of mentors for young people through both the Youth Service and Children who Looked After team. Also, please find an attached document (Appendix A) which is being used for EOTAs providers but will be developed to be used for all out of county educational placements.

Moving forward the Directorate intends to continue to improve these arrangements by ensuring all commissioned providers agree through a Service Level Agreement (see Appendix B) to provide a minimum amount of regular performance and progression information for each young person placed out of county.

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

Yours sincerely,



Y Cyngorydd/Councillor Christopher 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;
Dylan Owen, Head of Cabinet Office
Members of Children & Young People Scrutiny Committee
Cabinet Support Office
Tim Gordon & Jeremy Rhys, Media, and Comms
Cllr Adrian Robson – Group Leader
Cllr Rhys Taylor – Group Leader
Cllr Keith Parry – Group Leader
David Hugh Thomas – Chair Governance & Audit Committee

Appendix A

Commissioned Alternative Provision Quality Assurance Framework Provider Self-Assessment Form

Name of Provider

Address

Telephone Number

Email address

Monitoring the quality of commissioned Alternative Provision

Purpose

This framework is intended as a tool for monitoring consistency and quality in the leadership, management and delivery of Alternative Provision commissioned by the Cardiff Council and delivered by external providers.

The aim of this monitoring framework is to ensure that effective and best practice is shared and to improve overall provision and outcomes for students.

This framework sets the criteria against which all commissioned providers will be assessed. The monitoring framework takes into account all aspects of practice and applies to both Cardiff Council and the external provider, thus ensuring accountability from all.

Assessment and Monitoring Framework

The framework takes into account the following areas of monitoring and evaluation in line the Estyn's Common Inspection Framework (2017) & Education other than at school report (2016). It comprehensively covers all areas of school self- evaluation. Cardiff Council believes the criteria provides the best key indicators to identify the quality of Alternative Provision provided.

1. Standards
2. Wellbeing and Attitudes to Learning
3. Teaching and Learning Experiences
4. Care, Support & Guidance
5. Leadership and Management

Review Cycle

Visits to commissioned Alternative Provision providers will take place on a termly basis.

Evidence

Commissioned providers must complete the documentation and provide supporting evidence where appropriate. The monitoring and evaluation team will meet with Students, Parents and Carers ensuring stakeholder voice is taken into account in the evaluation process.

Brief description of education programme offered

Courses/Subjects	Accreditation and expected outcomes All qualifications must be approved by Qualifications in Wales (QiW)	Number of students	Available through the medium of Welsh

1. Standards

	Requirement	Evidence	Requirements met (circle)
1.	<p>Regular, thorough assessment and review of progress takes place.</p> <p>Students are aware through feedback and assessment of how well they are progressing and are aware of what they need to do to meet their individual targets.</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Learners meet the targets set in relation to their starting point and make at least satisfactory progress in		<p>Fully</p> <p>Partially</p>

	developing knowledge, skills & understanding. Schools receive data on a termly basis for each individual student.		Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Assessment data analysis clearly indicates how well the provision is doing in relation to individual student targets, progress of specific groups & how effective it is at identifying under achievement.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Clear action planning to meet the needs and narrow the attainment gap for individual learners.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	Regular meetings take place to plan and develop the provision.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
6.	Effective self-evaluation procedures are in place.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	There is evidence that good practice is identified and disseminated across the provision.		Fully Partially Not at all/limited evidence
Comments			

2. Wellbeing and Attitudes to Learning

	Requirement	Evidence	Requirements met (circle)
1.	Learners have a forum to express opinions and raise issues.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	There are productive working relationships between staff and learners leading to effective feedback and positive learning outcomes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	School and providers work in partnership with individual learners and parents/carers to monitor and review individual needs, abilities, and aspirations.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Effective lines of communication are in place between the schools and the provider.		Fully Partially

			Not at all/limited evidence
Comments			

3. Teaching and Learning Experiences

	Requirement	Evidence	Requirements met (circle)
1.	Timetabling arrangements allow individuals access to the widest possible range of programmes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	A programme of monitoring and evaluation of teaching and learning including lesson observations is in place. Lessons have clear and appropriate learning outcomes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Clear differentiation in lesson planning allows for the prior learning, knowledge, skills and understanding of each student.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4	Resources are used effectively to support a variety of teaching and learning styles.		Fully Partially Not at all/limited evidence
Comments			

4. Care, Support & Guidance

Safeguarding lead member of staff name and contact details:

	Measures required	Evidence	Requirements met (circle)
1.	<p>Access to the site is restricted to registered students and the organisation's own staff.</p> <p>All staff have current DBS and these are recorded centrally.</p> <p>The Providers central record includes details of employee's right to work in the UK.</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Safeguarding/Child Protection policy in place, reviewed and up to date with current legislation.		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	<p>Safeguarding lead has current training up to at least level 2.</p> <p>All staff working with students have up to date basic safeguarding awareness</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	<p>The provider has an e-safety/acceptable use policy and anti-bullying policy signed by students and staff</p> <p>All relevant provider policies are in place</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	All members of staff know the process if a disclosure is made or there is a safeguarding concern		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
6.	All staff aware of the lone working advice given by provider.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	All learners participate in an induction programme which will help them understand options, health and safety procedures and their rights and responsibilities.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
8.	Learning and pastoral support is available to all learners.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
9.	Learners understand the importance of attendance and classroom behaviour and comply appropriately.		Fully Partially

			Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
10.	The provider has developed in line with Cardiff Council policy procedures for managing attendance, punctuality, behaviour, and rewards.		Fully Partially Not at all/limited evidence
Comments			

Appendix B.

Service level agreement between (INSERT NAME OF SCHOOL) and Cardiff City Council Education Service.

As the commissioning local authority we are responsible for tracking and monitoring provision for all our pupils.

We therefore require you to provide the following information at the specified timings. By signing you agree to provide this information.

Information required	When	Frequency	How
Pupil attendance	Every Monday	Weekly	Secure email to EOTAS@cardiff.gov.uk
Pupil progress report	First week of term	Termly	Secure email to EOTAS@cardiff.gov.uk
Annual review dates	By September 20th	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Annual review paperwork	Within 10 working days following the review	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Personal Education Plan (for Children Looked After)	When: Within 20 days of starting.	Annually	Secure email to LACETeam@cardiff.gov.uk
Safeguarding concerns	When/if they happen	When/if they happen	Phone initially to 02922 330878

Head Teacher name	
Signature	

Date	
School	
Number of Cardiff pupils on roll	

5. Leadership and Management

	Requirement	Evidence	Requirements met (circle)
1.	An up to date Health & Safety policy is in place and accessible to all staff, young people, parents/carers, and visitors. There is a designated person trained to IOSH standard.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Detailed risk assessments are in place and reviewed annually or as required for all spaces in the building, activities, and where appropriate individual students.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Fire drill are held regularly at least bi termly.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Public liability insurance is current and the insurance certificate is displayed.		Fully Partially

			Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	First aid equipment and or facilities are fully available. Is the provision familiar with Riddor procedures?		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	Arrangements are in place for supervision of young people.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
8.	A detailed provision self improvement plan is in place, which identifies clear areas for development, timescales, success criteria and staff involved.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
9.	There is a secure agreement setting out the responsibility of the provider and Cardiff Council.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
--	-------------	----------	---------------------------

10.	Arrangements are in place for supervision, teacher appraisal and staff performance management to ensure the professional development needs of the staff and provision are met.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
11.	A process is in place for the regular identification of specific needs of staff.		Fully Partially Not at all/limited evidence
Comments			

Ref: RK/RP/CW/CW/MM/22.02.22



23rd February 2022

Councillor Chris Weaver, Caro Wild & Michael Michael
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.

Dear Cllrs Weaver, Wild and Michael,

Environmental Scrutiny Committee – 22 February 2022 – Draft Corporate Plan 2022–2025 and 2022-23 Draft Budget Proposals

On behalf of the Environmental Scrutiny Committee, I would like to thank you as well as Officers from the Economic Development Directorate and the Planning, Transport and Environment Directorate for attending Committee on Tuesday 22nd February and facilitating the Committee's consideration of the Draft Corporate Plan 2022–2025 and 2022-23 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

Consultation

Whilst appreciating that face-to-face meetings were restricted during the budget consultation process due to the Covid Pandemic, the Committee highlighted that there were other methods that could have been used to engage people, particularly those that are deemed hard to reach such as older people, people with disabilities,

people from BAME backgrounds and people less able to access online means. I reiterated comments that Scrutiny have made previously on numerous occasions that consultation needs to engage elected Members who have links to various groups and communities and can assist with getting them involved in the Council's consultation and even with facilitating access to online meetings. Cllr Weaver agreed that these were good points to take forward for the Citizen Engagement Strategy.

In relation to the response to the budget consultation, the Committee commented that given the total population of Cardiff, a response of 1,547 was quite low and needed to be improved for the future. Cllr Weaver disagreed with this view and stated that for a three-week consultation, under strict restrictions due to the pandemic, this figure was fairly good. He explained that there were also further consultations that were taken into account, that had been undertaken throughout the year and were all used to inform the Cabinet's decision-making process. The Committee **requested** clarification on how many of the Citizen Panel had responded to the budget consultation as this was an audience of 5,500.

Contingency Fund

Members questioned the proposed reduction of the General Contingency Fund from £3m to £2m, given the likely financial pressures arising out of the ongoing Covid Pandemic and the removal of Welsh Government funding for this, as well as pressures from increasing energy costs for the Council. The Committee asked for reassurance that the Council would be able to cope with these budget pressures. Cllr Weaver responded stating that the likely increase in energy costs had been taken into account in the overall budget for 2022/23, calculating both the known and expected increases in costs. He confirmed that part of this consideration looks at whether financial pressures will be long term and require a significant budget settlement on a permanent basis, or just temporary that will require funding in the short term and will then fall back down to normal levels. There is still a £2m contingency there available as well as the Financial Resilience Mechanism which could be used in future years should areas need to be funded, It is about understanding the risks and accounting for them which he stated he was confident

this budget does. Officers also commented that in relation to energy costs, they were using modelling and external advice to build these aspects into the budget and all indications were that this was an appropriate budget.

Wages and Recruitment

The Committee raised the subject of wages and recruitment highlighting that there was currently a lot of movement across the job sector. Members questioned how this was being considered and measured to identify any potential need for increased wages and also queried whether the Council had a suitable recruitment strategy in place to maintain the workforce long term. Cllr Weaver confirmed that there was a Workforce Strategy in place and there is planning that each Directorate undertakes which is considered Corporately. He stated that different work sectors were currently being affected in different ways and there were some areas of the Council where there have been challenges recruiting which is then subsequently prioritised for workforce planning. He further highlighted that with Brexit, Covid and the associated changes that were happening over the last 2 years, things were still shifting quite quickly, and the Council needed to be on top of this over the next year or two to see where the post pandemic labour market goes. In terms of budgeting, Members were advised that consideration is given to what the likely pay award will be in the public sector. Cllr Weaver also pointed out that the Welsh Government funding to pay the Real Living Wage as a minimum in the Care Sector will likely have an increasing impact in terms of making that sector more attractive to people.

Officers also commented that over the period of the Medium-Term Financial Plan, the next 5 years, there will be £131m of cost pressures, with £57m of these being employee pressures. Some of these include the Real Living Wage, the Social Care Levy, changes in Teachers pensions and pay awards. It is a key financial implication but more so a key workforce issue and is about having the right people in the right posts with the right skills delivering the services.

Financial Resilience Mechanism

Following a question around the market volatility in respect of recycling materials and why this was, Cllr Weaver and Officers explained that this referred to the variation in the market price for recycled material and key to this was its cleanliness. If it was co-

mingled, it would likely get a lower price whereas if it was segregated, the price would be higher as there would be lesser contamination. There are also a lot of forces that dictate the price and generally this was governed by the Chinese market as they are a heavy consumer of recycled cardboard and plastics. With the current situation in Ukraine for example, this will likely have a negative effect on the price.

Council Tax Increase

Following a question from myself regarding Council Tax increase and how Cardiff compared to other Local Authorities in Wales, Cllr Weaver explained that it was unsure at this time as they hadn't all been decided or published, however there was a good indication that Cardiff was towards the lower end in comparison. The Committee **requested** that they receive detail of how Cardiff compares to other Local Authorities for its Council Tax increase once the relevant information is available.

Strategic Planning and Environment Portfolio

City Recovery and Infrastructure

In terms of regeneration investment in District Centres, Members questioned what this looked like from a Highways perspective in an area such as City Road. Officers responded stating that in terms of local centre regeneration, the core of this work sits with another Cabinet portfolio, however there is collaborative working on this that crosses into the Strategic Planning and Transport portfolio. This work includes identifying locations and making sure that the work that takes place in relation to businesses, buildings, shop fronts and communities also aligns with the funding opportunities in delivering the Public Realm, the highways, footways, cycleways, and the environment. It also aligns with the wider recovery plan in terms of the 15-minute City agenda and work that is taking place to join up the activities around centres. In terms of City Road, Members were advised that there was a pre-covid scheme that was being funded through Section 106, from development that had taken place in the area. Unfortunately, Officers reported that some of the development proposals for City Road hadn't come to fruition, but there had been progress with some measures such as a range of new crossings which will improve pedestrian access, greening of the road and traffic calming measures.

City Road and Parking

The Committee questioned whether, with the growth investment in sustainable transport and the Active Travel Fund, there would be an expectation of a long-term reduction in traffic enforcement and parking revenue and whether this would have been taken into account. Members were advised that in relation to City Road and parking, Officers were mindful of the fact that there had been significant infringements of the parking arrangements, and this was being dealt with through additional enforcement measures to make sure there is compliance. Officers commented that as it is such a busy area there is an issue of making sure there are controls in place.

Regarding income and parking Officers commented that there were changes that took place during the Covid period in terms of shifting in the road network which impacted on moving traffic offences and parking measures. There was subsequently a significant drop-off in terms of parking income from around areas such as Cathays Gardens. According to Officers, however, the service area was trying to bring in the environmental public realm pedestrian active travel benefits while at the same time supporting the demand management measures. Officers reported that they still view parking as playing a key role in terms of managing traffic movements and demand across the network, and were trying to see them working in parallel rather than in opposition.

Churchill Way Canal

During the Committee's discussions, Members asked for clarification on the work that was being undertaken on Churchill Way Canal, when this would be completed and whether local residents and businesses were aware of the work. Officers stated that they believed that Phase One would be completed within 12 months but **agreed to confirm** the timeline. Officers also confirmed that the service area were also commissioning Phase Two work of this and residents on Churchill Way and businesses had been made aware.

Parking Enforcement

On the subject of parking enforcement Members queried whether this income was being reinvested in traffic related schemes. The Committee were advised that

historically there were some elements of the parking reserve that were used to fund some revenue elements around staffing for transport. However broadly there was a commitment that additional income as a result of moving traffic offences and parking charges is ringfenced to the development and delivery of transport projects and also supporting additional staff where they are implementing and delivering projects. Members appreciate the response from Officers that in terms of delivering some of the transport environmental projects across the city, the issue is sometime not the funding for the project, but rather having the staff to deliver it, so sometimes supporting staff to deliver projects is a very valid reason to seek funding. However, I highlighted that whilst one-off funding for temporary members of staff to achieve a project seems reasonable, supporting long term ongoing salaries through this funding essentially takes away from further traffic related projects.

Public Transport

Members highlighted the modal split target of 57% contained within the Corporate Plan with 22% targeted for public transport and queried whether there was any indication of continued lower usage patterns as a result of the pandemic and people working from home and whether this was anticipated to continue and if so would there be any further financial pressures on service providers like Cardiff Bus. Officers reported that it was a very dynamic situation with movement now towards a new normal, however it is unknown what this is as yet as no one knows the percentages for those will return to work and the impact of hybrid working etc. This, the Committee were informed hadn't settled down as yet and thus it also hadn't settled in relation to its impact on public transport. Officers advised that some periods for bus companies are back up to 100% for weekends for example, whereas during the week and other off-peak times, figures are still significantly below the pre-pandemic period.

Before Christmas, Officers explained, there was the incentive created for people to use buses with reduced fares of £1 and there is consideration as to whether to bring this back in for bus and rail. Realistically it is unknown when it is going to settle down and it will result in potentially significant issues for bus companies including Cardiff Bus. Members were advised that the Council was trying to do as much as they could to facilitate bus movement and support public transport access to the City centre and

making the network work for car drivers who may still be suspicious about getting back on public transport. Officers advised that it was about trying to build people's confidence and helping people make the choice to get back onto public transport and also utilise the new active travel cycle routes that have been implemented. It was reported that there will inevitably be financial implications and the Council was looking to support and subsidise where it can in terms of public transport.

Following further queries over the urgency of work to be done due to the potential long-term implications and what this would mean for several of the Council's schemes such as the Metro and Crossrail, Officers expressed the view that they did not believe fundamentally that there would be a long-term impact on public transport or the transport networks. The Committee were advised that whilst working methods were changing and there may be less travel for work, people still needed to travel, possibly replacing work travel with more socially related travel, and investments in new modes was therefore critical. Despite reassurances that this conclusion was based on discussions with businesses, retail and cultural institutions which indicated that there was no sense that the City centre was less busy, the Committee still expressed some concern. Given the fact that Welsh Government was encouraging working from home, and the number of businesses that have been lost during the Covid pandemic, Members **requested** to see the evidence on the potential long-term impact on transport that the Officer's assumptions were based on.

Cycleways

The Committee questioned the confidence of Officers in both Network Rail achieving their targets for creating the numerous new train stations listed by 2026 and likewise the Council achieving the Newport to Cardiff cycleway by 2025. Officers reported that although these targets were ambitious, they were deemed realistic. It was recognised that some were linked with funding and therefore there was an associated risk with this, but reassurance was provided that these timelines were achievable. The Committee were also advised that the Newport to Cardiff cycleway was supported, funding wise, by the Welsh Government Transport Commission and as one of their key priorities to get the link between Cardiff and Newport both in terms of cycling and in relation to public transport, it has got some big organisational support behind delivering it.

Taxi Grants

On the subject of the one-off funding for Taxi grants highlighted in the Financial Resilience Mechanism, the Committee were advised that the detail for how this was going to be provided to assist taxi drivers towards the cost of transitioning to 'cleaner' diesel vehicles had yet to be determined. The Committee were unsure whether this pilot was being provided via Welsh Government funding or whether it was funded by the Council. Members also expressed concern over the fact that this had not been planned out prior to funding being allocated. Member therefore **requested** that clarification be sought as to the source of funding for this scheme and furthermore that the Committee receive further information on how the pilot is to work and funding allocated as soon as possible. It was also agreed that this item be put forward for the future Scrutiny Work Programme.

Clean Streets, Recycling and Environment

Recycling Targets and Rates

The Committee highlighted that the Council was still to achieve the Welsh Government recycling target of 64% and therefore questioned why the budget proposals didn't appear to incorporate any additional funding or growth to achieve this as well as the further target of 70%. Cllr Weaver agreed that this budget didn't include anything significant towards this, apart from the one-off funding for the segregated Waste pilot. This was due to the Recycling Strategy still being out for consultation to seek public views which will subsequently set the direction for decisions that will then inform where the budget goes. Policy first with the budget to support the policy. He reassured the Committee that this was a priority for the Council in the short term with a Strategy being in place within the year. Cllr Michael also advised the Committee that the changes that have been made over the past 12 months in relation to the workforce, the vehicles and new digital systems that have been introduced, have been working well. He also stated that the contamination rate as part of the trial that is being undertaken is down to 3% and this he believed, once rolled out across the City, would lead to achieving the 70% target over the next 2 to 3 years.

Cardiff Dogs Home

Members questioned whether budget provision had been made for the establishment of a new dog's home as this had been highlighted as a need for some time. Cllr Weaver and Officers confirmed that there was funding that had been raised within the service area towards the potential for a new dog's home and that there is some work being undertaken on the business case for this to determine future requirements.

Cllr Michael also reported that currently there were discussions being undertaken with the Architect over the identified site and any potential planning constraints were being considered before the next steps are taken. He confirmed that a paper would soon be presented to Cabinet on the item and whilst it is best to look at all the detail before making it public, it was his ambition that a brand new dogs home be created for Cardiff with more improved services as whilst there was currently a fantastic service being provided with excellent staff, the existing facility was not fit for purpose. Officers added that this was a priority project which was being looked at very proactively as new opportunity for a new location. The proposal for this coming year was to put forward proposals and announcements but the focus would be on the assessments that needed to be undertaken first. The next financial year would then consider all the due diligence and planning scenario in terms of submissions and fundamentally the capital programme will hopefully recognise the opportunity of a dog's home in the following year.

Shared Regulatory Services

Members queried the £86,000 saving proposal for Shared Regulatory Services and asked for more detail in relation to the implication of this on the service. Officers advised the Committee that the service were operating under some difficult circumstances at the moment both in terms of budgetary pressures and also in the aftermath of the response to Covid. The service still had a number of staff seconded into roles. Unfortunately, this had come at a cost to the business-as-usual work which will take time to straighten out. The Committee were informed that there were a number of key agendas where the service was behind, and they had significant backlogs in relation to Food Standards and the Food Safety Hygiene programme. The service was working closely with the FSA to make up lost ground but again, this would take some time to rectify.

It was also reported that there was difficulty in recruiting suitably qualified staff, as for an Environmental Health Officer or Trading Standards Officer they had to be trained over a number of years and have years of competence and experience. The workforce was also an aging one. This has led the service to consider a number of initiatives to build resilience into public protection services across Wales such as an apprenticeship scheme, but this obviously required a budgetary position to support it. Whilst Cllr Weaver reassured the Committee the savings related to business administration and not frontline Officers, the Committee expressed concern and felt uneasy about the year-on-year savings being made to this important service area whilst still expecting it to perform at a high standard. The Committee challenged the point that this saving would have no impact on frontline staff as any cut to the service could potentially indirectly affect them and their work. The Committee therefore **requested** that they receive evidence of how the savings will not affect frontline services.

Other Members also challenged the view that the service could not recruit to particular posts and **requested** that they also receive evidence of the recruitment process including detail of where the jobs are being advertised, how long for and how often.

Large Scale Energy Projects

Following a question from the Committee on the potential options that were being considered for new large-scale renewable energy projects, as identified in the Corporate Plan, Cllr Michael explained that these included further Solar Farms based on the success from the one already created, plus some possible wind energy opportunities have been identified. Further to this Cllr Michael advised that there were also always other opportunities that were arising whether these be in recycling or energy and the Council needed to be a position to take advantage of these opportunities as they present themselves.

North Cardiff Household Waste Recycling Centre

In relation to the Household Waste Recycling Centre proposed in the Capital Programme for the North of the City, Cllr Michael advised Members that the position regarding this hadn't changed. This would continue to be considered and if and when the business case deemed it was needed, it would be progressed with the

funding that has been budgeted for it. He highlighted that in the meantime there was still capacity in the other two facilities in Cardiff.

Street Cleaning

The Committee welcomed the 7 extra posts for Street Scene Local Action Team (formerly known as Blitz Teams) and 8 additional posts for Extra Street Cleaners and queried whether these were targeted to specific areas or generally across Cardiff. Officers confirmed that this would create an additional (third) Blitz team to enhance this service as well as the creation of a 'Lanes' team to particularly concentrate on the gated lanes where the Council have had high incidents of fly-tipping. Members were further advised that the service would also be putting in an additional 4 mechanical cleaners out to enhance street cleansing. Overall, there would be an enhanced cleansing regime and enforcement in line with additional funding as well as a restructure that will support this. Officers also clarified that both manual and electrical street cleaners would be operational, and the service area was considering locations where they could charge the electrical ones.

One Planet Cardiff

Members were pleased to see investment for 4 additional posts for the One Planet Cardiff Delivery and questioned whether these would be in a specific Directorate or roles that had an oversight across Directorates. Cllr Michael explained that the One Planet Cardiff Agenda was made up of officers from across the Council such as from Education and Planning and these new posts would enhance what was already there. Officers clarified that one of the posts was replacing an OM2 post that would be leading on the delivery of the One Planet Cardiff programmes such as the Electric Vehicle scheme, the work around clean air and working across the programme in general. There would be project management posts then that sit under this to support the work that was taking place in terms of retrofitting and schools programmes etc. He confirmed that a lot of this work was Corporate and only some of the themes sat within the Planning Transport and Environment Directorate. What was needed was a lead to coordinate and align the work taking place with the One Planet targets and the overall programme.

Bessemer Commercial Site

During the meeting I queried what evidence there was to support the income expected to be achieved for 2022/23 associated with the Bessemer Commercial Site of £172,000 (RN11). The Cabinet Member and Officers reported that this was based on improvement and increased activity that had been seen this year as well as readjusted fees and charges to make them more realistic so that the Council is not subsidising any ongoing disposal.

Landfill Gas

I also questioned why the income of £235,000 associated with Landfill Gas was being realigned as was deemed unachievable. Officers advised the Committee that this target was put in place 4 years ago and since then the level of gas that the landfill has produced has reduced, however the target hadn't previously been adjusted. This has now been brought into line. It was also advised that this income was a planned benefit put in for 2021/22 with the intention that it would be built back in for 2022/23.

Requests following this scrutiny

For ease of reference the requests contained in the letter are as follows:

- Clarification on how many of the Citizen Panel had responded to the budget consultation as this was an audience of 5,500.
- To receive detail of how Cardiff compares to other Local Authorities for its Council Tax increase once the relevant information is available.
- To receive confirmation as to the timeline surrounding Phase One of the work on Churchill Way Canal.
- To see the evidence on the potential long-term impact on transport that the Officer's assumptions were based on in that there would be no long-term affect.
- Clarification be sought as to the source of funding for this Taxi Grant scheme and furthermore that the Committee receive further information on how the pilot is to work and funding allocated, as soon as possible.
- To receive evidence of how the savings associated with Shared Regulatory Services will not affect frontline services.

- To receive evidence of the recruitment process for staff within SRS that is posing a difficulty, including detail of where the jobs are being advertised, how long for and how often.

Thank you once again for attendance and contribution.

Regards,



Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee

Cc:

- Chris Lee – Corporate Director Resources;
- Ian Allwood – Head of Finance
- Andrew Gregory, Director of Planning, Transport and Environment
- Neil Hanratty – Director for Economic Development
- Graham Harris - Operational Manager, Recycling Services
- Helen Picton, Operational Manager – Consumer Protection, Shared Regulatory Services
- Heather Warren, Cabinet Support Office
- Cabinet Support Office
- Joanne Watkins, Cabinet Business Manager
- Rita Rohman and Christine Brain, Director of Resources' Office
- Imelda Seymour and Jonathan Childs, Director of Planning, Transport & Environment's Office
- Clair James, Director of Economic Development's Office
- Leaders of the Opposition
- Chris Pyke, Audit Manager, Operational Manager
- Internal Audit
- Tim Gordon - Head of Communications & External Relations
- Members of Cardiff's Environmental Scrutiny Committee

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Dyddiad/Date: 24 February 2022

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

Dear Ramesh

Environmental Scrutiny Committee – 22 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 22 February 2022.

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

With respect to citizen engagement, the online nature of the consultation made it difficult to substantiate the numbers of the Citizens Panel who engaged with the consultation, but it is estimated that approximately 700 responses were made by panel members. I have asked officers to ensure that this information is captured in any further citizen engagement sessions.

In relation to Council Tax and comparisons with other Local Authorities, as you know all Councils will be considering proposals over the coming weeks (statutory deadline is the 11th March) and as such, no detailed or final information is available. However, once all information is known I will provide you with the Council Tax information for all Welsh authorities which will show how Cardiff compares with others.

I can confirm that Phase 1 of the work on Churchill Way Canal will be complete by the end of March 2023.

In respect of concerns about the City Centre and its transport links due to the impact of both the pandemic and working from home I have asked the Director of Planning, Transport & Environment to provide you with a briefing note in the next week that will evidence public transport and private car usage and city centre footfall.


I can confirm that the £500k Taxi Grant Scheme will be funded from the Financial Resilience Mechanism. I can confirm that your Committee will be provided with a progress update on the details of the pilot scheme as it develops.



Members requested more information on the potential impact of the savings proposal for the Shared Regulatory Service. The £86k saving equates to the amount of inflationary growth that would normally have been applied to the SRS budget. The inflationary growth has not been applied and the budget has therefore remained the same as last year. This nonetheless represents a reduction of budget in real terms. The saving will be managed through administrative changes including the deletion of a senior administrative officer post and reallocating duties and reducing operational budgets such as mileage (more hybrid working), and other efficiency savings. There is no proposal to reduce the number of qualified Environmental Officers/Trading Standards Officers on the frontline in Cardiff. At the meeting it was however outlined that there has been difficulty in recruiting to these posts and this is contributing to a current shortage of frontline staff. Details of the recruitment process used has been requested and will be forwarded to the Chair for circulation to Committee once collated.

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,

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

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

cc

Chris Lee – Corporate Director Resources;

Ian Allwood – Head of Finance

Andrew Gregory, Director of Planning, Transport and Environment

Neil Hanratty – Director for Economic Development

Graham Harris - Operational Manager, Recycling Services

Helen Picton, Operational Manager – Consumer Protection, Shared Regulatory Services

Heather Warren, Cabinet Support Office

Cabinet Support Office

Joanne Watkins, Cabinet Business Manager

Rita Rohman and Christine Brain, Director of Resources' Office

Imelda Seymour and Jonathan Childs, Director of Planning, Transport & Environment's Office

Clair James, Director of Economic Development's Office

Leaders of the Opposition

Chris Pyke, Audit Manager, Operational Manager Internal Audit

Tim Gordon - Head of Communications & External Relations

Members of Cardiff's Environmental Scrutiny Committee



Date: 22 February 2022

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

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 21 February 2022

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 2022-2025 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 2022 – 2025

Members looked at the proposed steps, measures, and targets in the areas of the Corporate Plan relevant to our terms of reference. Members were pleased to note that the Corporate Plan now includes reference to Regional Sports Partnerships, as recommended by the Scrutiny Performance Panel, which includes the Chairs of all the scrutiny committees.

Overall Budget

Members note the following points in particular:

- That it is felt to be sensible and prudent to retain a £2M Contingency Fund
- That evidence-based judgements, based on costs tracking and modelling, are used to inform the quantum of pressures and realignments required and that these are continually tracked, with reports brought to Cabinet and Council
- That the budget contains other resilience mechanisms to give comfort that the Council will be able to cope with currently unknown pressures

- That processes are in place to monitor slippage and overspends in the capital programme, starting with a firmer business case process and including regular communication with Directorates, monitoring and tracking of costs and supply issues, challenge sessions with Directorates, and reporting via the Governance and Audit Committee.

Members also discussed the disappointing response rate to the Budget Consultation, with 1,547 responses compared to 2,870 last year. Members note the intention for the new Citizen Engagement Strategy to include budget consultation as well as consultation with young people and were pleased to hear your support for the need to improve both these elements. At the meeting, Members highlighted the need to work with secondary school children to inform them about local democracy, rather than rely on surveys alone. Members suggest that the Citizen Engagement Strategy include actions to work with secondary schools to provide Year 11 students with interactive sessions on local democracy and citizenship, including how they can engage.

Into Work Services

Members wish to thank Helen Evans for attending committee alongside you for this section.

Members note that an additional £398,000 is allocated to Into Work services this year, via the Financial Resilience Mechanism, which gives comfort services can continue to be provided this year as the EU funding ceases following Brexit.

At the meeting, Members raised the possibility of linking the Onsite Construction Academy with the Indoor Arena project, to provide work experience, apprenticeships and jobs. Members are pleased to note that this is in hand and that officers are looking for every opportunity to work with developers across the city. Members welcome the news that a Social Value Officer is to be employed to boost this work, ensuring community benefits are maximised and that local people get local jobs.

Adult Community Learning

Members wish to thank Councillor Merry and Helen Evans for attending committee for this section.

Members were pleased to hear that the Welsh Government has not cut the Community Learning grant this year, albeit that a cut is expected in future years. Members note the service, having prepared for a cut, will now be able to provide additional courses. Members also note there is funding for digital learning courses to be expanded.

Cardiff Commitment

Members wish to thank Councillor Merry, Helen Evans and Suzanne Scarlett for attending committee for this section.

Members were pleased to note the additional four posts for this work and note that these posts go across the Economic Development and Education directorates, working collaboratively and with partners, including Into Work services, to extend the reach of Cardiff Commitment into growth sectors such as Creative Industries, Advanced Materials Manufacturing, Financial Services and Construction, as well as providing for a wider range of students, including those with Additional Learning Needs and those Educated Other Than At School (EOTAS).

Communities & Housing

Members wish to thank Councillor Thorne, Helen Evans, and Rebecca Hooper for attending committee for this section.

Members note Capital Programme Line 31 - £250,00 for neighbourhood, district, and local centre regeneration - will be spent on projects in Tudor Street, Cowbridge Road East, and then projects in Adamsdown and Roath, including Broadway, Clifton Street and City Road, with the proposed District and Local Centre Strategy used to identify further priorities. Members were interested to understand how lessons learnt from earlier projects, such as unexpected costs arising when improving shop frontages on older properties, have been built into these proposed projects, and note that future costings now include contingency for these and that other lessons arising will be assimilated into future plans, to ensure regeneration projects constantly improve.

Members sought clarification regarding savings line HAC E4 and note the digital efficiencies arise from the provision of self-scan stations in each hub, meaning some

staff were able to take voluntary redundancy, and that hybrid mail efficiencies arise from Willcox House and County Hall mailrooms aligning more efficiently in their use of hybrid mail.

Economic Directorate

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

Councillor Thomas's portfolio

Members note that detailed guidance regarding the UK Government's Shared Prosperity Fund is expected by Spring 2022. Members also note that the Corporate Joint Committee (CJS) has met to set its budget, as required, but that further work to resolve outstanding issues, such as tax issues, is required before the full City Deal remit is passported over to the CJC.

Councillor Bradbury's portfolio

Members note the £250,000 one-off funding for lighting in Parks, via the Financial Resilience Mechanism. At the meeting, Members sought to understand how ongoing maintenance and running costs would be met, for example whether the Parks base budget would receive an uplift. Members note the response that individual business cases will be developed for each proposal, which will include how lifecycle costs will be met, and that it is hoped to use solar power for lighting wherever possible.

Members wish to reiterate the points made in our letter to Councillor Bradbury, dated 20 January 2022, following our scrutiny of this issue, namely the need for eco-friendly, biodiverse friendly lighting that is shaped by the principles set out at point 29 of the report to Cabinet (January 2022) and by the findings of work underway by lighting consultants to inform proposals for lighting for cycle superhighway 4.

During the meeting, there was discussion whether there should be a target for the Key Performance Indicators K5.3, K5.4 and K5.5, which focus on visitors to Cardiff. Having considered this issue further during our way forward discussions, Members **recommend** introducing informal targets for these indicators, set at pre-covid levels, which are reported to the Committee periodically over the next 12 months. To be

clear, this means the targets would not be included in the Corporate Plan but held at Directorate level.

Members discussed the need to boost the marketing and promotion of Cardiff's many attractions to maximise the value of visitors stays. Members appreciate many visitors will look at online digital platforms and that digital demand for tourist information is greatest. However, Members believe other channels should also be utilised and that visitors would benefit from posters advertising attractions as well as posters promoting how to access the digital platforms, to assist visitors not as digitally confident as others.

Members are pleased to note the additional five posts for Youth Physical Activity and Sport Inclusion officers and that these will be council staff who work closely with partners, including Sport Cardiff, Youth Services and Play services, helping to implement the Physical Activity and Sport Strategy. Members note these officers will be street-based, working flexible hours responding to local needs and targeting areas where the need is highest.

Members are pleased to note the additional four posts for community engagement and safety in parks officers and that these will be embedded in the park rangers service, one in the Urban Park Rangers team and three in the Community Park Rangers team. As Councillor Bradbury referenced in the meeting, this committee has long called for increased resources for the park rangers' teams, given their outstanding work in ensuring safe and biodiverse parks.

Councillor Goodway's portfolio

Members sought clarification on the £105,000 policy growth for City Centre Management and note that it is for three new city steward posts, who will be council staff working with partners and other council teams, such as highways enforcement, to ensure the city centre is managed effectively and to assist the public.

Members note the four new posts for the Business Investment team, funded from policy growth, will work to access UK Government funding and other sources of funding, including private sector funds, to replace the EU funding no longer available.

Finally, as you referenced in the meeting, it became obvious during our meeting that the Committee did not have all the information it should have had to enable it to undertake budget scrutiny, for example, we did not have the detailed information on the uses of the Financial Resilience Mechanism or the Policy Growth areas, nor did we have the information relating to the Community Learning Grant. I believe it would be more straightforward and effective for corporate plan and budgetary proposals scrutiny to follow the model of other pre-decision scrutiny, with the full report to Cabinet plus appendices made available with committee papers. This would ensure scrutiny committee members received the same information as Cabinet and would make referencing information more straightforward for witnesses and members, as we would be using the same pack of information. I hope that this can be implemented for next year's scrutiny of the corporate plan and budgetary proposals.

Recommendation to be monitored following this scrutiny:

The Committee makes one formal recommendation, which is set out below.

As part of the response to this letter I would be grateful if you could state whether the recommendation is accepted, partially accepted, or not accepted and summarise the Cabinet's response. If the recommendation is accepted or partially accepted, I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
The Committee recommends that informal targets, set at pre-covid levels, be introduced for the Key Performance Indicators K5.3, K5.4 and K5.5, and reported to this Committee periodically over the next 12 months. To be clear, this means the targets would not be included in the Corporate Plan but held at Directorate level.				

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above 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
Group Leaders - Cllr Robson, Cllr Taylor, Cllr K Parry
David Hugh Thomas – Chair, Governance & Audit Committee
Cllr Merry Cllr Thorne Cllr Thomas Cllr Bradbury Cllr Goodway
Chris Lee Ian Allwood Gill Brown
Neil Hanratty Kathryn Richards Jon Day Jon Maidment Steve Morris
Jane Thomas Helen Evans Rebecca Hooper Suzanne Scarlett
Rita Rohman Christine Brain Clair James
Cabinet Support Office Rita Rohman Clair James
Chris Pyke Tim Gordon Jeremy Rhys

Cyf/My Ref:: CM47240
Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 24 February 2022

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

Dear Nigel

Economy & Culture Scrutiny Committee : 21 February 2022

Thank you for your letter dated 22 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

As requested, please find attached at Appendix A, a response to the recommendation made by your Committee in respect of Key Performance Indicators (KPIs) for visitors to Cardiff. In summary, the recommendation is partially accepted, and we will monitor numbers closely, but this has to be set of the context of only now emerging from the pandemic.

In response to the issues raised on consultation, I noted in the meeting that the response rates from young people was disappointing and whilst clearly the pandemic constrained the ability to have face to face meetings, I have asked officers to consider and implement actions that deliver tangible improvements in this area going forward

I note your comments on the availability of some papers in respect of the budget scrutiny. Full details of proposals had been published in the Cabinet papers and as in previous years, the detail provided to Scrutiny was tailored to focus on areas within scope for the Committee. Whilst additional detail was shared with Scrutiny Committees that was not published in the Cabinet papers, I do acknowledge that more information on some aspects could have been better signposted, and I have asked the Corporate Director of Resources to reflect on the complexity and detail of the budget papers and consider any improvements that could be made to the process going forward.

The Committee's view on the opportunities to market the City as much as possible is noted and officers will ensure that all avenues are explored, including reaching those who may not have access to digital channels as the Committee noted.



I hope that this letter captures 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 light yellow background. The signature appears to be 'C. Weaver' written in a cursive, flowing style.

Y Cyngorydd/Councillor Christopher 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
Group Leaders - Cllr Robson, Cllr Taylor, Cllr K Parry
David Hugh Thomas – Chair, Governance & Audit Committee
Cllr Thomas
Cllr Bradbury
Cllr Goodway
Cllr Merry
Cllr Thorne
Chris Lee
Ian Allwood
Gill Brown
Neil Hanratty
Kathryn Richards
Jon Day
Jon Maidment
Steve Morris
Jane Thomas
Helen Evans
Rebecca Hooper
Suzanne Scarlett
Cabinet Support Office
Rita Rohman
Chris Brain
Clair James
Chris Pyke
Tim Gordon
Jeremy Rhys

Appendix A

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Action Date
<p>The Committee recommends that informal targets, set at pre-covid levels, be introduced for the Key Performance Indicators K5.3 (The number of staying visitors), K5.4 (Total visitor numbers) and K5.5 (Total visitor days), and reported to this Committee periodically over the next 12 months. To be clear, this means the targets would not be included in the Corporate Plan but held at Directorate level</p>	<p>Recommendation Partially Accepted</p>	<p>As set out at the Committee, the Council has agreed to monitor the performance indicators, corporately and at directorate level. However, given the impact of Covid on the tourism sector and the prevailing level of uncertainty, setting targets at this juncture is considered to be premature.</p> <p>The Directorate will continue to monitor performance in the context of previous targets and the work being undertaken to progress Cardiff's post covid tourism strategy.</p>	<p>Jon Day</p>	<p>N/A</p> <p>Quarterly consideration of Corporate Plan Key Performance Indicators.</p>

Date: 23 February 2022

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



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

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

Dear Huw and Chris,

Policy Review & Performance Scrutiny Committee: 23 February 2022.

Thankyou both for attending the Policy Review and Performance Scrutiny Committee today for consideration of the draft Corporate Plan 2022-25 and the draft Budget Proposals 2022-23. Following my final budget scrutiny as Chair I wish to convey the Committee's gratitude for your co-operation. I concur with your sentiment that we have successfully established a constructive relationship between Cabinet and Scrutiny over the past 5 years for the benefit of the city and its services. Please also pass my sincere thanks to the Chief Executive, Corporate Directors, and senior officers in attendance to answer Members' questions.

Members commend officers on the production of the Corporate Plan and acknowledge that the robust constructive framework within which it is developed is central to the Council's self-assessment arrangements. We are particularly proud that the Performance Panel, created from this Committee, plays its part in the process and that the Chief Executive considers it a model of best practice. That said, Members have asked me to pass on the following observations and concerns. Firstly, comments on the Corporate Plan; secondly on the Corporate Revenue Budget; followed by our comments on the Capital Programme.

Corporate Plan 2022-25

Accessibility

The Corporate Plan is clearly a valuable reference document for internal stakeholders to measure performance, however Members were keen to establish how accessible you consider it for our external stakeholders, particularly given the

intention to reach out more with the commitment in the Plan to develop and publish a new Citizen Engagement Strategy by October 2022. We note the Plan's complexity reflects the scale of Cabinet's ambition and the breadth of Council operations, and that social media now delivers key messages in bite sized pieces. We consider an executive summary would be worthwhile and we **recommend** that you ensure the Council's Communications & External Relations service is central to the engagement strategy.

Citizen Engagement Strategy

Members welcomed the prospect of a new Citizen Engagement Strategy that addresses a multi-channelled world but raised a concern that there are many citizens who claim they are unsighted on online surveys and social media posts. We were therefore pleased to hear that the forthcoming strategy, in focussing on participation in decision-making alongside consultation, will return to some face-to-face engagement.

Out-of-hours access to services

Members are of the view that the new administration will need to examine social media online access to services. It is felt that the availability of Council services through social media is poor outside of normal Council opening times. We note the Leader's commitment that this too will form a part of the Citizen Engagement Strategy and the Chief Executive's confidence in future out of hours capability.

Southern Arc

The Committee observed there was little reference in the Corporate Plan to inequalities of the Southern Arc, as had been the case in many previous Plans. We were keen to establish the results of Council actions in this area. We note this narrative has been replaced with Covid updates and the Leader's conviction that the Southern Arc remains front and centre, as evidenced by schools' investment, job support, money advice services, living wage policies, expansion in council housing and addressing health inequalities through stronger collaboration with the Health Board.

Customer service & performance assessment

The Committee wishes to place on record its thanks to those officers that have visibly gone above and beyond during the pandemic, officers in the Social Services Directorate were mentioned by one member. Members suggest that the incoming administration examines more closely how individual services have performed throughout the pandemic. Members cited examples of poor front facing service experience in some areas and consider this will be important to correct with the introduction of hybrid working. We were pleased to note the Chief Executive's view that, going forward, there would be a resumption of management guidance on customer service and work is in progress to again raise the profile of customer service following a previous inquiry and accepted recommendations of this Committee. In similar vein Members highlighted the opportunity, with the introduction of hybrid working, for HR to broaden its range of services to include organisational development expertise and staff capable of offering facilitation to team development activities.

Council services

Members note, with the increasing NHS waiting lists, the Council should perhaps be doing more to support citizens awaiting diagnosis, treatment, or facing difficulty coping at home either physically or financially. We note the locality approach with community connectors will ensure more community preventative work, and in the future, there will be a suite of indicators that measures progress.

The Committee is concerned that the Council continues to face waste management challenges including missed assisted lifts, failed collections in some areas and high absence levels. The Council's recycling level falls well below the Wales average which is the most suitable comparator. We note your view that the 4-day week has had a positive impact and the ongoing pilot scheme is improving recycling rates and may need to be rolled out by a new administration.

Finally, Members wish to ensure that the Socially Responsible Procurement Strategy ensures that small businesses are enabled to bid for Council work effectively. We consider there is merit in consulting with small businesses to seek feedback on their experiences in this respect. We **recommend** that a review process is set up to seek the views of local businesses which have engaged or would wish to engage with

Cardiff's procurement system, particularly those which are small in size and resources. There is also scope for officers to assess how accessible the application process is for small businesses who are inexperienced in the complexities of bidding for public sector contracts.

Corporate overview of Budget Proposals 2022/23

COVID related pressures

With the removal of the Covid Hardship Fund, given that the Council has claimed over £120m from that fund over the last 2 years, Members were keen to establish how a figure of £10m was arrived at for the ongoing Covid related pressures the Council faces. We note you recognise that £10m is less than previous year's costs and that you will be monitoring the position throughout the year and will use reserves if necessary. We also note that income has not yet reached pre-Covid levels, and you are forecasting a £5-6million reduction in income for 2022/23.

Members sought to establish levels of Covid related spend in the past two years and therefore what risks are inherent in the Covid-19 recovery plan. We inquired whether there is a RAG rating that allows an assessment of whether £10m will be sufficient, and therefore what levels of reserve may need to be used. We note the Council has spent £2m per month so far at month 9 and there are still some significant costs outstanding. We also note that some income is delayed rather than lost, that earmarked reserves are available for corporate recovery, and are marked as an amber risk.

Non-domestic rates

The Committee highlighted the risk of continuing business failures leading to lower levels of non-domestic rates. We note the economic development agenda and Corporate Plan steps to support the City Centre recovery. Members also acknowledge that business rates are pooled in Wales and re-distributed through revenue grants, many of which have supported businesses throughout the pandemic with the Council ensuring available grants are quickly made available to frontline businesses.

Cost of borrowing – revenue budget

Given the increasing interest rates and increasing energy costs, Members were keen to establish the potential increases in the cost of borrowing faced by the Council. We were reassured that the Council has regular contact with external advisors on this matter and has also factored in contingency funds to address energy price increases of 13% and 24%.

Budget Consultation

Members highlighted a reliance on the poorly supported Ask Cardiff survey alongside budget consultation to set budget priorities. There are also pressures to address the very disappointing response from young people. We note the forthcoming Citizen Engagement Strategy will seek to address this and apply a cost benefit analysis to Ask Cardiff. We look forward to seeing its results.

Council tax increase

The view was expressed that, against a backdrop of increasing costs of living, a 1.9% increase in Council Tax is a material increase for the standard hard-working resident and a freeze might be more appropriate in the current economy. We note your view that the medium-long term security of Council services is paramount, and you consider a balance has been struck.

Free school meals

Members sought clarification that Welsh Government will pick up the whole cost of free school meals. We accept your offer of a response from the Director of Education on this matter with details of the phased implementation plan which will include an assessment of extra staff and kitchen equipment costs which will affect most schools.

Linking budget and performance

The Committee remains interested in the progress you are making in linking the Council's budget to performance outcomes. We note there has been an improvement in performance reporting over the past 5 years. The Council has moved on noticeably and therefore we would expect to see further progress in pursuing the link between Budget Strategy and Corporate Plan, with an emphasis on bringing both forward to Directorate performance challenge sessions.

Recruitment

We note the net increase in staffing proposed by this budget. As the Council aspires to be a more inclusive workforce it is important that we target BAME communities effectively and we look forward to hearing of progress on the recruitment of a representative workforce at all grades through the work of the Race Equality Taskforce.

Capital Programme 2022/23 – 2026/7

Risk

Members are aware that there are inherent risks in the Capital Programme, such as materials supplies, building costs and the capacity to deliver and stay on track. We note that any capital project is always based on a business case, which will include the cost of any borrowing and be prudent in terms of debt repayment levels. The Governance and Audit Committee regularly reviews borrowing and risk. Members felt that published quarterly rather than annual monitoring of borrowing risk would identify issues sooner, particularly where there is geopolitical inflationary activity. The Committee is therefore seeking reassurance of the Council's total risk exposure. Whilst you report that there are no red flags at present, **we request** that you supply Members with information in respect of the total borrowing sums and their terms, included in all business cases.

Projects

The Committee heard that, whilst a decision and business case is outstanding in respect of core office arrangements, the Council is prepared for the costs associated with priorities such as the building renovation/development associated with introducing an agile working model. A published fully costed analysis would be a helpful source of information for scrutiny members.

The Committee was advised there is as yet no identified location for the Household Waste Recycling Centre for North Cardiff, however the project continues to be listed in the capital programme. Members noted a lack of any progress in acquiring a site to build this replacement centre

Cost of borrowing – capital programme

Members expressed concern that some capital investment does not generate income for the Council to repay the cost of borrowing and cover the final debt. We note the Council must invest in its assets and deliver an infrastructure for the future and often the income comes from Welsh Government. We are reassured by the section 151 officer, who has indicated that the Council's approach is robust and within appropriate limits. However, given that borrowing has increased over the past 5 years and may limit borrowing in future years the **Committee requests** that you provide Members with details of the costs associated with servicing the debt.

Section 106 funding

The Committee acknowledges the sizeable contribution from section 106 planning gain money for schools' construction, however, considers a vital piece of future research would be to assess the total costs the Council would incur and the balance between 106 contributions and money the Council will need to find itself. This is particularly important given that five new schools are projected for NE Cardiff LDP area and potentially a similar number in the west of the city. You suggested that the Directors of Education and Finance would collaborate to provide this analysis, and we are therefore **requesting** that is provided to the committee.

Members are also making an **additional request** for a list of highways improvements implemented across the city, including the costs by ward.

Requests following this scrutiny:

- That you supply Members with information in respect of the total borrowing sums and their terms included in all Capital Programme business cases.
- Given that borrowing has increased over the past 5 years and may limit borrowing in future years the Committee requests that you provide Members with details of the costs associated with servicing the capital programme debt.
- That the Directors of Education and Finance collaborate to provide analysis of research to assess the total costs the Council would incur for schools' construction, and the balance between section 106 contributions and money the Council will need to find itself.
- A list of highways improvements implemented across the city, including the costs by ward.

Recommendations to be monitored following this scrutiny:

To summarise, the Committee makes 2 formal recommendations which are set out below. As part of the response to this letter I would be grateful if you could, for each recommendation, state whether the recommendation is accepted, partially accepted, or not accepted and summarise the Cabinet’s response. If the recommendation is accepted or partially accepted. I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
1. That you ensure the Council’s Communications & External Relations service is central to development of the Citizen Engagement Strategy.				
2. That a review process is set up to seek the views of local businesses which have engaged, or wish to engage, with Cardiff’s procurement system, particularly those which are small in size and resources, to assess how accessible the application process is for small businesses.				

On behalf of the Committee and the Scrutiny service, thank you for your commitment in engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2022/25 and of the Budget Proposals 2022/23. I sincerely hope the new administration of the Council will take forward the tone of constructive challenge that we have sought to establish between Cabinet and Scrutiny in recent years.

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
Mr David Hugh Thomas, Chair, Governance & Audit Committee
Chris Pyke, OM Governance & Audit
Tim Gordon, Head of Communications & External Relations
Jeremy Rhys, Assistant Head of Communications and External Affairs
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 2022

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 23rd February 2022

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

Some specific comments in respect of the points made in relation to the Corporate Plan, Corporate Revenue Budget and Capital Programme are included below:

Corporate Plan 2022-25

The Committee's comments in relation to accessibility are noted and as requested, please find attached at Appendix A, a response to the recommendation made by your Committee in respect of the role of the Council's Communications Services. In summary, the recommendation is accepted, and the Service will be a key part in the development of the Citizen Engagement Strategy moving forward.

In respect of the Committee's second recommendation, Appendix A also contains the response in relation to seeking the views of local businesses wishing to engage with the Council's procurement system. In summary, the recommendation is accepted, and details will be included in the new Socially Responsible Procurement Strategy and progress against this will be reported annually.

Finally, following the discussion on customer and council services and access to services, Cabinet has escalated work being undertaken in this area as part of a managed transition to hybrid working. Therefore, a new step *"Introducing new customer service standards and working practices which ensure quality of service as part of the transition to hybrid working,"* will be included in the final draft post Cabinet of the Plan that goes to Council.

Corporate Overview of Budget Proposals 2022/23

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor 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 bilingual. We will ensure that we communicate with you in the language of your choice, and please let us know which you prefer. Corresponding in Welsh will not lead to delay.

The Committee's comments in relation to key strategic build elements within the budget are noted.

One specific was raised in relation to planned implementation of Free School Meals (FSM) for primary aged pupils. After referring the matter to Education Officers, the Council is working closely with Welsh Government as they develop their policy in this area and will report back to the Committee when an update is available which will also include an update on any implications on the Pupil Development Grant.

Capital Programme 2022/23 – 2026/27

The Committee's review and comments in respect of the Council's proposed Capital Programme for 2022/23 – 2026/27 are noted.

In respect of details requested in terms of borrowing, the Council carries out its borrowing activities resulting from its capital strategy in accordance with the Treasury Management Strategy approved by Council at the start of each financial year (with updates to both Council and Governance and Audit Committee during the year).

The Council does not undertake external borrowing for specific capital projects. It borrows to meet its overall Capital Financing Requirement and currently has a single pool of borrowing which includes the Housing Revenue Account.

The Treasury Management Strategy which is included at Annex 4 to the Cabinet budget papers includes significant detail in accordance with CIPFA Codes of practice in respect of the Council's borrowing strategy. Similar detail is included in the Council's Capital Strategy Annex 3.

To summarise, the following table included in the Strategy at Annex 3 shows the actual level of external borrowing currently held by the Council, external borrowing taken to date in 2021/22 and scheduled loan repayments in future years. It compares this to the projected need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and indicative funding plans as set out in the budget report for 2022/23. This highlights the requirement for the Council to undertake further external borrowing in future years, however the detailed terms of any borrowing will be subject to interest rates, timing of any borrowing and progress on delivering the programme. Regular review of forecasts is undertaken throughout the year as well as annual updates of the strategies as part of the annual budget process.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
External borrowing at 1 April	829	811	857	838	840	836	830
Known / New borrowing	3	73	4	6	tbc	tbc	tbc
Scheduled repayments	(21)	(27)	(23)	(4)	(4)	(6)	(9)
External Borrowing at 31 March	811	857	838	840	836	830	821
Capital Financing Requirement	841	910	1,030	1,257	1,393	1,424	1,434
Shortfall / (Surplus) borrowing requirement	30	53	192	417	557	594	613
Requirement as % of CFR	3	6	19	33	40	42	43

In terms of the request for further information on the costs associated with servicing debt, the total cost projected for 2026/27 currently is £109M being repaid from General Fund and HRA Budgets, broken down as net General Fund Capital financing costs £41M, general expenditure undertaken on the basis of borrowing paying for themselves £29M and Housing Revenue Account £39 million. These projections will be subject to progress on projects, timing and rates of any borrowing requirement as highlighted in the Treasury Management Strategy for 2022/23 and future years.

All borrowing is undertaken in accordance with the CIPFA Prudential Code and CIPFA Treasury Management Code requirements in respect of affordability, prudence, proportionality, and sustainability of borrowing and numerous indicators are used to monitor and manage the position.

The affordability indicators referred to above and included in the Capital Strategy within the affordability section are replicated below.

In accordance with the principles of Invest to Save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate or other revenue budgets. A number of projects are being made on an invest to save basis, and you can see the net position if they progress according to the parameters set out in their approved business case. However we feel it is also important to note that we are also aware of and report the gross or worst case position which is felt prudent and affordable with mitigations in place.

A gross ratio is also calculated which indicates the gross capital financing cost i.e. it represents a worst-case scenario, highlighting the proportionality of such investment.

Indicator							
Ratio of Financing Costs to Net Revenue Budget Stream							
	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund – Net Capital Financing Budget	4.73	4.77	4.58	4.69	4.71	4.70	4.90
General Fund – Gross Capital Financing Budget	6.99	7.18	6.90	7.50	8.22	8.39	8.44
Housing Revenue Account (HRA) – Gross Capital Financing Budget	32.72	32.24	32.16	33.36	36.23	38.49	37.72

Two additional local indicators are also produced for the General Fund only, to support decision making and are shown in the tables below for the period up to 2026/27. The first indicator shows the ratio of capital financing costs expressed as a percentage of its controllable revenue budget. This excludes expenditure on levies, Council Tax support and delegated school’s budgets.

Indicator								
Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	Difference 11/12-26/27 %
Net	13.47	11.23	9.83	10.14	10.19	10.21	10.68	(20.71)
Gross	15.17	16.83	14.73	16.11	17.66	18.12	18.34	20.90

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 projected 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 %	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	
General Fund	0.72	0.82	0.84	0.89	1.07	1.13	1.10	1.06	
Housing Revenue Account (HRA)	2.24	3.78	4.13	4.43	4.97	5.39	5.41	5.35	

The Committee commented on the potential capital costs of the move to agile / hybrid working. This is being considered further and will form part of the review of Core Offices that will come forward later this year.

In relation to Section 106 funding, you requested some analysis is provided on current plans to utilise such funding for the school estate and the balance that would need to be found via the Council's own funding. The Director of Education will provide the Committee with a baseline position in respect to the schools identified in the LDP and will set out the next steps in terms of providing information including estimated cost, timescales and the other factors that need to be taken into consideration. The Children's and Young People Committee will continue to be updated with school building throughout the year.

Finally in response to the Committee's request for a list of highways improvements implemented across the City on a ward basis, the Director of Planning, Transport and Environment will collate the information required and as part of that exercise consider the level of detail that can be presented on a geographical basis. A response will be provided to Committee as soon as this is available.

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

Yours sincerely



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



Y Cyngorydd/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

Mr David Hugh Thomas, Chair, Governance & Audit Committee

Chris Pyke, OM Governance & Audit

Tim Gordon, Head of Communications & External Relations

Jeremy Rhys, Assistant Head of Communications and External Affairs

Joanne Watkins, Cabinet Support Office

Debi Said, PA to Leader

Appendix A

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
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<p>1. That you ensure the Council's Communications & External Relations service is central to development of the Citizen Engagement Strategy.</p>	<p>Accepted</p>	<p>The Council's Communications & External Relations team have played an increasingly important role in the Council's consultation and engagement work, particularly over the course of the Covid-19 pandemic where the Council has had to rely predominantly on digital channel of communication. This will continue to be the case and they will be a central role in the development of the Citizen Engagement Strategy. Consideration will also be given to the production of an executive summary of the Corporate Plan in future years.</p>	<p>Gareth Newell</p>	<p>October 2022</p>
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<p>2. That a review process is set up to seek the views of local businesses which have engaged, or wish to engage, with Cardiff's procurement system, particularly those which are small in size and resources, to assess how accessible the application process is for small businesses.</p>	<p>Accepted</p>	<p>The new Socially Responsible Procurement Strategy is currently being drafted. Seven key principles have been agreed which will be central to what we do, one of these is "Making procurement spend more accessible to local small businesses and third sector".</p> <p>The new strategy will set out the actions the Council will take to deliver against each principle. The actions for the above are likely to include raising awareness of how to do business with the Council among local businesses; publishing the Contract Forward Plan online; better understanding of the local supply market by analysing spend data and business directories; undertaking targeted engagement with the Third Sector and local businesses; and working with Welsh Government and the Cardiff Capital Region to deliver a</p>	<p>Steve Robinson</p>	<p>July 2022</p>
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		<p>consistent procurement process.</p> <p>More detail on each action will be included in the supporting delivery plan. Progress will be reported on annually.</p>		
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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

3 MARCH 2022

CABINET PROPOSAL

BUDGET REPORT 2022/23

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.

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 2022/23 (the Annual Treasury Management Strategy.)
3. Recommend to Council the Capital Strategy for 2022/23 including the Council's Minimum Revenue Provision Policy for 2022/23.
4. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2022/23 – 2026/27.
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 2022/23.
8. Agree the rates of fees and charges for Council services for 2022/23.

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 the Council's financial standing.
10. Cabinet received an initial report on the Budget Strategy 2022/23 and the Medium Term Financial Plan (MTFP) in July 2021. The report identified the budget reduction requirement for the period 2022/23 – 2025/26 and set a framework for addressing the projected funding gap. It also summarised the financial challenges the Council has continued to experience during 2021/22 due to the Coronavirus pandemic.
11. Since July 2021, 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 2022/23, as set out later in this report.
12. The 2022/23 Budget Strategy Report also set the approach for the development of the Council's Capital Programme. The proposed Capital Programme 2022/23 – 2026/27 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 2022/23. The likely position over the medium term is set out in the MTFP at 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's 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 2022/23 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 2022/23 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. Future changes to the Prudential and Treasury Management Codes of Practice are explained later in the report and should be noted.

Context

18. The Council's key financial strategy documents, (as encapsulated in this report and its annexes), are framed by Capital Ambition and the Council's Corporate Plan. This ensures that 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 COVID-19 pandemic and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income. During 2020/21, the Welsh Government put in place a COVID-19 Hardship Fund to support Local Authorities in managing additional costs and income loss directly resulting from the pandemic. The Fund has been extended until the end of the 2021/22 financial year but will not be in place during 2022/23. This represents a significant financial risk to the Council as illustrated in the table below, which summarises the level of support the Council has required from the Fund to date.

	Additional Expenditure £000	Income Loss £000	Total £000
2020/21	47,704	38,155	85,859
2021/22 (M1-9)*	21,235	12,955	34,190
TOTAL	68,939	51,110	120,049

* Including sums pending approval

21. Additional costs and income loss supported from the fund include, but are not limited to:
- The procurement of protective equipment.
 - Operational changes to ensure the safe delivery of services.
 - The provision of emergency accommodation for homeless people.
 - Provision of food / financial assistance to those eligible for free school meals whilst schools were closed, and to pupils self-isolating.
 - Financial support to care providers, and other schemes run on behalf of WG, including self-isolation payments, care-home testing and statutory sick pay enhancement.
 - Income loss directly associated with the closure or reduced operation of the Council's cultural and sporting venues, including Arts Venues, Cardiff Castle and Cardiff International White Water.
 - Income loss associated with a reduction in activity in other areas including parking, moving traffic offences, trade waste and school catering.
22. The scope and scale of the financial support received to date illustrates the financial risk associated with the ending of the Hardship Fund. Many of the issues outlined above are likely to continue next financial year and are expected to be accompanied by longer tail challenges, including the significant demand increases now being seen in some areas such as Social Care. The 2022/23 Budget will need to be sufficiently robust to ensure that the Council can continue to cope with COVID-19 related financial pressures without recourse to external support.

Local Government Financial Settlement

23. The Local Government Financial Settlement is a key factor in drafting the budget. Due to the timing of the UK Budget, which took place in late October, the Provisional Settlement was not received until the 21st December 2021, with the Final Local Government Settlement due for publication on 2nd March 2022. This means that the Revenue Budget set out in this report reflects Provisional Settlement Funding (as reported to Cabinet on 13th January 2022.)
24. The Final Settlement will be received one day prior to Council's consideration of the 2022/23 Budget. In recognition of this timing, the recommendations to this report set out a contingent arrangement whereby the Council will either add to or draw down from reserves

should 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 by £20,000. 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 2022/23 Budget making the requisite changes, for consideration by Council on 3rd March 2022.

25. The headlines of the settlement are included below:
- On average, Welsh Local Authorities will receive a 9.4% increase in general revenue funding next financial year.
 - Individual Authority Settlements range from +8.4% to +11.2%.
 - Grants totalling £18.6 million at an All-Wales level will transfer into Revenue Support Grant (RSG) in 2022/23. The most significant of these are Gate Fees and an element of the Social Care Workforce Grant.
 - There will be no 'floor' protection in 2022/23.
 - Individual Local Authority allocations are for one year only. However, indicative All Wales allocations of 3.5% and 2.4% are set out for the years 2023/24 and 2024/25 respectively and are reflected in the Medium Term Financial Plan.
26. Cardiff will receive a 10.7% increase in Aggregate External Finance (AEF) in 2022/23 (£52.6 million in cash terms after adjusting for transfers). Included within the settlement is funding for additional pressures. These include agreed support for the payment of the Real Living Wage in the care sector as announced by the Deputy Minister for Social Services on 21st December 2021. ([Statement linked here](#)) It also includes allowances for increased pay and national insurance contributions from April 2022. From a financial risk and resilience perspective, as set out earlier in the report, in the absence of any Local Authority Hardship Fund next year, the Council will need to ensure it can cover any ongoing COVID-19 related pressures (both expenditure and income) from within this allocation.
27. In addition to AEF, the Provisional Settlement provides some details on specific revenue grant streams, with the majority continuing at existing levels, although information on specific individual local authority allocations is still awaited. Notable changes (at an all-Wales level) include:
- A new £40 million grant associated with Welsh Government's recently announced plan to extend Free School Meal provision.
 - A £22.8 million increase to the Childcare grant, also associated with recent Welsh Government announcements.
 - A £12.0 million increase to Pupil Development Grant.

- A £14.6 million decrease to the Regional Consortia Improvement Grant.
 - A £31.3 million decrease to the Recruit Recover Raise Standards Grant.
28. As indicated above, specific grant announcements include significant new allocations linked to recent WG policy announcements, including Free School Meals and Childcare. It is difficult to comment on the quantum of these sums at present. As further detail emerges on the implementation of these policies in 2022/23, the associated cost implications will need to be carefully worked through in the context of these funding allocations. The budget is predicated upon grant allocations being sufficient to cover the associated policy changes.
29. Cardiff's Capital Settlement is a £0.480 million increase in General Capital Funding (GCF) for 2022/23 (2.7%), with indicative increases of £3.9 million in each of 2023/24 and 2024/25. Whilst the additional GCF allocations are welcome, at present it is unclear whether those increases will be sustained in baseline allocations beyond 2024/25. It is also of note that there are currently significant pressures resulting from supply chain cost increases, demand for investment to maintain condition, and capital receipt assumptions.
30. There is little detail in terms of specific capital grant awards for Cardiff. As in previous years, these would need to be on a bid basis which can make long term financial planning difficult. This applies to the £20 million decarbonisation sum announced at an All-Wales level.

Revenue Budget 2022/23

31. A summary of the 2022/23 Revenue Budget is set out below. Each component of the budget build-up is detailed further in subsequent paragraphs.

Resources Required	£000
Base Budget B/F (adjusted for transfers)	686,734
Pay Award and NI changes	6,034
Price Inflation	10,664
Financial Pressures	4,413
COVID Recovery	10,000
Commitments, Realignment & Capital Financing	10,471
Policy Growth	5,500
Demographic Pressures	8,318
Schools Pressures	9,309
Savings	(7,708)
Resources Required	743,735

Resources Available	£000
Aggregate External Finance - per Provisional Settlement	544,715
Council Tax: 2022/23 tax base & 1.9% rate increase	199,020
Resources Available	743,735

Resources Required

32. Further information on resource requirements is set out below:

- Pay Award and NI Changes (£6.034 million)
There is currently no agreed award for 2022/23. 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 budget for an award of up to 3%. Figures also reflect the impact of the Health and Social Care Levy on Employers' National Insurance Contributions from 1 April 2022.
- Price Inflation (£10.664 million)
This sum includes key specific inflationary increases, predominantly in relation to commissioned Social Care. This year price uplifts reflect an estimate to support the payment of Real Living Wage in the care sector as referenced in paragraph 26. Provision is also included in respect of out of county education, energy and ICT licencing costs.
- Financial Pressures (£4.413 million)
This includes £3.3 million staffing requirements linked to significant pressure in Social Services together with £1 million support for organisational change and £150,000 for committee services and elections. The full cost of elections is covered within the 2022/23 budget.
- COVID-19 Recovery (£10.000 million)
This reflects the ongoing financial risk associated with COVID-19 Recovery in 2022/23. As outlined in an earlier section of the Report, the Council has received significant financial assistance from the WG COVID-19 Hardship Fund to help manage additional costs and income loss directly resulting from the pandemic. Support from the fund totalled £85.8 million in 2020/21, £34.2 million in 2021/22 to date, with the likelihood that this will exceed £40 million by year end.

It is expected that COVID-19 will continue to have a significant impact financially in 2022/23 including in relation to PPE, sickness cover, and most significantly, income recovery. In the absence of COVID-19 Hardship Fund support in 2022/23 this must be factored into the Council's Budget plans. It is anticipated that the £10 million COVID-19 Recovery budget will need to be supplemented by use of Earmarked Reserves. This hybrid approach is considered to provide an adequate level of resilience in 2022/23 and will be reviewed for 2023/24. In order to ensure the adequacy of this provision in 2022/23, there will be a

responsibility on all directorates to proactively manage the key areas of COVID-19 related financial risk in their areas from the outset of the financial year. This will be particularly important in income-funded areas where affected directorates will need to play a proactive role in managing any income losses by quickly reacting to changing events to manage costs or take any other action.

- Policy Growth (£5.500 million)

This represents a £5.500 million investment in key policy areas, and takes account of consultation feedback. Further detail on this investment is set out in Appendix 2 and is summarised in the table below.

Theme	£000
Young People	1,225
Community Improvement & Safety	861
Cleaner Streets	1,202
One Planet Cardiff	519
City Recovery and Infrastructure	1,693
TOTAL	5,500

- Commitments, Realignments & Capital Financing (£10.471 million)

This sum includes budgetary realignments of £4.942 million. This figure is the net effect of upward pressure on expenditure in some areas, including Children’s Services and Legal Fees, coupled with reductions in expenditure and additional income in others. Reduction in budgeted expenditure include the removal of additional CTRS provision made in 2021/22 associated with the ending of the Job Retention Scheme, after taking account of current claim levels. The £10.471 million also includes £1.545 million in additional commitments, including the Fire Service Levy at £0.403 million and the full year costs of operating the Children’s Services Review Hub at £0.513 million. It includes £3.338 million of Capital Financing Commitments, as well as the impact of the proposed Council Tax increase on the Council Tax Reduction Scheme budget (£0.646 million).

- Demographic Pressures (£8.318 million)

This sum includes £5.600 million for Adult Social Services and £1.843 million for Children’s Social Services. It includes £0.150 million for Out of County Education Provision, £0.400 million for School Transport ALN Routes and £0.325 million to support a switch in waste streams linked to the pandemic.

- Schools’ Pressures (£9.309 million)

Schools’ pressures in the main reflect employee costs for teaching and support staff. These include an assumed 3% pay award for NJC staff, the full year impact of the September 2021 Teacher’s pay award, an assumed 3% award for teaching staff from September 2022, a provision for incremental progression and the impact of the Health and Social Care Levy on Employers’ National Insurance Contributions. The effect of changes in pupil numbers is also reflected. The growth is net of a £1.090 million Schools contribution to the Band B programme.

Revenue Budget Savings

33. The 2022/23 Budget is predicated on the delivery of £7.708 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.
34. 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. Equality Impact Assessment (EIA) screening has also been undertaken for all proposals. All have been screened and the outcome is that they are all classified as either 'Green' or 'Amber-Green' and as such no material or significant concerns have been identified. As per paragraph 33 above, these efficiency savings therefore have no significant impact on residents or customers and no concerns were identified
35. The £7.708 million savings reflect savings in all directorates, except for Schools, which following consideration post consultation by Cabinet, have been protected for 2022/23.

Nature of Saving	£000
Review of staffing arrangements	1,063
Reductions in premises costs	340
Reductions in external spend	3,980
Increase in Income	1,325
Reduction in General Contingency	1,000
TOTAL	7,708

36. In line with the Council's July 2021 Budget Strategy Report, in order to improve the deliverability of savings and maximise the chances of securing full year savings in 2022/23, proposals are being implemented in the current financial year where possible. This approach means that of the £7.708 million non-school savings required next year, £2.785 million have already been achieved.

Employee Implications of the Budget

37. 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	(7.4)
Vacant Posts	(6.9)
TBC / Redeployment	(4.0)
Total FTE posts deleted	(18.3)
Total FTE posts created	76.6
Net FTE Creation	58.3

38. The net increase of 58.3 full time equivalent (FTE) posts in 2022/23 is the first year in a number of years in which there has been a net increase, made possible by the opportunities to invest in policy growth areas in 2022/23. Created posts includes those previously funded on a temporary basis (via the Council's Financial Resilience Mechanism), which will now be funded permanently. Between 2012/12 and 2021/22, budget proposals resulted in the reduction of over 1,600 FTE posts in services other than schools, including 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

39. 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 2022/23. 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
 - Any specific inflationary cost pressures that will need to be met
 - Adequacy of charges relative to cost of provision
 - Any potential impact on demand for services.
40. 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 2022/23, 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

41. 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.
42. 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 2022/23	
Category	£000
Young People	1,210
Community Improvement and Safety	1,648
Cleaner and Greener Cardiff	670
City Infrastructure	272
TOTAL	3,800

Consultation and Engagement

43. As well as supporting organisational priorities, budget preparation has regard for the views of key stakeholders. In addition to public consultation, engagement on the 2022/23 Budget took place with the following stakeholder groups.

Consultee Group	Nature of Consultation / Engagement
Scrutiny Committees	Budget briefings took place during February 2022. 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 have provided a response to the Council's Budget consultation, which will be tabled and considered as part of the Cabinet meeting (Appendix 5b)
Audit Committee	At its meeting on 25 th January 2022 the Governance and Audit Committee considered the Treasury Management Strategy as part of their oversight function.

44. Consultation on the 2022/23 budget commenced with the 'Ask Cardiff' survey which asked citizens to indicate their budgetary priorities both in the short and long term. 'Ask Cardiff' generated 2,704 responses across the city. Building on the findings of 'Ask Cardiff', (which were set out in the January 2022 Budget Update Report), citywide public consultation on the Budget took place between 14th January 2022 and 6th February 2022. Due to the Coronavirus Pandemic, face-to-face engagement was not possible, and consultation was conducted electronically. The consultation received 1,547 responses. Further detail on the responses received is set out in Appendix 5a.
45. The consultation gave citizens the opportunity to prioritise different areas of service delivery. The table below summarises their top three priorities

and indicates how the 2022/23 Revenue Budget and Capital Programme 2022/23-2026/27 support these areas.

Priority	Features of Budget & Capital Programme
Vulnerable Children & Families	<ul style="list-style-type: none"> • £8.354m (11.8%) net budget increase in 2022/23 • £3.3 - capital investment in Right Homes Right Support Strategy for children plus investment in children's respite provision and gateway accommodation for young people.
Vulnerable Adults & Older People	<ul style="list-style-type: none"> • £15.832m (13.2%) net budget increase in 2022/23 • £28.2m disabled adaptations to enable people to remain in their own home • £5m included in the capital programme for Independent Living Wellbeing Centre
Schools (Teaching)	<ul style="list-style-type: none"> • £9.309m (3.6%) net budget increase in 2022/23 • Schools protection from efficiency savings • In addition to the above, the 2022/23 Budget also includes £2.4m investment for young people beyond the classroom including: <ul style="list-style-type: none"> • £0.750m for Youth Services • £0.500m to deliver a Summer of Smile Programme in 2022/23 • £0.250m for edible playgrounds • £0.200 m to support the new curriculum • £0.200m to support youth sport and physical activity • £0.100m to further invest in Child Friendly Cities

46. Despite a tailored budget survey aimed at younger people, distributed to all schools and the Youth Council, there was a low response from this children and young people. This reflects historical trends, with younger people having proven to be a hard group to reach through the use of traditional corporate engagement approaches, particularly on the Council's budget consultation. Restrictions associated with the pandemic have limited the use of face-to-face methodologies, making engagement with this group even more difficult. Over recent years, a variety of methodologies have been used to encourage participation amongst children and young people in both the budget consultation and Ask Cardiff survey, including incentives such as concert tickets or high street vouchers, with limited success.
47. While participation in the budget consultation was low, Cardiff's Child Friendly City work has enabled children and young people to express their voice and have this voice heard on priorities for the city. The Child Friendly City survey run by the Council with all schools in the city (conducted in 2019) gathered the views of over 6,000 pupils across Cardiff on their life in the city and their priorities for action, and the Children Commissioner for Wales's research reports (including a series of 'Coronavirus and Me' surveys run during 2020 and 2021, with local data shared with the Council), have provided valuable evidence on the

experience of young people in Cardiff during the pandemic. A new Child Friendly City survey will also be undertaken in spring 2022. Despite the low response to the budget consultation, the priorities identified through this more tailored – and more successful – approach to engaging children and young people has ensured that the voice of young people has been, and will continue to be, heard in priority setting for the Council.

Council Tax and Precepts

48. As indicated at paragraph 31 above, the proposed Council Tax increase to support delivery of the 2022/23 Revenue Budget Strategy is 1.9%. This is a reduction on the MTFP funding assumptions set out in July 2021 and in the Budget Update Report of January 2022, which both modelled a 4% increase. The increase generates net additional income of £3.065 million. Combined with efficiency savings of £7.708 million this will help deliver the 2022/23 Budget, including the investment in services outlined earlier in the Report. The proposed increase represents an additional £0.48 a week on a Band D property. Those eligible, will receive support through the Council Tax Reduction Scheme. 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

49. It is proposed that the approach to the CTRS should remain unchanged for 2022/23. 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 2022/23 Council Tax increase.

Directorate Implications of the Budget

50. The information detailed in previous sections outlines the Council-wide position in respect of the 2022/23 Revenue Budget. Appendix 6 sets out the resultant changes to individual directorate budgets between 2021/22 and 2022/23, and Appendix 7 shows the same information on a Cabinet Member portfolio basis. The two largest areas of the Council's budget (Education and Social Services) will receive significant additional resources next year. This addresses financial pressures in these areas and invests in areas of policy growth, consistent with the findings of the public consultation outlined later in this report.
51. Delegated schools' budgets will increase by £9.309 million (3.6%) in 2022/23. This increase includes provision for the pay costs of both teaching and support staff. It also reflects projected changes in pupil numbers. The £9.309 million is a net figure, which is *after* a £1.090 million contribution to the costs of the 21st Century Band B Programme

and schools' asset renewal. Schools are not being required to contribute an efficiency saving in 2022/23. Retained Education budgets will also increase by £1.817 million (4.7%) in 2022/23. This sum includes £0.943 million investment in the youth service, Cardiff Commitment, Schools Active Travel and Child Friendly Cities.

52. After contributing savings of £3.479 million, the budget for Social Services (including contingency allocations) will increase by a total of £23.928 million (12.5%) in 2022/23. This comprises £15.574 million (13.0%) for Adult Services and £8.354 million (11.8%) for Children's Services. As referenced earlier in the report, increases include the cost of supporting payment of the Real Living Wage within the care sector, as well as longer tail demand challenges associated with the pandemic resulting in additional demand for services and increases to required social work capacity.
53. As referenced in the next section on financial resilience, the 2022/23 Budget will retain £5.5 million of Social Services funding in contingency. This is in recognition of a number of risk factors including:
- The difficulty in predicting demand with 100% accuracy, particularly in a post pandemic environment, and acknowledging that a small number of care packages can have a material impact on cost.
 - The fact that in addition to COVID-19 related financial support (the fall out of which has been addressed within 2022/23 budget allocations), Social Services received additional non-recurrent grant support in 2021/22 in excess of £12 million.
54. Movement in other directorate budgets is indicated in Appendix 6. Changes of note include a £11.3 million increase to the Corporate Management budget. This is largely due to the £10 million COVID Recovery budget being held centrally, so that its use can be prioritised during 2022/23 into those areas where COVID pressures continue to be felt most acutely. There are also significant policy growth allocations into some directorates including £1.8m for Planning, Transport and Environment. This reflects £1 million to permanently fund highways repairs that were previously supported on a one-off basis via the FRM, together with £0.4 million to support One Planet Cardiff delivery and £0.4 million to enhance transport and planning capacity. Economic Development will receive policy investment of £0.7 million including resources for a business investment team, additional city centre stewards, community engagement and safety in parks and a team of Youth Support and Physical Activity Inclusion Officers.

Financial Resilience

55. 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 – the Council’s earmarked reserves have historically been low for an authority of its size, and previous assessments of financial resilience noted the need to increase reserves where possible and appropriate. The snapshot indicates that reserves did increase at the end of 2020/21. This was due to a combination of factors including planned increases, grant awards made late in the financial year, and less use of reserves during 2020/21 due to the pandemic. This increase will support the proposed hybrid strategy to managing ongoing pandemic related risk in 2022/23, whereby the £10 million COVID recovery budget will be supplemented from support from reserves if required. • Savings - the Council has identified over £200 million in savings since 2012/13. • Funding - the level of specific grant income that the Council receives has increased over time. Whilst funding increases are welcome, there is a risk when funding for core activities is via specific grants as it leaves the Council exposed to potential future grant fall out. • Financial Ratios - the illustrated ratios are consistent over time, and present no cause for concern.
Present	<ul style="list-style-type: none"> • Projected Outturn - the projected outturn for the current financial year is a £0.101 million overspend, but there are significant projected overspends in some directorates. The Revenue Budget for 2022/23 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. As already indicated, the level of support received emphasises the importance of including adequate cover in the 2022/23 Budget to be able to continue to deal with the financial impact of COVID-19 in 2022/23 without ongoing support from the Local Authority Hardship Fund. • Savings - There are £0.673 million unachieved savings in 2021/22. Some were a result of delayed implementation and are expected to be achieved during 2022/23. Where this is not expected to be possible, it has been addressed as part of budget allocations for 2022/23. • Capital Programme Outturn - there continues to be slippage on the Capital Programme in the current year. The level of slippage is reflected in the starting position for the Capital Programme for 2022/23. Whilst, pricing and supply chain pressures continue to play a role, the approach to 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 and to meet existing budget allocations before considering new priorities. The likely outturn position will be influenced significantly by grants received from WG in the latter part of the financial year.

Section	Points of Note
Future	<ul style="list-style-type: none"> • The MTFP section of the snapshot shows that the financial outlook remains challenging, with 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, new house-build programme, arena affordability envelope as well as commitments outlined in the Capital Strategy. 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 and timely income or revenue savings.

56. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2022/23 budget proposals include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements (£2.500 million.)
- The difficulty in modelling demand in Adult Services (£3.000 million)
- Market volatility in respect of recycling materials (£0.350 million).

57. The Council will reduce its General Contingency of £3 million in 2022/23 by £1.0 million. In the past, this was specifically held to protect the Council against late or under-delivered savings. However, in recent years, as savings requirements have reduced the contingency has been retained to address the difficulties in predicting demand, and more recently due to the risks associated with the COVID-19 pandemic. In 2022/23, it is considered that the continued improvements in savings delivery and planning, higher level of reserves and specific contingencies for particular risks will enable a lower level of general contingency.

58. 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.

Reserves

59. 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.
60. Members, following advice provided by the Section 151 Officer, 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. Reserves are a finite resource, so their use to fund ongoing commitments creates a gap in the finances of future years. In addition, Cardiff's reserves are comparably low for an authority of its size.
61. After considering the above, Cabinet do not propose to release any funding from reserves in support of ongoing budget commitments in 2022/23. It is however noted that reserves are an important part of overall financial resilience, and as such the 2022/23 budget strategy is predicated on the basis that earmarked reserves may need to be reviewed in year to provide an additional level of support to the £10 million base-funded COVID-19 Recovery budget.
62. Appendix 9 outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose. It 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 2020/21 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, 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 2022/23 Budget.
63. 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.
64. 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.

65. As at 31st March 2021, net school balances stood at a total surplus of £21.1 million, representing a significant increase of £15.3 million on the previous year's figure (£5.8m). In the main this is due to the provision by WG of £9.8 million of additional revenue grants to schools' budgets during March 2021. Periods of school closures due to the pandemic, and an inability to carry out many planned works because of issues with providers and suppliers also contributed to in-year savings, which in turn increased the balances carried forward. Within this net figure, two schools held deficit balances, (down from 18 the year before). 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.
66. The Section 151 Officer has considered the 2021/22 budget monitoring forecast and the 2022/23 Budget, including contingency budgets, and is satisfied that the projected level of reserves remains adequate to 31st March 2023.

Medium Term Financial Plan and Strategy

67. The Council's MTFP for the period 2023/24 – 2026/27 is contained in Annex 1 to this Report.
68. For the first time in a number of years, the Council has indicative funding allocations beyond the current financial year (at an All-Wales level). Whilst welcome from a planning perspective, it is important to emphasise their indicative nature and the potential for change. In the past, changing circumstances have resulted in funding allocations ultimately being less favourable than indicative amounts. This is a risk that must be considered in the context of current uncertainties.
69. 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
2023/24	23,931
2024/25	13,800
2025/26	15,827
2026/27	15,640
TOTAL	69,198

70. 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
- 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
- Consider opportunities to reduce reliance on the COVID-19 recovery budget over the medium term.

71. Further work on developing a fully defined set of proposals for 2023/24 in particular, will take place during the spring in order to inform the 2023/24 Budget Strategy Report which will be considered by Cabinet in July 2022.

Ring-fenced Accounts

72. 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.

73. Annex 2 contains key budgetary information in respect of the HRA including:

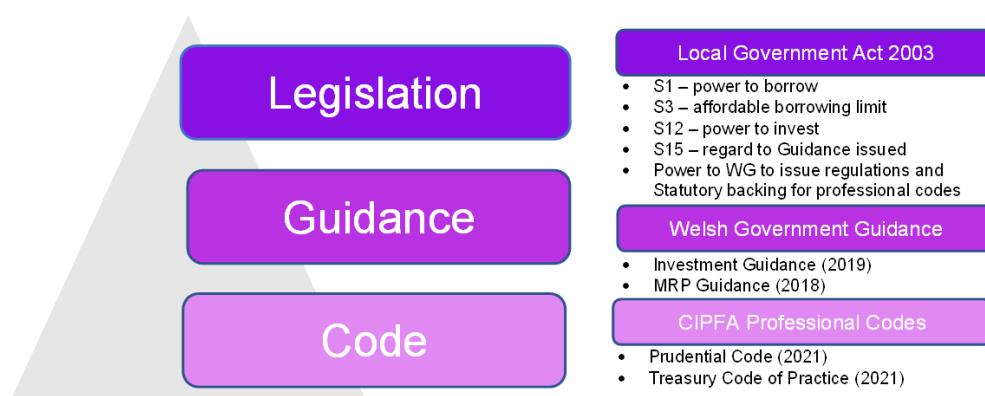
- The proposed HRA budget for 2022/23
- The HRA Medium Term Financial Plan
- The HRA Capital Programme
- The Council's Rent Policy for 2022/23, including details of tenant consultation
- The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
- Key Assumptions, Risks and Uncertainties

74. This report contains recommendations with regards HRA Rents for 2022/23. 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.

75. 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 2022/23

76. 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.



77. 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.

CIPFA Prudential and Treasury Management Code Updates

78. On 20th December 2021, CIPFA issued updates to the Treasury Management Code and Prudential Code. Whilst the reporting requirements do not formally need to be adopted until 2023/24, the Codes are now in force and should be followed when decisions on capital expenditure, treasury, service and commercial investment are being taken. Specific changes that impact on Treasury Management Strategy will be considered during 2022/23, with responsibilities and approach to awareness raising, responsibility and implementation within Directorates to be set out.
79. The revised codes have the following implications which will need to be considered across all stakeholders:

- Clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate.
- Set out a risk management approach to ensure capital investment or projects that result in an income do not have an unproportionate impact on core functions and service delivery, in the event that they do not perform as planned.
- Principles confirming that an authority must not borrow to invest primarily for financial return, apply with immediate effect.
- A new requirement for performance and reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage), implementing statutory or locally determined indicators where relevant.
- Address Environmental, Social and Governance (ESG) issues within the Capital and Treasury Strategy.
- Require implementation of a policy to review commercial property holdings, with a view to divest where appropriate.
- Create new Investment Management Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices) and a governance process for updating and review.
- Update of definitions and items to be used in calculating indicators. e.g. removal of investment income from the definition of financing costs.
- A requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the Capital Financing Requirement.
- Ensure that any long-term treasury investment is supported by a business model.
- A requirement to effectively manage liquidity and longer-term cash flow requirements.
- Amendment to Treasury Management Practice 1 to address ESG policy within the treasury management risk framework.
- Amendment to the knowledge, competencies and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by the council.
- All investments and investment income to be attributed to one of the following three purposes: -
 - Treasury management
Arising from the organisation's cash flows or treasury risk management activity
 - Non-Treasury Management - Service delivery
Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure.
 - Non-Treasury Management - Commercial return
Investments held primarily for financial return with no treasury management or direct service provision purpose.

80. It should be noted that following a review of PWLB lending policy, a prohibition is in place to deny access to borrowing from the PWLB for any local authority which includes in its capital programme the acquisition of investment assets bought primarily for yield. It is therefore important to ensure that policy and financial processes are in place to eliminate this risk.

Capital Strategy 2022/23

81. The Council's Capital Strategy along with the detailed capital investment programme for 2022/23 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.

82. 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 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.

83. 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 2022/23 to 2026/27.
- **Funding the strategy and investment programme** - the Capital Resources assumed to be used to fund the 2022/23 to 2026/27 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 2022/23

84. 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 2022/23 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 2022/23, subject to business case
- the HRA programme, with a focus on maintaining investment to support the Welsh Housing Quality Standards, cladding and priority energy efficiency schemes, regeneration and significant investment in new Council homes to meet the demand for good quality, affordable social housing.

85. In line with the budget strategy, new capital investment projects have been minimised, with a focus on delivering existing schemes in the approved capital programme. Additional capital investment is approved on service delivery priority projects including those predicated on the basis that existing budgets or income is to be generated to meet the capital financing costs over a prudent period include:

- Working with partners, delivering an Independent Living Wellbeing Centre as a key priority of the Ageing Well strategy.
- A recyclable property acquisition fund, to align existing council non operational land ownership interests and support neighbourhood regeneration initiatives on vacant or underused sites.

These projects are subject to a further business case to Cabinet and the revenue budget allows for feasibility and options appraisal for a number of other strategic service delivery projects for Cabinet consideration, and subject to approval of business case, inclusion in future years programmes. This includes enhanced service delivery arising from the relocation of the dog's home; Review of the Materials Recycling Facility, Burial space in the city, creation of a Youth Zone and renewable energy

projects following a post project appraisal of existing schemes. The Property Strategy considered by Cabinet in December 2021, also highlighted the need to identify options in respect to assets such as St David's Hall and City Hall.

86. It is however noted that unless such projects are to be funded by external grant to be received or retained, approval in future years will result in further increases to the Council's borrowing requirement.
87. The Capital Programme proposed for 2022/23 is based on known commitments and is in line with the Council's Capital Ambition and priorities. There are however, significant major development 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.

Major Development Projects

Arena – Budget Report Update (January 2022)

88. The Council previously approved an 'affordability envelope' in February 2019, to enable delivery of the new Indoor Arena. This set the funding parameters within which the Council would deliver a new Arena. Significant progress has been made since that point, including Cabinet approvals of the acquisition of the Red Dragon Centre and the appointment of a preferred Developer/Operator consortium to build and operate the Arena.
89. Following appointment of the preferred bidder in November 2020, including the securing and fixing of the key financial elements of the deal, the Council took the opportunity to review potential funding solutions in consultation with Council's treasury advisors. This work identified that the optimal funding solution was for the Council to move away from an "income strip / third party" funding model as had been previously agreed, and instead to adopt a "direct funding" approach for the Indoor Arena to ensure best value for money could be achieved for the Council. This would be at no direct cost to the Council as any costs of 'Direct Funding' would be matched or exceeded by annual lease income receivable by the Arena operator. By adopting this revised funding strategy, the Council now becomes the project funder, and will therefore take on the associated risks and rewards that entails. Provisions have been made within the Council's capital programme and budget planning processes to reflect this change in approach, whilst the Council's treasury indicators have also been updated.

90. In September 2021, Cabinet approved the Final Business Case for the Arena (including the revised funding strategy) and authorised the Council entering into a Development and Funding Agreement (DFA) and associated legal agreements with the successful parties to formally conclude the procurement process of the new Indoor Arena and replacement Travelodge Hotel at Atlantic Wharf, Butetown. A Planning Application for a new Indoor Arena and Hotel was submitted in November 2021, with a decision on whether to grant Planning Permission due in Spring 2022.
91. The revenue financing costs of capital expenditure will in the short-term be funded by the Arena affordability envelope. An existing revenue budget of £1.500 million in place and has been sufficient to cover all revenue costs to date. It is anticipated this budget will need to be increased by a further £1.000 million from 2023/24 onwards, and an additional £0.350 million in 2025/26, once construction of the Arena has commenced. This aligns with projections included within the MTFP. These revenue budgets will remain in place for the short-term and will be utilised to fund the borrowing costs associated with delivery of the Indoor Arena and enabling developments. It is expected the Indoor Arena and enabling developments will become self-financing and sustainable in the long-term, with these budgets no longer required.
92. Current projections for the Arena affordability envelope estimate the gross revenue impact will peak at circa £9 million. Whilst this is due to be fully offset by gross income receivable from Arena, Red Dragon Centre and Multi-Storey Car Parking revenues in the longer term, there will be interim support from the general fund revenue budget, in line with the affordability envelope.
93. Income and expenditure assumptions remain subject to the finalisation of robust business cases, whilst revenue financing costs will be dependent on the borrowing strategy the Council chooses to implement and the interest rate environment at the time of borrowing. The Council will remain exposed to interest rate risk as project funder until such a time that borrowing is locked in at affordable rates. Ongoing planning and monitoring work continues in an effort to mitigate these external risks as far as possible, whilst also exploring potential opportunities the interest rate environment may provide.
94. In addition, and as set out within the Atlantic Wharf Masterplan approved by Cabinet in December 2020, and revised masterplan in July 2021, the delivery of the new Indoor Arena is the anchor project within the wider Atlantic Wharf regeneration programme. Whilst funding solutions for the Arena and associated enabling developments have been identified, and are reflected within the MTFP and capital programme, there are no specific budget allocations included at this stage for any further projects or phases included within the wider Atlantic Wharf Masterplan. These will remain subject to robust business cases and future Cabinet/Council decisions.

Other Major Development Projects

95. The 2022/23 Capital Programme currently includes budgets for a number of schemes at the International Sports Village (ISV) in line with the ISV masterplan presented to and agreed by Cabinet in March 2021. This includes financial provisions to support the relocation of the Velodrome from Maindy to a new facility to be constructed at the International Sports Village, as well as the acquisitions of land within International Sports Village as part of a wider land acquisition and disposal strategy (approved by Cabinet in September 2021). The timing and value of receipts realised as part of the ISV land disposal strategy will be critical to the achievement of objectives, with any delays or loss of value of proposed disposals having a direct effect on revenue costs required to hold the site.
96. The Council is considering a number of major projects such as the regeneration of Atlantic Wharf, International Sports Village, 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 budget being required, although at this stage are not currently included within the 2022/23 Capital Programme or MTFP. Any proposals are therefore expected to be on a self-financing basis, utilising capital receipts and s106 contributions generated in line with the budgetary framework.

Treasury Management Strategy 2022/23

97. 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.
98. 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 2022/23 to 2026/27 based on the proposed Capital Programme.
 - Investment policy and strategy, including security and investments approved for use.

- The highlighting of CIPFA code changes, primarily in respect to commercial and service investments, to be reviewed and implemented by various stakeholders in 2022/23 and
 - The Treasury Function.
99. The Council receives reports on the approach to treasury management at the start of the financial year, at mid-year and at outturn. Governance and 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 Governance and Audit Committee considered a draft of the strategy at its meeting in January 2022.

Budgetary Framework

100. 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.
101. 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.
102. 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

103. To enable Cabinet to recommend to Council approval of:
- The Revenue and Capital Budget and to set the Council Tax for 2022/23
 - The Budget for the Housing Revenue Account
 - The Capital Strategy
 - The Treasury Management Strategy
 - The Prudential Code of Borrowing Indicators for 2022/23 – 2026/27
 - The Capital Programme for 2022/23 and the indicative programme to 2026/27, 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 2022/23 (as included in the Council's Capital Strategy at Annex 3)

Financial Implications

104. 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.

105. The Revenue Budget Strategy for 2022/23 has been constructed on the basis of a 10.7% increase in WG funding and a proposed 1.9% increase in Council Tax. The funding available through the WG grant is higher than anticipated and this has allowed appropriate base budget allocations to areas of high customer demand alongside an opportunity for targeted investment and growth in key policy areas. The WG funding though must be set in the context of the need to absorb additional pressures next year in respect of for example, pay inflation, increasing national insurance contributions and the requirements to pay Real Living Wage rates to the Care Sector. In addition, financial resilience is also a key factor in the construction of next year's budget particularly as services transition out of COVID-19 restrictions and the Council is required to fund ongoing pandemic costs in the absence of a Welsh Government Hardship Fund for 2022/23.
106. Whilst the Settlement has been more positive than expected, it has not detracted from the efforts by Services to deliver efficiency savings in 2022/23. Even though the total of savings is lower in comparison to recent years for 2022/23, the notion of continuously seeking out opportunities to deliver efficiency savings remains a central part of the Council's financial framework.
107. Fees and Charges proposals have been built into the Revenue Budget Strategy for 2022/23 that reflect all applicable statutory requirements, adequately cover the cost of service provision and can help manage the demand for services. These have been increased where appropriate, but the transitional effect of the COVID-19 pandemic is acknowledged and is likely to have an impact on demand for services and income levels (where applicable) in 2022/23. This will be a key requirement to monitor and offset where appropriate against the COVID-19 recovery budget established as part of the Budget Strategy for 2022/23.
108. The Medium Term Financial Planning position for the Council remains challenging given the demand pressures on services, the likely increasing cost base requirements and the projected levels of future resource availability. Welsh Government has provided indicative allocations for 2023/24 and 2024/25 which are welcome, but a cautious approach is needed given the all Wales nature of these projections and the uncertainty of the future public sector landscape post pandemic. The Strategy Report and the MTFP (Annex 1) have clearly set out the challenges and based on a prudent assessment of funding, work will need to continue on identifying transformative savings over the medium term. As stated previously, budget consideration and savings delivery should not be seen as an 'annual event' and work will continue in-year to ensure the ongoing robustness of budget management is maintained alongside a regular review of key financial risks.

109. Medium to longer term financial management is one of the standards of CIPFA's Financial Management Code (introduced in 2020). The medium-term financial plan is a key element of this, being integrated with the Council's service plans and its capital strategy. The Council will continue to comply with the Code in respect of its principles of Leadership, Accountability, Transparency, Standards, Assurance and Sustainability. Following an initial period allowed for self-assessment, the code is now effective. Where relevant improvements have been identified following assessment by the council, these will be agreed and implemented as part of ongoing performance improvement.
110. 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 2021/22 Statement of Accounts.
111. In terms of financial resilience, regular reporting to Members on budgetary and service performance is critical and the 'Financial Resilience Snapshot' (Appendix 8) continues to provide a key summary analysis. Within this, the level of available reserves is a key strategy consideration and opportunities to increase levels at the end of 2020/21 through one off Welsh Government funding in the main, has provided further support and resilience for the Council given the uncertainty arising from medium term financial challenges and not least, as we emerge from the pandemic. The Budget Report itself states that such reserves may be called upon to supplement the £10M Covid Recovery Budget and this hybrid approach will hopefully provide the resilience required. Also worthy of note in respect of reserves is that for 2022/23 no use of reserves is built into the Strategy in support of ongoing budgetary commitments, but prudent allowances have been made in future years within the MTFP.
112. In addition to earmarked reserves, the Council has maintained a General Contingency budget, although this has been lowered to £2M in 2022/23. This is felt to be appropriate given the improvements in the robustness of savings planning, higher levels of available earmarked reserves and the opportunity taken next year to set aside specific contingencies in key risk areas such as Adults and Children's Social Services. The better than anticipated Welsh Government settlement has also meant that the Financial Resilience Mechanism is available once again 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 and to ensure that capital receipts necessary to deliver the programme are delivered promptly.

114. The Budget Strategy has also highlighted the recent updates to the Treasury Management and Prudential Code. As required, a full review of implications will be undertaken in 2022/23 prior to formal adoption in 2023/24.
115. The Council has a statutory duty to ensure that the HRA achieves a balanced budget over the medium term and this has been evidenced as part of this budget report. Any liabilities of the HRA are ultimately liabilities of the Council so it is essential that a longer term planning and modelling horizon continues to be updated as part of its business plan, having regard to robust viability assessments for new development proposals and risks identified in the MTFP particularly in respect to certainty of rent policy.
116. 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 objectives within the Corporate Plan and the wider requirements of the Future Generations Act.
117. Financial control continues to be of fundamental importance due to the ongoing impact of the pandemic and recovery pressures on services. 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.
118. 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 2022/23 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 an adequate budget allowance has been made to mitigate the ongoing impact of the COVID-19 pandemic in 2022/23 and that this can be supplemented by earmarked reserves (following a risk assessment of those reserves) if required.
- I am satisfied that the overall level of available earmarked reserves is appropriate after allowing for planned use in 2022/23.

119. 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

120. 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)).

121. 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).

122. 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 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.
123. 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 and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. 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.
124. The body of the report refers to the Capital Programme. Detailed legal advice should be sought on each proposed project to ensure the same can be implemented in accordance with all legal and governance requirements.
125. Civil Enforcement. 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. Accordingly, the approach to car-parking fees, residents' permits, penalty charge notices and moving traffic offences and the like, must be based on legitimate considerations that can be

taken into account in accordance with the provision of the relevant legislation.

126. Equality Duty . All public authorities, when exercising any of their functions, are subject to the Public Sector Equality Duty (PSED) under the Equality Act 2010 (including specific Welsh public sector duties). These duties require the Council, in the exercise of its functions, to have 'due regard' to the need, in summary, 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. The PSED is a duty to have 'due regard'. It therefore requires the decision-maker to be properly informed as to the equality implications of the decision to be made. Paragraph 34 of the body of the report provides an outline of the actions taken to date as regards consideration of the PSED, how matters were analysed and the outcome thereof for the decision maker's consideration. As with any decision, the decision maker will need to consider whether it has sufficient information to assess the effects of the proposed decision on the aims in the PSED and consider gathering more information if needed. In this case it is recognised that the information set out in paragraph 34 is brief . Of importance, however, in terms of considering the question of the adequacy of information provided,(and is understood to be the rationale in terms of the succinctness of the information in paragraph 34), is the apparent conclusion reached on the PSED that , 'no material or significant concerns have been identified'. Further, it is understood that as part of the budget preparation various consultation and engagement has been undertaken as outlined in the body of the report , with feedback included in the body of the report or (as in the case of Scrutiny) will be tabled for the decision maker's consideration.

When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty. It is understood that such matters are addressed throughout the report .

127. The Well-Being of Future Generations (Wales) Act 2015 ('The 2015 Act'). 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>.

128. Employee and Trade Union Consultation . The report recognises that notwithstanding efforts to reduce impacts on staff resulting from savings, there will be some staff reductions during the financial year 2022/23. Legal Services understand 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 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. It is noted that the budget proposals also provide for the creation of posts.
129. Charging. 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.

130. Consultation . 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.
131. General . 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) and otherwise be reasonable and proper in all the circumstances

HR Implications

132. The final budget proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan.
133. Paragraph 37 and 38 of the Report sets out information regarding net increase of 58.3 FTE Council posts overall made up of the deletion of 18.3 FTEs including the deletion of 6.9 FTE vacant posts, 7.4 FTE where voluntary redundancy or retirement applications have been approved, and 4 FTE posts to be determined. This has been significantly offset by the creation of 76.6 FTEs.
134. The net increase of 58.3 full time equivalent (FTE) posts in 2022/23 is the first year in a number of years in which there has been a net increase, made possible by the opportunities to invest in policy growth areas in 2022/23.
135. However, 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.

136. 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

137. There are no specific property implications in respect of the Budget Report 2022/23. It should be noted that the Corporate Property Strategy 2021-26 (CPS) was approved at Cabinet in December 2021, which sets out in detail on the Council's property strategy going forwards, including relevant targets over the next five years, performance against which may be monitored through the Annual Property Plan. 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

138. The Cabinet considered this report on 24 February 2022 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 agreed 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 3.1% 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 4th April 2022.

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 24 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 2022/23 Budget to reflect the requisite changes.

CABINET PROPOSAL

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 1.9% as set out in this report and that the Council resolve the following terms.
- 2.0 Note that at its meeting on 16 December 2021 Cabinet calculated the following amounts for the year 2022/23 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-
 - a) 149,107 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	2,697
Pentyrch	3,517
Radyr	3,983
St. Fagans	1,854
Old St. Mellons	2,321
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 2022/23 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 £495,086).
£1,169,190,086

- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c).
£425,360,000
- 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. £743,830,086
- 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.
£544,715,091
- 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.
£1,338.07
- f) Aggregate amount of all special items referred to in Section 34(1).
£495,086
- 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.
£1,334.75
- 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 | 1,357.37 |
| Pentyrch | 1,387.35 |
| Radyr | 1,367.62 |
| St. Fagans | 1,357.40 |
| Old St. Mellons | 1,357.01 |
| Tongwynlais | 1,364.56 |
- 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.

	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Area									
Lisvane	904.91	1,055.73	1,206.55	1,357.37	1,659.01	1,960.64	2,262.28	2,714.74	3,167.20
Pentyrch	924.90	1,079.05	1,233.20	1,387.35	1,695.65	2,003.95	2,312.25	2,774.70	3,237.15
Radyr	911.74	1,063.71	1,215.66	1,367.62	1,671.53	1,975.45	2,279.36	2,735.24	3,191.12
St. Fagans	904.93	1,055.76	1,206.57	1,357.40	1,659.04	1,960.69	2,262.33	2,714.80	3,167.27
Old St. Mellons	904.67	1,055.45	1,206.23	1,357.01	1,658.57	1,960.12	2,261.68	2,714.02	3,166.36
Tongwynlais	909.70	1,061.33	1,212.94	1,364.56	1,667.79	1,971.03	2,274.26	2,729.12	3,183.98
All other parts of the Council's Area	889.83	1,038.14	1,186.44	1,334.75	1,631.36	1,927.97	2,224.58	2,669.50	3,114.42

- 2.2 Note that for the year 2022/23, 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
£	£	£	£	£	£	£	£	£
201.41	234.97	268.54	302.11	369.25	436.38	503.52	604.22	704.92

- 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 2022/23 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	1,106.32	1,290.70	1,475.10	1,659.48	2,028.26	2,397.02	2,765.80	3,318.96	3,872.12
Pentyrch	1,126.31	1,314.02	1,501.75	1,689.46	2,064.90	2,440.33	2,815.77	3,378.92	3,942.07
Radyr	1,113.15	1,298.68	1,484.21	1,669.73	2,040.78	2,411.83	2,782.88	3,339.46	3,896.04
St. Fagans	1,106.34	1,290.73	1,475.12	1,659.51	2,028.29	2,397.07	2,765.85	3,319.02	3,872.19
Old St. Mellons	1,106.08	1,290.42	1,474.78	1,659.12	2,027.82	2,396.50	2,765.20	3,318.24	3,871.28
Tongwynlais	1,111.11	1,296.30	1,481.49	1,666.67	2,037.04	2,407.41	2,777.78	3,333.34	3,888.90
All other parts of the Council's Area	1,091.24	1,273.11	1,454.99	1,636.86	2,000.61	2,364.35	2,728.10	3,273.72	3,819.34

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 2022 to March 2023 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £45,046,716.

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 2022 to 31 March 2023 namely

	£
County Council of the City and County of Cardiff	117,749
Vale of Glamorgan County Borough Council	13,125

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 2022/23.

(b) Approve the Treasury Management Strategy 2022/23 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 2022/23 – 2026/27 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 2022/23.

4.0 To approve the Budgetary Framework outlined in this report.

5.0 To maintain the current Council Tax Reduction Scheme as set out in this report.

The Cabinet
24 February 2022

The following Annexes are attached:

Annex 1	Medium Term Financial Plan 2023/24 – 2026/27
Annex 2	Housing Revenue Account 2022/23 Budget and Medium Term Financial Plan
Annex 3	Capital Strategy 2022/23 (including Capital Programme and Resources)
Annex 4	Treasury Management Strategy 2022/23

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 5a	Consultation on Cardiff Council's 2022/23 Budget
Appendix 5b	School Budget forum Letter and Cabinet response
Appendix 5c	Letters from Chairs of Scrutiny and Cabinet response
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

The following background papers have been taken into account:

- Budget Strategy 2022/23 and the Medium Term Financial Plan (July 2021)
- 2022/23 Budget Proposals - for Consultation (January 2022/23)
- The WG Provisional Local Government Settlement (December 2021)
- Equality Impact Assessment of Cardiff Council's 202/23 Budget Proposals
- Details of Fees and Charges

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Cardiff Council

Medium Term Financial Plan

2023/24 – 2026/27



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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 is good financial practice as:

- 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.

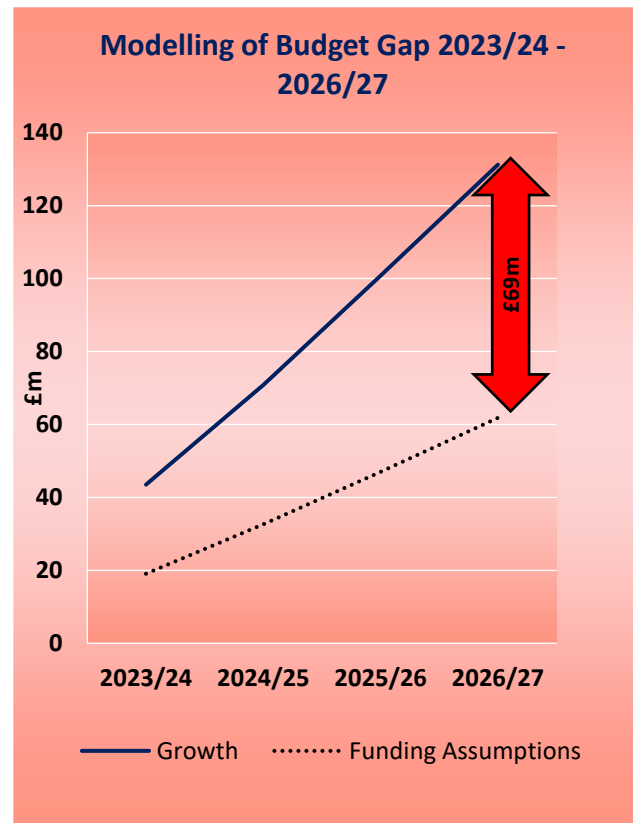
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and review the plan.

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 MTFP currently estimates a budget gap of £69 million over the period 2023/24 – 2026/27.



“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. The Council needs to develop a strategy to address the gap to deliver a balanced budget each year. Despite more positive future funding projections than previously assumed, there is still a budget gap to be addressed over the medium term.

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.

The MTFP is set against plans for a post pandemic recovery that supports the city’s economy, is child-friendly and progresses the One Planet Cardiff Strategy.

Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of the Corporate Plan, and the Council’s aims for post pandemic recovery and renewal. This will include where applicable, the financing requirements of capital investment needed to deliver the Administration’s priorities.

Funding solutions will not always mean a revenue budget allocation, or the inclusion of a sum in the capital programme. In developing a financial strategy to support policy delivery there will be a need to draw on earmarked reserves set aside to support change, to proactively seek external funding, and to work with partners.

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 impact on 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

Section 2. Key Considerations

uncertain, but are likely to include those set out in the following paragraphs.

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.

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 over-65 age brackets is likely to mean continued demand on social services.

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 revenue pressures in this regard will be kept under review.

There also be a need to consider the implications of policy commitments at an All Wales level, including plans for all primary school children to receive a free school meal within the next three years. Whilst the expectation is that this initiative will be fully funded by WG, there will be a need to review the detail as it is announced.

Implications for Financial Planning

Capital financing and future operating costs will need to be reflected in forecasts.

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

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.

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.

Strategy to build affordable, high quality, energy sustainable homes.

Employment

There is a disparity in unemployment levels across the city and not all those in employment currently earn 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. In December 2021, the Deputy Minister for Social Services announced that WG would provide financial support for Local Authorities, via the Revenue Support Grant, to support the payment of the Real Living Wage in the Care Sector.

Despite economic growth during the last 30 years, there is still poverty within the city. The Council is

Section 2. Key Considerations

committed to supporting people out of poverty by building a strong economy to create jobs that pay the Real Living Wage, supporting people into work, and supporting those most vulnerable including those facing homelessness.

Implications for Financial Planning

Pay modelling will need to reflect the costs of continuing to pay Council staff RLW.

Price inflation assumptions will need to take account of estimated annual increases to the RLW and factor these into pricing assumptions for commissioned care costs to maintain support for payment of the RLW in the care sector in the future.

Financial plans will reflect the continued operation of the Council's corporate apprentice scheme.

For services that are heavily funded by specific grant, including homelessness and Into Work, grant levels will be kept under close review.

Organisational Change

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. With regards the Council's own workforce there will be a need to consider the financial implications of its own organisational recovery and post-pandemic renewal, including the switch to a hybrid working model.

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 reflected 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. There will also 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 still uncertain due to the global pandemic.

UK Context

During 2021 the UK economy grew by 7.5% following a contraction of 9.4% in 2020. At the start of 2022, the economy continues to experience high inflation, with a January CPI inflation rate of 5.5%. This is linked to the position in the final quarter of 2021, when energy prices and supply shortages drove up prices.

Alongside the UK Autumn Budget and Spending Review 2021, the Office for Budget Responsibility (OBR) in its Fiscal and Economic Outlook report, projected continuing economic growth of 6% of GDP in 2022 with lower growth in subsequent years. It predicted the UK Government will meet its fiscal targets with increased departmental resource spending being offset by higher public sector receipts. The report warned that the economy is very volatile with uncertainties including public health measures, Brexit and the cost of governmental debt, among factors that could materially impact projections.

The recent increase in CPI, which is now running above forecasts, has demonstrated this volatility, and the need to continue to monitor the external

Section 2. Key Considerations

economic environment for its impact on planning assumptions.

BREXIT

The Council's Corporate Risk Register captures potential risks in relation to BREXIT and the agreed Trade Deal with the European Union. Implications across a range of services continue to be monitored, and will be factored into the MTFP at appropriate refresh points if required.

Welsh Context

For the first time in a number of years, the Settlement includes an indicative funding allocation for the following two years (at an All-Wales level) post 2022/23. Whilst welcome from a planning perspective, it is important to emphasise the indicative nature of figures and the potential for change. In the past, changing circumstances have resulted in funding allocations ultimately being less favourable than indicative amounts. Plans reflect indicative allocations, however, the risk that these may change is a real one in the context of current uncertainties.

The Welsh Government and Plaid Cymru December 2021 Co-operation agreement pledges to review Council Tax reform in Wales during the next three years. Clearly, from a financial planning perspective, this is an area that will need to be kept under close review.

2.4 Council Financial Context

Historic Context

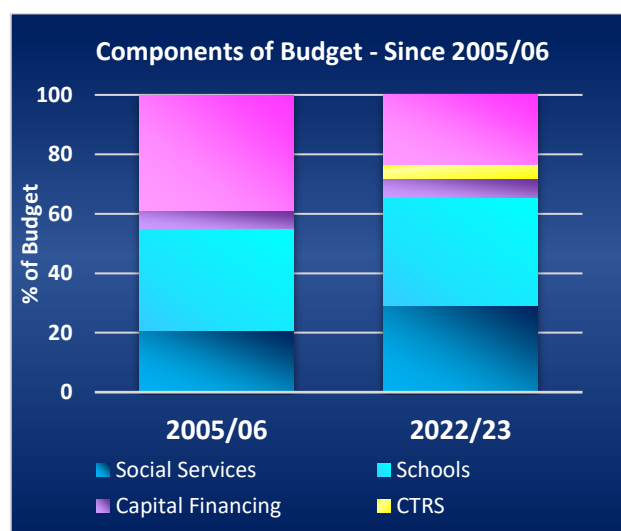
Over the 10 year period 2012/13 – 2021/22, the Council has identified over £200 million in savings and lost over 1,600 FTE posts in services other than schools. This coincided with a period of challenging financial settlements, including negative (i.e. cash reduction) settlements in the early 2010's.

Whilst financial settlements have been more positive in recent years, the impact of a decade of

a financial challenge has had a lasting impact. It means it is more challenging to continue to deliver savings over the medium term, even though savings requirements are estimated to be lower than in the past. This is partly linked to the change in shape of the Council's budget over time. Some directorate budgets have contracted significantly and others have grown. Demand and price pressure has been acute in Social Services and Schools. In the last five years alone, these budgets increased by £101 million.

Year	Schools £m	Social Services £m	Total £m
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
2022/23	9.3	24.2	33.5
TOTAL	43.7	57.7	101.4

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



The "Other Services" budget includes all Council Services except Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £69 million budget gap are set out below.

	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000
Base Budget Brought Forward	743,735	763,300	776,831	791,264
Schools				
Pay Costs	16,025	7,320	7,120	7,205
Price Inflation	1,035	120	125	105
Pupil Numbers	1,843	449	2,515	1,864
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
Total Schools Pressures	17,813	6,799	8,670	8,084
Social Services				
Pay Costs	1,750	1,525	1,555	1,440
Price Inflation	4,890	3,525	3,927	3,270
Demographic - Adult Social Services	2,000	2,000	2,000	2,000
Demographic - Children's Social Services	730	770	2,420	2,600
Total Social Services Pressures	9,370	7,820	9,902	9,310
Other Services				
Pay Costs	3,600	3,110	3,205	3,205
Price Inflation	1,650	1,640	1,425	1,240
Commitments	1,810	1,344	2,042	1,636
Demographic Growth	950	950	200	200
Total Other Services Pressures	8,010	7,044	6,827	6,281
Capital Financing	4,803	2,168	1,361	3,259
Emerging Financial Pressures	3,500	3,500	3,500	3,500
Resources Required	787,231	790,631	807,091	821,698
Resources Available:				
Aggregate External Finance	563,780	577,311	591,744	606,538
Council Tax before any future increases	199,020	199,020	199,020	199,020
Earmarked Reserves at £0.5m per annum	500	500	500	500
Total Resources Available	763,300	776,831	791,264	806,058
BUDGET REDUCTION REQUIREMENT	23,931	13,800	15,827	15,640

Section 3. Medium Term Financial Plan

3.2 Pressures Key Assumptions

Employee Costs

Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award – 3% per annum (from Sept 2022)
- NJC Pay Award – 3% per annum

Local Government Pay is a matter for collective bargaining through the National Joint Committee, and Teachers' Pay Awards are set by Welsh Government. It is not possible to pre-empt the outcome of these processes and assumptions will undergo regular review.

National Insurance

The impact of the Health and Social Care Levy is factored into the Council's 2022/23 Budget. No further significant changes to National Insurance rates or thresholds are anticipated over the period to 2026/27. This position will be kept under review.

Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme will take place as at March 2022, with any resultant changes in Employers' contributions taking effect from April 2023. 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. The implications of the next actuarial review of the fund are expected to take effect from April 2023. At present, contribution rates are not known, but there is a risk of a significant increase. This is reflected in

2023/24 within the plan, but will be kept under review in coming months, both to understand what mitigating actions may be taken at a UK level, as well as the potential for any specific funding to assist with this issue.

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

The Council has a base budget and earmarked reserve set aside to meet these costs. Current modelling indicates that this model is adequate over the medium term.

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 January 2022, inflation (CPI) stood at 5.5% - a slight increase from December, and a thirty year high. Inflation has been running consistently higher than the last published OBR forecasts in October 2022. In light of this it is not considered

Section 3. Medium Term Financial Plan

prudent to rely on those as planning assumptions at this point. It is however recognised that the high levels currently being experienced are considered to be nearing their peak with falls expected during the second half of 2022. The CPI assumptions reflected in this MTFP are summarised below:

2023/24	2024/25	2025/26	2026/27
3.5	3.0	3.0	2.5

In modelling financial pressures, consideration is also given to other key cost drivers in the services being commissioned, in particular, the Real Living Wage.

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 2022/23 – 2026/27 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save basis.
- Borrowing predicated on incidental revenue income or savings achieve the outcomes expected in order to pay for themselves in the intended timescales.
- Operating models such as for 21st century schools and Arena remain in surplus
- The timing and delivery of expenditure will be as profiled in the capital programme.
- The assumed interest rate for new borrowing is circa 2.5% by the end of the MTFP period.
- Capital receipt targets will be met
- The timing and value of capital receipts will be in line with assumptions
- 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, with the consideration of a separate pool for the arena.

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 in line with the previously determined affordability envelope.

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 just under £19 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.
- 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.

Section 3. Medium Term Financial Plan

Demographic Pressures

Key areas of forecast demographic growth, and the associated financial impact are summarised below:

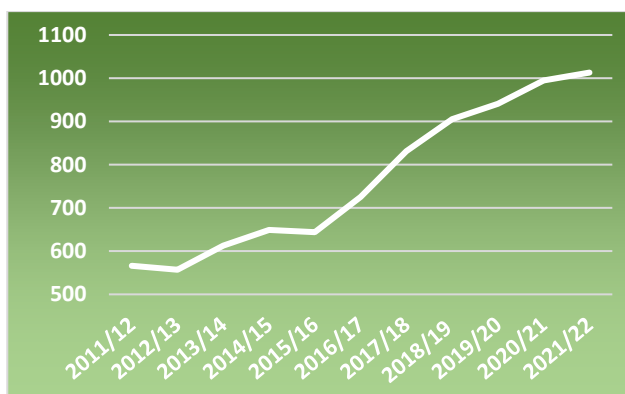
Demographic Increases	£m
Adults Social Services	8.0
Children's Social Services	6.5
Pupil Numbers & New School Costs	6.6
Out of County Education Placements	1.5
Other	0.8
TOTAL	23.4

Adults Social Services

Estimated growth in Adult Social Services is particularly difficult to predict at present. 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 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 graph below sets out annual increases in the number of Looked After Children since 2011/12.



During the course of the Covid pandemic significant additional pressure has been placed on Children's Services, with demand for services projected to continue to rise. Whilst it is difficult to predict

numbers of placements required over the Medium Term, forecasts take account of both the impact of the pandemic, and preventative strategies introduced in 2021/22 as well as those funded to be implemented in 2022/23. Financial forecasts will continue to be kept under regular close review.

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. Pupil intake in nursery and reception is modelled using Schools Organisation Plan data, which includes published birth rates.

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.

Costs associated with the Associated Learning Needs (ALN) of pupils are more difficult to model. As well as estimating predicted demand, there is also a need to consider complexity of need, as different types of support have different costs. It is also necessary to consider movement of pupils within the school system. Estimates will be regularly reviewed to take account of most recent information.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. Forecast figures have been amended to reflect schools beginning to open in LDP areas from September 2022. 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.

Section 3. Medium Term Financial Plan

Forecasts for 2025/26 reflect an increase in the number of special school pupil numbers. This reflects the anticipated completion of SOP expansion works. 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. No further growth is assumed for 2025/26, 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 £3.5 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)

As already noted, the 2022/23 Local Government Finance Settlement was the first in a number of years that covered more than one financial year. Indicative figures were provided at an All-Wales level for 2023/24 and 2024/25, and these are reflected in planning assumptions. Beyond that, planning assumptions reflect annual AEF increases of 2.5%, which is broadly comparable with the indicative figure for 2024/25. Assumptions are summarised in the table below.

2023/24	2024/25	2025/26	2026/27
3.5% *	2.4%*	2.5%	2.5%

** Indicative per 2022/23 Local Government Settlement*

In the past, changing circumstances have resulted in funding allocations ultimately being less favourable than indicative amounts. In the event that happens, 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.

Section 3. Medium Term Financial Plan

- 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 currently assume £0.5 million use of reserves annually between 2023/24 and 2026/27. 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. Sums can be accommodated from the Council's Strategic Budget Reserve, the purpose of which is to support financial planning and the medium term. 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.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core

activity. Whilst still a challenge where grants support specific initiatives, there is at least an opportunity to review whether those initiatives should continue.

The Council has a budget of £250,000 to deal with in-year specific grant funding issues. 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.

A key area to keep under continued review in this regard are changes to the former Integrated Care Fund (ICF) and Transformation Grants in Communities and Social Care. These have recently been replaced by the Regional Integration Fund, with planned changes to operations in 2022/23 and over the medium term. Details on the new fund are still emerging, and it may be necessary to reflect updates in later years of the MTFP as further detail is available.

Section 4. Addressing the Gap

4.1 Budget Gap

The estimated budget gap for the period 2023/24 – 2026/27 is set out below:

2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
23.931	13.800	15.827	15.640	69.198

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 27% 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 modelled that Council Tax will increase by 3.0% per annum. An annual 3.0% increase would contribute the following amounts to addressing the budget gap:

2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
4.931	5.079	5.232	5.388	20.630

The assumption of annual 3.0% increases is not fixed, 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:

2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
19.000	8.721	10.595	10.252	48.568

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 whilst recovering from the pandemic and that opportunities to generate additional income may 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.
- 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.
- Consider the opportunities to reduce reliance on the COVID-19 recovery budget over the medium term.

Section 5. Risk and Uncertainty

5.1 Sensitivity Analysis

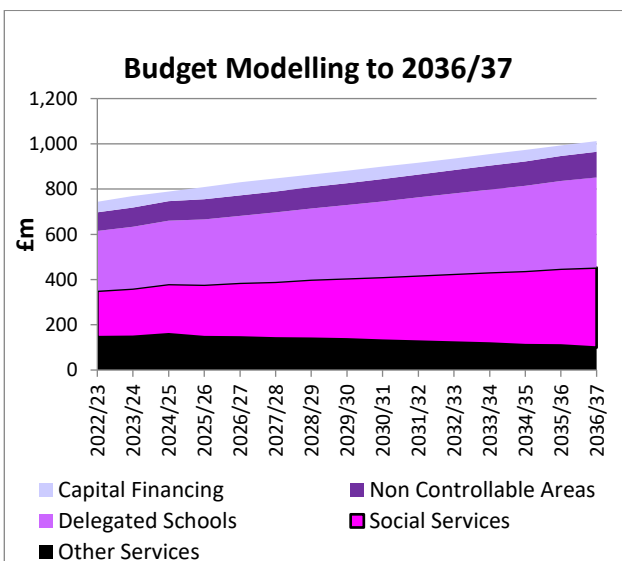
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of sensitivity and their potential annual impact.

Assumption	£m
AEF - 1% change	5.5
Teachers Pay Award 1% change (from Sept)	0.9
NJC Award 1% change	2.4
CPI 1% change (on permitted heads)	1.4
Total Annual Impact	10.2

If **all** these variables changed, they could have a £10.2m impact in any individual year. The cumulative impact across the MTFP would be £40.8 m. It is unlikely that **all** variables would shift, but the scale of the impact if they did, highlights the importance of regularly reviewing assumptions in these, and in other key areas.

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

Key MTFP risks are summarised below, and link to wider assessment of financial risk.

Funding	<ul style="list-style-type: none"> • LG settlements - worse than predicted. • Risk of specific grant fall-out, especially where grants support core activity. • Capital funding and associated implications for revenue budgets, including the impact of additional borrowing beyond that reflected in the current programme.
Demand	<ul style="list-style-type: none"> • Difficulty in modelling complexity of demand, including in Adult and Children’s Services and Additional Learning Needs.
Variables	<ul style="list-style-type: none"> • The potential for key assumptions in the MTFP to fluctuate – e.g. pay, CPI, RLW.
Financial Resilience	<ul style="list-style-type: none"> • Medium term savings requirements. • 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 be kept under review.
Ongoing COVID-19 Risk	<ul style="list-style-type: none"> • Longer-term loss of income – venues etc. • Provider / Supplier viability • Staff cover for sickness / self-isolation • Ongoing PPE /cleaning requirements • Test, Trace Protect – currently assumed that funding will be sufficient and ongoing • Office/ ICT requirements associated with new ways of working • Financial impact of strategies developed to support the “new normal” • Switch in waste streams - more at home • Long tail demand

Housing Revenue Account 2022/23 Budget and Medium Term Financial Plan



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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, supervision and management (including tenancy management and 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.

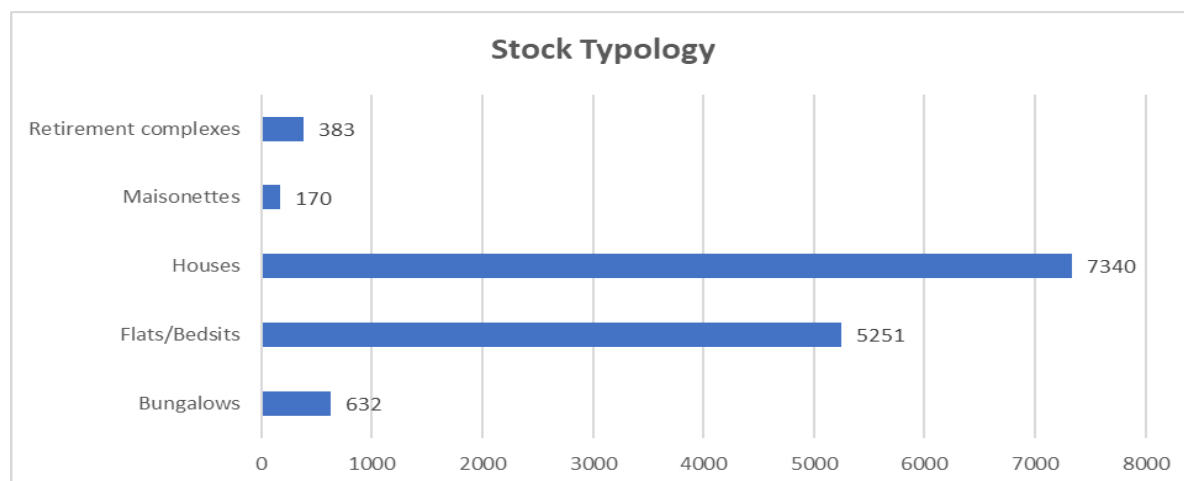
Good, energy efficient housing is vital to the health and wellbeing of tenants while regeneration and enhancement of the environment is important for all local residents.

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.

Whilst 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 13,776 properties across the wards of Cardiff with a range of stock, as follows:



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 7,566 at the beginning of January 2022, with 411 identified as homeless. The total number of lets in the year to 1st January was 1,406 of which 738 were let by the Council with 668 let by partners. Pressures continue with new applications for the waiting list averaging over 300 per month.

1.4 Key Objectives and Priorities

There are seven key objectives that the service will prioritise in 2022/23:

1.4.1 Building new Council homes

We are delivering an exciting and ambitious housing development programme which will provide more than 4,000 new homes of the highest quality in a wide range of locations across the city. At least 2,800 of these will be new council homes and 1,200 homes for sale.

This award-winning programme is currently the largest council housing build programme in Wales and represents an investment of over £800 million that will deliver both enhanced and new communities where people are proud to live.

Our programme will deliver new homes of different size and design, but all built to meet key quality requirements, regardless of tenure, addressing a wide range of identified housing needs including those of larger families, older people, and for those with accessibility and medical needs.

It is not just about building quality homes. Access to services and a healthy local economy is essential for safe and strong communities. Many of our new build projects include new mixed-use buildings providing state of the art and sustainable spaces. Such projects include the transformational Channel View regeneration scheme or the Waungron Road redevelopment.

1.4.2 Investing in Existing Homes and Community Facilities

As well as building new homes, we are committed to ensuring that our existing stock is maintained to a high standard. We are compliant with the Welsh Government Welsh Housing Quality Standard (WHQS) and carry out programmed works as well as responsive repairs to our properties to make sure that this quality is maintained.

We will also continue to deliver the Hubs programme in collaboration with partners, including a new Youth Hub in the city centre and a Community Hub in South Riverside.

We will also work in partnership with the University Health Board to deliver Health and Wellbeing Hubs.

1.4.3 Preventing Homelessness and Supporting a Rapid Rehousing Approach

We will continue to build on the progress made during the pandemic; there will be 'No Going Back'. The Council's 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.

We will work with partners to deliver a rapid rehousing approach, while recognising that there are significant challenges to delivering this model, not least the lack of affordable housing in Cardiff.

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. We are developing our accommodation options for homeless people, with our family homeless centre at the Gasworks site due to open in 2022 and we provide support in a community setting through our award-winning Housing First team.

1.4.4 Promoting Safe and Inclusive Communities

We will ensure our estates are good places to live through improved estate management, regeneration and area improvement works.

We will continue to invest in our existing communities by delivering regeneration and area improvements projects that will help create better and safer places to live. Improvements will include better access to outdoor spaces, making these easier to maintain and ensure that anti-social behaviour is less likely to occur.

We will also improve access and parking, improve the security of our existing homes and identify and remodel problematic spaces.

Our Local Action Team works to improve our Council housing estates by working with residents and encouraging them to take pride in where they live.

As a landlord, we will take firm action to eliminate Anti-Social Behaviour (ASB). We have a dedicated ASB Team that use a victim-led approach, focusing on what really matters to our tenants.

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, including a preventative approach to tackling the emerging threats of knife crime, County Lines and serious organised crime.

1.4.5 Providing Warm and Sustainable Homes

Our new build housing projects have always achieved a good standard of energy efficiency – focused on using a highly performing building fabric to retain heat more effectively and reduce heating bills for our tenants.

Recently, the Welsh Government have introduced a new design and performance standard called Design Quality Requirements (2021) (DQR). DQR legislates that all new affordable homes that are allocated Welsh Government funding must achieve an energy performance rating of SAP A.

This is a really positive step forward and we are committed to achieving this standard across all our new developments. We are bettering this by moving towards a net-zero carbon standard, removing fossil fuels as a heat source and harnessing renewable technology such as ground source heat pumps, solar panels with battery storage and electric vehicle charging points. This, combined with a highly efficient building fabric means we are minimising the carbon footprint of our build programme and ensuring that heating and power bills are reduced significantly for our tenants.

We are also working with Welsh Government and Cardiff Metropolitan University to monitor how these new homes perform and, importantly, to also understand how our tenants find living in them and whether their heating and power bills have been lowered. This is an important aspect of our move towards net-zero carbon building to make sure we understand how the new homes we build perform and that tenants are comfortable in their new homes.

In line with Cardiff Council's 'One Planet' Strategy, we will work toward net zero carbon in our existing homes. Using innovative approaches to improving and maintaining our homes, we will ensure that our properties are warm and sustainable for years to come. We will continue to invest in the cladding of high-rise blocks and we will commence a new programme of work to clad our low-rise blocks of flats and to install solar panels.

1.4.6 Tackling Poverty and Supporting People Into Work

Despite Cardiff's economic renewal over the years, the city has the highest number of people living in the most deprived communities in Wales. The pandemic has hit the poorest communities most. In addition, plans to migrate claimants from legacy benefits to Universal Credit are planned to commence in the Autumn of 2022 which could further impact on tenants' ability to meet rent and other financial obligations.

We will continue to provide support to our residents with debt management and budgeting advice. We will make best use of grants that can support those who are experiencing extreme financial difficulty, including the Discretionary Housing Payment scheme and we will promote and encourage take up of existing benefits, grants and discounts. We will support tenants in rent arrears, providing sustainable solutions.

Our Into Work Advice service will support those looking for work or looking to change their career path as the job market continues to change in the wake of the pandemic.

1.4.7 Supporting our Tenants

The pandemic has had negative impacts on our most vulnerable tenants. We will continue to provide and expand help and support to our young people, families and older people and those with support needs.

Our Tenancy Sustainment Team provides an intensive service to tenants that are struggling to sustain their tenancies and are at risk of tenancy enforcement action.

The Tenancy Sustainment Officers identify tenants most at risk of tenancy failure, supporting tenants who are likely to disengage with services and external agencies. The team also look at early intervention, to stop tenancy issues from escalating and to prevent evictions.

To ensure that we meet our commitment to not evicting wherever possible, we have reviewed our approach to the collection of rent arrears. Early intervention is key and our officers work with our tenants to encourage payment and to resolve any issues that are preventing payment. Our Welfare Liaison Team assists tenants with budgeting, debt, and income maximisation.

With the demand for larger housing so great in the city, there are many cases of overcrowding in both social and private rented properties. We will deliver a wide range of creative solutions to improve this situation so families can live in homes that better suits their needs.

We are committed to supporting our most vulnerable young people. Our Young Persons Gateway supports young people who are threatened with homelessness or who need to move on from care. The gateway provides supported accommodation and, once a young person is ready to live independently, our Tenancy Training pathway helps them move on to secure housing, with continuity of support from the same provider. Our Tenancy Training pathway has a 99% tenancy sustainment rate.

The Council has recently launched our new Cardiff Aging Well Strategy. Findings from a range of research shows the benefits of suitable older persons' housing in supporting independence and reducing the need for residential care. Our development programme is investing heavily in building new accessible, adaptable and affordable homes for older people which will help promote independent living. 10 new community living buildings are planned, investing in the region of £100 million and delivering around 500 fully accessible new homes specifically for older people to ensure our population ages well.

Our Rehousing Solutions Team provides specialist housing advice for older people to help them understand their housing options and support them towards tailored solutions. The aim will be to ensure that high quality advice and information about housing solutions for older people is available on the Council website, in hubs and through information sessions and events.

We want to ensure that older people have the right access to help, advice and support which is provided at the heart of their community. Our Community Hubs offer a wide range of services and activities to address the health and wellbeing of older people.

1.4.8 Modernising and Improving Our Services

New technology allows us to become more efficient, identify cost savings, while also providing a better customer experience for our tenants.

Phase 2 of Housing Online will extend current services to include Housing Applications. Our Responsive Repairs Unit will also undergo a full service review which will include online reporting and tracking of repairs.

Our teams now work in a more hybrid and flexible way. With the need for less Council offices, funding can instead be redirected to direct service delivery which will help to improve and enhance services to our tenants.

We will ensure that our tenants are consulted with and encouraged to participate in how we deliver these priorities over the coming year.

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 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) using the level of CPI from the previous September each year.

However, the policy includes that should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing determines the appropriate changes to rent levels to be applied for that year only. As the September 2021 CPI was 3.1%, a ministerial decision was made that rents for 2022/23 are to be uplifted by a maximum 3.1%.

While CPI is the maximum increase allowable for 2022/3, the landlord decisions on rent must also consider the affordability of rents for tenants.

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 Council Policy for Social Housing Rents

In line with the above, it is proposed that rents increase by CPI for 2022/23. The average rent for a Council home in Cardiff will increase by £3.34 per week (£3.55 based on 49-week collection) exclusive of service charges for 2022/23. This results in an average weekly rent of £111.16 for standard housing stock.

It is considered that the rent uplifts proposed above for 2022/23 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.

It should be noted that the Council will need to be able to set rents above CPI in the medium to long term in order for the longer-term business plan to be sustainable and to meet WG targets in respect to new build and WHQS.

The table below sets out the proposed average rent per property type for Cardiff for 2022/23.

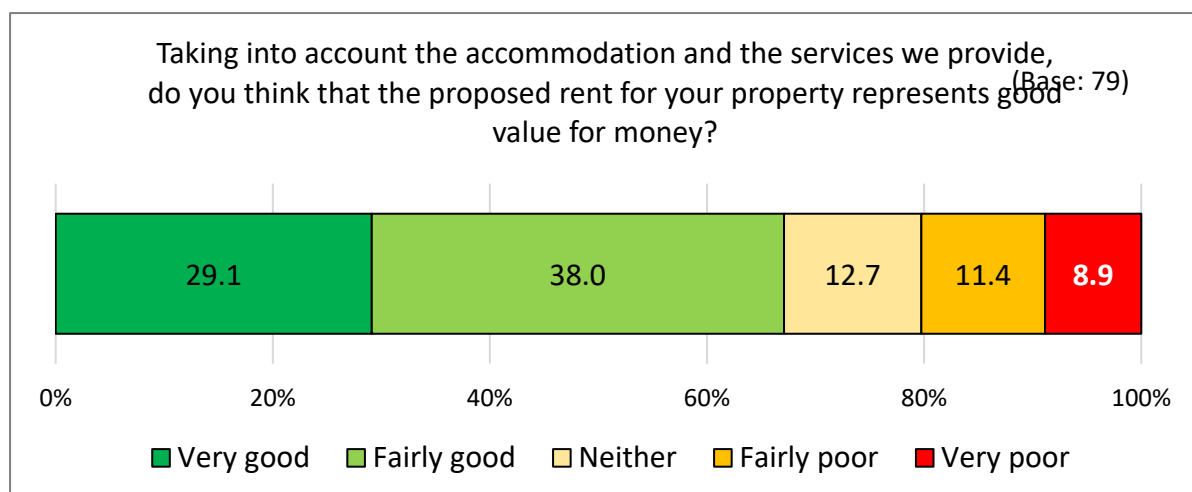
No. of Bedrooms	Estimated Average Rent 2022/23
1	£99.76
2	£114.94
3	£132.16
4	£146.53

2.3 Rent Increase Consultation

Consultation on the rent increase took place between 31st December 2021 and 28th January 2022. Due to the pandemic, the survey was carried out online 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 2,756 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, with 83 responses received in total. It was also reassuring that most age groups took part in the survey. 28% of those who responded paid the whole of their rent themselves, with the remainder on full or partial benefits.

79 tenants answered the question about whether the rent was good value for money. 67.1% thought that the proposed rents were very good or fairly good value for money, while 20.3% thought they were poor or very poor value. 12.7% thought it was neither good nor poor value.



The majority of respondents (90%) stated they were not experiencing difficulties paying their rent. 10% stated they were, of which 8 specifically took up the offer of Council assistance. Referrals for these tenants were made to the Welfare Liaison Team who will support them to maximise their income and deal with any debt issues, including referrals to the new rent arrears pathway, if appropriate.

Tenants Satisfaction Survey

In addition to the rent consultation, a Tenant Satisfaction Survey was carried out between 21st October 2021 and 6th December 2021. 1,302 responses were received. In this wider survey almost four in five (78.1%) respondents were satisfied that their rent is value for money, this included 40.3% who were very satisfied. 59% of respondents were satisfied that their service charge provides value for money.

In terms of more general satisfaction, 74% of tenants were satisfied with the Council as their landlord.

74.7% of tenants who had used the repairs service in the past 12 months were satisfied with the service. 81% were happy that their property met their needs and 80% were satisfied with their local neighbourhood as a place to live.

Further information about the affordability of Council rents can be found in section 4.

3.1 Revenue Budget

The forecast financial position for the Housing Revenue Account for the financial years 2022/23 to 2026/27 is set out below:

	2022/23	2023/24	2024/25	2025/26	2026/27	
	£000	£000	£000	£000	£000	
Expenditure	Employees	23,481	24,470	25,178	25,922	26,704
	Premises - Council House Repairs	22,623	23,491	23,975	24,774	25,586
	Premises - Other Repairs & Maintenance	1,544	1,614	1,678	1,745	1,806
	Premises - Other Premises Costs	4,836	5,130	5,462	5,777	6,127
	Transport	152	159	166	174	181
	Supplies & Services	4,474	4,391	4,508	4,700	4,886
	Third Party Payments	494	511	526	542	558
	Support Services	7,222	7,527	7,786	8,054	8,313
	Capital Financing	29,239	31,793	36,293	40,361	41,667
	Contribution to reserves/General balances	250	250	0	0	250
Total Expenditure	94,315	99,336	105,572	112,049	116,078	
Resources	Rents and Service Charges	(87,783)	(92,648)	(98,243)	(103,482)	(108,971)
	Fees & Charges	(700)	(718)	(742)	(760)	(776)
	Contribution from reserves	0	0	(500)	(1,600)	0
	Other Income	(5,832)	(5,970)	(6,087)	(6,207)	(6,331)
	Total Resources	(94,315)	(99,336)	(105,572)	(112,049)	(116,078)

3.2 Key Assumptions

The table and narrative below set out the key assumptions within the model over the period.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 Onwards
	%	%	%	%	%	%
CPI	3.1	3.5	3.0	3.0	2.5	2.0
General Inflation	4.1	4.5	4.0	4.0	3.5	3.0
Rent Uplifts (inclusive of CPI)	3.1	3.5	3.0	3.0	3.0	2.5
Bad debts	1.0	1.0	1.0	1.0	1.0	1.0
Void rents	2.01	2.01	2.01	2.01	2.01	2.01

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 at 3.1% for 2022/23, increasing to 3.5% for 2023/24 and reducing down to 2.5% by 2026/27)
- In the absence of an agreed pay award, 3% annual uplifts are included for 2022/23. Provision is also 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 Real Living Wage
- General inflation increases assumed at 4.1% for 2022/23 reducing to 3.5% by 2026/27 for non-employee budgets
- Drawdowns as required from earmarked reserves as a result of high inflationary cost increases and capital financing commitments in the short to medium term
- A £22.623 million budget has been set for Council Housing Repairs for 2022/23 reflecting the estimated requirements for both planned and responsive maintenance
- The direct revenue financing budget for capital expenditure assumes a contribution of £2.4 million p.a. in 2022/23 and in the long term
- Continued receipt from Welsh Government of Major Repairs Allowance grant of £9.5 million
- The budget is assumed to provide for the ongoing estimated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery and bad debts provision and the potential impact on void allowances.
- Capital financing requirements reflect the increasing borrowing requirement proposed in the Capital Investment Programme
- 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

		2022/23	2023/24	2024/25	2025/26	2026/27	Total	
		£000	£000	£000	£000	£000	£000	
Expenditure	Regeneration and Area Improvements	2,650	2,450	2,450	2,450	2,450	12,450	
	External and Internal Improvements	19,150	27,950	25,850	14,650	13,900	101,500	
	New Build and Acquisitions	49,810	77,500	74,485	49,155	34,000	284,950	
	Disabled Facilities Adaptations	3,000	3,350	3,350	3,350	3,350	16,400	
	Total Expenditure	74,610	111,250	106,135	69,605	53,700	415,300	
Resources	Major Repairs Allowance Grant	(9,550)	(9,550)	(9,550)	(9,550)	(9,550)	(47,750)	11.5
	Additional Borrowing	(44,415)	(81,595)	(81,685)	(46,615)	(39,650)	(293,960)	70.8
	Direct Revenue Financing	(5,500)	(2,400)	(2,400)	(2,400)	(2,400)	(15,100)	3.6
	External funding estimates and conts	(10,545)	(12,705)	(9,000)	(6,040)	(2,100)	(40,390)	9.7
	Capital Receipts	(4,600)	(5,000)	(3,500)	(5,000)	0	(18,100)	4.4
	Total Resources	(74,610)	(111,250)	(106,135)	(69,605)	(53,700)	(415,300)	100

Expenditure commitments proposed over the next 5 years include the following:

- Continue to investment significantly in our existing housing stock to ensure we improve energy efficiency, are maintained to a high standard, continue to meet the Welsh Government quality standards and ensure all of our homes are warm, safe and secure
- Expand 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
- Invest significantly in our house building programme to deliver more homes and help tackle some of the significant and specific challenges we face in the city including increased levels of homelessness, a need to ensure greater diversity of housing provision including to meet the needs of larger families, older persons, and for those with accessibility and medical needs and a lack of sufficiency in supported accommodation options for young people
- Deliver disabled adaptations to dwellings to help eligible tenants to live independently and improve their movement in and around the home.

The programme is reviewed annually in line with the 30-year HRA Business Plan.

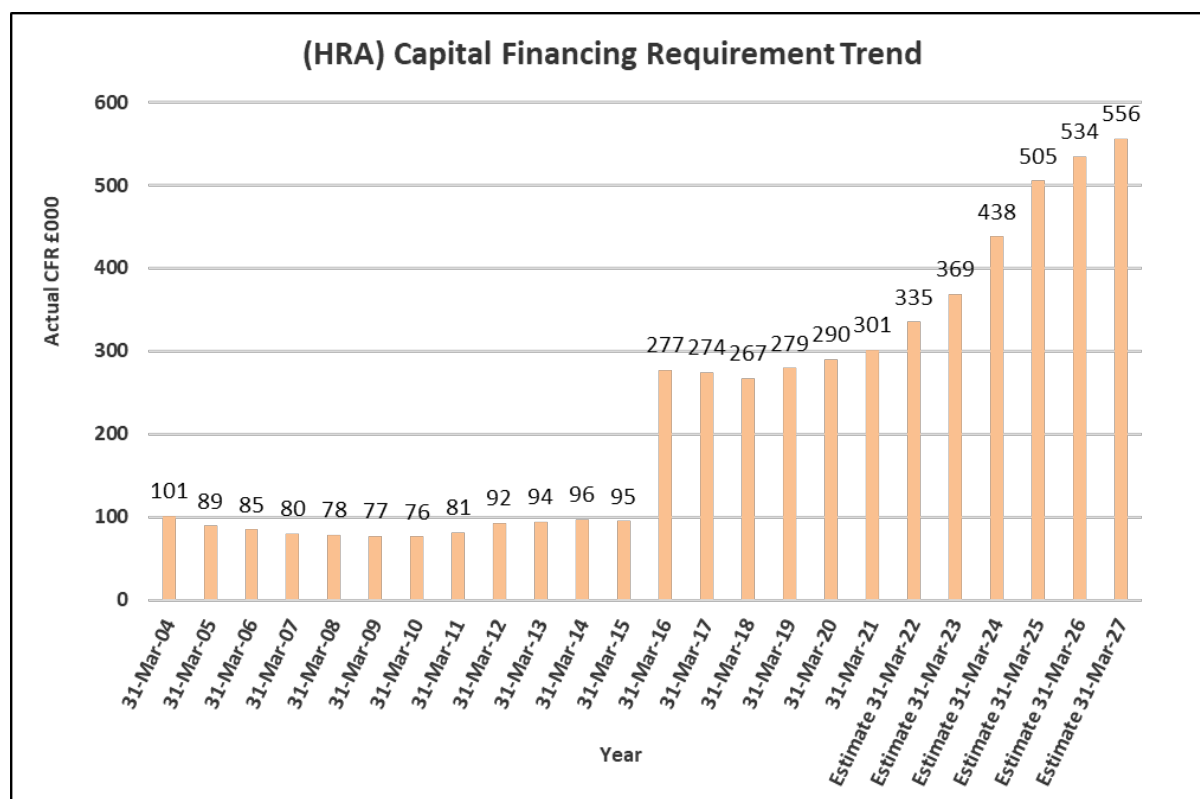
The capital expenditure commitments for the Housing Revenue Account proposed and incurred in the past highlight a significant need to borrow in order to invest in homes and to create new assets. This is demonstrated by the increase in what is termed the Capital Financing Requirement (CFR).

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

The calculation of the CFR is summarised in the table below.

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

The chart below shows the historic trend in the CFR for the Housing Revenue Account. This includes the £187 million payment made to HM Treasury to exit the subsidy system in 2015/16 and also the significant future capital investment proposed.



The revenue budget impact of capital schemes for rent payers includes:

- The costs of operating/maintaining new assets
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council’s approach to making prudent provision for repayment of capital investment paid for by borrowing)
- The revenue costs of preparing and delivering projects
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as income, cost avoidance and, importantly, improved outcomes for rent payers.

The table below shows two ratios highlighting the impact of the increasing borrowing requirement on the net revenue stream (rental and service charge income for the year).

- Capital financing costs as a proportion of the net revenue stream - an increasing ratio indicates that a greater proportion of the HRA resources are required to meet capital financing costs over the period.
- HRA Capital Financing Requirement (Debt) as a ratio of the net revenue stream – this ratio shows the amount of debt proportionate to the net revenue stream and is an indicator of financial sustainability. It helps to explain the relationship of debt to the HRA resources available to deliver services.

	2011/12 Actual	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
HRA Capital Financing costs as a proportion of the Net Revenue Stream (%)	15.48	32.72	32.24	32.16	33.36	36.23	38.49	37.72
HRA Capital Financing Requirement as a ratio of Net Revenue Stream	2.24	3.78	4.13	4.43	4.97	5.39	5.41	5.35

4. Affordability and Value For Money

The WG Social Housing Rent Policy recognises the need to balance the needs of landlords and the interest of tenants. 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 Welsh Government 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 National Living 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 at 3.1% would result in an average rent increase of £3.34 and an average weekly rent of £111.16. 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 £43 per week above LHA levels.

No. of Bedrooms	Market Rent	Local Housing Allowance Rate 2021/22	Current Average Rent 2021/22	Estimated Average Rent 2022/23
1	£150.00	£120.82	£96.76	£99.76
2	£189.00	£149.59	£111.48	£114.94
3	£241.00	£178.36	£128.18	£132.16
4	£313.00	£218.63	£142.13	£146.53

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.

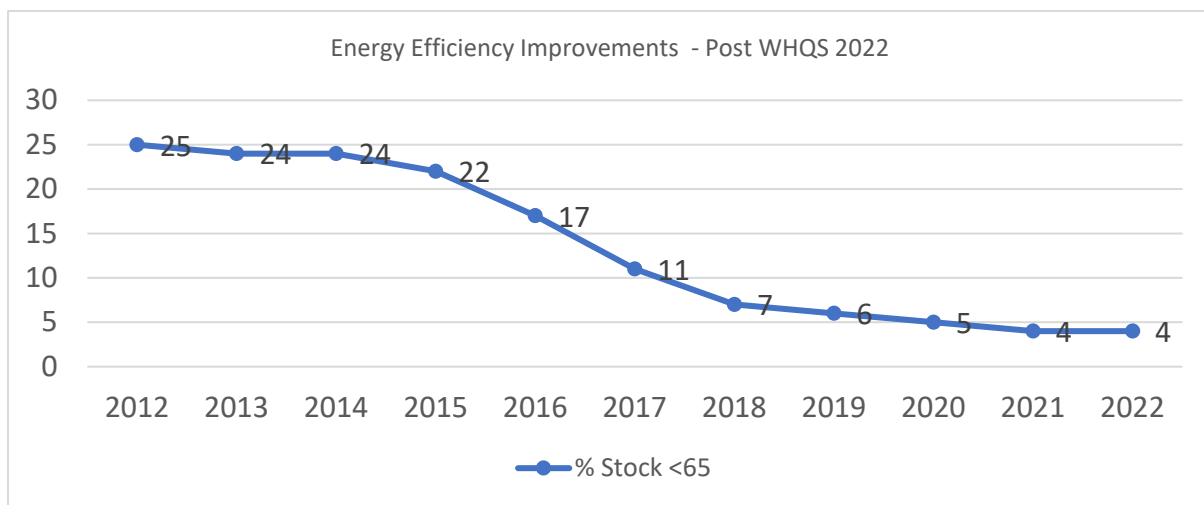
4. Affordability and Value For Money

4.3 Energy Costs

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

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 13,776 properties is 72.

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 Council’s ‘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.

We are delivering this at scale:

- Our first modular development of 9 family homes has been completed and handed over at Crofts Street. The scheme has been certified as ‘Climate Positive’ which means it is better than ‘Net-Zero Carbon’. All the homes have solar panels and battery storage and use no fossil fuels to provide heating.
- The homes are extremely energy efficient, meaning that less power is needed to heat them. They were also our first modular scheme and took less than 6 months to complete from starting on site – this is fantastic as it means we get our new energy efficient homes more quickly than traditional building methods.

4. Affordability and Value For Money

- Our largest modular pilot project delivering 48 flats for homeless families at the former Gasworks site in Grangetown is set to be completed in March 2022 and provides safe, warm and secure temporary accommodation for homeless families and provides on-site support. All the flats comply to the PassivHaus standard which ensures that they are very efficient to run and minimise carbon emissions. Solar panels and air source heat pumps have been utilised for every new home.
- Our development of 214 new homes for council rent and for sale is well underway at the former Rumney high school site. This scheme being delivered through our award-winning Cardiff Living programme with Wates and delivers a low-carbon development at scale. Every home has a ground source heat pump, solar panel and battery storage and an EV charging point. Each home is predicted to be at least 85% more efficient than a home built to the current building regulations which is only good news for our tenants and the environment.
- Finally, our fully compliant Passivhaus scheme being built at Highfields in the Heath is well underway and due to be completed in August 2022. The scheme will deliver 42 new council homes all built to extremely energy efficient PassivHaus standard.

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, digital 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 2022/23 and in future years, the Council will undertake the following:

- Review all costs to reflect activity and value for money

4. Affordability and Value For Money

- Increase the use of digital services to reduce costs and provide a better customer experience whilst still offering tailored, 1-2-1 support for those that need it
- Seek opportunities to undertake external benchmarking and self-assessment with peers
- Continue to follow the Council's 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 an understanding of:

- The 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 supports more vulnerable tenants.

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.

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.

There are plans for a further review of responsive repairs. Digitalisation of services where appropriate will not only deliver a quicker, better customer service experience but will also reduce costs.

It is planned that this work will be continued into 2022/23 with an ongoing review of all costs and overheads.

4.6. Financial Resilience

As well as recurring financial risks, the Council has embarked on a £800 million new build programme to meet the housing needs of current and future generations. This creates a number of additional risks to financial resilience which need to be monitored and managed closely.

The Council will do this by:

4. Affordability and Value For Money

- Ensuring that a HRA General balance is maintained at a prudent level
- Creating 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 which considers revenue and capital expenditure plans over the longer period
- Continue to liaise and consult with the WG on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable
- Ensuring strong asset management practices and understanding of the condition of existing stock
- Continuing to develop indicators to support assessment of financial resilience including prudential borrowing indicators
- Maintaining a prudent approach to repayment of capital expenditure
- Regular monitoring and review of expenditure against approved budgets at a senior management level
- Compliance with the terms of reference set by the Housing Development and Capital Finance 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 2022/23 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 in future years due to changes to the rent policy beyond 2024/25 or to levels of CPI	Potential impact on level and quality of service provision to tenants and capital schemes that can be taken forward. Impact of affordability, prudence and sustainability of additional borrowing. Impact on local and national affordable housing targets.	Red	Review and prioritise revenue operating costs to identify savings Consider and budget for use of earmarked reserves and general balances to support financial resilience Review and reprioritisation of the Capital Programme and realignment where feasible of future spend plans Continue to liaise and consult with the WG on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable. Reduce new build development programme where other capital realignment is not possible	Red
Cost inflation increase above rent uplifts	Increase in costs of supervision, management and repairs and maintenance, including capital contracts	Amber	Use of earmarked reserves. Review and reprioritise revenue operating costs and consider a reduction in planned expenditure including within the Capital Programme where any variations to planned spend are feasible/not committed	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 Reduce new build development programme where other realignment is not possible	Amber

5. Key Risks and Uncertainties

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 Increased requirement for tenant support and advice services	Amber	Understanding of the Welfare Reform regime and risks. Information and advice to tenants, for example through Into Work Services Promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant, rent rescue schemes Regular review of rent arrears and bad debts provision requirement	Amber/Green
Impact of Covid 19	Impact of Covid 19 on tenants' ability to pay rent, resulting in increased rent arrears, requirement for bad debt provision and increased debt collection and recovery costs	Amber	Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support Introduction of the rent arrears pathway Regular review of bad debts provision	Green
Impact of Brexit	Shortage of materials and contractor supply and cost inflation of materials due to increased bureaucracy and uncertainty	Amber	Use of earmarked reserves to cover short term increase in costs Maintain communication channels with suppliers and contractors including seeking alternative sources of supply Develop a pool of small contractors to increase capacity 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	Red	Contractual commitments are closely monitored by the Housing Development and Capital Finance Board. Individual project viability is reviewed at key stages of the scheme development Ongoing review of new build programme development and resources required	Amber

5. Key Risks and Uncertainties

	available to support the HRA budget			
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 Impact on tenants' energy costs 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	Red/Amber	Work closely with WG to understand key requirements, targets, delivery methods and costs Identification of available funding to support targets Plans in place to pilot renewable technology in order to meet the challenge	Amber

Review and monitoring of the financial and wider risks identified for the Housing Revenue Account 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. 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 2022/23.

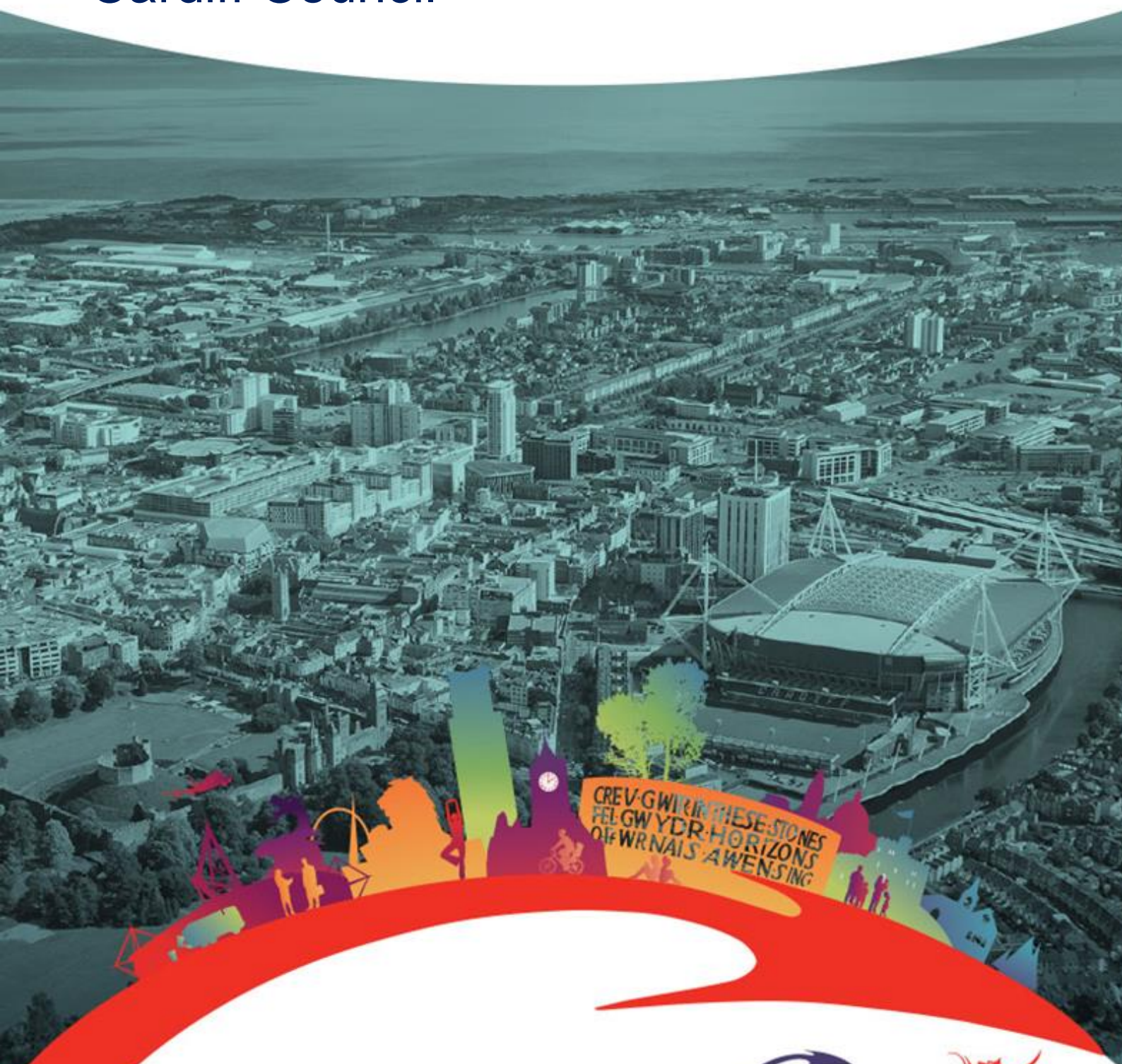
This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table at 5.1 above this would need to take the form of numerous and varied measures to ensure a viable financial position.

KEY ASSUMPTION 2022/23	REVISED ASSUMPTION/ CHANGE	FINANCIAL IMPACT £'000	SERVICE IMPACT
CPI 3.1%	CPI 2.6%	+385	A 0.5% reduction in the level of CPI to 2.6% reduces rental income and available revenue resources impacting the flexibility in service provision and ability to meet tenant priorities
Employers' Pay Award 3%	Employers' Pay Award 4%	+327	A higher pay award at 4% results in an increased funding requirement reducing the flexibility to progress other plans and priorities
Bad debt provision 1%	Bad debt provision 1.5%	+397	An increase of 0.5% in the bad debt provision would result in an increased funding requirement reducing flexibility within revenue resources
Void rent loss 2%	Void rent loss 3%	+783	An increase in the void rent loss by 1% to 3% impacts on rental income generated and the resources available to fund planned programmes of investment and service provision

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Capital Strategy 2022/23

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 was updated in 2021 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, leading a shift to net zero carbon 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 has a nationally significant commercial, cultural and retail offer. It has been one of the fastest growing cities in the UK, and, with four out of every five net new jobs in Wales created in Cardiff, the capital is of regional and well as national importance.

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 increased since January 2020, with a clear need for the Council to play a role in supporting people and businesses as part of the city's recovery.

Other challenges remain. The growth in demand for social services, a national challenge that is keenly felt in Cardiff, places pressure on the Council. Equally, the need to accelerate the shift to net zero carbon means that decarbonisation projects that have the biggest local impact must be costed and funded.

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

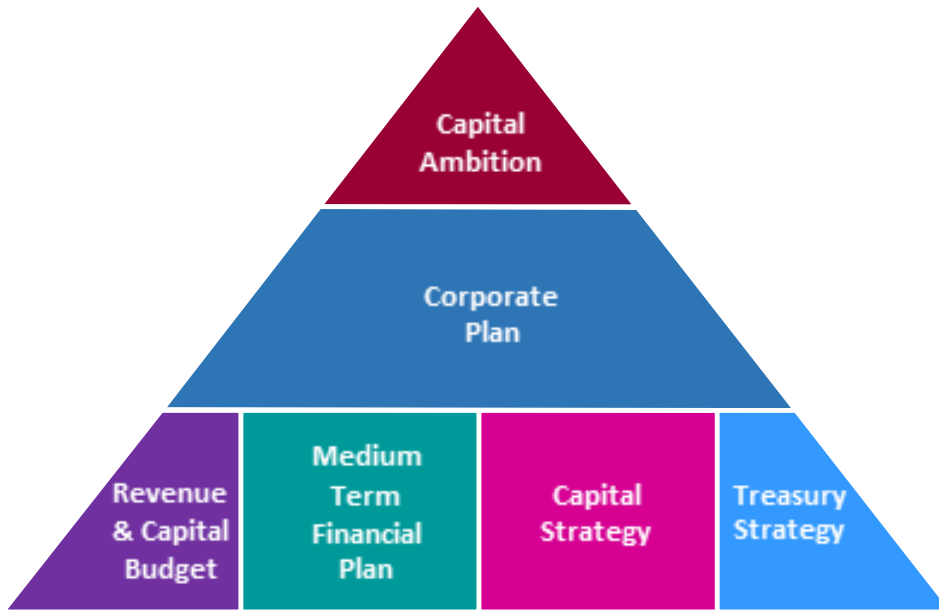
about investing in future economic growth and development, prioritising investment in schools, affordable housing, tackling homelessness, and protecting the city's most vulnerable people. It sets out the approach for tackling congestion and air pollution, improving recycling rates and keeping our streets clean, along with a series of commitments to respond to the climate emergency, to create opportunities for local people and addressing inequality. All these will require capital investment which 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.

Corporate Plan 2022-25: Selected Proposed Capital Schemes		
Cardiff is a great place to grow up	Supporting people out of poverty	A capital city that works for Wales
Deliver Band B of the 21st Century Schools Programme	Deliver the strategic priorities within the new Housing Support Programme strategy	Work with the UK and Welsh Governments to deliver investment and capacity improvements at Cardiff Central Station
Up to 8 new primary schools and 2 new secondary schools by 2030	Deliver the planned supported housing scheme for single people at Adams Court	Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre
Invest in digital infrastructure, equipment and new learning technologies	Deliver the new family homelessness centres at the Gasworks and Harrison Drive	Deliver the new Multi-Purpose Indoor Arena by 2024/25
Deliver an integrated model of Youth Support Services	Growing in a resilient way	Progress a development strategy for the next phase of the International Sports Village
Improve outcomes for children and families by embedding the Interventions Hub	Deliver the short-term actions within the One Planet Cardiff Action Plan	Bring forward proposals to protect and revitalise historic buildings in the Bay
Safe, confident and empowered communities	Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network	Deliver the Canal Quarter
Invest in the regeneration of local communities	Deliver a Housing Energy Efficiency Retrofit programme	Consider development and investment opportunities for St David's Hall
Deliver the 'Michaelston College' multi-generational well-being village	Develop a City-Wide Electric Vehicle Roadmap	Cardiff is a great place to grow older
Progress plans for a Youth Hub in the city centre	Working with partners, design and deliver a programme of strategic transport projects	Continue to increase the availability of accommodation with support options
Prepare and adopt a new Regeneration Strategy to support district and local centres	Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme	Develop a 'Hubs for All' approach by March 2023
Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered	Invest in a new fully segregated, safe cycling network across the city	Work with Cardiff & Vale University Health Board (UHB) to establish integrated Health and Well-being Centres
Further develop the Complex Needs Day Service	Deliver the Council's Green Infrastructure Plan	Remove the means test from all eligible disabled adaptations
Deliver the two-year Alley Gating Programme	Complete coastal defence improvements in Cardiff East	Develop older persons housing that supports independent living
Support grassroots and community sports	Modernising and integrating our public services	
Implement a programme of Section 106, Asset Renewal and Capital for Parks to include sport, play and infrastructure improvements	Develop a Hybrid Working Model	
In partnership with Welsh Water, bring the Llanishen Reservoir site back into use for sailing and other recreational purposes	Deliver a leaner and greener estate and protect the council's historic buildings	
	Dispose of land and property to achieve the £25m general fund capital receipts target by end of 2025/26	

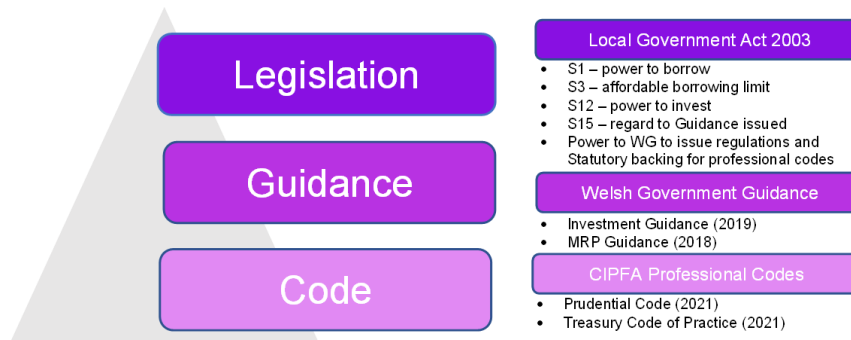
Capital Strategy Framework

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. Following consultation in 2021, the CIPFA Prudential Code and Treasury Management Code have been revised, primarily in response to investment undertaken solely for financial return/yield.



- Local Government Act 2003**
 - S1 – power to borrow
 - S3 – affordable borrowing limit
 - S12 – power to invest
 - S15 – regard to Guidance issued
 - Power to WG to issue regulations and Statutory backing for professional codes
- Welsh Government Guidance**
 - Investment Guidance (2019)
 - MRP Guidance (2018)
- CIPFA Professional Codes**
 - Prudential Code (2021)
 - Treasury Code of Practice (2021)

Looking ahead to 2023/24, key changes in the Prudential Code to consider include:

- Updated and additional prudential indicators, monitoring, reporting as well as creation of Investment Management Practices for Service and Commercial investments
- Confirmation of approach to ‘Proportionality’ and risk to service delivery where borrowing is undertaken for yield
- Setting out approach to inclusion of Environmental, Social and Governance issues in developing capital investment
- Reviewing existing commercial or service investments to divest where appropriate.
- An authority must not borrow to invest primarily for financial return applies with immediate effect, with the loss of borrowing ability from the PWLB an immediate consequence.

Capital Strategy Framework

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 2022/23 and indicatively to 2026/27
- 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, self-assessment feedback 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.





In meeting our ambition to create a greener, fairer and stronger capital city and in delivering our responsibility as the economic driver for the city-region and Wales, we must work closely with partners across the public and private sectors. This is particularly relevant given the financial challenges faced by the Council.

Cardiff has outpaced most other UK cities in terms of jobs growth in recent decades, much of which has been driven by a strategic approach where the public and private sector have worked together to leverage investment and create jobs and opportunities.

The Council also works closely with regional, local authority partners in the Cardiff Capital Region, with partners in the Great Western Gateway and 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, to take forward capital investment to deliver improvements and inclusive growth which would not otherwise be deliverable or affordable, and its capital strategy reflects the potential for Council investment to unlock further private investment for the good of its residents and communities.

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 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 assets based on 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 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 and options for longer term solutions will continue to 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, historic and administrative buildings required for the long term.

Approved Asset Management Plans are in place for property assets including dwellings that demonstrate the approach to the Council's stewardship of assets. A disposal strategy was also 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 continuing to seek the development and embedding of 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 projects.

During 2022/23, consideration will be given to updating and development of plans for Highways and other infrastructure assets, vehicles, commercial property holdings, as well as updates to the annual property plan considered by Cabinet in December 2021.



Risk Appetite

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. Embedding and codifying this in council processes is not only best practice but is also a key factor in financial resilience. 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 two 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 core functions and service delivery aims.** Non treasury investment to meet service or Council obligations could include: loans or equity towards capital expenditure incurred by external bodies, subsidiaries or joint ventures; utilising commercial property holdings to retain value.

The Council will not incur expenditure on new **non treasury investments primarily for 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 recovery 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.

These holdings stem from historic interests of land, managed in accordance with an Investment Property Strategy approved by

Cabinet in 2016. The aim is to review existing land holdings, maintain yield from the existing estate, remove liabilities, and secure regeneration and marriage value of sites that would support economic regeneration in the city. Acquisitions are funded by proceeds of existing investment property, the value of which was circa £177 million as at 31st March 2021. In line with the requirements of the Prudential Code, the strategy and estate management practices will be reviewed in 2022/23.

The Council recently secured the site of the Red Dragon Centre (RDC) for circa £64 million as an enabler for a wider masterplan for the Atlantic Wharf Regeneration including Indoor Arena.

Revenue income receivable from historic commercial property holdings for 2020/21 was circa £4.3 million, the income being used to support the delivery of services. RDC income was £3.6 million for which any surpluses generated are reinvested into the delivery of the overall project rather than being used to support the ongoing delivery of Council services.

The Council is mindful of the risks of HM Treasury 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 including development of any limits and indicators to determine any risk to proportionality.

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

It is essential that such a process is codified and applies to all significant projects, else the capital programme may include approved schemes that not only represent a financial risk, but also do not fully consider option appraisal, asset management and delivery risks that secure better outcomes. The outcome of such business cases will be considered as part of the budget strategy planning framework for 2023/24.

Governance and Decision Making

The Council has 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 Council which have been committed to, either contractually or in principal 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
 - development, review and approval 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 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 Audit Wales as part of the external audit of the Council's accounts.

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. The Council has adopted the Welsh Themes, Outcomes and Measures as a scored element on all tenders over £250,000 to maximise the social value delivered through its procurement spend.

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. Through its One Planet Cardiff Strategy the Council has committed to be Carbon Neutral by 2030. A significant element of our carbon footprint comes from the indirect emissions arising from the supplies, services and works the Council buys to support the delivery of Council services. Therefore, any reduction in our carbon footprint will need to be delivered through rethinking and challenging what is bought and how it is delivered. The Council is working to embed procurement processes that

Governance and Decision Making

address climate change and a circular economy approach.

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.

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 proportionality, 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 2022/23 to 2026/27

The Capital Programme is a five-year rolling programme, initially set for 2022/23 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 2020/21 was £166 million (£112 million General Fund, £54 million HRA). Projected capital expenditure in 2021/22 is £234 million (£174 million General Fund, £60 million HRA).

The detailed five-year Capital Programme proposed is included at the end of this Annex.

Indicator						
Capital Programme Expenditure						
	2022/23* £000	2023/24 Indicative £000	2024/25 Indicative £000	2025/26 Indicative £000	2026/27 Indicative £000	Total £000
Annual Sums Expenditure	24,275	26,500	23,515	22,915	19,715	116,920
Ongoing Schemes	45,216	32,712	20,981	20,050	6,336	125,295
New Capital Schemes (Exc ITS)	125	175	100	250	225	875
Schemes Funded by External Grants and Contributions	55,554	43,916	77,590	34,701	664	212,425
Existing and new Invest to Save (ITS) Schemes	63,601	158,922	90,270	10,500	12,240	335,533
Total General Fund	188,771	262,225	212,456	88,416	39,180	791,048
Total Public Housing (HRA)	74,610	111,250	106,135	69,605	53,700	415,300
Total Capital Programme	263,381	373,475	318,591	158,021	92,880	1,206,348

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2022/23 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 based on revenue savings, incidental revenue income or other sources to repay initial investment over time, including new schemes approved in 2022/23, subject to business case.
- The Housing Revenue Account programme, with a focus maintaining investment to support the Welsh Housing Quality Standards, cladding and priority energy efficiency schemes, regeneration and significant investment in new Council homes to meet the demand for good quality, affordable social housing.

Local authorities are facing many challenges with capital programmes because of interruptions and delays perpetuated by Covid and the current general escalating costs in the construction industry. Recognising this issue, further funding is likely from Welsh Government in the last quarter of 2021/22 in terms of specific grants as well as un-hypothecated grants to give authorities maximum flexibility. Any such changes and will be reported as part of the 2021/22 Outturn Report as well as approach to setting future years budget strategy.

The budget report also provides an update on the Indoor Arena project following approval of the final business case in September 2021. The proposed programme includes enabling costs and an approach to 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.

Capital Investment Programme 2022/23 to 2026/27

The Council is also continuing to develop several 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; International Sports Village; Core Office Strategy; 21st Century Schools and responding to the climate emergency. To support a robust business case approach and inform the next iteration of the capital programme, allowance is made in the revenue budget for feasibility and options appraisal for several potential future projects. This includes:

- Enhanced service delivery options from alternative locations for the dogs' home
- Review of the Materials Recycling Facility
- Ensuring sustainable burial space in the city
- Working with partners to secure funding to create a Youth Zone
- Options in respect to assets with significant backlogs of maintenance such as St David's Hall and City Hall as considered by Cabinet in the Corporate

Property Strategy in December 2021, and,

- Renewable energy projects following a post project appraisal of existing schemes.

The Council's One Planet Strategy sets clear targets for the reduction of Carbon emissions by 2030. Several significant capital projects have already successfully been delivered or are on the ground that support this aim including the solar farm at Lamby way, buildings retrofit and the District Heat Network. However, meeting the target will not only require expenditure, but creative thinking across all areas the Council can influence. As the level of data on carbon emissions and those ideas are crystallised and prioritised, robust business cases will need to be developed and where capital expenditure is required, external funding also sought, to ensure that the local, regional and national strategies carbon reduction targets can be delivered and are affordable in the long term.

Unless funded by future or retained external grant, approval of the above projects will result in further increases in the Council's borrowing requirement.





The Council has several funding streams available to support capital investment. The resources assumed to pay for the five-year capital investment programme from 2022/23 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. Any grant received late in year, may be carried forward as a usable reserve for allocation to projects in future years.
- 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 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) and any additional targets set in subsequent years.
 - Use of receipts in excess of assumption in the budget 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

Funding the Strategy

certified by a registered valuer with the decision to be confirmed in accordance with the constitution.

The actual realisation and timing of capital receipts can be uncertain given the number of variable factors involved. 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.

In respect to the £40 million capital receipts target and the subsequent £1 million increase to this target in 2019/20, £8 million was raised by 31 March 2021 and circa £4.5 million is assumed receivable for budgeting purposes in 2021/22, subject to timing of disposals. The approach to meet the balance of £28.5 million was updated in the Corporate Property Strategy considered by Cabinet in December 2021 including the key areas of disposal that will be considered. Whilst the overall target remains in place, the budget assumes no income at this stage from c £15 million of potential receipts identified from school's sites.

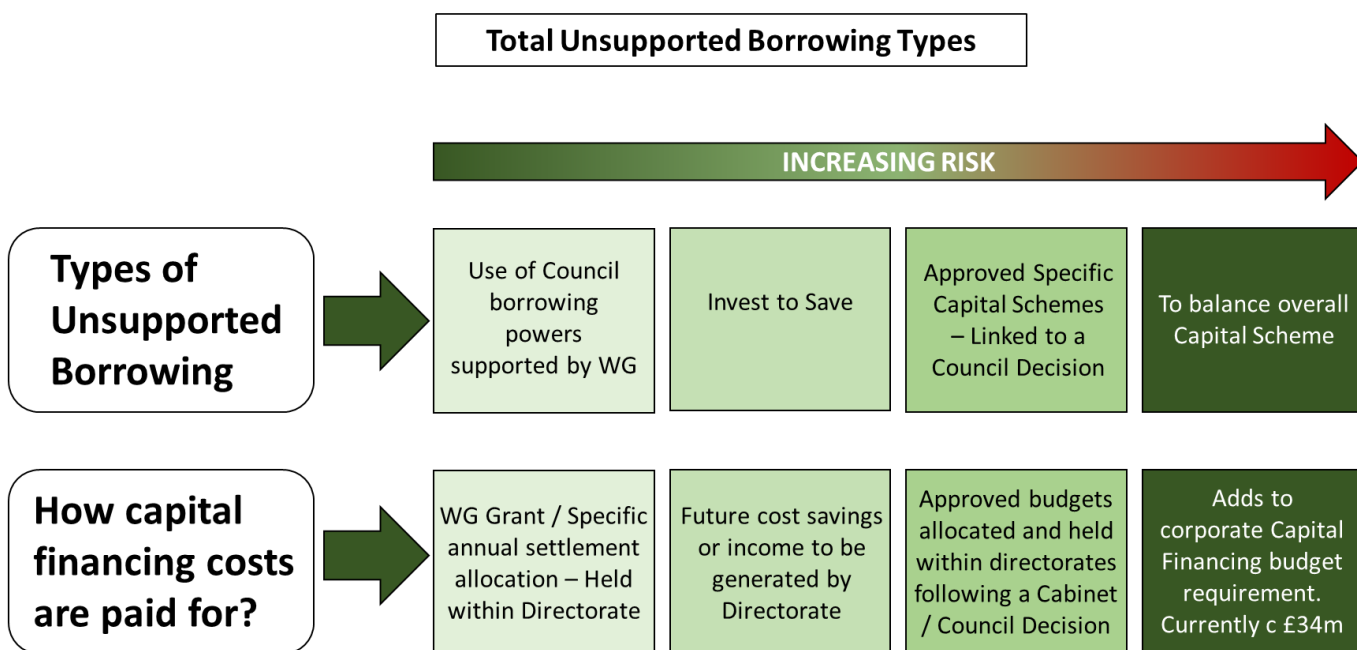
Progress in delivering receipts will be reported periodically to the Cabinet as part of the Council's property strategy.

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, incidental 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.



Funding the Strategy



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 incidental 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.

Following consideration of alternative options, the Council will undertake 'Direct Funding' of the Arena utilising PWLB loans or similar loans. 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.

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 like 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. As part of new accounting requirements from 2022/23, the Council will undertake a data gathering exercise to understand materiality and the detailed financial implications, assets and liabilities in respect to significant lease agreements.



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. Governance and 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)

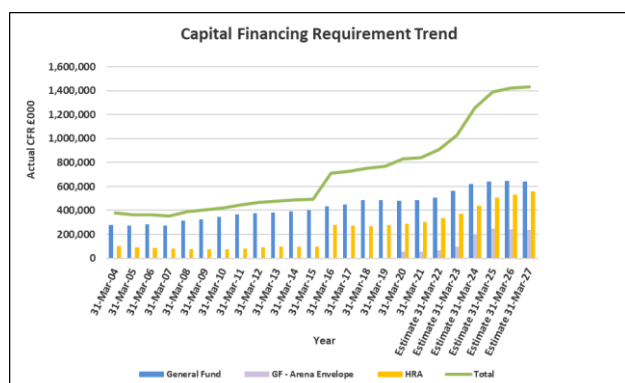
Future projections of the CFR based on the Capital investment programme and resources deemed available to fund it are shown in the table below.

Forecasts are subject to the timing of capital expenditure and receipt of funding sources.

Indicator							
Capital Financing Requirement as at 31 March							
	2021 Actual £m	2022 Estimate £m	2023 Estimate £m	2024 Estimate £m	2025 Estimate £m	2026 Estimate £m	2027 Estimate £m
General Fund	484	508	564	621	642	648	640
General Fund (Arena Affordability Envelope)	56	67	97	198	246	242	238
Housing Revenue Account	301	335	369	438	505	534	556
Total	841	910	1,030	1,257	1,393	1,424	1,434

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 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 incidental income or savings such as the indoor arena, City Deal and the 21st century school's financial model.



Managing the Borrowing Requirement

As indicated in previous years, given the significance of the Capital Financing Requirement in respect to the Arena Affordability Envelope, this is highlighted separately in the chart.

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 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 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 because 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 2022/23 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, 21st Century Schools, Arena affordability envelope 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 more than the above requirements can be made subject to affordability and following advice of the Section 151 Officer. Voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent where disclosed in accordance with requirements and the proposed use and outcomes are approved and reported to Council.*

- *Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period through capital receipts (e.g. land purchases, loan repayments) or sculpted and deferred to when the benefits from investment are scheduled to begin, to manage any initial revenue deficits 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.*

Following consultation in England on updates to MRP guidance, any relevant changes from Welsh Government guidance will be considered in the 2023 /24 MRP policy.

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 incidental 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 and following robust business cases (Secure match funding or pay for themselves).
- Housing Revenue Account - Increasing over the long term primarily because of implementing Capital Ambition target of new affordable housing. Future rent policy of WG and a robust approach to ensuring viability

of new development are key risks to affordability.

- Strategic and major development projects – To create specific revenue budget allocations to cover capital financing costs arising from approved business cases.

The approach of Cabinet approval of proportionate business cases for significant projects funded by the Council, prior to full inclusion in the capital programme is an essential tool to ensure financial resilience and understanding of affordability and risk.

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. These are to be developed further during 2022/23 in line with CIPFA Code changes.

The percentage of the Council's revenue budget that is committed in the long term to capital financing costs is increasing. 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 treasury 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 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

Affordability

variables may have a significant impact on the outlook and comparators 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 schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of incidental 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, the net ratio assumes that any costs of

undertaking additional investment are recovered over time from directorate or other revenue budgets.

Accordingly, a gross ratio is also calculated which indicates the gross capital financing cost i.e. it represents a worst-case scenario, highlighting the proportionality of such investment.

The requirement to meet any additional costs, in a worst-case scenario, can only come from future savings or from increases in Council Tax or Rent. It should be noted that Welsh Government control Rent Policy. 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							
	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund – Net Capital Financing Budget	4.73	4.77	4.58	4.69	4.71	4.70	4.90
General Fund – Gross Capital Financing Budget	6.99	7.18	6.90	7.50	8.22	8.39	8.44
Housing Revenue Account (HRA) – Gross Capital Financing Budget	32.72	32.24	32.16	33.36	36.23	38.49	37.72

Two additional local indicators are also produced for the General Fund only, to support decision making and are shown in the tables below for the period up to 2026/27. The first indicator shows the ratio of capital financing costs expressed as a percentage of its controllable revenue budget. This excludes expenditure on levies, Council Tax support and delegated school's 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.

Affordability

Indicator								
Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	Difference 11/12-26/27 %
Net	13.47	11.23	9.83	10.14	10.19	10.21	10.68	(20.71)
Gross	15.17	16.83	14.73	16.11	17.66	18.12	18.34	20.90

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 projected 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 %	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund	0.72	0.82	0.84	0.89	1.07	1.13	1.10	1.06
Housing Revenue Account (HRA)	2.24	3.78	4.13	4.43	4.97	5.39	5.41	5.35



References

Key Documents

Capital Ambition (Cabinet March 2022)

Investment Property Strategy (Cabinet November 2016)

Corporate Property Strategy an Annual Property Plan (Cabinet December 2021)

Treasury Management Strategy 2022/23 (Council March 2022)

Image Descriptions (in order of appearance)

Cover – City aerial view

Proposed International Sports Village – artistic impression

Grange Gardens

Proposed Channel View development – artistic impression

The Maelfa

Whitchurch Hub

Rhydypenau Hub interior

Crofts St housing development (3 pictures)

Proposed Arena – artistic impression

Track at International Sports Village – artistic impression

E-Collect electric waste collection vehicle

Expansion at Thornhill Cemetery

Work in progress at Highfields PassivHaus development

Grange Gardens

Attachments to the Capital Strategy 2022/23

Capital Investment Programme 2022/23 - 2026/27

Capital Funding 2022/23 - 2026/27



Capital Investment Programme 2022/23 - 2026/27

	Purpose / To Fund	<u>2022/23</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
Annual Sums Expenditure								
1	Disabled Adaptations Grants (see also Public Housing)	adaptations and internal modifications to allow the recipient to live independently within their own home.	5,459	5,000	5,000	5,000	5,000	25,459
2	Owner Occupier Costs - Housing Regeneration	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.	330	240	240	140	140	1,090
3	Alleygating	prevention of anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	161	100	100	100	100	561
4	Neighbourhood Renewal Schemes (NRS)	local regeneration schemes based on ward member priorities.	629	200	0	0	0	829
5	Schools Property Asset Renewal	improving 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	7,815	5,815	4,815	2,815	23,562
6	Schools Suitability and Sufficiency	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.	100	0	0	0	0	100
8	Carriageway Investment	road resurfacing - priorities based on annual engineering inspections.	4,000	3,350	4,350	4,050	3,350	19,100
9	Footway Investment	footway resurfacing including implementation of dropped kerbs - priorities based on annual engineering inspections.	760	755	470	470	470	2,925
10	Footway Improvements around Highway Trees	improving the condition of tree roots and tree pits on footways.	125	125	125	125	125	625
11	Street Lighting Renewals	replacement and installation of new street lighting columns including renewal of electrical cabling.	1,020	1,000	270	270	270	2,830
12	Highway Structures including Bridges	the strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,100	1,100	1,100	1,100	1,100	5,500
13	Bus Corridor Improvements	bus corridor improvements with a focus on securing match funding.	565	335	335	335	335	1,905
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	600	330	630	630	2,490
16	Transport Grant Match Funding	match funding for Council bids to Welsh Government for transport schemes.	375	375	375	375	375	1,875
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.	800	400	400	400	400	2,400
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.	300	200	100	100	100	800
20	Non Schools Property Asset Renewal	improvements to the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	2,449	1,855	1,855	1,855	1,855	9,869
21	Parks Infrastructure	improvements to 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.	290	290	190	190	190	1,150
23	Teen/Adult Informal Sport and Fitness Facilities	improvements to the condition of priority MUGA's, fitness equipment, BMX tracks and skate parks.	350	200	200	200	200	1,150
24	Green Flag Park Infrastructure Renewal	the replacement of ageing infrastructure in existing Green Flag parks to support assessment criteria.	100	100	100	100	100	500
25	ICT Refresh	replacement of failing / non compliant hardware for corporate systems.	1,000	700	400	900	400	3,400
26	Contingency	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			24,275	26,500	23,515	22,915	19,715	116,920

Capital Investment Programme 2022/23 - 2026/27

Purpose / To Fund	2022/23	Indicative	Indicative	Indicative	Indicative	Total
	Including	2023/24	2024/25	2025/26	2026/27	
	Slippage	£000	£000	£000	£000	

Ongoing Schemes / Amendments to Ongoing Schemes								
27	City Centre Youth Hub	Council contribution to create a multi agency Youth Hub.	136	1,900	0	0	0	2,036
28	Targeted Regeneration Investment Programme	match funding towards approved regional projects such as Tudor Street Commercial Property and Environmental Improvement scheme.	988	0	0	0	0	988
29	Rhiwbina Hub	refurbishment and alteration of the existing building to develop a Council Hub.	288	0	0	0	0	288
30	Youth Zone	land assembly for key regeneration site at the gateway to Ely. Subject to a report to Cabinet, to enter into a development partnership to create a Youth Zone and subsequent business case and confirmation of grant funding and operating costs being in place.	150	0	0	0	0	150
31	Neighbourhood, District and Local Centre Regeneration	amplify the importance of local spaces, local shopping and services for communities highlighted by the Covid crisis. Together with a further phase of the Neighbourhood Renewal Scheme, further 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
32	Children's Services Accommodation Strategy	the 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
33	Children's Respite Provision	requirements based on an assessment of respite services for children at Ty Storrie, to align service provision with the needs of young people.	100	750	900	0	0	1,750
34	Schools Additional Asset Renewal / H&S and Additional Learning Needs (ALN)	the balance of £25 million additional funds allocated for Schools property improvements including those for Health & Safety and Additional Learning Needs.	7,500	9,000	0	0	0	16,500
35	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 by revenue budgets in the Band B financial model.	10,000	2,500	2,500	10,000	0	25,000
36	City Centre Transport Schemes	the design and implementation of City Centre Transport Improvements along with any approved Welsh Government or other external funding sources.	176	1,000	0	0	0	1,176
37	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.	2,000	1,000	500	0	0	3,500
38	City Centre Transport Schemes - Churchill Way Canal	part of the 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.	3,000	0	0	0	0	3,000
39	Western Transport Bus Interchange	a public transport interchange in the west of the city as part of the redevelopment of the former Household Waste Recycling Centre.	208	1,100	0	0	0	1,308
40	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	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	1,000	2,000	0	0	4,000
41	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.	103	100	105	225	110	643
42	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.	196	500	1,420	0	0	2,116
43	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.	475	250	250	0	0	975

Capital Investment Programme 2022/23 - 2026/27

	Purpose / To Fund	<u>2022/23</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
44	One Planet Strategy - small schemes and match funding	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.	500	900	900	900	0	3,200
45	New Household Recycling and Service Centre	exploration of 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
46	Waste Recycling and Collection Review	implementation of approved options arising from a review of the Recycling Service Strategy that meets current and future targets and aspirations.	0	815	0	0	0	815
47	Waste Grants Match funding	securing of 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
48	Indoor Arena Contribution to Delivery (Part)	Council contribution in the form of identified capital receipts towards costs of constructing the indoor arena.	5,000	0	0	0	0	5,000
49	International Sports Village (Phase 1)	Balance of land acquisition approved by Cabinet in 2021 to kickstart development on sites. Disposal of sites to recoup initial costs.	7,400	0	0	0	0	7,400
50	East Cardiff Industrial and Regeneration Strategy	a new bridge and road link between the Llanrumney estate and the A48 and; work in partnership with external bodies towards Pentwyn leisure centre refurbishment and development and new outdoor sports pitches, subject to the level of capital receipts and a further Cabinet report where relevant.	1,500	2,000	5,000	2,000	0	10,500
51	Central Square Public Realm	completion of Central Square public realm following completion of development.	342	0	0	0	0	342
52	Economic Regeneration Schemes	utilise recycled economic stimulus grant to support economic development and regeneration, following appropriation of land in respect to James Street.	1,930	0	0	0	0	1,930
53	Cardiff Indoor Market Restoration	investment 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	595	0	0	0	664
54	Community Asset Transfer	prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	25	73	0	0	0	98
55	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. The project aims to fund the stabilisation and restoration of its heritage assets for which the Council is responsible.	100	100	0	0	0	200
56	Roath Park Dam	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.	1,500	3,800	0	0	0	5,300
57	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.	50	0	0	0	0	50
58	Modernising ICT to improve business processes	investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	130	350	306	0	0	786
59	Cardiff Capital Region City Deal (CCRCDD)	contribution 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.	0	4,000	5,000	5,000	5,776	19,776
TOTAL ONGOING SCHEMES			45,216	32,712	20,981	20,050	6,336	125,295

Capital Investment Programme 2022/23 - 2026/27

	Purpose / To Fund	2022/23 Including Slippage £000	Indicative 2023/24 £000	Indicative 2024/25 £000	Indicative 2025/26 £000	Indicative 2026/27 £000	Total £000	
New Capital Schemes/Annual Sums (Excluding Invest to Save)								
60	Parking Enforcement Equipment (Earmarked Reserve)	moving traffic offences cameras and equipment for new routes and changing routes that will require enforcement for safety purposes and in order to maintain efficient traffic flows.	125	175	100	250	225	875
TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS			125	175	100	250	225	875

Schemes funded by Grants and Contributions (Further grants subject to approval of bids)								
61	Enable Grant (WG)	support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	540	540	540	540	540	2,700
62	Travellers Sites (WG)	subject to design, number of pitches, planning and grant approval, the creation of additional pitches at Shirenewton.	250	1,500	1,500	0	0	3,250
63	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.	22,240	13,610	58,810	31,210	0	125,870
64	Welsh Medium Capital Grant (WG)	Welsh Medium Provision at Ysgol Mynydd Bychan.	1,000	860	0	0	0	1,860
65	City Centre Eastside Transport Scheme (Metro+CCRCD)	City Centre - Eastside grant with the CCRCD allocation.	1,500	0	0	0	0	1,500
66	Air Quality Direction 2019 - Grant (WG)	measures including; Taxi vehicle emissions incentive; City Centre transport and active travel; Implementation management and monitoring.	5,000	6,600	0	0	0	11,600
67	Safe Routes in Communities (WG)	accessibility and safety improvements to encourage walking and cycling in communities.	600	600	600	0	0	1,800
68	Road Safety Grant (WG)	measures that secure road safety casualty reduction.	0	200	200	0	0	400
69	Local Transport Fund (WG)	integrated, effective, accessible, affordable and sustainable transport systems.	3,000	4,000	5,000	0	0	12,000
70	Active Travel Fund (WG)	increased 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.	10,000	6,000	7,000	0	0	23,000
71	Ultra Low Emission Vehicles (WG)	electric vehicle and infrastructure installation.	1,000	0	0	0	0	1,000
72	Circular Economy Fund (WG)	measures to reduce waste generated or move up the Waste Hierarchy, particularly in respect of increasing reuse & repair; Further increases in recycling rates; including for non-domestic premises; Reductions in emissions relating to the circular economy; and Increasing resource efficiency.	1,000	0	0	0	0	1,000
73	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.	4,178	0	0	0	0	4,178
74	Central Market (Lottery)	the restoration of the Market, subject to final costing and further stage approvals.	0	1,587	0	0	0	1,587
75	Flatholm (Lottery)	the restoration of built and natural heritage on Flatholm Island.	300	330	0	0	0	630
76	Harbour Authority (WG)	critical and non critical asset renewal programme.	26	1,250	430	1,510	124	3,340
77	Planning Gain (S106) and other contributions	various schemes such as improvements to open space, transportation, public realm and community facilities.	4,920	6,839	3,510	1,441	0	16,710
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (FURTHER GRANTS SUBJECT TO APPROVAL OF BIDS)			55,554	43,916	77,590	34,701	664	212,425

Capital Investment Programme 2022/23 - 2026/27

	Purpose / To Fund	<u>2022/23</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
Additional borrowing undertaken by the Council to be repaid from revenue savings/incidental income (Invest to Save - Subject to Business Case)								
Existing Schemes								
78	Right Homes, Right Support Strategy - Residential Provision for Children Looked After	improvements to the residential offer for Children Looked After by the Council which are currently placed outside of the Council boundaries and with Independent Fostering Agencies, subject to a business case. This includes an emergency pop-up unit, an assessment unit, and additional residential places in the city.	500	500	0	0	0	1,000
79	Young Persons Gateway Accommodation	supported accommodation for young people (16-24) to help them live independently whilst still providing intensive 24 hour support. Additional properties are required and while these can be sourced from Council or housing association stock some works will be needed to bring them up to the required standard for shared housing.	248	0	0	0	0	248
80	21st Century Schools - Band B Financial Model	strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	12,950	17,430	17,490	0	5,740	53,610
81	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.	2,700	1,100	0	0	0	3,800
82	Cardiff Heat Network (loan to CHN Ltd)	Loan from Welsh Government to be provided to Cardiff Heat Network Limited Ltd towards the capital costs arising from the delivery of Phase 1 of the Cardiff Heat Network using waste heat from the Viridor Energy Recovery Facility (the "Project") in a way which de-risks the Project, enabling the delivery of its carbon benefits against a context of relatively high financial risk. Repayable to the Council by CHN Ltd from Heat Revenues over 30 years in line with the business case approved by Cabinet. Loan is repayable by Council to WG, irrespective of the level of income generation.	2,000	6,592	0	0	0	8,592
83	Coastal Risk Management Programme - Construction - WG Local Government Borrowing Initiative	works to address flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way travellers Site. Allocation is subject to Council match funding being in place and approval of Welsh Government contribution assumed in the form of Local Government Borrowing Initiative.	4,000	9,000	8,250	0	0	21,250
84	Indoor Arena - enabling costs	a further triggering of the affordability envelope towards costs such as enabling works and Multi Storey Car Park.	3,000	27,080	0	0	0	30,080
85	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.	2,000	7,500	5,000	0	0	14,500
86	Indoor Arena - Direct Funding (Replacement for Income Strip Third Party Funding)	Direct borrowing funded by the annual lease income from the arena operator, backed by parent company guarantee.	23,020	69,050	46,030	0	0	138,100
87	Core Office Strategy - Digital Infrastructure	smarter working, digital infrastructure and building adaptations to allow the relinquishment of Willcox House.	5,629	1,500	0	0	0	7,129
88	Waste Vehicle Replacement - Lease or buy	setting an overall limit to be able to undertake effective lease versus buy option appraisal for Waste Collection vehicles, as long as revenue budgets are in place and committed to repay initial acquisition costs.	354	4,870	0	0	0	5,224
89	International Sports Village (Phase 2)	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, subject to a business case and a report to Cabinet.	1,750	6,000	4,500	0	0	12,250
90	Pentwyn Leisure Centre Redevelopment	creation of a bespoke centre and elite training, fitness and conditioning facility, subject to a Cabinet report and business case. Total cost of £5.5m, of which £1.5 million would be from capital receipts, with the balance subject to a business case demonstrating that any additional borrowing can be sustainably repaid from future income.	1,450	2,300	0	0	0	3,750

Capital Investment Programme 2022/23 - 2026/27

	Purpose / To Fund	2022/23 Including Slippage £000	Indicative 2023/24 £000	Indicative 2024/25 £000	Indicative 2025/26 £000	Indicative 2026/27 £000	Total £000
91	CCRCDC - 'Capital expenditure contribution towards Wider Investment Fund in advance of receipt of capital grant'	0	0	3,500	6,000	6,000	15,500
92	CCRCDC - Housing / Projects Fund	0	3,000	3,000	4,000	0	10,000
93	Invest to Save - Annual Bid Allocation	500	500	500	500	500	2,500
New Invest to Save Bids							
94	Independent Living Wellbeing Centre	3,500	1,500	0	0	0	5,000
95	Non Operational Property Strategy - Regeneration Fund	0	1,000	2,000	0	0	3,000
TOTAL INVEST TO SAVE		63,601	158,922	90,270	10,500	12,240	335,533
TOTAL GENERAL FUND		188,771	262,225	212,456	88,416	39,180	791,048
Public Housing Capital Programme (HRA)							
96	Regeneration and Area Improvement	2,650	2,450	2,450	2,450	2,450	12,450
97	External and Internal Improvements	19,150	27,950	25,850	14,650	13,900	101,500
98	New Build and Acquisitions	49,810	77,500	74,485	49,155	34,000	284,950
99	Disabled Facilities Adaptations	3,000	3,350	3,350	3,350	3,350	16,400
TOTAL PUBLIC HOUSING		74,610	111,250	106,135	69,605	53,700	415,300
TOTAL CAPITAL PROGRAMME EXPENDITURE		263,381	373,475	318,591	158,021	92,880	1,206,348

Capital Funding 2022/23 - 2026/27

	<u>2022/23</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>	%
	<u>£000</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>£000</u>	
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>		
General Fund							
WG Unhypothecated Supported Borrowing	(8,901)	(10,630)	(10,630)	(8,901)	(8,901)	(47,963)	6.1
WG General Capital Grant	(6,135)	(7,326)	(7,326)	(6,135)	(6,135)	(33,057)	4.2
Additional Borrowing to balance existing capital programme	(34,953)	(33,901)	(17,690)	(25,719)	(10,805)	(123,068)	15.6
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/incidental income or directorate budgets	(63,601)	(158,922)	(90,270)	(10,500)	(12,240)	(335,533)	42.4
Earmarked Capital Receipts	(14,242)	(2,000)	(5,000)	(2,000)	0	(23,242)	2.9
Non Earmarked Capital Receipts assumption	(5,000)	(5,000)	(3,640)	0	0	(13,640)	1.7
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)	0.1
Earmarked Reserves	(175)	(320)	(100)	(250)	(225)	(1,070)	0.1
External funding estimates and contributions	(55,554)	(43,916)	(77,590)	(34,701)	(664)	(212,425)	26.9
Total General Fund	(188,771)	(262,225)	(212,456)	(88,416)	(39,180)	(791,048)	100.0
Public Housing (HRA)							
Major Repairs Allowance WG Grant	(9,550)	(9,550)	(9,550)	(9,550)	(9,550)	(47,750)	11.5
Additional Borrowing	(44,415)	(81,595)	(81,685)	(46,615)	(39,650)	(293,960)	70.8
Direct Revenue Financing / Earmarked Reserves	(5,500)	(2,400)	(2,400)	(2,400)	(2,400)	(15,100)	3.6
External funding estimates and contributions	(10,545)	(12,705)	(9,000)	(6,040)	(2,100)	(40,390)	9.7
Capital Receipts	(4,600)	(5,000)	(3,500)	(5,000)	0	(18,100)	4.4
Total Public Housing	(74,610)	(111,250)	(106,135)	(69,605)	(53,700)	(415,300)	100.0
Total Capital Programme Resources Required	(263,381)	(373,475)	(318,591)	(158,021)	(92,880)	(1,206,348)	

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Treasury Management Strategy 2022/23

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. This was updated by CIPFA in December 2021 following a consultation exercise, with the key changes to be fully embedded into processes for the 2023/24 financial year. The key updates to the Code are set out later below. 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.

Treasury management investments represent the placement of cash in relation to the section 12 Local Government Act 2003 Act investment powers, i.e., they are the residual cash left in the authority's bank account resulting from the authority's day to day activities. Non-treasury investments tend to relate to section 1 expenditure powers under the Act.

This Treasury Management Strategy covers treasury management investments only.

Governance and Reporting

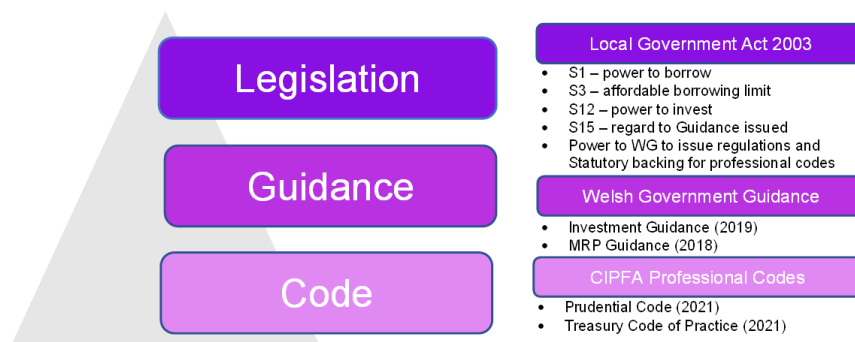
4. In compliance with Codes and Council policy, full Council receives a report on:

- 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 Treasury Services Limited includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
9. Governance and 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

Introduction

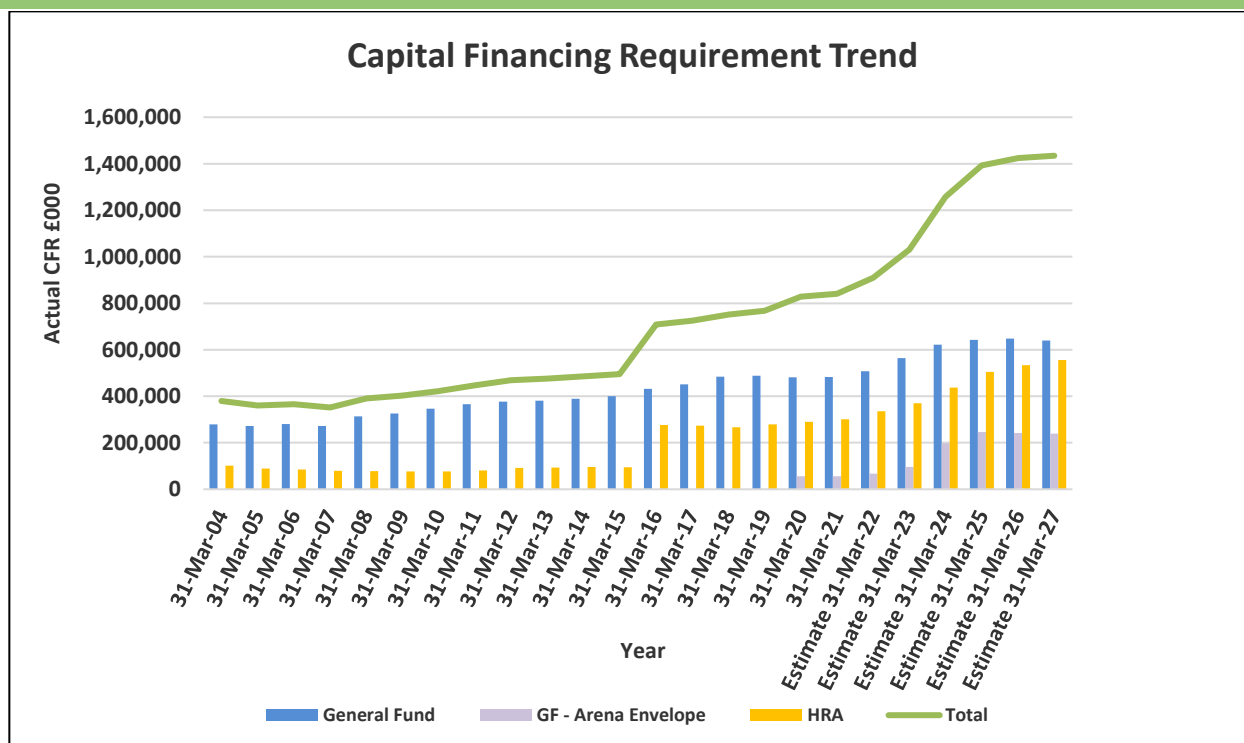
strategy in place informs capital investment decisions by providing a framework, which will:

- 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 proportionality of 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.
- 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 2022/23 to 2026/27.
- Funding the strategy and investment programme - the Capital Resources assumed to be used to fund the 2022/23 to 2026/27 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, Atlantic Wharf / Arena affordability envelope and Housing Revenue Account are illustrated in the chart below.



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 proceeds from the disposal of assets (Capital Receipts) 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 2021/22 and prior years
 - Additional investment proposed as part of the budget proposals for 2022/23 to 2026/27
 - 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, Core Office Strategy. International Sports Village, Pentwyn Leisure Centre and Independent Living Wellbeing Centre
 - Repayable loans offered by Welsh Government for specific schemes and Local Government Borrowing Initiative to tackle Coastal Erosion
 - Agreed council contributions to the Capital Cardiff Region City Deal Wider Investment Fund including expenditure in advance of receiving HM Treasury Grant
 - Expenditure incurred as part of an affordability envelope approved by Council, for the acquisition of the Red Dragon Centre and related land required for the development of an Arena as part of the Atlantic Wharf Regeneration Masterplan.
 - Council contribution to the enabling costs of an arena and to 'Direct Fund' the

Arena construction (as an alternative to the original Income Strip / Third Party funding model previously agreed) following the approval by Cabinet in September 2021 of the Full Business Case (FBC). The optimal funding solution is for the Council to provide the funding to construct the arena. Whilst this will increase the Council's Capital Financing Requirement and need to borrow, the costs of solution will be offset over a 45-year period from operator income receivable.

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 2021.
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 2022/23 to 2026/27
 - investment policy and strategy, including security and investments approved for use
 - CIPFA Treasury Management Code 2021 Update
 - Non-Treasury Investments – Commercial / Service Investment and
 - The Treasury Function.

The Treasury Position

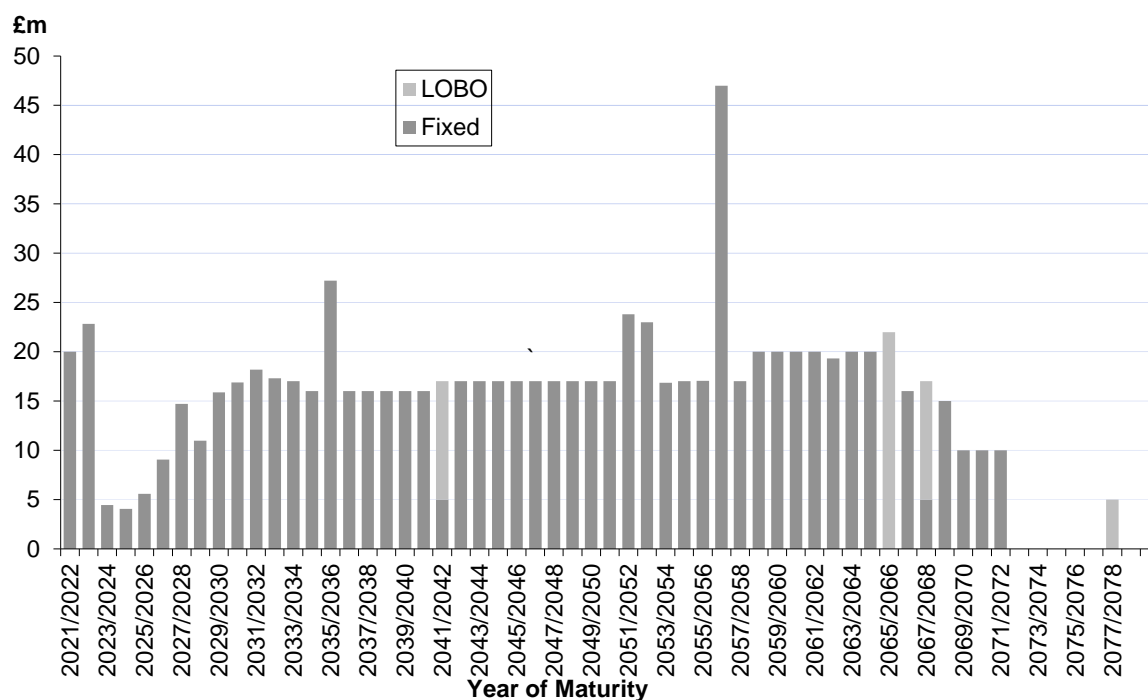
18. Borrowing and investments as at 31 December 2021 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts 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 2020		31 December 2021	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
External Borrowing				
Public Works Loan Board (PWLB)	(698.9)	4.5	(763.1)	4.2
Market (Lender Option Borrower Option)	(51.0)	4.0	(51.0)	4.0
Welsh Government	(16.4)	0.0	(23.7)	0.0
Local Authority	(58.3)	1.5	(38.3)	1.3
Total Debt	(828.2)		(876.1)	4.0
Treasury Investments (Internally Managed)*				
Banks	76.0	0.22	111.1	0.18
Building Societies	10.0	0.07	13.0	0.04
Money Market Funds	35.1	0.00	29.0	0.04
Government	20.3	0.01	34.2	0.03
Total Treasury Investments (Net)	141.4	0.12	187.3	0.12
Net Treasury Investments / (Borrowing)	(686.8)		(688.8)	

*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 2021 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
02/03/2022	6	6 months	23/05/2067
23/05/2022	6	6 months	21/11/2041
23/05/2022	6	6 months	21/11/2041
23/05/2022	6	6 months	23/05/2067
17/01/2023	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 UK economy faces significant headwinds although some sectors have learned how to cope well with Covid. However, the biggest impact on growth would come from any further lockdowns and risk of further mutations of virus and how quickly vaccines can be modified to deal with them with enhanced testing programmes to contain their spread. Gross Domestic Product growth of 0.1% in October suggested that economic growth had already slowed to a crawl even before the Omicron variant was discovered in late November
24. Recent Monetary Policy Committee (MPC) meetings have been more concerned with combating inflation over the medium term than supporting economic growth in the short term. With inflation expected to peak at over 7% in April, the MPC in February took action to counter inflation by raising base rate to 0.5%, with discussion about raising rates sooner and further in the very near term. Some elements of this inflation are deemed to be transitory e.g., prices of goods being forced up by supply shortages, and shipping costs. There is significant uncertainty as to whether such price rises will subside back to more normal levels, including gas prices and electricity once winter is passed and demand for these falls away or becoming embedded and the current spike in inflation leading to a second-round effect in terms of demand demand for higher wages.
25. 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 31/12/2021	March 2022	March 2023	March 2024	March 2025
Bank Rate	0.25	0.75	1.25	1.25	1.25
5yr PWLB rate	1.60	2.20	2.30	2.30	2.30
10yr PWLB rate	1.80	2.30	2.40	2.40	2.40
25yr PWLB rate	2.03	2.40	2.60	2.60	2.60
50yr PWLB rate	1.69	2.20	2.40	2.40	2.40

Forecast December 2021

26. Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting in December 2021 and to 0.50% in February 2022. The forecast includes four increases in Bank Rate over the forecast period to March 2025, ending at 1.25%. One of the key results of the pandemic has been a rethinking and shift in monetary policy by major central banks to tolerate a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on so as to stop it going above a target rate. There however remains uncertainty on a number of fronts including impact of the pandemic and mutations, embedded inflationary risks due to supply and labour shortages and utility cost increases etc. The overall balance of risks to economic growth in the UK is to the downside.
27. Since the start of 2021, there has been volatility in gilt yields, and hence PWLB rates. Borrowing interest rates fell to historically very low rates as a result of the COVID crisis

and the quantitative easing operations of the Bank of England and still remain at historically low levels. As the table shows, there is forecast to be a steady, but slow rise in borrowing rates, which are based on gilt yields, though there will doubtless be a lot of unpredictable volatility during this forecast period. This includes, financial market uncertainty, inflation pressures, recently announced reversal of quantitative easing, economic growth, public sector borrowing levels, and geo-political risks.

28. It should be noted that following a review of PWLB lending policy, a prohibition is in place to deny access to borrowing from the PWLB for any local authority which includes in its capital programme the acquisition of investment assets bought primarily for yield. The margins over gilt yields that the Council can borrow at from the PWLB is gilt plus 80 basis points following approval of a its certainty rate submission.
29. Gilt yields and PWLB rates remain at remarkably low rates so far during 2021/22. Where there is a borrowing requirement for certainty, there is deemed to be value in borrowing from the PWLB for all maturity periods. The Council will also for strategic investments, consider opportunities and eligibility of borrowing from other sources such as the UK infrastructure bank.

Borrowing Policy

30. 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.
31. 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.
32. The Council's currently maintains a single pool of all Council debt for all activities. Best treasury management practice is that loans are not taken on a project by project basis, however this will be a consideration for specific capital investment such as for the arena, where there is a need to meet specific cash flows and track performance over the life of the project.
33. 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. Borrowing undertaken is reported as part of reports to Council
34. 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.
35. The Council does not intend to borrow in advance of need and will not do so just to gain financially from short term investment of that borrowing. However, this option may be considered if it is felt that borrowing in advance allows opportunities to lock into favourable long-term rates as part of risk mitigation. This will be limited to no more than

the expected increase in the Council's Capital Financing Requirement over a three-year period.

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2022/23

36. 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.
37. 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.
38. 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 also included in the Council's Capital Strategy for 2022/23.

Council's Borrowing Requirement

39. The following table shows the actual level of external borrowing currently held by the Council, external borrowing taken to date in 2021/22 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 indicative funding plans as set out in the budget report for 2022/23. The difference between the projected CFR in 2026/27 (£1,434 million) and the actual level of external borrowing after any planned repayments (£821 million) is £613 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 in future years.

Borrowing

40. The section below sets out the approach to meeting the known future borrowing requirement including use of temporary cash balances, external borrowing, sources of borrowing and timing.

Borrowing Strategy

41. 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 target level of internal borrowing could be circa £70 million (c7% of the 2022/23 CFR).
42. As mentioned previously, the Council will consider various sources and debt instruments to meet the borrowing requirement. The Council continues to qualify for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate).
43. 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 some 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 £70 million, subject to balance sheet capacity and future interest rate forecasts.
 - External borrowing is likely to be at fixed rates to meet the long-term borrowing policy aims and current forecasts for rates.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m
External borrowing at 1 April	829	811	857	838	840	836	830
Known / New borrowing	3	73	4	6	tbc	tbc	tbc
Scheduled repayments	(21)	(27)	(23)	(4)	(4)	(6)	(9)
External Borrowing at 31 March	811	857	838	840	836	830	821
Capital Financing Requirement	841	910	1,030	1,257	1,393	1,424	1,434
Shortfall / (Surplus) borrowing requirement	30	53	192	417	557	594	613
Requirement as % of CFR	3	6	19	33	40	42	43

44. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast, then fixed rate external borrowing may be undertaken sooner to

Borrowing

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.

45. 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.
46. The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice as well as Capital expenditure indicators in the Capital Strategy and overall budget report to consider affordability indicators. Indicators for future years may be impacted in future years as a result of updates to the accounting treatment of leases, which is to be considered and implemented during 2022/23.

Authorised Limit

47. 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 at least 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 Taxpayers and Council tenants is acceptable.
48. 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.
49. 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 2021/22 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						
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Limit for external borrowing and other long-term liabilities	1,472	1,475	1,475	1,475	1,475	1,475

50. 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 £1,475 million for 2022/23 to 2026/27 and cannot be breached without further Council approval.

Operational Boundary

51. 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						
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Boundary for external borrowing and other long-term liabilities	910	1,030	1,257	1,393	1,424	1,434

52. 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

53. 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 2022/23				
	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

54. The Council has regard to the CIPFA Treasury Management Code and also complies with Welsh Government guidance on Treasury 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.
55. 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.
56. 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.
57. Understanding and managing Economic, Social and Governance (ESG) risk is 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 short-term temporary cash balances is Security, Liquidity and then Yield. Credit ratings agencies also incorporate ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings, which the Council uses to determine with whom to invest.

Treasury Investment Strategy

58. 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

Treasury Management Investments

will be managed in accordance with this strategy and segregated where possible to avoid adverse impacts on Cardiff Council's own performance. This is particularly the case for the Cardiff Capital Region City Deal funds held at part of investments at 31 December 2021, which total c £43 million. A full move to a Corporate Joint Committee is to be considered during 2022/23, where such an entity would manage its own funds.

59. 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, in some cases these now being reversed.
60. 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.
61. 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

62. 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.
63. 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

64. 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 £90 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

65. 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

66. 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.
67. 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.

68. 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. Inter local authority lending is an option that continues to be available as part of the strategy proposed.
69. 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
Money Market Funds	AAA	n/a	12
UK Part Nationalised Banks overnight to two years	n/a	n/a	20

70. 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 AA+		
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
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Singapore AAA

Development Bank Singapore	15	2 years
Oversea Chinese Banking Corporation	15	2 years
United Overseas Bank	15	2 years

Sweden AAA

Skandinaviska Enskilda Banken	15	2 years
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Switzerland AAA

UBS AG	15	2 years
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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
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.

71. 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.
72. The credit ratings of financial institutions are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results 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.

73. On 20th December 2021, CIPFA issued updates to the Treasury Management Code and Prudential Code. Whilst the reporting requirements do not formally need to be adopted until 2023/24, the Codes are now in force and should be followed when decisions on capital expenditure, treasury, service and commercial investment are being taken. Specific changes that impact on Treasury Management Strategy will be considered during 2022/23, with responsibilities and approach to awareness raising, responsibility and implementation within Directorates to be set out.
74. The revised codes have the following implications which will need to be considered across all stakeholders:
- Clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment.
 - Principles confirming that an authority must not borrow to invest primarily for financial return, apply with immediate effect.
 - A new requirement to clarify performance and reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage).
 - Address Environmental, Social and Governance (ESG) issues within the Capital Strategy.
 - Require implementation of a policy to review commercial property, with a view to divest where appropriate.
 - Create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices).
 - A requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the Capital Financing Requirement.
 - Ensure that any long-term treasury investment is supported by a business model.
 - A requirement to effectively manage liquidity and longer-term cash flow requirements.
 - Amendment to Treasury Management Practice 1 to address ESG policy within the treasury management risk framework.
 - Amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by the council.
 - All investments and investment income to be attributed to one of the following three purposes: -
 - Treasury management
Arising from the organisation's cash flows or treasury risk management activity
 - Non-Treasury Management - Service delivery
Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure.
 - Non-Treasury Management - Commercial return
Investments held primarily for financial return with no treasury management or direct service provision purpose.

75. In addition to treasury management investment activity, local authorities can utilise their powers to borrow in order to undertake capital expenditure and invest in other financial assets. Such activity can include:
- Service Investments - loans supporting service outcomes, investment in or loans to subsidiaries, and investment in existing commercial property holdings either to maintain them or increase value or
 - Investment assets bought primarily for yield (Financial Return) - An 'investment asset' could be a property asset, or interest or right that generates a balance sheet asset (such as, but not limited to a loan, sale and leaseback agreement). As it has been 'bought primarily for yield', the asset serves no direct policy purpose linked to the authority's core functions but has been acquired primarily because it would generate an income stream for the authority, which would most often (but not exclusively) be used to support wider service spending. Examples of such assets is included in the glossary.
76. Whilst these investments 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 the 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.
77. 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.
78. Proposals for such investments would need to form part of the Council's Capital Strategy and Capital Programme. Investment for non-treasury management purposes requires careful investment management and should be managed as part of agreed processes considering monitoring, decision making and reporting. 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 and any rewards over a long-term horizon such as 20-30 years.
 - Proportionality of any income to the overall 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.

79. Where investment is undertaken in assets primarily for yield, these investments should be proportional to the level of resources of the authority, but it should be noted, that if undertaking such investments, the Council would not be able to borrow from the PWLB for this and any other capital expenditure within its programme.
80. This emphasises the importance of the Council's S151 (Responsible Finance) Officer role in ensuring the governance of, risk assessment, informing, reviewing and reporting decisions being made in relation to both Treasury and Non-treasury Investments.

The Treasury Function

81. Treasury management activities are delegated to the S151 Officer and detailed Treasury Management Practices are in place and updated regularly setting out the approach to risk management, reporting, responsibilities and controls. Controls and processes in the Treasury function are subject to a more frequent periodic internal audit.
82. The Treasury function performs a key role including ensuring that sufficient funds are available to meet the Council's financial commitments and is often the payment mechanism of last resort. The requirements to meet high standards, accuracy and governance requirements are significant for a small specialist team. Contingency plans in terms of access to bank and systems were trialled and implemented early (pre the national lockdown in March 2020), demonstrating and allowing continuity of service provision remotely.
83. As highlighted above in the updates to the CIPFA Codes, Treasury Management activities continue to be the subject of regulatory change as well as the complexity of the Council's activities. These challenges and approach to implementing and sustaining changes, continue to test skills and resilience, something that will continue to be monitored closely by the S151 Officer.
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. Governance and 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 Governance and 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.

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)

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

Glossary of Terms

broker. An active interbank secondary market exists to buy and sell CDs.

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.

Investment assets bought primarily for yield

Assets that serve no direct policy purpose but are held primarily to generate an income. An 'investment asset' could be a capital or property asset, or interest or right that generates a balance sheet asset (such as, but not limited to a loan, sale and leaseback agreement). As it has been 'bought primarily for yield', the investment asset would serve no direct policy purpose linked to the authority's core functions but has been acquired primarily because it would generate an income stream for the authority, which would most often (but not exclusively) be used to support wider service spending.

Investment assets bought primarily for yield would usually have one or more of the following characteristics: a. buying land or existing buildings to let out at market rate b. buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification c. buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly d. buying a speculative investment asset (including both financial and non-financial assets) that generates yield without a direct policy purpose.

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.

Glossary of Terms

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).

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

Glossary of Terms

from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

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.

Appendix 1
CARDIFF COUNCIL BUDGET 2022/23
Support for the Corporate Plan and Future Generations

CORPORATE PLAN	2022/23 BUDGET <i>(includes 5 year capital expenditure, and additional revenue allocations for 2022/23 including one-off sums)</i>
CARDIFF IS A GREAT PLACE TO GROW UP	<ul style="list-style-type: none"> • £205m - 21st Century Schools Band B investment programme • £50.4m - Investment in the existing Schools estate • £8.4m - Net additional revenue support for Children's Services • £9.3m - Net additional revenue support for Schools • £0.5m - To fund a summer engagement programme for children and young people • £0.3m - For the Cardiff Commitment and to prepare for the new curriculum • £1.0m - For youth services, youth justice, and youth sport and physical activity • £2.2m - Capital investment in youth hubs • £3.3m - 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"> • £28.2m - Disabled adaptations to enable people to remain in their home (Adults & Children) • £5.0m - Independent Living Wellbeing Centre • £15.5m - Net additional revenue support for Adult Services
SUPPORTING PEOPLE OUT OF POVERTY	<ul style="list-style-type: none"> • Continued payment of the voluntary living wage to staff and support for its payment in the care sector • £0.2m - To continue the temporary expansion of the money advice team linked to the Pandemic • £0.4m revenue support for the Into Work Service
SAFE, CONFIDENT & EMPOWERED COMMUNITIES	<ul style="list-style-type: none"> • £419m - Capital investment in social housing, including new Council Homes • £3.8m - Capital investment in Leisure Centres • £9.8m - Capital investment in Neighbourhood Regeneration with £0.3m revenue support • £13.0m - Capital investment in parks, harbour infrastructure and playground equipment • £5.3m - Roath Park Dam flood mitigation • £0.4m - To support socially valuable bus routes • £0.5m - Sport development fund to help improve local sports facilities • £0.2m - To support community safety and violence prevention • £0.5m - Community engagement and safety in parks, including parks lighting
A CAPITAL CITY THAT WORKS FOR WALES	<ul style="list-style-type: none"> • £45.3m - Support for Cardiff Capital Region City Deal (CCRCD) Projects • £222m - Economic Development Initiatives (reflects significant developer funding contributions) • £37.4m - Investment in Highway Infrastructure Assets • £1.1m - Revenue support for localised highways and footways repairs • £0.7m - for City Recovery and Infrastructure, including additional capacity for planning, transport and business and investment.
POPULATION GROWTH IS MANAGED IN A RESILIENT WAY	<ul style="list-style-type: none"> • £12.8m - Energy sustainability and generation • £77.2m - To develop strategic cycle routes, improve transportation infrastructure and encourage active travel and sustainability, subject to grant funding • £11.6m - Capital support for recycling activity including a new recycling facility in the north of the city • £3.2m - For One Planet Cardiff Strategy match-funding (capital) • £0.4m - Revenue funding to support delivery of the One Planet Cardiff Strategy • £24.3m - To address flooding and coastal erosion • £0.3m - Revenue funding for edible playgrounds and to support Schools active travel • £0.5m - grant support for taxi drivers to transition to cleaner vehicles • £1.3m - Cleaner streets - additional cleansing & enforcement officers and Local Action Teams.
MODERNISING & INTEGRATING OUR PUBLIC SERVICES	<ul style="list-style-type: none"> • £4.2m - Investment in modernising ICT, improving business processes and core office strategy • £17.1m - Investment in non-schools buildings

Appendix 1
CARDIFF COUNCIL BUDGET 2022/23
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 • Support delivery of Cardiff Capital Region City Deal and Corporate Joint Committee
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

Theme	Directorate	Outline	£000
Young People	Econ Dev.	<p>Youth Sport and Physical Activity- Introduction of Inclusion Officers</p> <p>The creation of five Inclusion Officer posts to supervise, co-ordinate, support and liaise with the sporting community to maximise use of both indoor and outdoor facilities, and engage young people in positive activity in areas of greatest need, these being Canton, Riverside, St Mellons, Trowbridge, Splott, Adamsdown, Tremorfa, Butetown, Grangetown, Llanrumney, Rumney, Careau & Ely.</p>	180
	Education	<p>Youth Services</p> <p>This investment, through a combination of recruitment and increased Youth Innovation Grants to partners, will increase the service's reach into communities, strengthening safeguarding support and delivering a sustainable workforce. Increased capacity will facilitate support for children and young people in communities across the city, including the most vulnerable. High areas of need will be identified and support provided, with particular focus on strengthening Outreach and street-based support, links between community partners to improve access for marginalised groups and increase Welsh language and bilingual youth work. Areas for investment will be further informed by the Youth Services Review.</p>	500
		<p>Youth Justice Service - Education Officer</p> <p>Funding to create the above post in order to:</p> <ul style="list-style-type: none"> • Strengthen the links between Education and Youth Justice. • Deliver improvement projects with key stakeholders to improve the educational achievement of young people in the Youth Justice system. 	50
		<p>Head of Virtual School for Looked After Children</p> <p>Funding to create the above post in order to:</p> <ul style="list-style-type: none"> • Support looked after children in Cardiff, placed in or out of county, to achieve the best possible outcomes in terms of their education and ensure they progress into Education, Employment or training post 16, further enhancing current practice. • Bridge Education and Children's Services to ensure the best outcomes for our looked after children. 	50
		<p>Cardiff Commitment</p> <p>This additional funding will be used to create four permanent posts, through which the service will be able to:</p> <ul style="list-style-type: none"> • Improve the offer available to the city's most vulnerable children and young people (including those with Additional Learning Needs and those educated other than at school (EOTAS)); • Improve the accessibility of post-16 education, training, and employment pathways; and • Reach a wider range of economic growth sectors. 	140
		<p>Child Friendly City</p> <p>Following the successful introduction of the Child Friendly City programme, this funding demonstrates the Council's ongoing commitment to a Child Rights Approach in Cardiff, ensuring the sustainable delivery of the programme's participation and engagement work over the long term, as required by the Wellbeing of Future Generations Act 2015. This work ensures that the views of Children and Young People are represented to local and national decision-making bodies and participation networks</p>	100

Theme	Directorate	Outline	£000
		<p>Data Strategy (Single View of Child Requirements) To deliver the Council's data strategy, with a focus on supporting decision making through a joined up approach to managing, sharing and analysing Council and Public Service data. Key strands of work relate to data and vulnerable children and young people and the development of a 'single view of the child' dashboard.</p>	205
Young People Total			1,225
Cleaner Streets	Recycling & Neighbourhood Services	<p>Street Scene Local Action Team (formerly known as Blitz Teams) The funding would take the Street Scene Local Action Teams to three in total. The teams focus on areas that require a deep cleanse (highways, lanes and parks) in order to enhance the local environment. Work includes clearing weeds, cutting back hedgerows, cleaning / painting street signs and utility boxes, replacement/repair of damaged litter bins, bike racks and benches along with removal of waste/fly tipping as required. There will be a joined approach with Estate Management Local Action Teams.</p>	250
		<p>Additional Cleansing and Enforcement Additional resources for street cleansing and enforcement, particularly to focus on residential areas that do not have Estate Management Local Action Teams, but which experience greater incidence of incorrect waste presentation/littering. Funding can provide additional street cleaners, particularly post waste collection, and targeted cleansing/education/enforcement action as needed to address street scene issues.</p>	452
	Housing & Communities	<p>Estate Management Local Action Team - Expansion</p> <ul style="list-style-type: none"> • The team works with residents encouraging them to take pride in where they live. Work focuses on cleanliness and enhancing the local environment including helping residents remove rubbish from gardens, working with local schools to promote anti-littering, cutting back overgrowth and providing support to vulnerable residents. • Areas currently covered - Butetown, Trowbridge, Fairwater, Tremorfa, Caerau, Llandaff North, Ely and Llanrumney. • The proposal is to create an additional estate management team in order to extend services into the following areas with Council Housing stock - Grangetown, Llanishen, Pentyrch, Pentwyn, Plasnewydd, Riverside, Rumney, Tongwynlais and Whitchurch. • The Estate Management teams would work closely with partners including schools, hubs and volunteering groups. Central to this would be a joint work programme with the Street Scene Local Action Teams (formerly known as Blitz Teams), to help deliver a cleaner Cardiff. This would see a deep cleanse of surrounding areas following the work outlined above. 	500
Cleaner Streets Total			1,202

Theme	Directorate	Outline	£000
Community Improvement & Safety	Performance & Partnerships	Situational Response to Community Safety Issues Supporting the Council's and partners approach to improving community safety and tackling anti-social behaviour and violence prevention initiatives. This will include expanding the multi-agency problem solving approach to tackling anti-social behaviour hot-spots that was successfully piloted in 2021/22.	100
		Violence Prevention, with focus on vulnerable young people: To develop the Council and partner approach to violence prevention, with focus on vulnerable young people. This will include the development and delivery of the new statutory Violence Prevention strategy and initiatives, and delivery of a cross-Council and public service preventative approach to safeguarding young people.	82
		Bilingual Cardiff Strategy The establishment of a Bilingual Cardiff Policy Officer post to provide enhanced policy advice and assurance of compliance across Council services, with a focus on Education and Services for young people. This post will support the delivery of the Bilingual Cardiff Strategy 2022-27, the Welsh in Education Strategic Plan, and responds to the recommendation of the independent review of the Bilingual Cardiff Strategy 2017-22.	53
		Race Equality Task Force To lead on the Council's response to the recommendations of the Race Equality Task Force, whose final report will be presented to Council in March 2022.	50
	Economic Development	Community engagement and safety in parks The funding will provide additional capacity to support community engagement and safety in parks, specifically: <ul style="list-style-type: none"> • A Parks Community Liaison Officer to increase the service's interface with South Wales Police, and involvement in respect of safety in parks. • Two additional Community Park Ranger Staff • A Friends Group Support Officer to support emerging friends groups, increase volunteer activity, submit grant applications and support the emerging interest in the National Park City, Cardiff Movement. 	197
		Repair and maintenance of parks infrastructure Additional revenue maintenance budget for parks infrastructure including in relation to footpaths, gates, fences, signs and site furniture.	60
	Housing & Communities	Neighbourhood Regeneration Team Restructure The proposed restructure would: <ul style="list-style-type: none"> • Increase bid writing/funding capacity to maximise further funding opportunities. • Strengthen the team with further skills in urban and building design work. • Provide support to other Council teams to understand, design and deliver their capital projects. • Increase work with external delivery partners such as CAVUHB, to deliver shared aims around bringing together services such as combined Health & Wellbeing Hubs 	319
Community Improvement & Safety Total			861

Theme	Directorate	Outline	£000
One Planet Cardiff	Planning, Transport & Environment	One Planet Cardiff Delivery <ul style="list-style-type: none"> The 2021/22 Budget included temporary funding for four key posts to support the project delivery of schemes identified in One Planet Cardiff. This funding places those posts on a permanent basis. 	216
		One Planet Cardiff Delivery <p>The funding will drive forward the One Planet programme by:</p> <ul style="list-style-type: none"> Enabling a full understanding of how Council buildings and facilities are being used, developing strategies to change. Developing a service road map to become a fully green Council and Partner organisations. Undertaking focussed engagement across the Council and Partners to ‘win hearts and minds’ – changing behaviours (e.g. bespoke surveys, training initiatives and monitoring around waste or travel). Developing a parallel programme of engagement and behaviour change across the City. 	200
	Education	School Active Travel <p>Permanent funding for two posts to:</p> <ul style="list-style-type: none"> Co-ordinate activities to support travel behaviour change and improve active travel infrastructure in and around school sites. Provide focussed support to schools with Active Travel Plan implementation. Project-manage small infrastructure schemes e.g. active travel/safety improvements. Collaborate with key external partners (WG, Public Health Wales, Regional Partnerships and the third sector) as well as with other Council departments to support active travel behaviour change and infrastructure programmes. 	103
One Planet Cardiff Total			519

Theme	Directorate	Outline	£000
City Recovery & Infrastructure	Planning, Transport & Environment	Highways - Carriageways and Footways To place on a permanent basis additional funding to support highway repair. This includes the repair of defective carriageways to improve network condition, safety and accessibility, and footway improvements to improve safety and complement the Active Travel agenda. Work would be prioritised taking into account condition, network hierarchy and demand, with an annual allocation for the city centre.	1,000
		Transport team - Additional Staffing The funding will place on a permanent basis additional capacity to support delivery of ambitions in the Transport White Paper and active travel agenda. The posts will lead on support for future cycleways, city centre schemes, cross city bus corridors, design of new signalised traffic junctions, configuration of existing junctions to tie into new scheme designs - Smart Corridors, and delivery of multiple intelligent transport system solutions.	219
		Additional Planning Team Capacity Additional planning posts to support: <ul style="list-style-type: none"> • The statutory planning function, One Planet Actions, statutory Biodiversity and Resilience of Ecosystems Duty (BRED), and extra requirements in planning applications. • The delivery and implementation of the City Recovery Strategy, and associated actions including site master planning, policy development and projects. 	164
	Economic Dev.	Economic development capacity The re-establishment of a Business and Investment Team to provide sector specialism, research capacity and an apprenticeship opportunity. The roles would support project development, indigenous business support and the attraction of external investment.	205
		City Centre Management Additional Staffing Funding to provide additional city centre stewarding as outlined in the City Recovery Strategy. This would be part of establishing a wider Joint Enforcement Team to provide greater ability to manage city centre issues in conjunction with city centre partners.	105
City Recovery & Infrastructure Total			1,693
TOTAL			5,500

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CARDIFF COUNCIL: FEES AND CHARGES 2022/23

		<i>Price changes are based on a review of costs and market conditions</i>					
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 2022	No proposed increase	
Workshop Rents							
2	Workshop Rents	See Comment			1 April 2022	Subject to condition of lease. Rents reviewed on a commercial basis.	
Land and Building Rents							
3	Land and Building Rents	See Comment			1 April 2022	Subject to condition of lease.	
Business Development							
4	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2022	No proposed increase	
5	Equity Administration - one off payment	£1,000.00					
Venues							
6	Commercial Catering	Various	Various	5.00%	1 April 2022	The proposed increase is 5% on catering charges	
St David's Hall							
7	Auditorium Hire		Nil	Nil	1 April 2022	No proposed increase	
	• 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					
	8	Lefel 1 Studio - Per session - Standard & Concessionary					£272.00
	9	Level 2 Foyer - Per session					£190.00
	10	Level 3 - Per session - AM, PM or Evening					£428.00
	11	Daystage (Level 3) - Evening					£1,175.00
	12	Ivor Novello Room - AM, PM or Evening					£92.00
	13	Viscount Tonypandy Room - AM, PM or Evening					£92.00
	14	Green Room - AM, PM or Evening					£211.00
	15	St Asaph Room - AM, PM or Evening					£211.00
	16	Ticket postage fee					£1.50
	17	Cloakroom charge					£1.00
	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	
Cardiff Castle							
27	Cardiff Castle Gift Shop	Various	Nil	Nil	1 April 2022	No proposed increase	
28	Castle Key	£7.00					
29	Cardiff Castle Tours	£3.90	£0.10	2.56%		The proposed new charge is £4.00	
30	Castle Banquet	£49.95	£4.05	8.11%		The proposed new charge is £54.00	
31	Castle Room Hire	£675.00	£25.00	3.70%		The proposed new charge is £700.00	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
City Hall / Mansion House						
32	Assembly Room Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,900.00 £2,500.00	£50.00 £100.00	2.63% 4.00%	1 April 2022	The proposed new charges are: • Mon to Fri (6 hours) £1,950.00 • Weekends, Evenings & Bank Holidays (6 hours) £2,600
33	Marble Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,700.00 £1,700.00	£50.00 £50.00	2.94% 2.94%		The proposed new charges are: • Mon to Fri (6 hours) £1,750.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,750.00
34	Lower Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,150.00 £1,800.00	£50.00 £50.00	4.35% 2.78%		The proposed new charges are: • Mon to Fri (6 hours) £1,200.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,850.00
35	Ferrier Hall Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£390.00 £600.00	£10.00 £20.00	2.56% 3.33%		The proposed new charges are: • Mon to Fri (4 hours) £400.00 • Weekends, Evenings & Bank Holidays (4 hours) £620.00
36	Council Chamber Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£330.00 £500.00	£10.00 £20.00	3.03% 4.00%		The proposed new charges are: • Mon to Fri (4 hours) £340.00 • Weekends, Evenings & Bank Holidays (4 hours) £520.00
37	Syndicate Rooms Hire • Mon - Fri (Full Day) • Weekends, Evenings & Bank Holidays (4 hours)	£430.00 £360.00	£20.00 £20.00	4.65% 5.56%		The proposed new charges are: • Mon to Fri (Full Day) £450.00 • Weekends, Evenings & Bank Holidays (4 hours) £380.00
38	All City Hall Room Hire - Discounted for Registered Charities	30%	Nil	Nil		No proposed increase
39	Mansion House Hire • 4 hour session • Evening 6 hour session	£550.00 £1,050.00	£20.00 £50.00	3.64% 4.76%		The proposed new charges are: • 4 hour session £570.00 • Evening 6 hour session £1,100.00
40	Mansion House Hire Charges - discount for registered charities	20%	Nil	Nil		No proposed increase
Cardiff Caravan & Camping Park Charges						
41	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			1 April 2022	No proposed increase
42	Pitches (During events) per night • Maximum 2 Adults or Family (2 adults, 2 children) - With electric - Without electric	£40.00 £35.00				
43	Additional Person charge per night • Child • Adult • Adult (Events)	£4.00 £10.00 £15.00	Nil	Nil		
44	Extra Vehicles	£10.00				
45	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				
46	Tokens • Washer • Dryer	£3.00 £2.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Cardiff Story Museum						
47	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				
48	Talks by Museum Professional Staff - per hour	Various - from £70				
49	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.				
50	Children's birthday parties	Various - from £75.00				
51	Left Luggage facility • Small lockers • Medium lockers • Large lockers • Overnight 24 hours	£5.00 £8.00 £10.00 £20.00	Nil	Nil	1 April 2022	No proposed increase
52	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						
53	Major Event Park & Ride • Pre Book • On Day	£8.00 £10.00				
54	City Centre Parking • Pre Book • On Day	£12.00 £15.00	Nil	Nil	1 April 2022	No proposed increase
55	Mini buses & Coaches	£25.00				
56	Parking (small local events)	Various from £3.00				
57	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								
58	1 x committee room/council chamber • Weekday (4 hours) • Weekday (6 hours)	£220.00 £360.00	Nil	Nil	1 April 2022	No proposed increase		
59	1 x committee room including kitchen • Weekday (6 hours) • Weekend (6 hours)	£650.00 £880.00						
60	2 x committee rooms including kitchen • Weekday (6 hours) • Weekend (6 hours)	£1,025.00 £1,455.00						
61	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						
62	Staff Canteen	£350.00						
63	Bank holiday rate	Additional £550.00						
64	Car Park Hire -Exclusive use x 586 spaces	£2,344.00						
65	Car Park Hire - per Space	£5.00						
66	Room Hire - Discounted for Registered Charities	10%					See Comment	This is the discount available to registered charities
Parks								
67	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 2022	Allotment year runs from 2nd February. Fees are reviewed annually in line with the delegated authority set out in the Budget Report.		
68	Allotments (Per Annum) - Concession • Category A per pitch • Category B per pitch • Category C per pitch • Chalet	£6.48 £6.27 £6.00 £61.13						
Parks Outdoor								
69	Roath Park • Duck or Fish food • Postcards	£0.60 (£1.00 both) £0.50 (£2.50 Pack of 6)	Nil	Nil	1 April 2022	No proposed increase		
70	Roath Park Conservatory	£2.00 - £26.00 depending on type and size of group						
71	Roath Park Conservatory - School/Group Booking Fees	£4.00						
72	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00						
73	Pavilions • Half Day • Full Day	£38.10 £57.00	£1.90 £2.85	5.00%	1 April 2022	The proposed new charges are: • Half Day £40.00 • Full Day £59.85		
74	Football Pitch & Changing Facilities	£60.50	£3.02					
75	Football Pitch only	£48.50	£2.42					
76	Rugby Pitch & Changing Facilities	£82.50	£4.12					
77	Rugby pitch only	£66.00	£3.30					
78	Cricket Pitch & Changing Facilities	£72.50	£3.62					

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
79	Cricket - Pitch only	£60.50	£3.02	5.00%	1 April 2022	The proposed new charge is £63.52
80	Baseball Pitch & Changing Facilities	£72.50	£3.62			The proposed new charge is £76.12
81	Baseball - Pitch only	£60.50	£3.02			The proposed new charge is £63.52
82	Training area & changing facilities	£30.00	£1.50			The proposed new charge is £31.50
83	3G Pitch - Gold/Silver Accredited - per hour	£66.00	£3.30			The proposed new charge is £69.30
84	3G pitch - Bronze/Standard Accredited - per hour	£66.00	£3.30			The proposed new charge is £69.30
85	3G pitch - Non Accredited - per hour	£66.00	£3.30			The proposed new charge is £69.30
86	3G pitch - Off Peak - per hour	£40.00	£2.00			The proposed new charge is £42.00
Channel View						
87	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2022	No proposed increase
88	All Weather pitch outside 3G Off Peak	£40.00				
89	3G Outside Off peak and weekends	£31.50				
90	3G Outside Peak	£36.50				
91	3G Inside Off peak and weekends	£43.50				
92	3G Inside Peak times	£48.50				
93	Upper Activity area (per hour)	£34.00				
94	Committee Room / Crèche (per hour) off peak	£18.00				
95	Committee Room / Crèche (per hour) Peak	£25.50				
96	Meeting Room 3 (Peak times per hour)	£14.50				
97	Children's party	£135.00				
98	Adult Activities 1hr	£7.00				
99	Spin / TRX / Kettlebells/Boxmaster	£7.00				
100	School Holiday - Children's activities	£3.90				
101	Junior Activities	£3.90				
102	Soft Play	£3.80				
103	50 + (access to gym, specific classes at off peak times)	£3.90				
Cardiff Riding School						
104	Spectator	£0.50	Nil	Nil	1 April 2022	No proposed increase
105	Competition Entry - Pony Club/Riding Club members discounted	£12.50				
106	Competition Entry - non members	£15.50	£0.50	3.23%		The proposed new charge is £16.00
107	Work Livery 6 hrs per week (Horse worked)	£110.00	Nil	Nil	1 April 2022	No proposed increase
108	Work Livery 9 hrs per week (Horse worked)	£89.00				
109	Work Livery 12 hrs per week (Horse Worked)	£60.00				
110	1 night livery	£27.50	£0.50	12.50%	1 April 2022	The proposed new charge is £4.50
111	Certificate	£4.00				
112	Child Disability 1hr pony lesson	£20.00	Nil	Nil		No proposed increase
113	Stable Management 1 hr Private	£40.00	Nil	Nil		No proposed increase
114	Stable Management 1 hr group	£12.00	£1.00	8.33%		The proposed new charge is £13.00
115	Stable Management 1 hr long term (yr fee)	£45.00	£3.00	6.67%		The proposed new charge is £48.00
116	Uni 1 hr group lesson	£22.50	Nil	Nil	1 April 2022	No proposed increase
117	Course 1 hr group lesson	£22.50				
118	1/2 hr Private up to 2 persons	£30.00	Nil	Nil	1 April 2022	No proposed increase
119	1/2 hr Private up to 3 persons	£22.00				
120	1 hour Private up to 2 persons	£42.00				
121	1 hour Private up to 3 persons	£40.00				
122	Hire of Hats	£2.50				
123	1/2 hr group weekday lesson	£14.00				
124	1/2 hr group weekend lesson	£15.50				
125	1 hr group weekday lesson	£22.50				
126	1 hr group weekend lesson	£23.50				
127	Pony Club Day (extended lesson)	£45.00				
128	Pony Club Stable Management (1hr)	£12.00	£1.00	8.33%		The proposed new charge is £13.00
129	Pony Club 1/2 hr group	£14.00	Nil	Nil	1 April 2022	No proposed increase
130	Pony Club 1 hr group	£22.50				
131	Stable Management 1.5 hours	£16.50				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
132	Riding Club 1.5 hours	£18.00	£1.50	8.33%	1 April 2022	The proposed new charge is £19.50
133	Riding Club 1hr Ride+ 1 SM	£36.50	£1.50	4.11%		The proposed new charge is £38.00
134	Riding Club Day	£45.50	£1.00	2.20%		The proposed new charge is £46.50
135	Assisted Livery	£80.00	Nil	Nil		No proposed increase
136	Full Livery Care Only	£155.00				
137	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50	£1.00	11.76%		The proposed new charge is £9.50
138	Manure (per bag)	£1.00				
139	Christmas Show Entry	£8.50				
140	Adult Gloves	£7.00	Nil	Nil		No proposed increase
141	Child Gloves	£4.00				
142	Plain Whip	£8.00				
143	Schooling Whip	£13.00				
144	Holiday Club	£8.00	£2.00	25.00%		The proposed new charge is £10.00
145	Pony Ride (Sat/Sun)	£7.50	£0.50	6.67%		The proposed new charge is £8.00
146	Party	£230.00	Nil	Nil		No proposed increase
147	DIY Livery (per week)	£66.00				
148	Snr Pony Club	£32.00	£1.00	3.13%		The proposed new charge is £33.00
149	Pony Club 1hr Ride+ 1 Stable Management	£35.50	£0.50	1.41%		The proposed new charge is £36.00
Canton Community Hall						
150	Parents & Tots	£3.10	Nil	Nil	1 April 2022	No proposed increase
151	Parents & Tots (MaxActive)	£1.55				
152	Parents & Tots (Extra Child)	£2.10				
153	Little Tiddlers/Ti a Fi	£3.10				
154	Photocopying	£0.20				
155	Circuits	£5.40				
156	Boxacise	£5.40				
157	Pilates	£5.40				
158	Adult Archery	£5.60				
159	Adult Max Active Fitness	£2.70				
160	Junior Archery	£3.50				
161	Junior Football	£2.50				
162	Junior Streetgames	£1.50				
163	Junior Pool Club	£2.00				
164	Junior Holiday Activities	£2.70				
165	Friday Parties	£130.00				
166	Weekend Parties	£155.00				
167	Badminton Court Booking	£12.10				
168	Table Tennis	£4.70				
169	Whole main Hall	£39.00				
170	Function Room	£13.50				
171	Committee Room	£13.00				
172	Multi Use Games Area (Off Peak)	£25.00				
173	Multi Use Games Area (Peak)	£42.00				
174	Active Card Membership	£20.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Sailing Centre						
175	Windsurfing - 2 day - Adult	£200.00	£5.00	2.50%	1 April 2022	The proposed new charge is £205.00
176	Windsurfing - 2 day -Youth	£135.00	£5.00	3.70%		The proposed new charge is £140.00
177	Multi Activity - 2 day -Youth	£135.00	£5.00	3.70%		The proposed new charge is £140.00
178	Supervised Sailing & Windsurfing (3 hour session)	£26.00	Nil	Nil		No proposed increase
179	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£120.00				
180	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£235.00				
181	Youth Sailing Courses					The proposed new charges are: • 2 day No proposed increase • 3 day £200.00 • 5 day £330.00 • 6 week No proposed increase • 10 week No proposed increase • After School Club £150
	• 2 day	£135.00	Nil	Nil		
	• 3 day	£195.00	£5.00	2.56%		
	• 5 day	£320.00	£10.00	3.13%		
	• 6 week	£215.00	Nil	Nil		
	• 10 week	£350.00	Nil	Nil		
	• After Schools club	£145.00	£5.00	3.45%		
182	Youth Sailing Taster 1/2 day	£35.00	Nil	Nil		No proposed increase
183	Scout Sailing Taster 1/2 day	£23.00	£1.00	4.35%		The proposed new charge is £24.00
184	Sailing Schools Group (per pupil)	£12.50	£0.50	4.00%		The proposed new charge is £13.00
185	Adult Level 1: 2 day	£200.00	£5.00	2.50%		The proposed new charge is £205.00
186	Adult Level 1: 6 week	£300.00	Nil	Nil	No proposed increase	
187	Adult Sailing Taster 1/2 day	£50.00	£1.50	3.00%	The proposed new charge is £51.50	
188	Corporate Sailing Taster				The proposed new charges are: • Half day £80.00 • Full day £160.00	
	• Half Day	£78.00	£2.00	2.56%		
	• Full Day	£155.00	£5.00	3.23%		
189	Sailing/Windsurfing				The proposed new charges are: • Half day £135.00 • Full day £270.00	
	• Half Day	£130.00	£5.00	3.85%		
	• Full Day	£260.00	£10.00	3.85%		
Sailing Centre (Powerboat & Shore based)						
190	Powerboat Level 1	£130.00	£5.00	3.85%	1 April 2022	The proposed new charge is £135.00
191	Powerboat Level 2	£250.00	£10.00	4.00%		The proposed new charge is £260.00
192	Powerboat Safety Boat	£250.00	£10.00	4.00%		The proposed new charge is £260.00
193	Powerboat Intermediate	£285.00	£10.00	3.51%		The proposed new charge is £295.00
194	Powerboat Advanced	£305.00	£10.00	3.28%		The proposed new charge is £315.00
195	Private Tuition - Powerboat	£260.00	£5.00	1.92%		The proposed new charge is £265.00
196	Royal Yachting Association (RYA) First Aid	£95.00	Nil	Nil		No proposed increase
197	Royal Yachting Association (RYA) VHF/DSC	£95.00				
Activity Adventure Program Cardiff Bay Water Activity Centre						
198	Archery session (1.5 hours)	£25.00	Nil	Nil	1 April 2022	No proposed increase
199	Archery course (4 x 1.5 hours)	£75.00				
Fishing						
200	Fishing Licences - Day		Nil	Nil	1 April 2022	No proposed increase
	• Junior	£4.60				
	• Concession	£5.00				
	• Adult	£8.80				
201	Fishing Licences - Annual		Nil	Nil	1 April 2022	No proposed increase
	• Junior	£25.00				
	• Concession	£33.00				
	• Adult	£50.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Slipway Fees and Charges						
202	Single occupancy launch	£5.00	Nil	Nil	1 April 2022	No proposed increase
203	Multi occupancy launch	£15.00				
204	Sail boat launch	£15.00				
205	Motor boat launch	£15.00				
206	Boat Launch - Season Tickets per metre	£26.00				
Rowing						
207	Level 1 Blades Junior (4 x 2.5 hours)	£75.00	Nil	Nil	1 April 2022	No proposed increase
208	Level 1 Blades Adult (3 x 2.5 hours)	£85.00				
209	Level 2 Blades Junior (4 x 1.5 hours)	£70.00				
210	Level 2 Blades Adult (3 x 2 hours)	£80.00				
211	Private Tuition (1.5 hours)	£35.00				
212	Recreational Rowing - per hour	£5.00				
213	Ergo Room Junior - per hour	£4.00				
214	Ergo Room Adult - per hour	£4.00				
Cardiff International White Water						
215	White Water Rafting	£60.00	Nil	Nil	1 April 2022	No proposed increase
216	White Water Rafting (Extreme)	£55.00				
217	Park and Play (PP per session cost)	£10.00				
218	Retained Water Pool Park & Play	£6.00				
219	IRF Award	£180.00				
220	Zero to Hero	£120.00				
221	Zero to Hero	£120.00				
222	1 Day Paddle course	£95.00				
223	Multi Activity half day non school	£35.00				
224	River Board	£65.00				
225	Tubing (NEW)	£65.00				
226	Hot Dog	£65.00				
227	Paddle Party (Now a 90 minute session)	£15.00				
228	School 2 Hour Session (6 Week Block)	£6.00				
229	SUP Ladies Only	£110.00				
230	SUP Taster	£35.00				
231	Paddle School	£200.00				
232	Surf School	£120.00				
233	1-2-1 Coaching (White Water & Flat Water)	£35.00				
234	Multi Activity Week	£210.00				
235	Air Trail	£12.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Harbour - Car Parking						
236	Car parking fees - Havannah Street • 1 hour • 2 hours • 3 hours • 4 hours • 5 hours • 6 hours • 7 hours • 8 hours • 9 hours • 10 hours • 11 hours • 24 hours	£2.10 £3.40 £4.10 £5.10 £6.10 £8.60 £9.40 £10.00 £10.80 £11.50 £14.40 £24.00	Nil	Nil	1 April 2022	No proposed increase
237	Barrage Car Park • 1 hour • 2 hours • 3 hours • 4 hours • 5 hours • 6 hours • 7 hours • 8 hours	£2.20 £3.30 £4.40 £5.50 £7.20 £9.60 £11.40 £13.20				
Harbour - Navigation & Mooring						
238	Navigation Fee - per metre	£26.20 Yacht clubs and marinas are entitled to 10% discount.	£1.25	4.80%	1 April 2022	The proposed new charge is £27.45. Yacht clubs and marinas are entitled to 10% discount.
239	Permission to Moor - per metre	£17.85	£0.85	4.76%		The proposed new charge is £18.70. Yacht clubs and marinas are entitled to 10%
240	Provision of Mooring	£97.85	Nil	Nil		No proposed increase
241	Commercial operator's licence	£192 plus £0.10 per passenger carried	£9.21	4.80%		The proposed new charge is £201.21 plus £0.10 per passenger carried
242	Use of Harbour Authority landing stages.	£433.00	£21.00	4.85%		The proposed new charge is £454.00
243	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Recycling & Neighbourhood Services						
Waste - Enforcement						
244	Abandoned Trolley Recovery Fee	£75.00	Nil	Nil	1 April 2022	No proposed increase
245	Waste Fixed Penalty Notices					
	• Section 46 Notice	£100.00				
	• Section 47 Notice	£100.00				
	• WTNR	£300.00				
• Litter Commercial DOC	£100.00					
• Litter Domestic DOC	£100.00					
246	Paid For Additional Black Bag Collection	Various				
247	Fixed Penalty Notices					
	• Dog Fouling	£100.00				
	• Litter from a Vehicle	£100.00				
	• Litter General	£100.00				
	• Litter Smoking from a Car	£100.00				
• Litter smoking related	£100.00					
248	Highways Fixed Penalty Notices					
	• Flytipping	£400.00				
	• Flytipping - Duty of Care	£300.00				
	• Flytipping - Litter	£100.00				
	• Waste Carrier Request	£300.00				
Waste - Commercial Recycling Centre						
249	General Waste (per tonne)	£150.00	£5.00	3.33%	1 April 2022	The proposed new charge is £155.00
250	Hardcore and Rubble (per tonne)	£45.00	£5.00	11.11%		The proposed new charge is £50.00
251	Wood (per tonne)	£85.00	£5.00	5.88%		The proposed new charge is £90.00
252	Garden Waste (per tonne)	£62.00	£3.00	4.84%		The proposed new charge is £65.00
253	Plasterboard (per tonne)	£110.00	Nil	Nil		No proposed increase
254	Cardboard (per tonne)	£0.00				
255	Tyres (per tyre)	New Charge - See Comment				Previous charge was per tonne. The proposed new charge is £10 per car tyre and £50 per tractor tyre.
256	Oils (Mineral/Engine/Vegetable) (per tonne)	£400.00	Nil	Nil		No proposed increase
257	Commercial Fridge (per unit)	£100.00	Nil	Nil		
258	Large Domestic Appliances (per unit)	£90.00	Nil	Nil		
259	Small Domestic Appliances (per unit)	£45.00	Nil	Nil		
260	Scrap Metal/Car Batteries	£0.00	Nil	Nil		
261	Public Weigh In	£20.00	Nil	Nil		
262	Mattresses per item	New Charge - See Comment			New charge for 2022-23. The proposed charge is £45.00	
Waste - Collections						
263	Bulky Item Collections	£12.50 for every 2 items	Nil	Nil	1 April 2022	No proposed increase
264	Green bags, food liners & kerbside caddies	£0.00	Nil	Nil		No proposed increase
265	Replacement reusable garden sacks	£3.50	Nil	Nil		No proposed increase
266	Replacement/new wheeled bin or equivalent striped bag provision	£25.00	Nil	Nil		No proposed increase
267	Replacement Garden Bin	£35.00	Nil	Nil		No proposed increase

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Waste - Sales (HMO's/businesses)						
268	Communal bin 660 litre	£300.00	£65.00	22%	1st April 2022	The proposed new charge is £365.00
269	Communal bin 110 litre	£390.00	£69.50	18%		The proposed new charge is £459.50
270	Exchange - Communal Bin 660 litre exchange litre bin for 1100 litre bin (Green or Silver General Waste Bin)	£45.00	£5.00	11%		The proposed new charge is £50.00
271	Exchange - Communal Bin Exchange 940 litre bin for 1100 litre bin (Green or Silver General Waste Bin)	£45.00	£5.00	11%		The proposed new charge is £50.00
272	Bin Area Signage 1310mm x 750mm Refuse & Bulky Items (Supply & Delivery)	New Charge - See Comment				New charge for 2022-23. The proposed charge is £87.00
273	Bin Area Signage 1260mm x 750mm Recycling (Supply & Delivery)	New Charge - See Comment				New charge for 2022-23. The proposed charge is £87.00
274	Standard Replacement Bin Lid 1100L General/Recycling Bin 'Delivery & Fit'	£42.90	Nil	Nil		No proposed increase
275	Standard Replacement Bin Lid 660L General/Recycling Bin 'Delivery & Fit'	£42.90	Nil	Nil		No proposed increase
276	Replacement Aperture Bin Lid 1100L General/Recycling Bin 'Delivery & Fit'	£42.90	Nil	Nil		No proposed increase
277	Replacement Bin Wheel 'Delivery & Fit'	£25.00	Nil	Nil		No proposed increase
278	Bung Replacement - all bin sizes 'Delivery & Fit'	£4.17	Nil	Nil	No proposed increase	
Education and Lifelong Learning						
Schools' Catering						
279	School Meals - per meal • Primary • Secondary • Adults	£2.60 £3.05 £3.10 (£3.72 inc VAT)	Nil	Nil	1 April 2022	No proposed increase
Music Service						
280	Music Service Charges per hour • Maintained Schools • Non Maintained Schools	£42.00 £43.50	Nil	Nil	1 April 2022	No proposed increase
281	Music Service Choir Ensemble Fees	£42.00				
282	Music Service Beginners/Junior/Intermediate Fees	£52.00				
283	Music Service Orchestra/Band Fees	£62.00				
Storey Arms						
284	Storey Arms • Cardiff LA schools • Other schools	£88.50 to £354.00 £160.00 to £376.00	Nil	Nil	1 September 2022	No proposed increase
285	UWIC Level 1 2 day Team Building (per head)	£168.00				
286	Mountain Leader Award Training (6 day) adult training	£485.00				
287	2 day non-residential National Governing Body (NGB) award – adult training	£178.00				
288	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										
289	Gypsy Sites - Rent - per pitch - per week • Rover Way • Shirenewton	£75.47 £83.77	£4.08 £4.53	5.40%	1 April 2022	The proposed new charges are: • Rover Way £79.55 • Shirenewton £88.30				
290	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil			No proposed increase			
Disabled Facilities Services										
291	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2022	No proposed increase				
292	Disabled Facility Grant Income	£900.00 or 15% whichever the greater								
Libraries/Hubs										
293	Late return penalty charge • Non-children's book per day (capped at £10.00) • Spoken word per day (capped at £10.00) • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£0.25 £0.45 £0.65 £2.60 £1.50	Nil	Nil	1 April 2022	No proposed increase				
294	Loan charge • Spoken word - 3 weeks • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£1.70 £0.65 £2.60 £1.50								
295	PC printouts • A4 • A3	£0.25 £0.45								
296	Photocopies • B/W (A4/A3) • Colour - A4 - A3	£0.15 £1.10 £1.60								
297	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20								
298	Replacement card • Adult • Child	£2.50 £0.60								
299	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders								
300	Hubs room hire • Private • Charity / Community Group	£20.00 £10.00								
Libraries/Hubs - Local Studies Dept										
301	Research fee - per hour	£16.00					Nil	Nil	1 April 2022	No proposed increase
302	Scanned or digital images fee - per item	£3.10								
303	Photocopies by staff • B/W (A4/A3) • Colour - A4 - A3	£0.25 £2.10 £3.10								
304	Reproduction • Individual/not for profit • Commercial organisation	£11.00 £26.00								
305	Document filming	£20.30								

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Libraries/Hubs - Central Library						
306	Meeting Room 4 Hire • Per Hour • Half Day • Full Day • Per Hour for Charities/Community groups	£50.50 £202.00 £404.00 £20.60	Nil	Nil	1 April 2022	No proposed increase
307	Creative Suite Hire • Per Hour • Half Day • Full Day • Per Hour for Charities/Community groups	£60.60 £252.50 £505.00 £20.60				
308	ICT Suite Hire • Half Day • Full Day • Per Hour for Charities/Community groups	£202.00 £404.00 £20.60				
Adult Community Learning						
309	Category A (Full Fee) - hourly course fee	£6.00	Nil	Nil	1 April 2022	No proposed increase
310	Category B (State Pension or FT Student)	£4.50				
311	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.50				
312	Severn Road Adult Centre (Room hire per hour)	£12.50				
Adult Community Learning - Llanover Hall						
313	Theatre hire per hour • Commercial rate • Weekend rate • Charity/Community group rate • Rehearsal / Research	£22.00 £27.50 £18.00 £16.50	£1.00 £1.50 £1.00 £1.00	4.55% 5.45% 5.56% 6.06%	1 April 2022	The proposed new charges are: • Commercial rate £23.00 • Weekend rate £29.00 • Charity/Community group rate £19.00 • Rehearsal / Research £17.50
314	Green Room hire per hour	£13.50	£0.50	3.70%		The proposed new charge is £14.00
315	Pottery Room hire per hour • Without materials/firing • With materials/firing	£16.50 £21.50	£1.00 £1.00	6.06% 4.65%		The proposed new charges are: • Without materials/firing £17.50 • With materials/firing £22.50
316	Meeting Room hire per hour	£13.50	£0.50	3.70%		The proposed new charge is £14.00
317	Multi Arts Room hire per hour	£15.50	£0.50	3.23%		The proposed new charge is £16.00
318	Life Drawing Room hire per hour	£16.00	£0.50	3.13%		The proposed new charge is £16.50
319	Jewellery Room Hire per hour	£10.50	Nil	Nil		No proposed increase
320	Stained Glass Workshop	£20.00				
321	Computer Room hire per hour	£10.50				
322	Fashion Room hire per hour	£10.50				
323	Arts/Craft classes - per term	£56.00	£3.00	5.36%		The proposed new charge is £59.00
324	Pottery classes (includes materials & firing) - per term	£78.00	£4.00	5.13%		The proposed new charge is £82.00
325	Youth Drama (3 hour class)	£79.00	£3.00	3.80%		The proposed new charge is £82.00
Childcare Workforce Development						
326	Paediatric First Aid	£50.00	Nil	Nil	1 April 2022	No proposed increase
327	Food Hygiene (Classroom)	£35.00				
328	Food Hygiene (eModule)	£25.00				
329	Emergency First Aid At Work	£35.00				
330	Health And Safety (eModule)	£35.00				
331	Fire Safety (eModule)	£10.00				
332	Infection Prevention and Control (eModule)	£5.00				
333	Basic Child Protection	£25.00				
334	Advanced Child Protection	£35.00				
335	Agored Food and Nutrition	£20.00				
336	Agored Refresher	£5.00				
337	Connection Before Correction	£20.00				
338	Rubicon Dance	£20.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
339	Makaton Level 1	£35.00	Nil	Nil	1 April 2022	No proposed increase
340	Makaton Level 2	£35.00				
341	Visual Strategies in Early Years	£20.00				
342	Introduction to Social Communication and Autism	£20.00				
343	Supporting the Development of Play	£20.00				
344	Expectations in the Early Years	£20.00				
345	Managing and Supporting Children Who Bite	£20.00				
346	Writing Risk Assessments in the Early Years	£20.00				
347	Digital Literacy	£20.00				
348	Sensory Experiences	£20.00				
349	WRAP Training	£5.00				
350	Childminding Course	£200.00				
Early Help Room Hire - The Conference Centre						
351	Monmouth Suite		Nil	Nil	1 April 2022	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					
352	Lecture Theatre					
	• Internal rate half day	£175.00				
	• Internal rate full day	£250.00				
	• External rate half day	£250.00				
• External rate full day	£300.00					
353	Brecon Suite					
	• Internal rate half day	£50.00				
	• Internal rate full day	£75.00				
	• External rate half day	£100.00				
• External rate full day	£175.00					
354	Ogmore					
	• Internal rate half day	£50.00				
	• Internal rate full day	£75.00				
	• External rate half day	£100.00				
• External rate full day	£175.00					
Planning, Transport & Environment						
Bereavement & Registration Services						
355	Cremation	£740.00	£40.00	5.41%	1 April 2022	The proposed new charge is £780.00
356	Burial	£855.00	£25.00	2.92%		The proposed new charge is £880.00
357	Grave purchase	£970.00	£30.00	3.09%		The proposed new charge is £1,000.00
358	Cremated Remains Burial	£350.00	£10.00	2.86%		The proposed new charge is £360.00
359	Cremated Remains Purchase	£430.00	£20.00	4.65%		The proposed new charge is £450.00
360	Memorial Income - Wide Range of Services	Various	See Comment			The proposed new charges are based on cost of providing service and reinvestment into the service.
361	Registration Ceremony - St Dwynwen's Room		£10	5.88%	1 April 2022	The proposed new charges are:
	• Monday - Thursday	£170.00	Nil	Nil		• Monday - Thursday £180.00
• Friday	£195.00				• Friday No proposed increase	
362	Registration Ceremony - St David's Room		£15.00	5.08%	1 April 2022	The proposed new charges are:
	• Monday - Thursday	£295.00	£15.00	4.48%		• Monday - Thursday £310.00
	• Friday	£335.00	£20.00	5.48%		• Friday £350.00
	• Weekends	£365.00				• Weekends £385.00
363	Registration Ceremony - Approved Premises		£25.00	5.43%	1 April 2022	The proposed new charges are:
	• Monday - Thursday	£460.00	Nil	Nil		• Monday - Thursday £485.00
	• Friday	£500.00	£25.00	4.46%		• Friday No proposed increase
	• Weekends	£560.00	£50.00	8.33%		• Weekends £585.00
	• Bank Holidays	£600.00				• Bank Holidays £650.00

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
364	Webcast Ceremony	£100.00	Nil	Nil	1 April 2022	No proposed increase
365	Keepsake of ceremony	£125.00				
366	Registry Office Ceremony	£46.00				
367	Notice Fee	£35.00				
368	Notice Fee (Immigration/Referrals)	£47.00				
369	Citizenship ceremonies	£80.00				
370	Private Citizenship ceremonies	£150.00				
371	Photos for Citizenship Ceremonies	£10.00				
372	Certificate	£11.00				
373	Copy Certificates - Priority Service (same day)	£35.00				Statutory Fees - No Proposed Increase
374	Registrars Certificate	£11.00				
375	Registrars Fees to Attend Church	£90.00				
Dogs Home						
376	Dogs Home - Puppies Rehoming	£250.00	£10.00	4.00%	1 April 2022	The proposed new charge is £260.00
377	Dogs Home - Other Dogs Rehoming	£200-£550	Nil	Nil		No proposed increase
Planning						
378	Planning Fees (Statutory)	Various	Nil	Nil	1 April 2022	These are statutory charges - No proposed increase
379	Building Control Charges (Statutory)	Various				
380	Building Control Charges	Various based on size of scheme				
381	Tree Preservation Orders - search and copy of information					£15.00
	• Extract					
	• Full Copy					

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Pre Application Advice						
382	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
383	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)				
384	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 2022	No proposed increase
385	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				
386	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Transportation						
387	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 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.				
388	Section 278 Agreement	7.5% engineering fee - cost under £1 million 7% - cost over £1 million				
389	Road and Street Works Act (RASWA)	Various based on size of scheme				
390	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00	Nil	Nil		No proposed increase
391	SAB - Sustainable Drainage Approval Body - Application • Per application Plus an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area as follows: • each 0.1 hectare or fraction of 0.1 hectare, for the first 0.5 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares • each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£350.00			1 April 2022	
		£70.00				
		£50.00				
		£20.00				
		£10.00				
392	SAB - Sustainable Drainage Approval Body - Pre application advice package (includes Review of submitted information & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£150.00	£50	33.33%		The proposed new charges are: • Minor Development (1-9 dwellings up to 999m ²) £200.00 • Major Development (10-24 dwellings between 1,000- 1,999m ²) £450.00 • Large Major Development (more than 24 dwelling over 1,999m ²) £700.00
		£400.00	£50	12.50%		
		£650.00	£50	7.69%		
393	SAB - Sustainable Drainage Approval Body - Pre application advice (includes Review of submitted information, 1hr meeting & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£250.00	£50	20.00%		The proposed new charges are: • Minor Development (1-9 dwellings up to 999m ²) £300.00 • Major Development (10-24 dwellings between 1,000- 1,999m ²) £600.00 • Large Major Development (more than 24 dwelling over 1,999m ²) £800.00
		£500.00	£100	20.00%		
		£750.00	£50	6.67%		
394	SAB - Sustainable Drainage Approval Body - Other services • Site Visit (if required over & above the pre application package) • Technical Advice	£168.00 per visit	Nil	Nil		No proposed increase
		£50.00 per hour				
395	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
396	Road Safety Audits (RSA) • Desktop check/Advice • Essential RSA • Minor RSA • County RSA • Full RSA	£183.50 £291.00 £550.00 £810.00 £1,200.00	£5.50 £9.00 £16.00 £24.00 £36.00	3.00% 3.09% 2.91% 2.96% 3.00%	1 April 2022	The proposed new charges are: • Desktop check/Advice £189.00 • Essential RSA £300.00 • Minor RSA £566.00 • County RSA £834.00 • Full RSA £1,236.00
397	Road Safety Learn to Ride Courses • Level 1 Holiday Course • Level 2 Holiday Course	£20.00 £10.00	Nil	Nil		No proposed increase
398	Signage Application/Feasibility Study Design and Signals	£255.00				
399	Equality Impact assessments & access audits	£500.00				
400	Sign Design and Signals	Various based on size of scheme	See Comment			Charge is based on size of scheme
401	Clamping & Removal of Untaxed Vehicles • Release from clamp or compound if within 24hrs of offence • Release from pound 24hrs or more after offence • Surety Fee (deposit in lieu of tax) - Motorcycles, light passenger vehicles and light goods vehicles - Buses, recovery vehicles, haulage vehicles and goods vehicles - Exceptional vehicles such as large lorries or coaches • Storage per complete day at pound (if instantly removed the first 24hrs is not charged)	£100.00 £200.00 £160.00 £330.00 £700.00 £21.00	Nil	Nil		No proposed increase
402	Clamping & Removal of Illegally Parked Vehicles • Clamp removal fee • Vehicle removal charge • Storage per day, or part of day during which the vehicle is impounded • Vehicle disposal charge	£40.00 £105.00 £12.00 £50.00				
403	Abandoned Vehicle - Fixed Penalty Notice	£200.00				This is a statutory charge - No proposed increase
404	Accident Information Partial = a plan of where the collisions occur Full = all background information on collisions in requested area • Up to 40 collisions - Partial - Full • Between 40-80 collisions - Partial - Full • >80 collisions	£281.00 £413.00 £556.00 £826.00 Adhoc	£8.50 £12.50 £17.00 £25.00	3.02% 3.03% 3.06% 3.03%		The proposed new charges are: • Up to 40 collisions - Partial £289.50 - Full £425.50 • Between 40-80 collisions - Partial £573.00 - Full £851.00
405	Temporary Traffic Regulation Orders (for both Emergency & Full TROs)	£2,000.00	Nil	Nil		No proposed increase
406	Traffic Data - Per Junction • Signal layout drawing inc Method Of Control • SCOOT and/or fixed time plan timings • Controller specification which would include the phase mins, intergreens, phase delay	£72.50 £72.50 £124.50	£2.20 £2.20 £3.70	3.03% 3.03% 2.97%	The proposed new charges are: • Signal layout drawing inc Method Of Control £74.70 • SCOOT and/or fixed time plan timings £74.70 • Controller specification which would include the phase mins, intergreens, phase delay £128.20	
407	CCTV requests in connection with Data Protection Act (CD/DVD)	£10.00	Nil	Nil	No proposed increase	
408	Traffic Signal - Switch Offs	£380.00 per switch off/on plus a £60.00 admin charge per invoice	£13.00 per switch off Admin fee remain same	3.42%	The proposed new charge is £393.00 per switch off/on plus a £60 admin charge per invoice	
409	Land / Property Searches	£97.00	£3.00	3.09%	The proposed new charge is £100.00	

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
410	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil	1 April 2022	No proposed increase
411	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
412	Trade/Shop Front Displays on the Highway	£200.00				
413	H Bar Markings	£158.00				
414	Skip Licence - Standard Charge • 7 days • 28 days	£37.74 £75.48	£1.13 £2.26	2.99% 2.99%		The proposed new charge is £162.75 The proposed new charges are: • 7days £38.87 • 28 days £77.74
415	Section 171 Opening Up Notice	£275.00	£8.25	3.00%		The proposed new charge is £283.25
416	Section 171 Licence - Building Materials on the Highway	£0.00	£55.00	Nil		New charge for 2022-23. The proposed new charge is £55.00
417	Section 50 - Installation of Equipment, In ,On or Above the Public Highway - per 200m	£560.00	£16.80	3.00%		The proposed new charge is £576.80
418	Road Space Booking	£30.00	£5.00	16.67%		The proposed new charge is £35.00
419	Containers Sited on the Public Highway • Initial 28 days: - Residential - Commercial • Renewals	£102.00 £255.00 £102.00	£3.00 £8.00 £3.00	2.94% 3.14% 2.94%		The proposed new charges are: • Initial 28 days: - Residential £105.00 - Commercial £263.00 • Renewals £105.00
420	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£183.60	£5.50	3.00%		The proposed new charge is £189.10
421	Mobile Cranes	£510.00	£15.00	2.94%		The proposed new charge is £525.00
422	Tower Crane Oversail	£510.00	£15.00	2.94%		The proposed new charge is £525.00
423	Permits for Hoardings on the Public Highway • Initial 28 days: - Residential permit per street - Commercial permit per street • Renewal (28 days): - Residential - Commercial	£107.10 £331.50 £102.00 £280.50	£3.20 £9.90 £3.00 £8.50	2.99% 2.99% 2.94% 3.03%		The proposed new charges are: • Initial 28 days: - Residential permit per street £110.30 - Commercial permit per street £341.40 • Renewal (28 days): - Residential £105.00 - Commercial £289.00
424	Scaffold Licences - Residential • Initial 28 days • Renewal	£107.10 £107.10	£3.20	2.99%		The proposed new charges are: • Initial 28 days £110.30 • Renewal £110.30
425	Scaffold Licences - Commercial • Initial 28 days: - Small - Medium - Large • Renewal per week - all	£153.00 £255.00 £561.00 £102.00	£5.00 £8.00 £17.00 £3.00	3.27% 3.14% 3.03% 2.94%		The proposed new charges are: • Initial 28 days: - Small £158.00 - Medium £263.00 - Large £578.00 • Renewal per week - all £105.00
426	Vehicle Crossovers	£183.60	£5.50	3.00%		The proposed new charge is £189.10
427	Confirmation payment for Vehicle crossovers	£127.50	£3.80	2.98%		The proposed new charge is £131.30
428	Advertising Frame Permits - New Applications	£193.80	£5.80	2.99%		The proposed new charge is £199.60
429	Advertising Frame Permits - Renewals	£142.80	£4.30	3.01%		The proposed new charge is £147.10
430	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	£224.40 £561.00 £1009.80 £1009.80 plus £35.70 for every chair over 40	£6.60 £17.00 £30.20 £30.20 plus £1.10 per chair	2.94% 3.03% 2.99% 2.99% plus 3.08% per chair		The proposed new charges are: • 1-2 Tables up to 8 chairs £231.00 • 3-4 Tables up to 16 chairs £578.00 • 5-10 Tables up 40 chairs £1,040 • 11+ Tables £1,040 plus £36.80 per chair
431	Smoking Enclosures • Up to 12 square metres • Over 12 square metres	£229.50 £382.50	£6.90 £11.59	3.01% 3.03%		The proposed new charges are: • Up to 12 square metres £236.40 • Over 12 square metres £394.09
432	Charges for Temporary Signs	£70.00	£2.00	2.86%		The proposed new charge is £72.00
433	Additional Inspections	£60.00	£2.00	3.33%		The proposed new charge is £62.00

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
434	Road and Street Works Act (RASWA) Supervisory Charge	£47.50	Nil	Nil	1 April 2022	No proposed increase
435	Road and Street Works Act (RASWA) - All Inspections	£47.50				
436	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
437	Section 74 Notice - Charges for Overstays	£100-£2,500				
438	Highways Fixed Penalty Notices					
	• Skips breach of Licence	£100.00				
	• Skips no Licence	£100.00				
	• A boards	£100.00				
	• Street Cafés	£100.00				
439	• Fly Posting	£100.00				
	• Free Distribution of Literature	£100.00				
	• Scaffolding	£100.00				
	• Abandoned Vehicles	£200.00				
439	School Transport Bus Passes	£450.00			1 September 2022	
440	Replacement of School Bus Passes	£10.00				
441	Replacement Bus Passes Concessionary Travel (per pass)	£10.00				
442	Disclosure Barring Service (DBS) check for School Transport)	£44 for charge £10 admin charge				
443	Shopper Park & Ride (Excluding Cardiff East)		1 April 2022			
	• One person in car	£4.40				
	• Two or more people in car	£5.50				
444	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees				
445	Bus Service Publicity & Infrastructure	Based on cost of work plus 10% - administration fees				
Parking						
446	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2022	Fees set by Welsh Government. This charge becomes £70.00 after 14 days.
447	Moving Traffic Offences	£35.00				No proposed increase. Fees set by Welsh Government.
448	Replacement Blue Badges	£10.00				No proposed increase
449	Blue Badge Fraud (Maximum Claimable)	£360.00				No proposed increase
450	Application for Disabled Bays	£24.00				No proposed increase
451	Infrastructure Charge for Disabled Bays	£150.00	No proposed increase			
452	Parking Dispensations		Nil	Nil	1 April 2022	No proposed increase
	• Prohibited Parking Areas	• £20 Application Fee plus £15 per day or part day				
	• Permitted Parking Areas	• £20 Application Fee plus £10 per day or part day				
453	Parking Suspensions		Nil	Nil	1 April 2022	No proposed increase
	• City Priority Zones	• £58 Application fee plus £15 per 6m of vehicle or £15 per pay & display or limited waiting bay				
	• All Other Areas	• £58 Application fee plus £10 per 6m of vehicle or £10 per pay & display or limited waiting bay				
454	Trade Waivers		Nil	Nil	1 April 2022	No proposed increase
	• 1 hour	£3.00				
	• 1 day	£8.00				
	• 7 days	£24.00				
	• 28 days	£60.00				
455	Medical Permits	£10.00				
456	Motorcycle permits	£0.00	Various - see comment			New charge for 2022-23. The proposed new charge is between £3.25-£7.50
457	Carer permits	£0.00	£5.00	0%		New charge for 2022-23. The proposed new charge is £5.00

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
458	Car Park Season Passes • 1 month • 3 months • 6 months • 12 months	£130.00 £360.00 £660.00 £1,230.00	Nil	Nil	1 April 2022	No proposed increase				
459	Business Permits - On Street Based on CO2 emissions >100 101-110 111-225 226+ Vehicles registered before March 2021 Diesel Surcharge No band	£40.00 £60.00 £80.00 £100.00 £80.00 £20.00 £120.00								
460	Business Permits - Car Parks >100 101-110 111-225 226+ Vehicles registered before March 2021 Diesel Surcharge No band	£40.00 £60.00 £80.00 £100.00 £80.00 £20.00 £120.00								
461	On Street Parking	Various								
462	Car Parks	Various								
463	Resident Parking Permits • 1st permit & visitor only • 2nd permit & visitor	£7.50 £30.00								
464	Resident Parking Permits - Digital • visitor only • 2nd permit & visitor	£7.50 £30.00								
Charges for Street Numbering of Properties										
465	All Street naming & Numbering	£125.50 per street plus £53 per unit (plot/unit)					£3.75 per street £1.50 per unit	2.99% per street 2.83% per unit	1 April 2022	The proposed new charge is £129.25 per street plus £54.50 per unit (plot/unit)
466	Searches/Address Confirmation	£51.00					£1.50	2.94%		The proposed new charge is £52.50

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Governance & Legal Services						
Searches						
467	Search Fees	£125.00	Nil	Nil	1 April 2022	No proposed increase
Property Fees						
468	Sale of Land	Charge based on time spent. Minimum fee £620	£15.00	2.42%	1 April 2022	The proposed new minimum charge is £635.00
469	Purchase/Exchange of land	Charge based on time spent min £620	£15.00	2.42%		The proposed new minimum charge is £635.00
470	Registration fee on notice of assignment / underletting / charge	£105.00	£5.00	4.76%		The proposed new charge is £110.00
471	Consent for Assignment/Underletting/Change of Use/Alterations	£485.00	£5.00	1.03%		The proposed new charge is £490.00
472	Grant of Shop Lease	Charge based on time spent	See Comment			Charge based on time spent
473	Workshops Lease	£300.00	£10.00	3.33%		The proposed new charge is £310.00
474	Grant of Industrial Lease	Charge based on time spent	See Comment			Charge based on time spent
475	Market Tenancies	£360.00	£5.00	1.39%		The proposed new charge is £365.00
476	Lease Renewals	£360.00	£5.00	1.39%		The proposed new charge is £365.00
477	Variations/Surrenders	£400.00	£5.00	1.25%		The proposed new charge is £405.00
478	Easements	£470.00	£5.00	1.06%		The proposed new charge is £475.00
479	Wayleaves/licences	£320.00	£5.00	1.56%		The proposed new charge is £325.00
480	Deed of Postponement	£120.00	£5.00	4.17%		The proposed new charge is £125.00
481	Release of Covenant	£380.00	£5.00	1.32%		The proposed new charge is £385.00
482	Transfers subject to mortgage	£270.00	£5.00	1.85%		The proposed new charge is £275.00
483	Vacating receipts	£80.00	£5.00	6.25%		The proposed new charge is £85.00
484	Sales of freehold /lease extensions	£600.00	£10.00	1.67%		The proposed new charge is £610.00
485	Deeds of variations (RTB leases)	£250.00	£5.00	2.00%		The proposed new charge is £255.00
486	Nursing home charge fees	£85.00	£5.00	5.88%		The proposed new charge is £90.00
487	Shared equity scheme resales redemptions	£420.00	£10.00	2.38%		The proposed new charge is £430.00
488	Miscellaneous bespoke agreements - minimum fee, charge actual time spent	Charge based on time spent	See Comment		Charge based on time spent	
489	Legal charges/debentures	Charge based on time spent	See Comment		Charge based on time spent	
Planning Fees						
490	Standard S106 - minimum fee, charged at actual time spent	Minimum Fee - £1,560	£10.00	0.64%	1 April 2022	The proposed new minimum charge is £1,570.00
491	Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent	Minimum fee - £2,320	£10.00	0.43%		The proposed new minimum charge is £2,330.00
492	Unilateral obligations for S106	£990.00	£10.00	1.01%		The proposed new charge is £1,000.00
493	Unilateral obligations for S106 in relation to Appeals	£990.00	£10.00	1.01%		The proposed new charge is £1,000.00
494	Deed of variation for S106	£690.00	£10.00	1.45%		The proposed new charge is £700.00
495	Consent to disposals under S106 restriction	£85.00	£5.00	5.88%	The proposed new charge is £90.00	
Highway Agreements						
496	Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent	Minimum charge £550	Nil	Nil	1 April 2022	No proposed increase
497	Section 38/278 Highway Agreements	1.5% of Bond Sum				
498	Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent	Minimum charge £550				

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment			
Resources									
Meals on Wheels									
499	Meals on Wheels - Hot meal only	£3.98	£0.12	3.02%	1 April 2022	The proposed new charge is £4.10			
500	Meals on Wheels - Hot meal with dessert	£4.60	£0.14	3.04%		The proposed new charge is £4.74			
Telecare (24/7 Services)									
501	Community Alarm Service - Contact Only - per week	£2.54	£0.08	3.15%	1 April 2022	The proposed new charge is £2.62			
502	Community Alarm Service - Contact and Mobile Response - per week	£5.26	£0.16	3.04%		The proposed new charge is £5.42			
503	Telecare Plus Packages - per week (Adult Services referrals)	£5.26	Nil	Nil		No proposed increase			
504	Telecare SIM Units - monthly charge	£6.50							
505	Supply and installation of telecare monitoring unit	£125.00							
506	Installation of telecare monitoring unit	£35.00							
507	Installation of telecare monitoring unit AND pendant	£50.00							
508	Replacement Telecare pendant	£40.00							
509	Supply / installation of keysafe for mobile response customer	£50.00							
510	Supply / installation of keysafe for contact only customer	£65.00							
511	Supply / installation of keysafe for non-Telecare customer	£99.00							
Telecare (for Housing Associations)									
512	Community Alarm Service - Contact Only - per week (Housing Association)	£1.99			Nil		Nil	1 April 2022	No proposed increase
513	Community Alarm Service - Contact Only - per week (Housing Association - BLOCK PURCHASE)	£1.25							
514	Community Alarm Service - Contact and Mobile Response - per week	£4.13							
515	Community Alarm Service - Contact and Mobile Response - per week (Housing Association - BLOCK PURCHASE)	£2.58							
516	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) - WEEKDAYS (5)	£30.89							
517	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) - WEEKEND (2)	£17.19							
518	Weekly Charge for Building Checks (per tenant/property) - WEEKDAYS (5)	£0.80							
519	Weekly Charge for Building Checks (per tenant/property) - WEEKENDS (2)	£0.48							
520	Weekly Charge for Welfare Checks (per tenant/property) - WEEKDAYS (5)	£0.60							
521	Weekly Charge for Welfare Checks (per tenant/property) - WEEKENDS (2)	£0.36							
522	Out of Hours Call Handling - Cost per Call	£3.50							
Security (24/7 Services)									
523	Annual charge per site for holding keys	£250.00	Nil	Nil	1 April 2022	No proposed increase			
524	Alarm Monitoring (Fire, Intruder, Environmental) - Annual charge per service	£250.00							
525	Lift Monitoring (Annual, per lift)	£300.00							
526	Call out charge for first hour on site - weekday	£30.00							
527	Charge per hour after first hour - weekday	£15.00							
528	Call out charge first hour on site - unsociable hours	£35.00							
529	Charge per hour after first hour - unsociable hours	£18.90							
530	Call out charge first hour on site - weekends	£40.00							
531	Charge per hour after first hour - weekends	£21.32							
532	Public holiday call out	£45.00							
533	Charge per hour after first hour - public holiday	£35.00							
534	Lone Worker Monitoring Device	£113.00							
535	Cognitive Impairment Monitoring Device	£116.00							
536	Lone Worker / Cognitive Impairment - monthly monitoring cost	£9.99							

Appendix 3 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Social Services						
537	Maximum Charge for Non-Residential Care Services - per week	£100.00	See Comment		1 April 2022	Maximum charge set by WG. Actual charge subject to means testing.
Externally Set						
538	Rent Smart Wales - licensing / registration charges	Various - See Comment			1 April 2022	These fees are set and approved by Welsh Government
539	Shared Regulatory Service					These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.
Cardiff Port Health Authority						
540	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£105.00	Nil	Nil	1 April 2022	No proposed increase
541	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£140.00				
542	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£210.00				
543	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£270.00				
544	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£345.00				
545	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£405.00				
546	Port Health - Vessels with 50 - 1000 persons	£405.00				
547	Port Health - Vessels with over 1000 persons	£690.00				
548	Port Health - Extensions	£75.00				

Appendix 3 (b)

CARDIFF COUNCIL: HRA FEES AND CHARGES 2022/23

No.	Income Source	Current Charge £	Proposed Price Change	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	4 April 2022	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				
6	Leaseholder Management Fee	£163.08				
7	Council Dwellings Rent, including sheltered dwellings (per week)	Various	See Comment	3.10%		As per Welsh Government guidance
8	All Property Cleaning Charge (per week)	£0.50	£0.02	4.00%		The proposed new charge is £0.52
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				
11	Retirement Complex - Cleaning (per week)	£9.56	£0.30	3.14%		The proposed new charge is £9.86
12	Retirement Complex - Service Charges (per week)	Various	Various	19.4%		In line with costs at each complex
13	Retirement Complex - Communal Maintenance (per week)	£6.57	£0.20	3.04%		The proposed new charge is £6.77
14	Retirement Complex - Scheme Management (per week)	£7.68	£0.24	3.13%		The proposed new charge is £7.92
15	Grounds & Pest Control (per week)	£1.13	£0.04	3.54%		The proposed new charge is £1.17
16	Flats Service Charge - Communal Maintenance (per week)	£1.15	£0.04	3.48%		The proposed new charge is £1.19
17	Flats Service Charge - Reduced Cleaning Charge (per week)	£2.63	£0.08	3.04%		The proposed new charge is £2.71
18	Discretionary Repairs (per week)	£1.85	£0.06	3.24%		The proposed new charge is £1.91
19	Sheltered Service Charges - Personal Heating (per week)	Various	See Comment	6.69%		In line with costs at each complex
20	Water Charges Sheltered Complex (per week)	Various		-0.90%		
21	Service Charge for Assisted Living Properties (per week)	£74.66	£2.31	3.09%		The proposed new charge is £76.97
22	Carport (per week)	£4.52	£0.14	3.10%		The proposed new charge is £4.66
23	Garages - Attached (per week)	Various	Various	3.10%		As per Welsh Government guidance
24	Garage rents - Tenants (per week)	£6.60	£0.20	3.03%		The proposed new charge is £6.80
25	Garage rents - Private Let (per week)	£10.99	£0.34	3.09%		The proposed new charge is £11.33
26	Garage rents with water - Tenants (per week)	£6.87	£0.21	3.06%		The proposed new charge is £7.08
27	Garage rents with water - Private Let (per week)	£11.26	£0.35	3.11%		The proposed new charge is £11.61
28	Garage Rent at sheltered complex (Electricity) (per week)	£9.30	£0.29	3.12%		The proposed new charge is £9.59
29	Hardstandings (per week)	£2.40	£0.07	2.92%		The proposed new charge is £2.47
30	Lock up Hardstanding (per week)	£3.30	£0.10	3.03%		The proposed new charge is £3.40
31	Concierge Service Butetown/Arc (per week)	£1.09	£0.03	2.75%		The proposed new charge is £1.12
32	Concierge Service Litchfield Court (per week)	£16.53	Nil	Nil		No proposed increase
33	Flats Service Charge - Cleaning Rota scheme (per week)	£4.72	£0.15	3.18%		The proposed new charge is £4.87
34	Flats Service Charge - Cleaning Cleaner on site (per week)	£5.31	£0.16	3.01%		The proposed new charge is £5.47
35	Flats Service Charge - Cleaning Reduced communal area (per wk)	£1.19	£0.04	3.36%		The proposed new charge is £1.23
36	Flats Service Charge - Lighting (per week)	£1.02	£0.03	2.94%		The proposed new charge is £1.05
37	Flats Service Charge - Door Entry (per week)	£0.66	£0.02	3.03%		The proposed new charge is £0.68
38	Hostel Service Charges (per week)	Various	Various	3.10%		As per Welsh Government guidance
39	TV Licence - Hostels (per week)	£0.44 / £0.53	Nil	Nil		In line with costs
40	Drainage Service - Tai Penlan (per week)	£5.79				
41	Hostel Rent (per week)	Various	Various	3.10%		As per Welsh Government guidance
42	Tresillian Hostel Communal Heating & Lighting (per week)	£6.93	£0.21	3.03%		The proposed new charge is £7.14
43	Litchfield Court Temporary accommodation (per week)	Various	Various	3.10%		The proposed % increase to the various charges is 3.1%
44	Additional refuse collection (weekly) at Courtenay Road flats	£1.19	£0.04	3.36%		The proposed new charge is £1.23
45	Contracted out Grounds Maintenance Services	Various	See Comment			In line with costs
46	Lock up Hardstanding Private Let (per week)	£5.50	£0.17	3.09%		The proposed new charge is £5.67
47	John Kane Court Service Charge	Various	See Comment	3.10%		In line with costs
48	John Kane Court Heating	£4.38	£0.14	3.20%		The proposed new charge is £4.52
49	John Kane Court - Water	£3.84	£0.29	7.55%		The proposed new charge is £4.13
50	Private Leasing Scheme	Various	See Comment			As per LHA rate set by Welsh Government

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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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Financial Resilience Mechanism 2022/23

One-off use for 2022/23		£000
Young People	Youth Services This additional one-off funding will support a more targeted approach to provide bespoke support and diversionary activities, including evening and weekend engagement. The ability to identify young people needing support via the Vulnerability Assessment Profile will be enhanced, through the inclusion of Youth Justice Service and SAFE data, in addition to that currently available from schools. Development of virtual youth clubs will improve access for marginalised groups and communities, and facilitate development of face-to-face open access	250
	Summer of Smiles 2022 Programme Building on the success of last summer's programme, this one-off funding will provide centre-based and community activities for children referred by a number of teams within the Council, with a clear focus on ensuring that the most vulnerable Children & Young People in the city will benefit. The programme will be targeted to support the recovery of lost social, recreational, sport and leisure experiences and to build self-esteem and confidence, through re-engagement and well-being activities, as a response to the impact of Covid and as an integral part of the Council's Child Friendly Recovery Agenda.	500
	Preparation for new curriculum, to develop meaningful learning and creativity through a range of contexts and experiences that meet the needs of their learners. In preparation for the new curriculum, this one-off funding will be used to develop meaningful learning and creative experiences, including: <ul style="list-style-type: none"> • An Expressive Arts Programme, building partnerships with the Creative Sector to optimise the range of authentic learning accessible to schools, and to strengthen the talent pipeline into the creative sector in the city region. • A Science & Technology Programme to build partnerships with the growth sectors in Science, Technology, Engineering and Maths (STEM), enabling learners to develop a deep understanding through investigative and problem-solving projects. • A One Planet Programme linked to the Humanities area of learning and experience, to encourage and support engagement with the important issue of Climate Change and to develop skills to interpret and help tackle the challenges ahead. • A Citizenship Programme, integral to the Council's key purpose to develop 'Ethical, informed citizens of Wales and the World'. This would connect work on children's rights, racial equality and social justice, to provide children and young people with opportunities to access experiences and develop skills that would build their confidence to engage with the challenges and opportunities facing humanity today, and to contribute to considered, ethical and sustainable action. 	200
	Edible Playgrounds A second year of funding to take forward edible playground projects in Cardiff schools during 2022/23, with the aim of supporting outside play, pupil well-being, the new curriculum and behavioural change aligned with One Planet Cardiff objectives.	250
	Bilingual Cardiff Youth Forum To support the Bilingual Cardiff Youth Forum to organise and deliver social opportunities for children and young people to use Welsh outside of the school gates, supporting the goals of the Bilingual Cardiff Strategy and Welsh in Education Strategic Plan.	10
	Young People Total	1,210

One-off use for 2022/23		£000
Community Improvement & Safety	Continue increased capacity in the Money Advice Team for 2022/23 Funding to continue 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.	245
	Into Work Services Funding for the Into Work Service in order to: <ul style="list-style-type: none"> • Maintain the additional employment mentor delivery team • Increase the Barriers Fund (£60k) • Increase the capacity of the training team by an additional Works Skills Trainer post to support recruitment work with the Care Sector in light of the pandemic. 	398
	Sport Development Fund A fund to enable external partners such as local sports clubs to improve facilities through pump-prime investment to increase participation and engagement, with the possibility of asset transfer to empower local clubs. Together with existing resources, this will provide a total fund of £0.3 million for 2022/23.	300
	Lighting in Parks Funding for lighting in local parks that would not benefit from Active Travel Funding. Funds will be prioritised following an assessment exercise based on the framework agreed by Cabinet in January 2022.	250
	Situational Response to Community Safety Issues To support the purchase of community safety and anti-social behaviour related equipment and initiatives identified by the Council and partners. This would include CCTV/lighting upgrades/ software & apps to support reporting and case management / other relevant infrastructure/ youth work.	25
	Socially Valuable Bus Routes To support the provision of a social subsidy to bus routes where deemed necessary. The funded bus services support multiple areas and wards across the city, helping residents access work, education and health provision.	430
	Total	1,648
	Cleaner & Greener	Taxi Grants A pilot to compliment the Electric Vehicle grant from Clean Air, to provide taxi drivers with grant support towards the cost of transitioning to 'cleaner' diesel vehicles as an interim measure due to the cost of electric vehicles.
Segregated Waste To fund the continuation of the segregated waste trial for nine months in 2022/23.		170
Total		670

One-off use for 2022/23		£000
City Infrastructure	Enforcement Teams To support the introduction of active and sustainable travel initiatives and to further improve network management, enforcement of parking contraventions within cycle lanes and tracks, illegal use of bus lanes and pavement parking is essential. Traffic Regulation Orders will need to be written up and sealed and new technologies employed to enable the delivery of an effective enforcement strategy. Automatic and attended cameras will be introduced in targeted areas alongside the deployment of staff resources and camera cars to ensure appropriate coverage is maintained. In addition, this will be supported by road markings, signage, potentially kerb edge bollards, & enforcement cameras. Finally, approaches to prevention and public education will be developed.	150
	Localised Highway Asset Improvements To support the repair of defective carriageways, improving the condition of the network, safety and accessibility.	122
	Total	272
Grand Total		3,800

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Consultation on Cardiff Council's 2022/23 Budget

Research Findings
February 2022



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. Background

In its Capital Ambition vision, Cardiff Council set out how it wants to make Cardiff a greener, fairer, stronger city.

Delivering these ambitions will rely on great local public services. Everyone in Cardiff uses or benefits from a council service every day. Schools, roads, recycling, bin collections, social care, maintaining parks, libraries and street lighting are just some of the many services the Council provides to meet people's daily needs.

With a growing population and some of the highest levels of poverty in Wales, the pressure on these services is increasing each and every year. Over the past decade of austerity, which saw the council save over £220m as the pressure on services increases, the Council has done all it can to protect front line services while balancing the books.

The 2021 Ask Cardiff survey asked respondents to identify how they would prioritise the Council's available resources both for the next financial year and in the longer term by selecting the overarching services they considered to be the most important. This Budget Consultation looked at the priority areas identified in greater detail.

2. Consultation methodology

Consultation on the Council's budget proposals for 2022/23 was undertaken by the Cardiff Research Centre. The bilingual consultation ran from 14th January to 6th February 2022, following the budget announcement from the Welsh Government on 21st December 2021.

Throughout 2020 and 2021, the COVID-19 pandemic had a major impact on both the delivery of Council services, and on the lives of residents. Lockdown restrictions were introduced, eased and re-introduced at various points, 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 2, in response to the predicted wave due to the Omicron variant, which required residents to wear face coverings in all indoor public places, limited organised indoor events to a maximum of 30 people and advised people to work from home where possible.

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 2022-23 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, at www.cardiff.gov.uk/budget, on the Have Your Say page, and the scrolls on the homepage, with pop-ups promoting the consultation appearing on busy pages of the website. It was also promoted to Council employees via DigiGov, Intranet and Staff Information.

A separate link to an accessible version of the survey (for use with screen readers) was made available alongside the link to the main survey.

c) Social media

The survey was promoted on the Council's corporate Facebook, Twitter, Instagram and Linked In accounts by the Corporate Communications Team throughout the consultation period (to a combined audience of 175,266 followers).

Looking at unpaid messaging on these accounts, the Facebook campaign achieved 70,176 impressions and 256 clicks through to the Budget Consultation page; on Twitter, there were 27,369 impressions and 256 link clicks, Instagram saw 20,472 impressions, and 422 were achieved through Linked In.

Targeted promotion was facilitated via stakeholder's social media accounts and Facebook 'boosts' of paid advertising 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 was viewed 178,988 times, with 2,509 clicks through to the Budget Consultation page.

A separate survey was distributed to secondary schools across Cardiff and to the Youth Council.

After data cleansing to remove blank and duplicated responses, a total of 1,547 responses were received from the three surveys.

¹ See [Appendix 5](#) for map of 'Southern Arc'

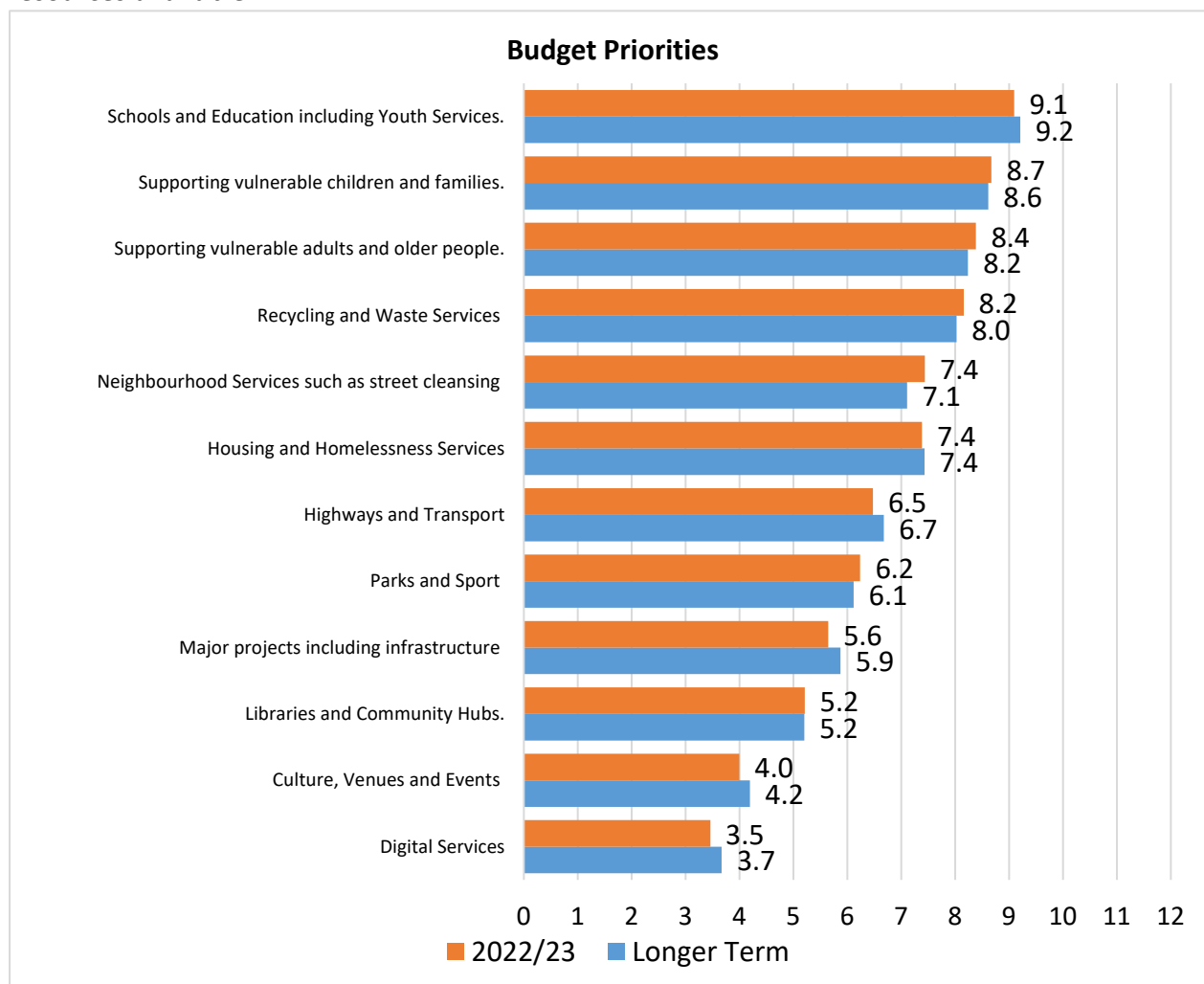
3. Results / Council Service Priorities

The 2021 Ask Cardiff survey (Oct-Dec 2021) asked respondents to identify how they would prioritise the Council’s available resources both for the next financial year and in the longer term by selecting the overarching services they considered to be the most important.

Scores were generated based on the number of votes for first place, second place and so on, giving each service a total score out of 12 – the higher the score, the more important the service. The results can be found in Table 1 below.

Table 1: Budget Priorities (Ask Cardiff 2021)

Q. The Council is facing a budget gap of £21.3 million next year and £80.9 million over the medium term. Each year the Council must set a balanced budget that reflects the priorities of residents and ensures statutory services can continue to be provided within the limited resources available.



The Ask Cardiff 2021 survey therefore identified top service priorities to be:

1. Education and Youth Services
2. Supporting vulnerable children and families
3. Supporting vulnerable adults and older people
4. Recycling and Waste Services
5. Neighbourhood services such as street cleansing
6. Homelessness and housing

This Budget Consultation looked at the priority areas identified in greater detail.

Responses to the ranking questions were validated to exclude non-responses, therefore including only those giving at least one exclusive ranking score per priority.

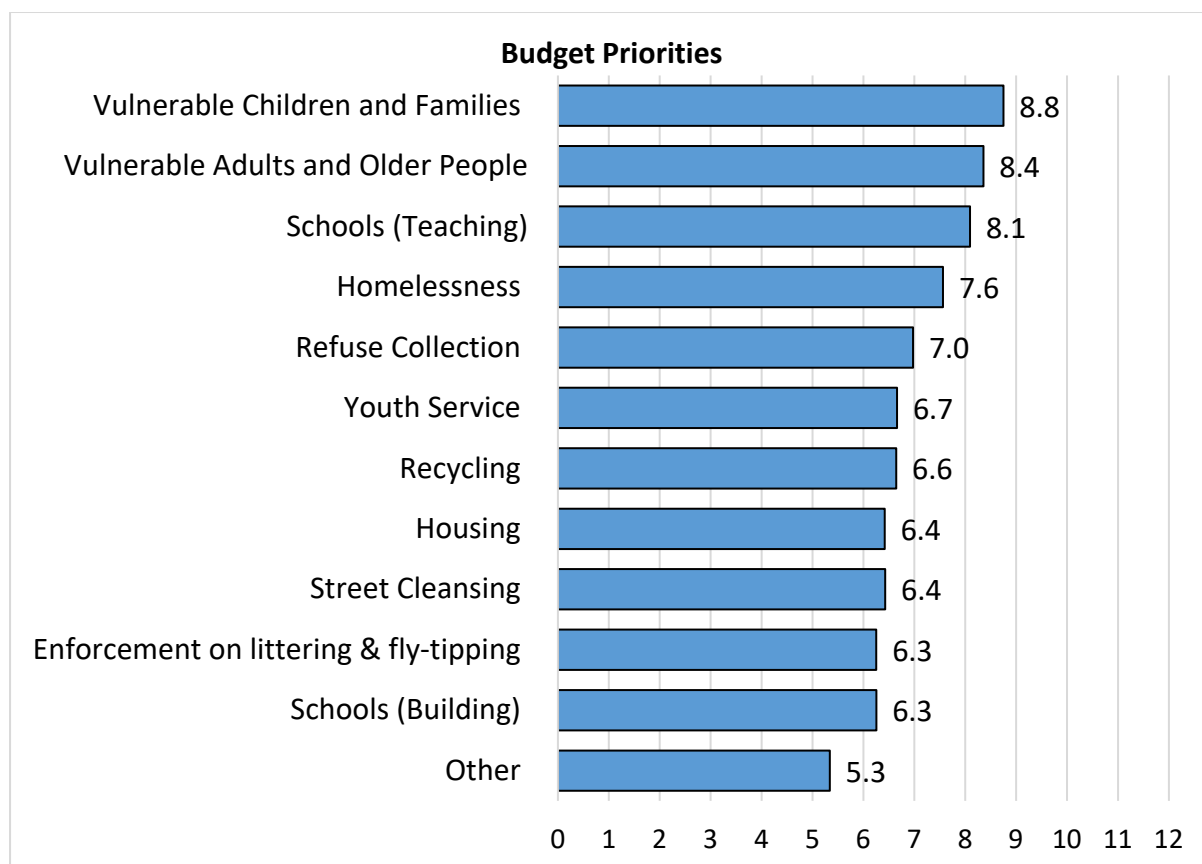
Scores were calculated by assigning twelve points for each first place ranking, eleven points for each second place ranking and so on, down to one point for twelfth place; this combined figure was then divided by the overall number of respondents answering this question, to give a final score for each option.

Budget Consultation: Results

Q1. Within each of the broad headlines identified above, we would like you to tell us if there are more specific services in which you would like to see investment? We have given some examples below, but please feel free to include any other related services you feel may not be listed.

Overall results:

Respondents were given a list of 11 Council Services, and asked to rank these in order of importance, along with an option to identify a different service they felt to be important.



Scores were calculated by assigning 12 points for each 1st place ranking, 11 points for each 2nd place ranking and so on, to 1 point for each 12th place ranking; this combined figure was then divided by the overall number of respondents giving an answer for each option, to give a final score.

‘Supporting vulnerable children and families’ and ‘Supporting vulnerable adults and older people’ were ranked as the most important services for investment, scoring 8.8 out of 12 and 8.4 out of 12 respectively. These were followed by investment in teaching in schools (8.1 out of 12).

All of the services listed achieved a score of at least 6.3 out of 12.

Analysis by demographic group

These results were analysed by demographic groups, and by Deprivation Fifths, looking at areas of differing levels of deprivation.

- Teaching was considered to be most important by respondents with children in their household, who gave a score of 9.6 (the highest score for any service across all of the demographic groups analysed), and men, with a score of 8.5.
- Women placed the greatest importance on 'supporting vulnerable children and families, generating a score of 9.4 out of 12.
- Respondents identifying as disabled rated 'supporting vulnerable adults and older people' as most important, with a score of 9.0.
- Respondents living in the most deprived areas of the city were more likely to place importance on Youth Services (7.0), Housing (7.0), Street Cleaning (6.8) and Enforcement on littering & fly-tipping (6.7).
- Those living in the least deprived areas were more likely to place importance on Schools (Teaching) (9.1, a full point higher than the average score) and Schools (Building) (7.2).

A full breakdown of priorities by demographic and deprivation is available in [Appendix 2](#).

Additional analysis

'Other' services identified as the most important priorities included:

Theme	No.	%	Example Comments
Roads / Pavements / Pot holes	35	36.1	<ul style="list-style-type: none"> – Road repairs to key roads – Road repairs – Road building and repair to accommodate the increase in traffic due to the amount of new housing. – Potholes in the roads and fixing broken pavements
Climate Change / Environment	22	22.7	<ul style="list-style-type: none"> – Climate change – Cycling and walking infrastructure, green transport – Environment
Public Transport	9	9.3	<ul style="list-style-type: none"> – adequate public transport – improved public transport, to enable and empower young people to travel around the city safely and independently.
Total	97	-	

The top three areas ranked as important, regardless of ranking, were:

Theme	No.	%	Example Comments
Roads / Pavements / Pot holes	106	27.0	<ul style="list-style-type: none"> – <i>The improvement of road surfaces (i.e. removal of pot holes)</i> – <i>Roads and pavements repairs</i> – <i>Road surface improvement in the district centres i.e. Roath, Cathays, etc.</i> – <i>Improving road infrastructure</i> – <i>Roads. Our roads are in poor state of repair with potholes and drains causing damage to council tax payers' vehicles.</i>
Climate Change / Pollution / Green Space Protection / Parks	93	23.7	<ul style="list-style-type: none"> – <i>Ecology, green infrastructure</i> – <i>Green spaces, especially in housing developments, both private and council</i> – <i>More environmental protection given to the city's wildlife.</i> – <i>Nature and climate emergencies</i> – <i>Net zero progress</i>
Public Transport	51	13.0	<ul style="list-style-type: none"> – <i>adequate public transport</i> – <i>Cheap, regular public transportation</i> – <i>Public transport improved.</i> – <i>Metro</i>
Total	393		

A full list of most important, and all other priorities, is available in [Appendix 3](#).

Q2. Do you have any other comments?

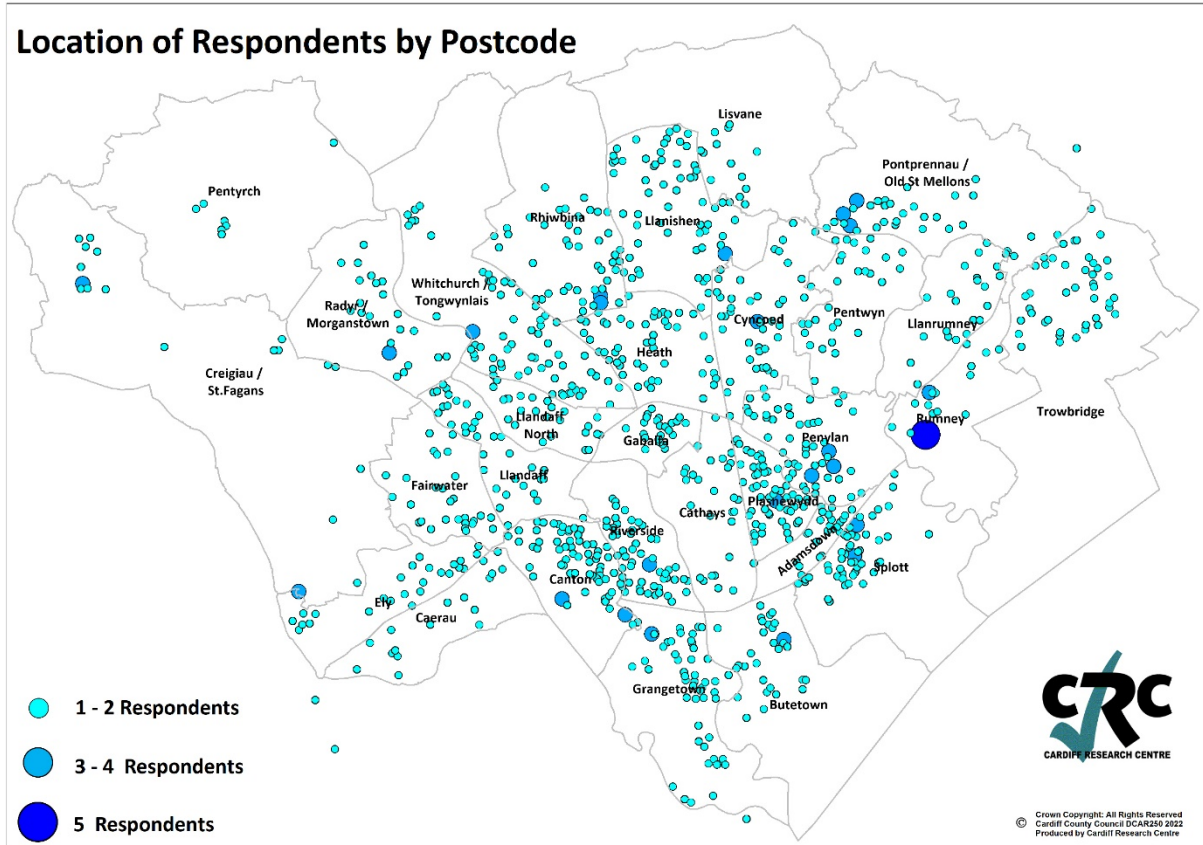
Respondents were given the opportunity to leave any additional comments they had in relation to the survey. A total of 623 comments were received, which have been grouped in to themes, with the top three shown below. A full list of themes is available in [Appendix 4](#).

Theme	No.	%	Example Comments
Street cleaning / Litter / Fly-tipping	80	16.0	<ul style="list-style-type: none"> – <i>Cardiff is a dirty city, more street and public areas cleaning needed</i> – <i>Clean up the litter</i> – <i>We need to make the most of our environment and encourage people to be responsible for keeping it clean and tidy. Need to take more actions against people who don't recycle and leave waste for others to tidy up. Need to provide more bins and recycling facilities in public areas. Look at initiatives to financially reward people for the collection of plastic and tin cans at recycling hubs.</i> – <i>So many areas of the city look like dumping ground because waste, recycling, bulky waste, recycling centres and enforcement against fly tipping just don't join up</i> – <i>The streets of Cardiff are an embarrassment to the city and need cleaning up</i>
Don't Waste Money / Poor Value for Money	70	14.0	<ul style="list-style-type: none"> – <i>Cut back on spending cut your cloth to match your funds</i> – <i>Stop wasting money on worthless projects that are barely used, and vanity projects to pander to a minority like bilingual road signs</i> – <i>Money seems to be spent on cycle lanes and the Bay. How about putting some resources into other areas of Cardiff?</i> – <i>Too much money is spent on schools</i> – <i>Stop wasting money whilst telling poor people to budget better on thin air.</i>
Roads / Pavements / Infrastructure	65	13.0	<ul style="list-style-type: none"> – <i>Fix the roads</i> – <i>Being disabled with mobility issues, i am fed up of not being able to walk up my street without tripping over broken and uneven slabs.</i> – <i>Roads are a disgrace it makes me wonder if this is why the slowing of traffic is to compensate for this.</i> – <i>Seriously, the roads around the vast majority of Cardiff are in a dreadful state of repair.</i> – <i>Spend more money on making conditions better for motorists not cyclists.</i>
Total	501	-	

Appendix 1 - About You

Please provide your postcode below to allow us to more accurately pinpoint respondents' views and needs by area:

Overall, 1,044 respondents provided their postcode:



What was your age on your last birthday?

There was an under-representation of respondents aged 16 - 34 (18.8% compared with 41.1% for the 2020 Mid-Year Estimate for the population as a whole, down from 26.8% in last year's consultation despite schools being asked to promote the survey). There was an over-representation of those aged 55 and over of 8.0 percentage points, up from 4.5 in the 2021-22 consultation.

	No.	%
Under 16	2	0.1
16-24	38	2.7
25-34	230	16.1
35-44	320	22.4
45-54	250	17.5
55-64	272	19.0
65-74	205	14.4
75+	68	4.8
Prefer not to say	43	3.0
Total	1428	100.0

	%	MYE 2020
16-34	18.8	41.1
35-54	39.9	28.7
55+	38.2	30.2

Are you...?

	No.	%
Female	685	48.1
Male	668	46.9
Other	5	0.4
Prefer not to say	65	4.6
Total	1423	100.0

Do you identify as Trans?

	No.	%
Yes	3	0.2
No	1317	92.2
Prefer to self-describe	12	0.8
Prefer not to say	97	6.8
Total	1429	100.0

How many children live in your household?

	No.	%
No children	992	71.1
Yes, under 5 years old (pre-school)	146	10.5
Yes, aged 5 - 11 (primary school)	168	12.0
Yes, aged 11 - 16 (secondary school)	142	10.2
Yes, aged 16 - 18 in full-time education, or working	69	4.9
Yes, aged 16 - 18 but not in full time education or working	11	0.8
Total	1396	-

NB. Percentages do not total 100% as respondent could have children in more than one age group

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	236	17.6
No	1103	82.4
Total	1339	100.0

Which of the following best describes what you are doing at present?

	No.	%
Working full-time (30+ hours per week)	798	56.2
Working part-time (less than 30 hours per week)	170	12.0
On a zero-hour contract	5	0.4
In full time education	31	2.2
Unemployed - Registered Job Seeker	7	0.5
Unemployed - Unregistered but seeking work	9	0.6
Permanently sick or disabled person	42	3.0
Wholly retired from work	295	20.8
Looking after home	10	0.7
Caring for a child or adult	27	1.9
Other	27	1.9
Total	1421	100.0

Which best describes your housing tenure?

	No.	%
Owned outright	512	36.7
Owned with a mortgage	631	45.3
Rented from the Local Authority	29	2.1
Rented from a Housing Association	31	2.2
Private rented	164	11.8
Other	27	1.9
Total	1394	100.0

Are you or a member of your household...?

	You		A member of your household	
	No.	%	No.	%
Currently serving	11	0.7	8	0.5
An armed forces service leaver (Veteran)	33	2.1	22	1.4

Do you identify as a disabled person?

	No.	%
Yes	182	13.1
No	1124	80.7
Prefer not to say	86	6.2
Total	1306	100.0

Please tick any of the following that apply to you:

	No.	%
Deaf/Deafened/Hard of Hearing	95	6.8
Learning impairment/difficulties	36	2.6
Wheelchair user	11	0.8
Long-standing illness or health condition (e.g. cancer, HIV, diabetes or asthma)	242	17.4
Mental health difficulties	129	9.3
Visual impairment	31	2.2
Mobility impairment	103	7.4
Prefer not to say	122	8.8
Other	22	1.6
Total	1392	-

NB. Percentages do not total 100% as respondent could answer more than one option

Do you regard yourself as belonging to a particular religion?

	No.	%
No, no religion	703	50.9
Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations)	530	38.4
Muslim	14	1.0
Buddhist	9	0.7
Hindu	2	0.1
Jewish	2	0.1
Sikh	0	0.0
Other	20	1.4
Prefer not to answer	102	7.4
Total	1382	100.0

How would you describe your sexual orientation?

	No.	%
Bisexual	71	5.2
Gay Woman/Lesbian	16	1.2
Gay Man	67	4.9
Heterosexual/Straight	1030	75.3
Other	18	1.3
Prefer not to answer	166	12.1
Total	1368	100.0

Do you consider yourself to be Welsh?

	No.	%
Yes	930	67.9
No	440	32.1
Total	1370	100.0

How would you describe your Welsh language skills?

	No.	%
Fluent	80	5.8
Moderate	78	5.7
Basic	327	23.7
Learner	235	17.0
None	659	47.8
Total	1379	100.0

What is your ethnic group?

Overall, 82.6% 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.

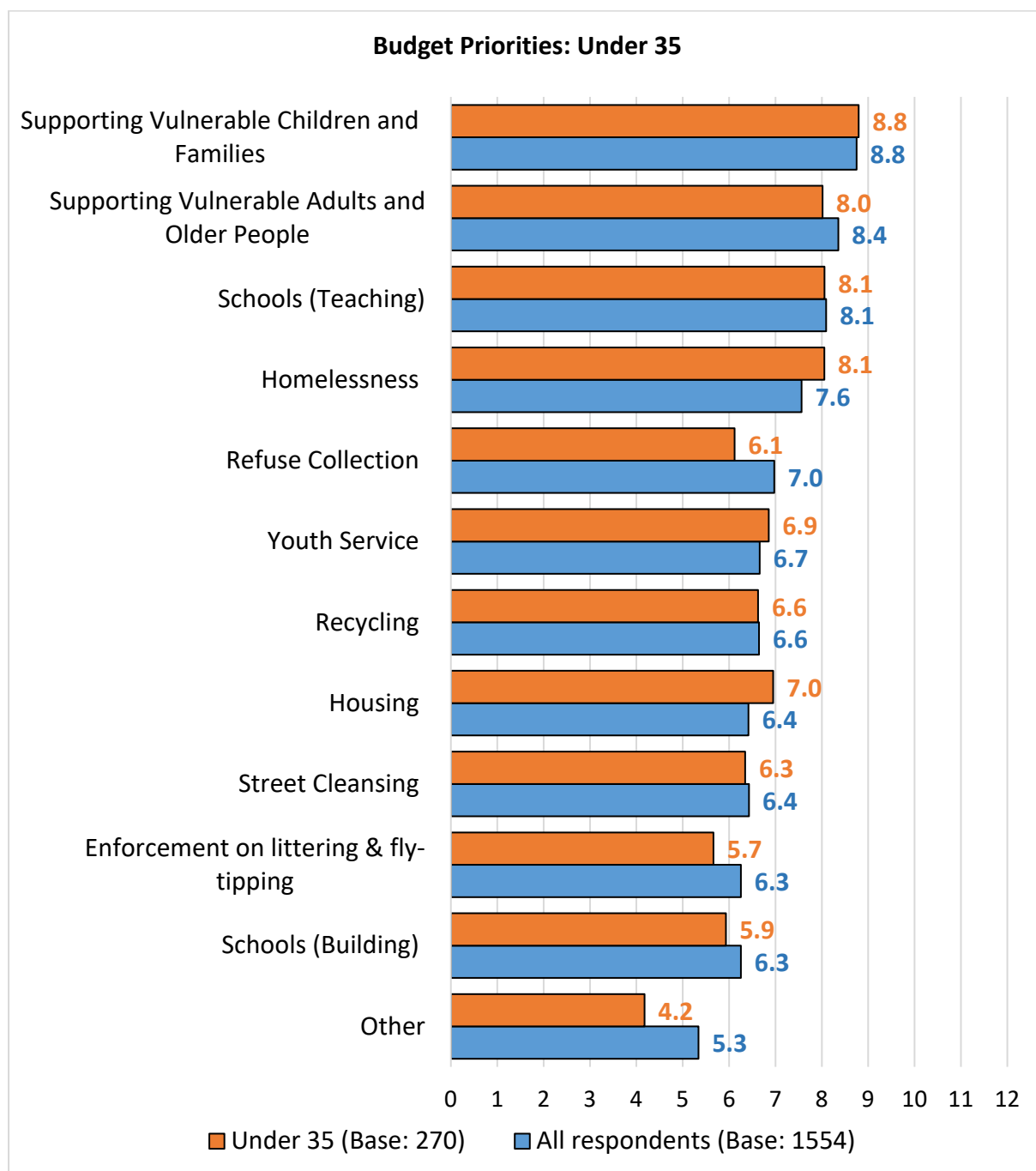
	No.	%
White - Welsh/English/Scottish/Northern Irish/British	1148	82.6
White - Any other white background	68	4.9
White - Irish	16	1.2
Any other ethnic group	11	0.8
Mixed/Multiple Ethnic Groups - Any other	10	0.7
Mixed/Multiple Ethnic Groups - White & Asian	10	0.7
Asian/Asian British - Indian	8	0.6
Mixed/Multiple Ethnic Groups - White and Black	7	0.5
Asian/Asian British – Chinese	6	0.4
Arab	6	0.4
Black/African/Caribbean/Black British - African	4	0.3
Black/African/Caribbean/Black British – Caribbean	4	0.3
Asian/Asian British – Bangladeshi	2	0.1
Asian/Asian British – Pakistani	2	0.1
Asian/Asian British - Any other	2	0.1
Prefer not to say	85	6.1
Total	1389	100.0

Appendix 2 – Priorities by Demographic

Respondents under the age of 35 prioritised:

1. *Supporting vulnerable children and families, scoring 8.8*
2. *Schools (Teaching) and Homelessness, both scoring 8.1*
3. *Supporting vulnerable adults and older people, scoring 8.0*

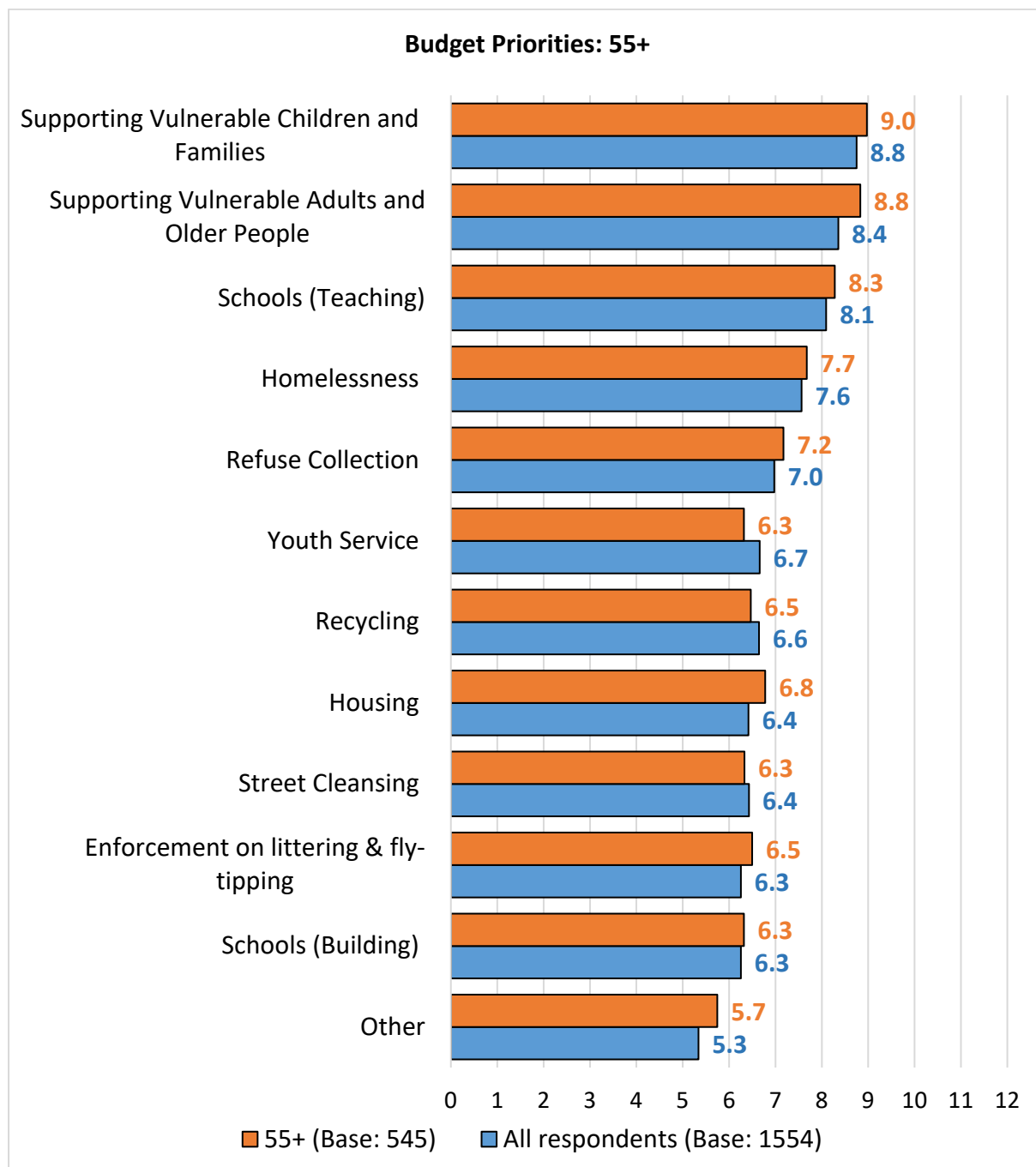
The lowest priority from the suggested options was *Enforcement on littering & fly-tipping, scoring 5.7*



Respondents aged 55 and over prioritised:

1. *Supporting vulnerable children and families, scoring 9.0*
2. *Supporting vulnerable adults and older people, scoring 8.8*
3. *Schools (Teaching), scoring 8.3*

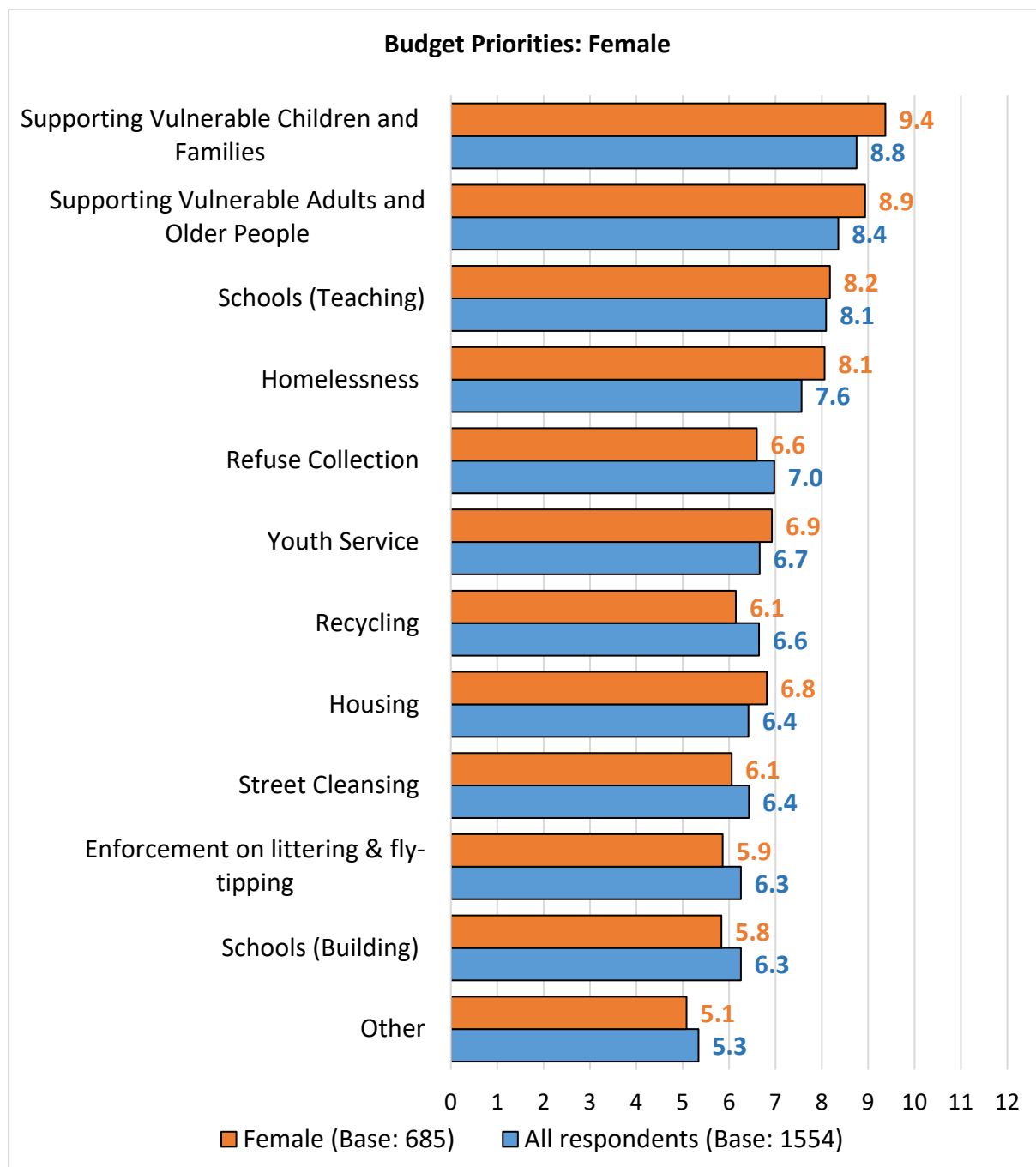
The lowest priority from the suggested options was *Schools (Building), scoring 6.3*



Female respondents prioritised:

1. *Supporting vulnerable children and families, scoring 9.4*
2. *Supporting vulnerable adults and older people, scoring 8.9*
3. *Schools (Teaching), scoring 8.2*

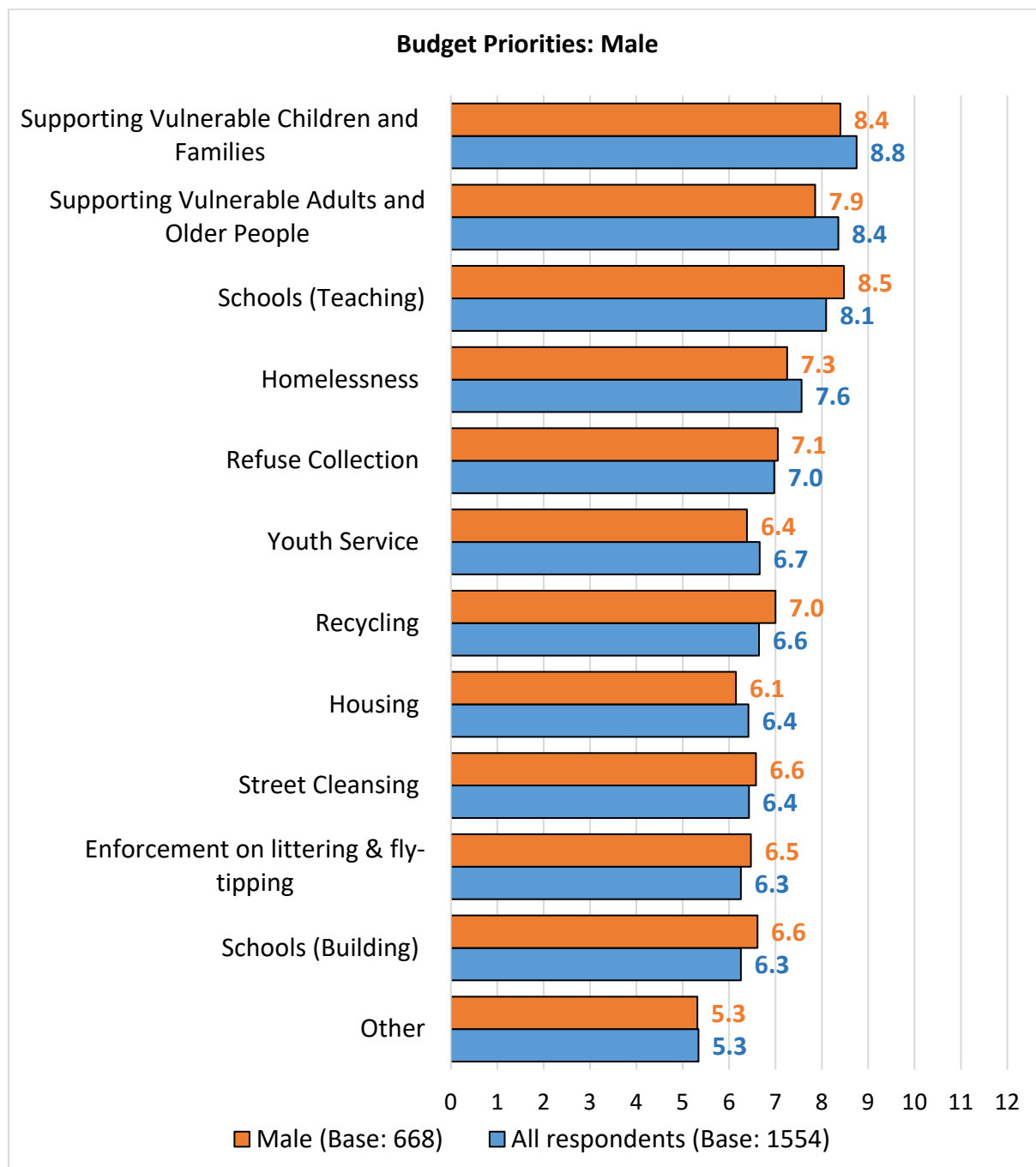
The lowest priority from the suggested options was *Schools (Building), scoring 5.8*



Male respondents prioritised:

1. *Schools (Teaching)*, scoring **8.5**
2. *Supporting vulnerable children and families*, scoring **8.4**
3. *Supporting vulnerable adults and older people*, scoring **7.9**

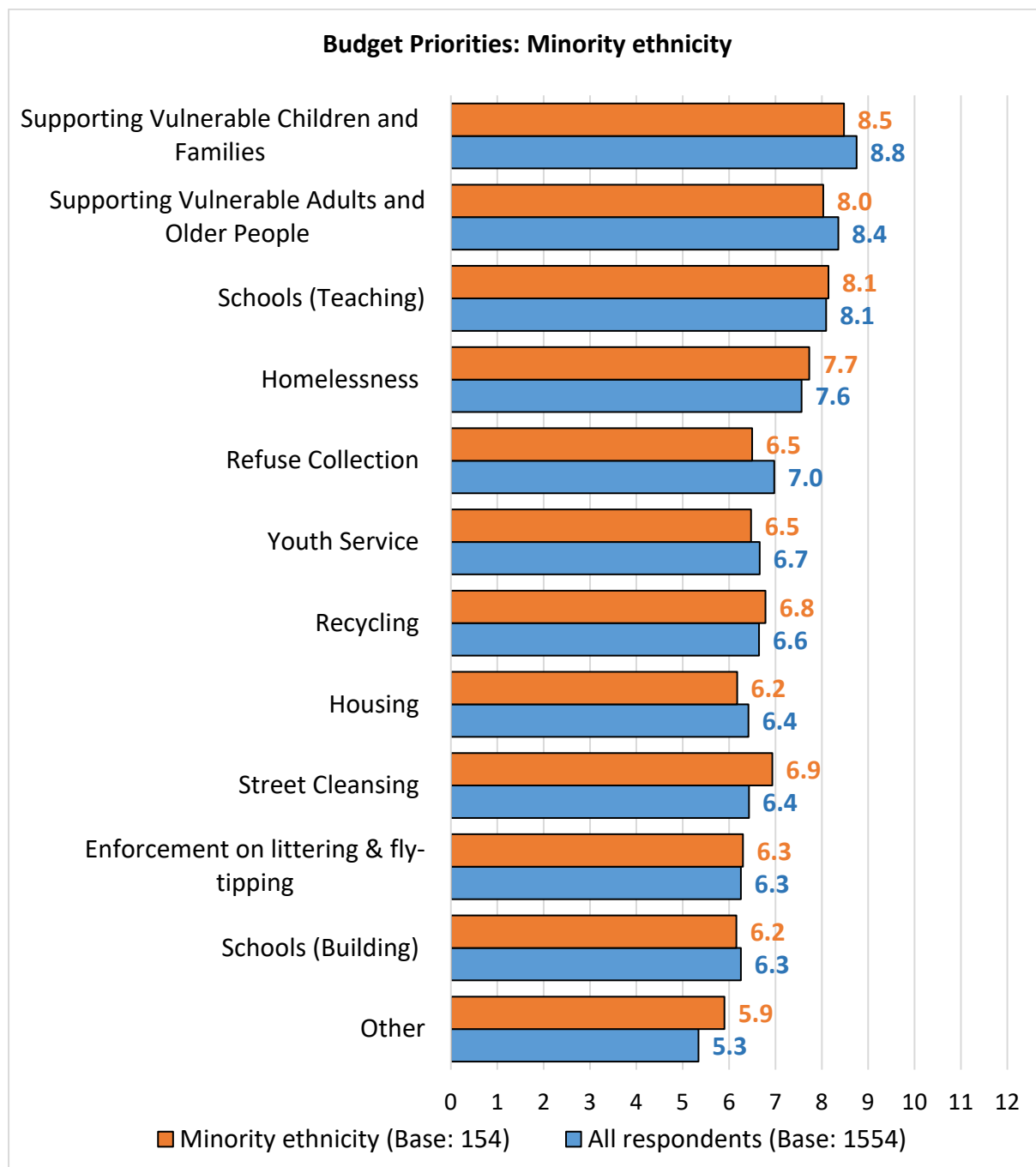
The lowest priority from the suggested options was *Housing*, scoring **6.1**



Respondents from a minority ethnicity prioritised:

1. *Supporting vulnerable children and families, scoring 8.5*
2. *Schools (Teaching), scoring 8.1*
3. *Supporting vulnerable adults and older people, scoring 8.0*

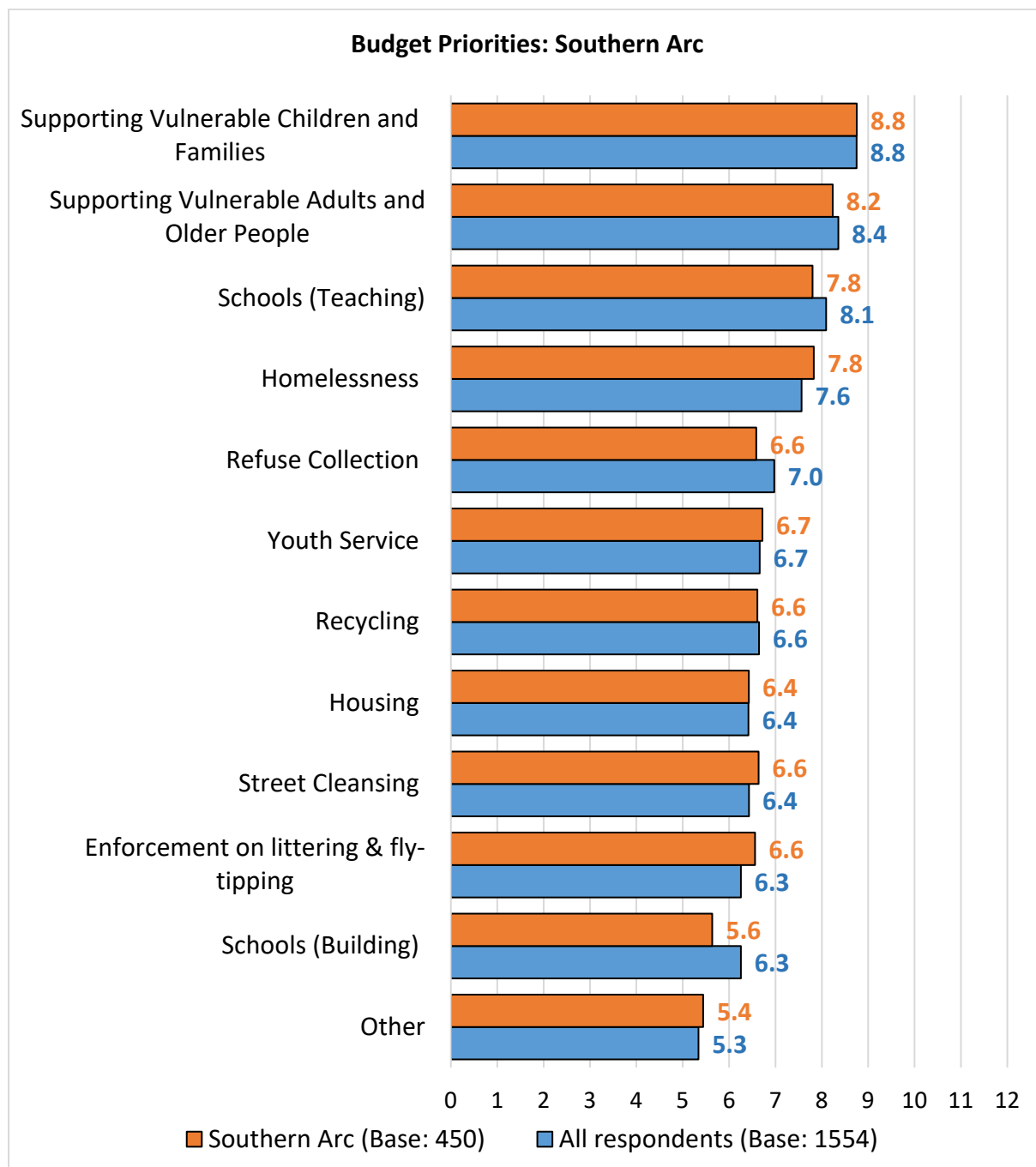
The lowest priority from the suggested options was *Schools (Building), scoring 6.2*



Respondents living in the Southern Arc prioritised:

1. *Supporting vulnerable children and families, scoring 8.8*
2. *Supporting vulnerable adults and older people, scoring 8.2*
3. *Homelessness and Schools (Teaching), both scoring 7.8*

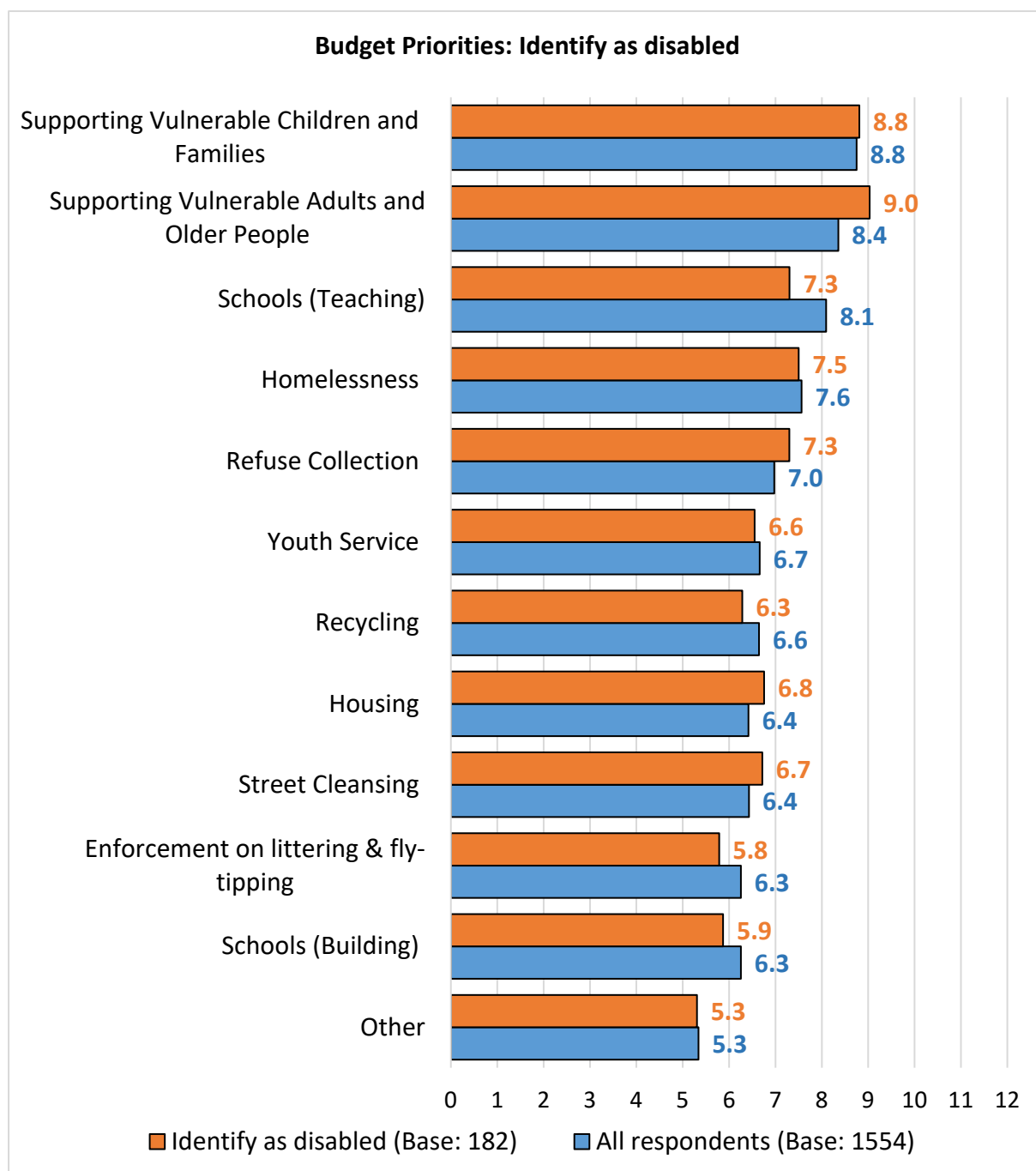
The lowest priority from the suggested options was *Schools (Building)*, scoring 5.6



Respondents identifying as disabled prioritised:

1. *Supporting vulnerable adults and older people, scoring 9.0*
2. *Supporting vulnerable children and families, scoring 8.8*
3. *Homelessness, scoring 7.5*

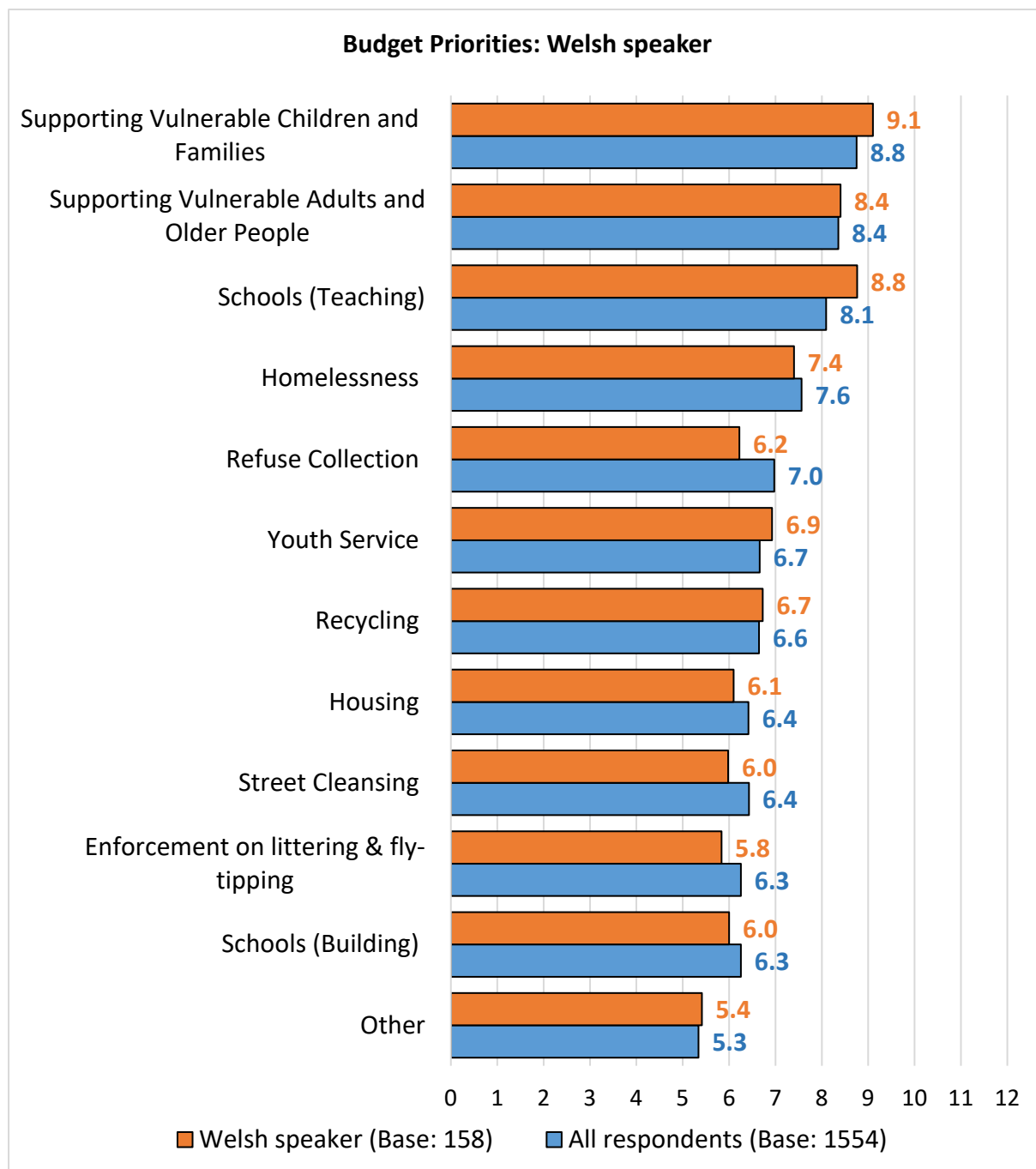
The lowest priority from the suggested options was *Enforcement on littering & fly-tipping, scoring 5.8*



Welsh speaking respondents prioritised:

1. *Supporting vulnerable children and families, scoring 9.1*
2. *Schools (Teaching), scoring 8.8*
3. *Supporting vulnerable adults and older people, scoring 8.4*

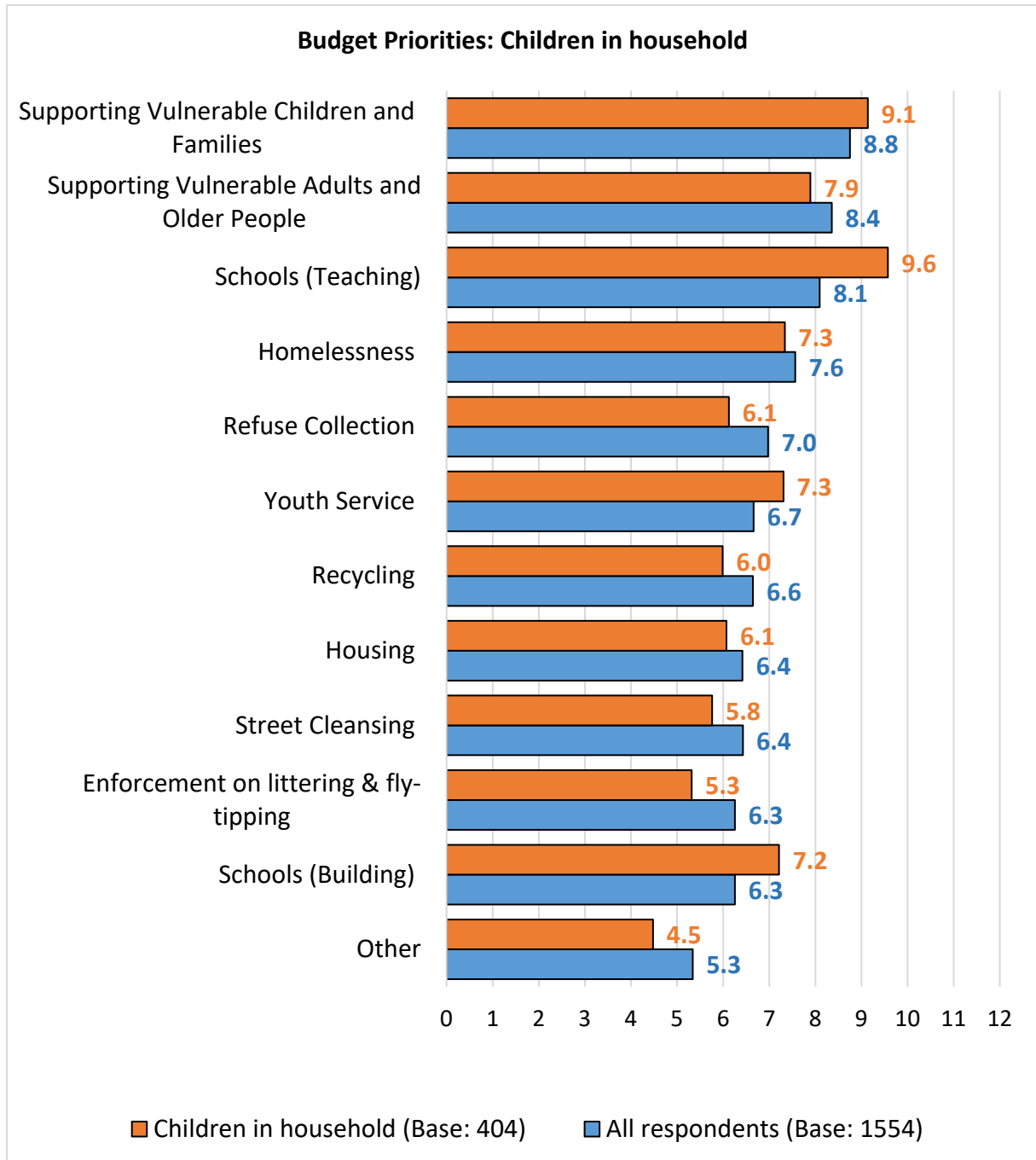
The lowest priority from the suggested options was *Enforcement on littering & fly-tipping, scoring 5.8*

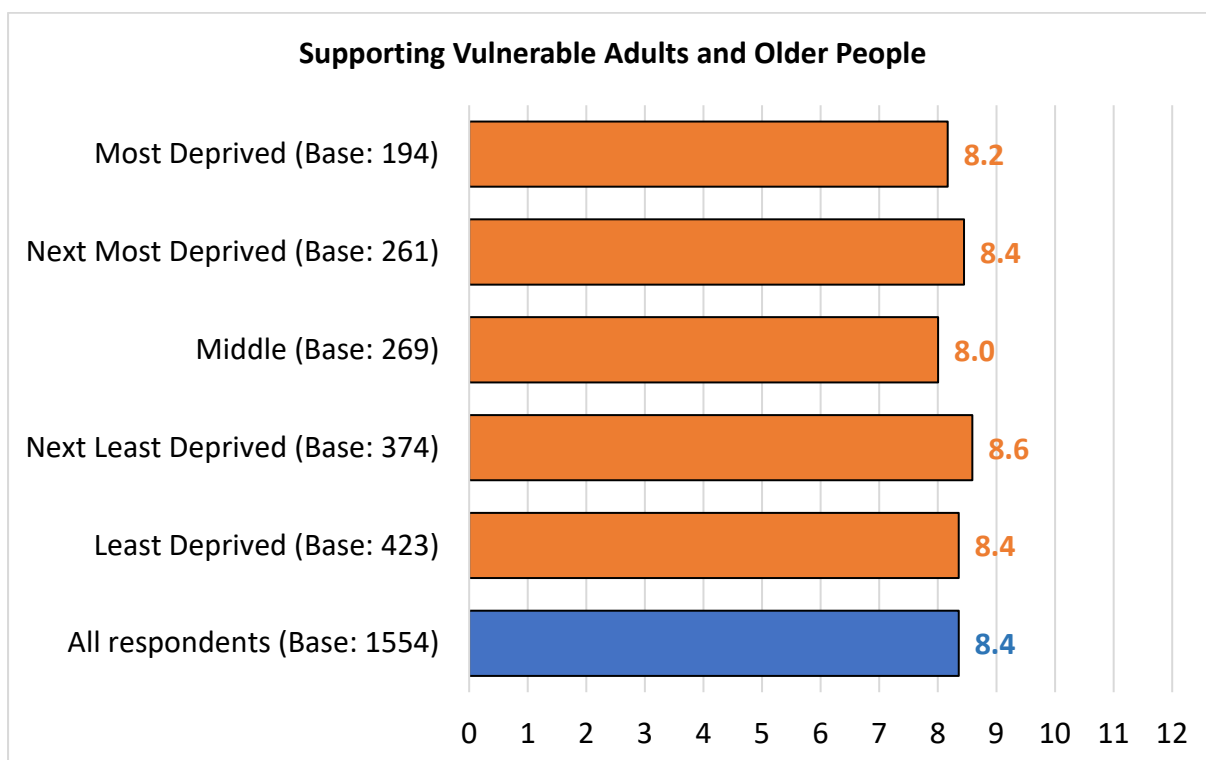
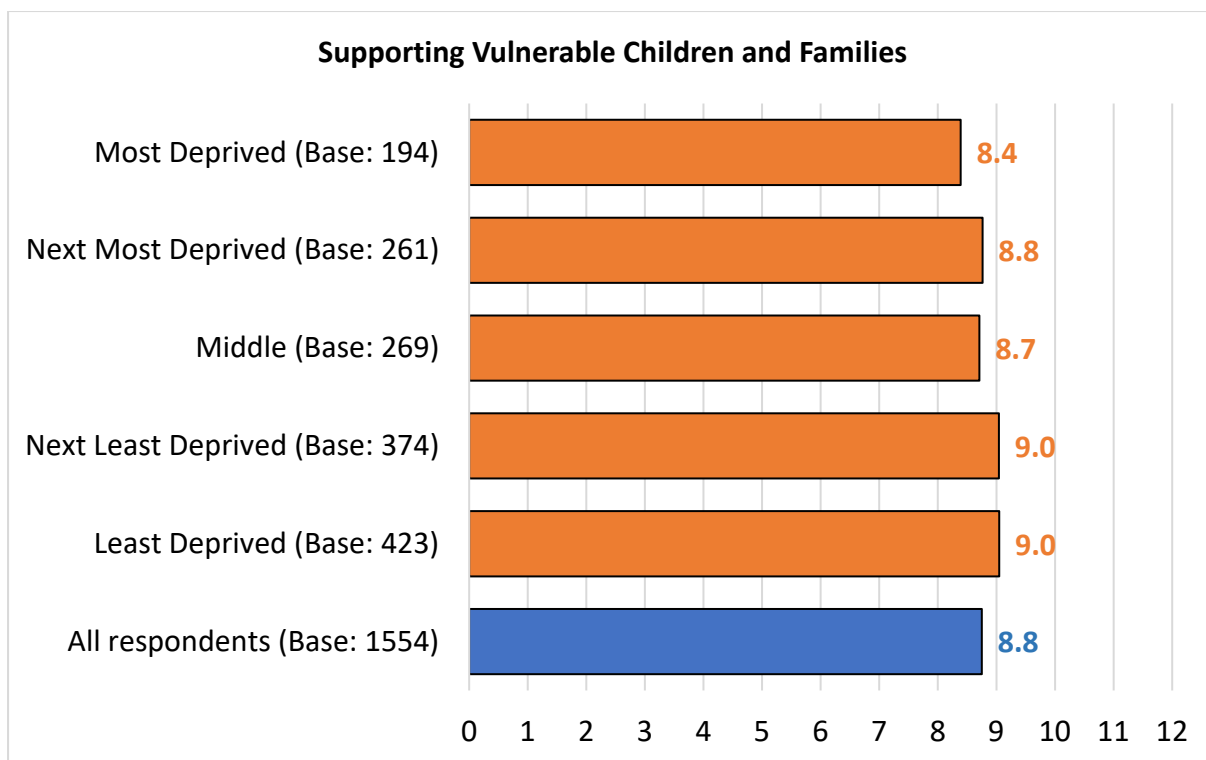


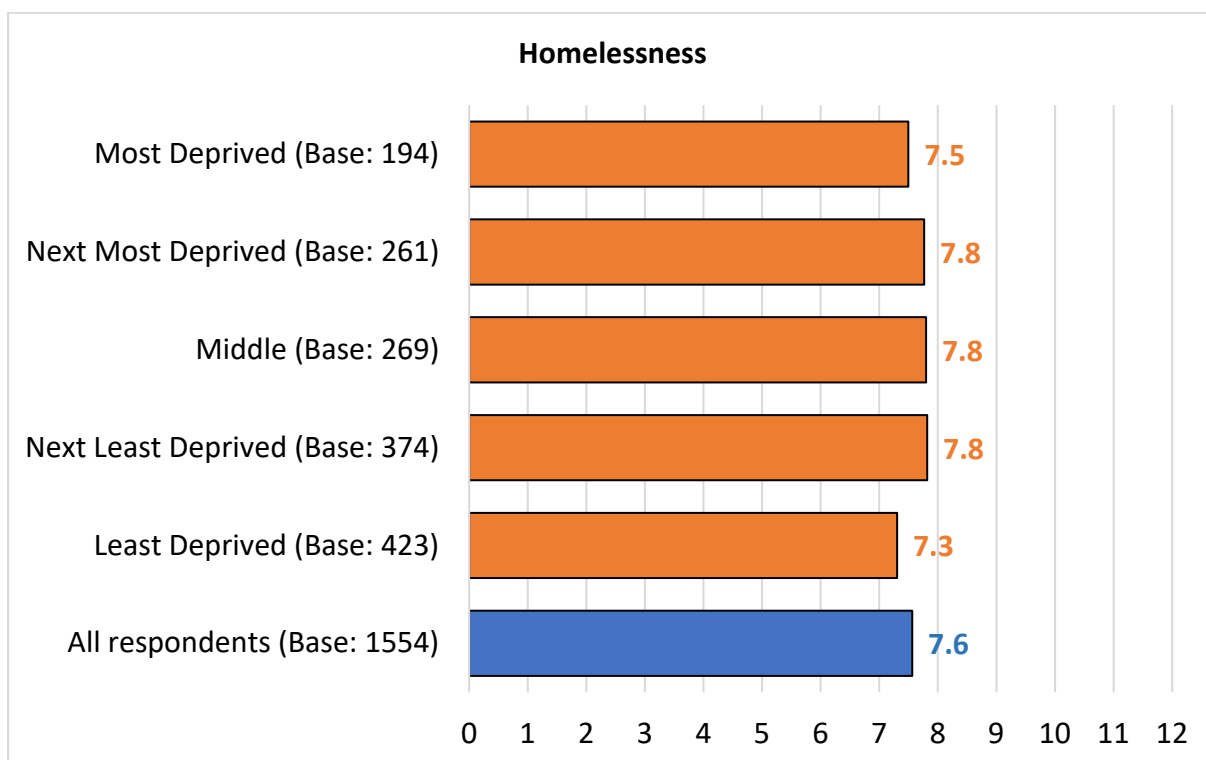
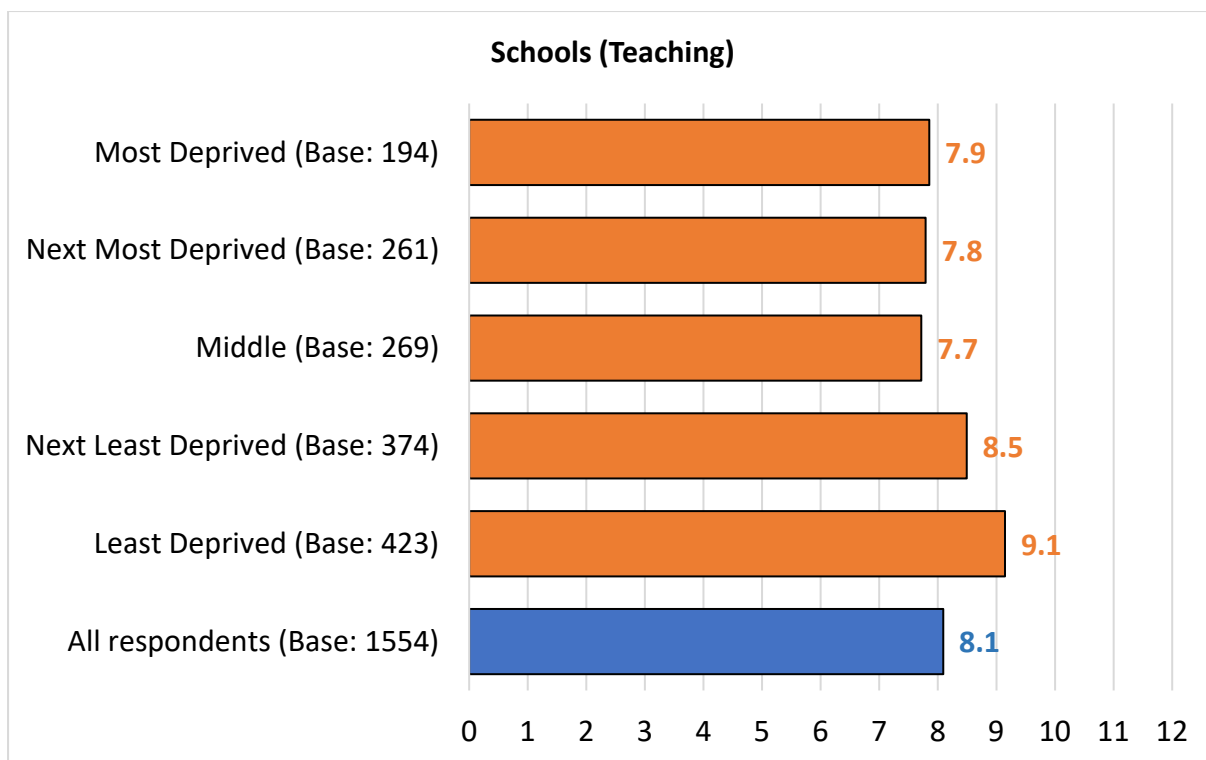
Respondents with children in their household prioritised:

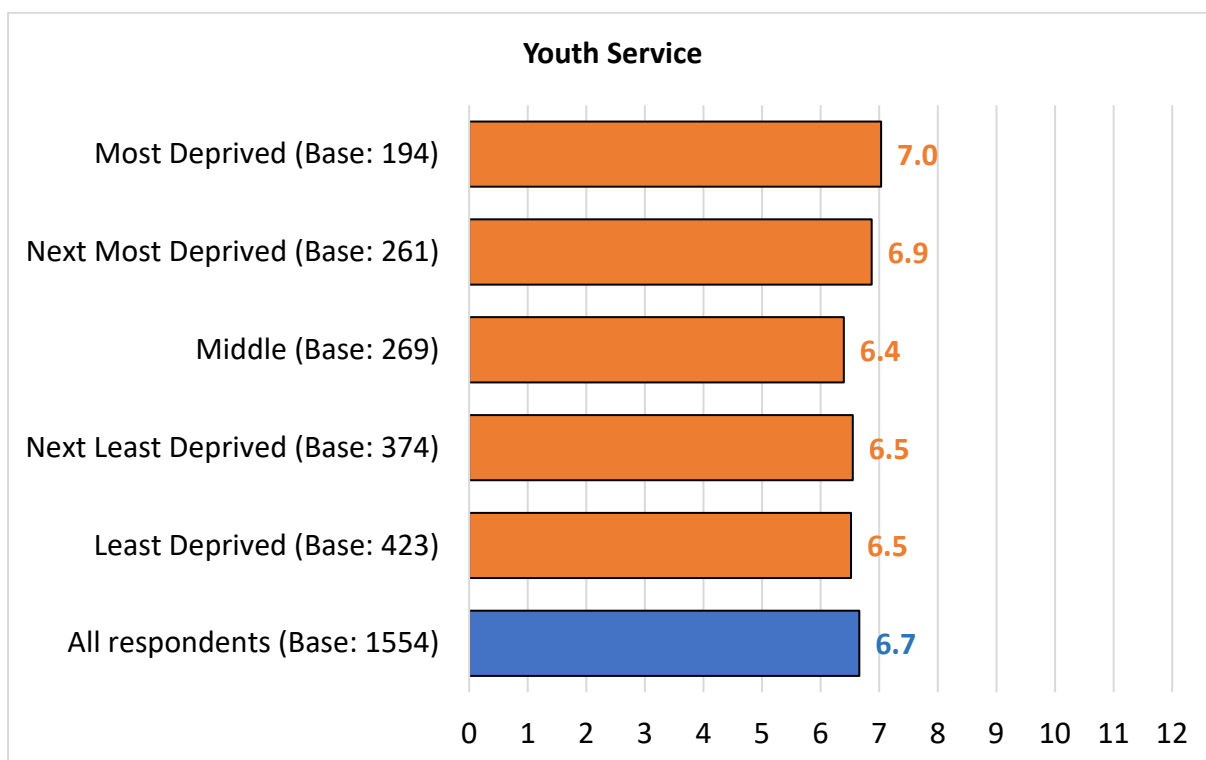
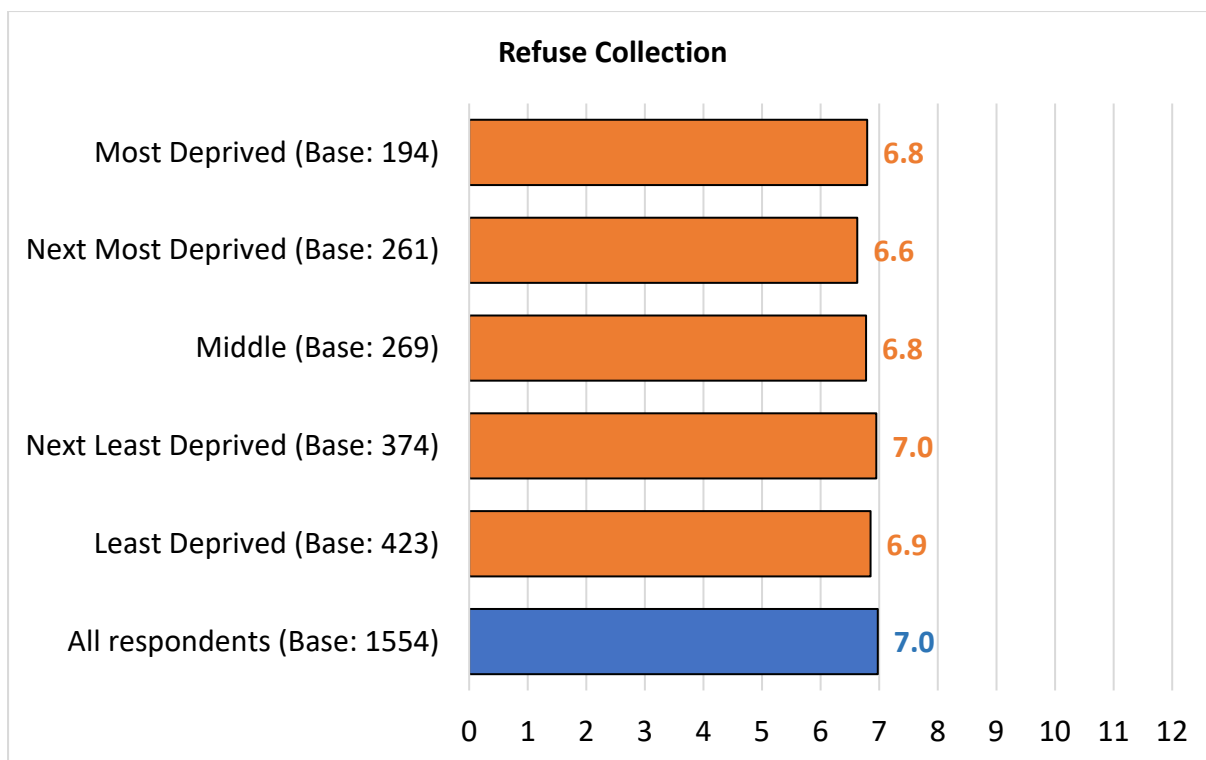
1. *Schools (Teaching)*, scoring **9.6**
2. *Supporting vulnerable children and families*, scoring **9.1**
3. *Supporting vulnerable adults and older people*, scoring **7.9**

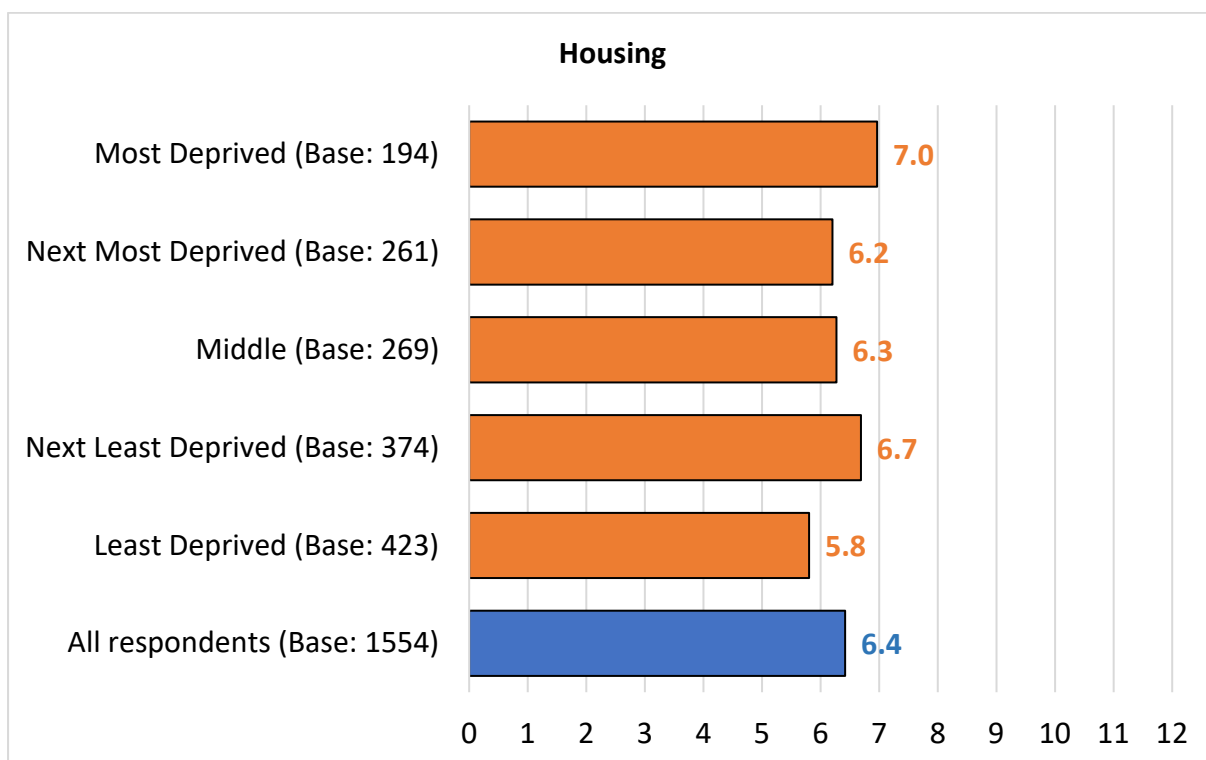
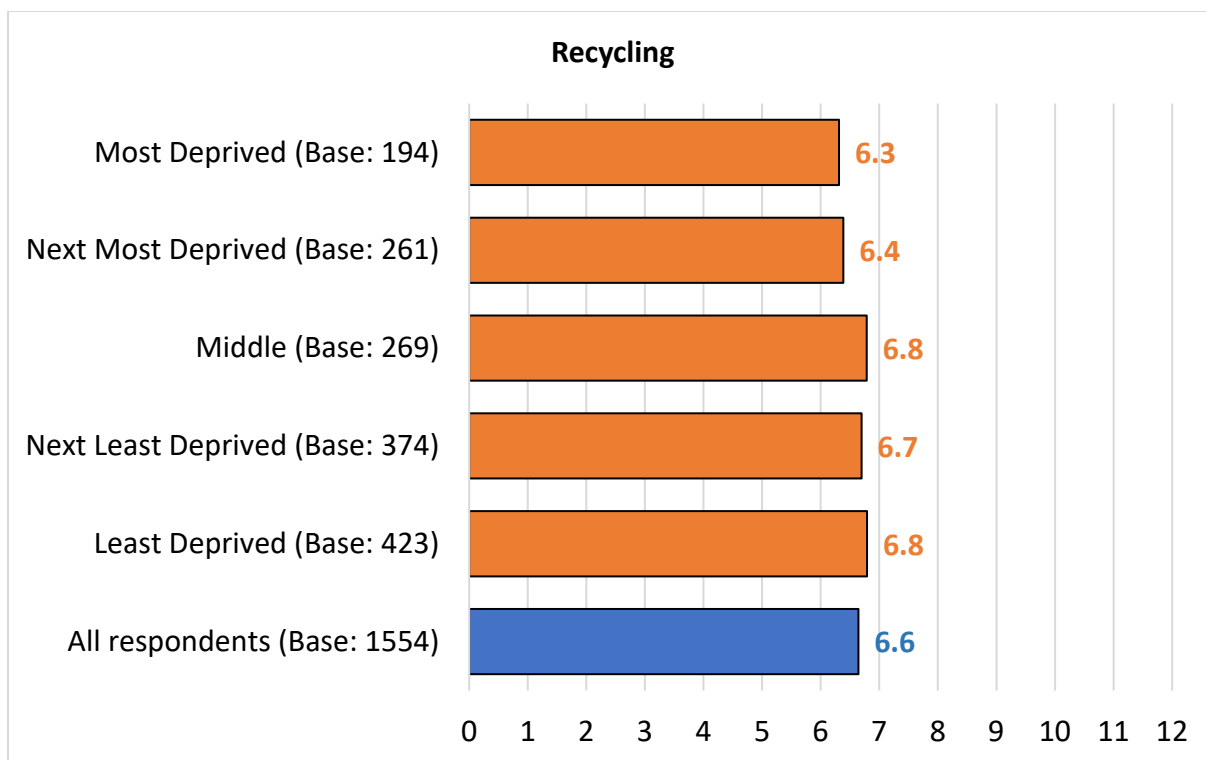
The lowest priority from the suggested options was *Enforcement on littering & fly-tipping*, scoring **5.3**

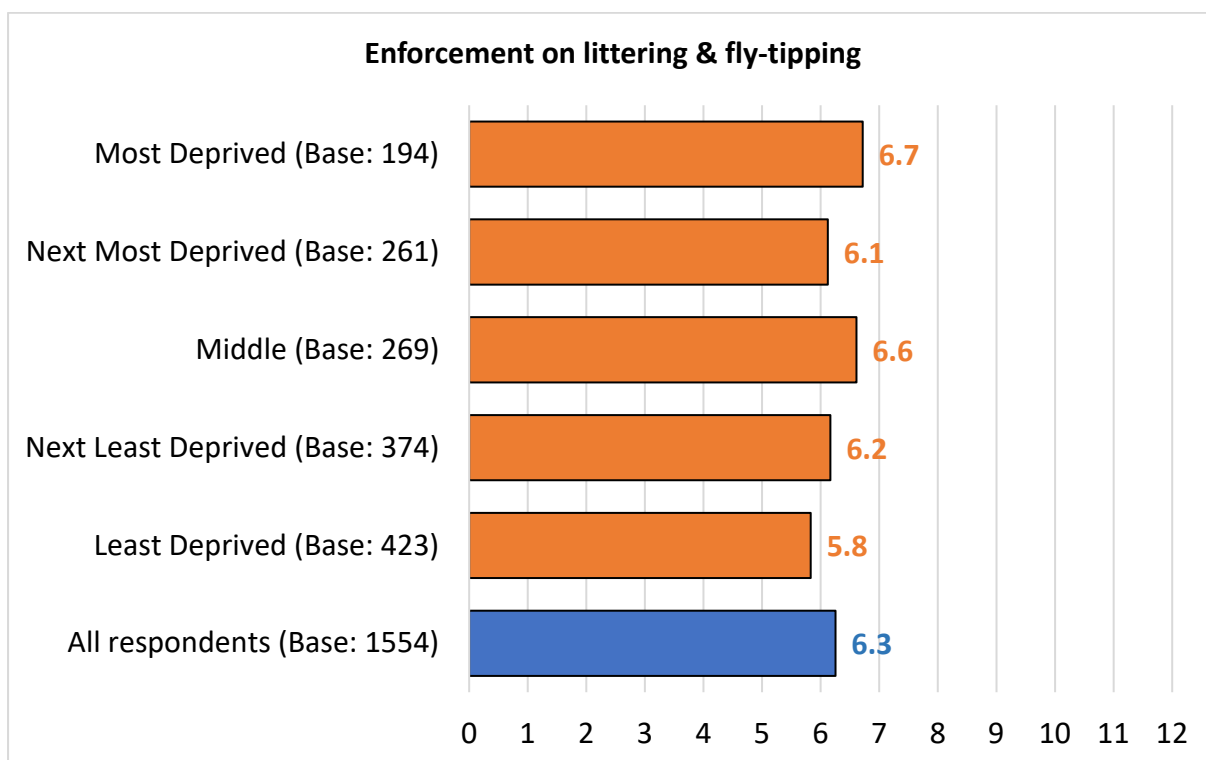
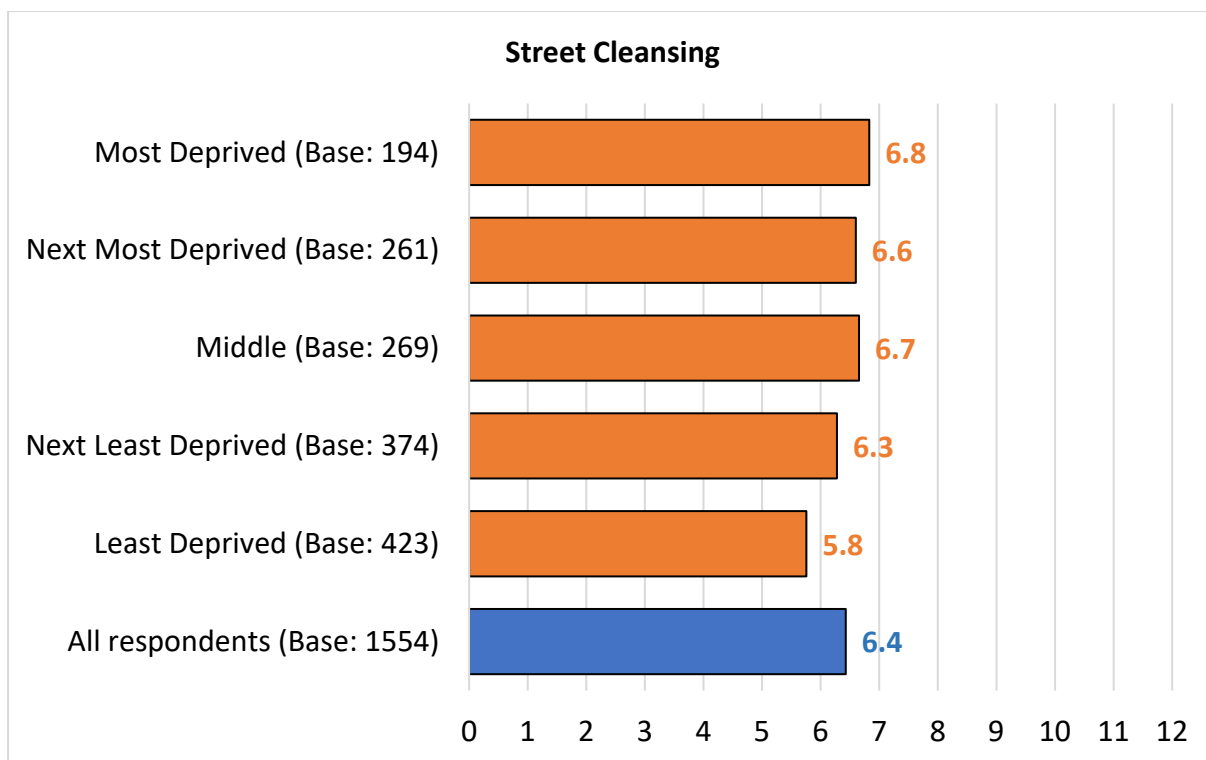


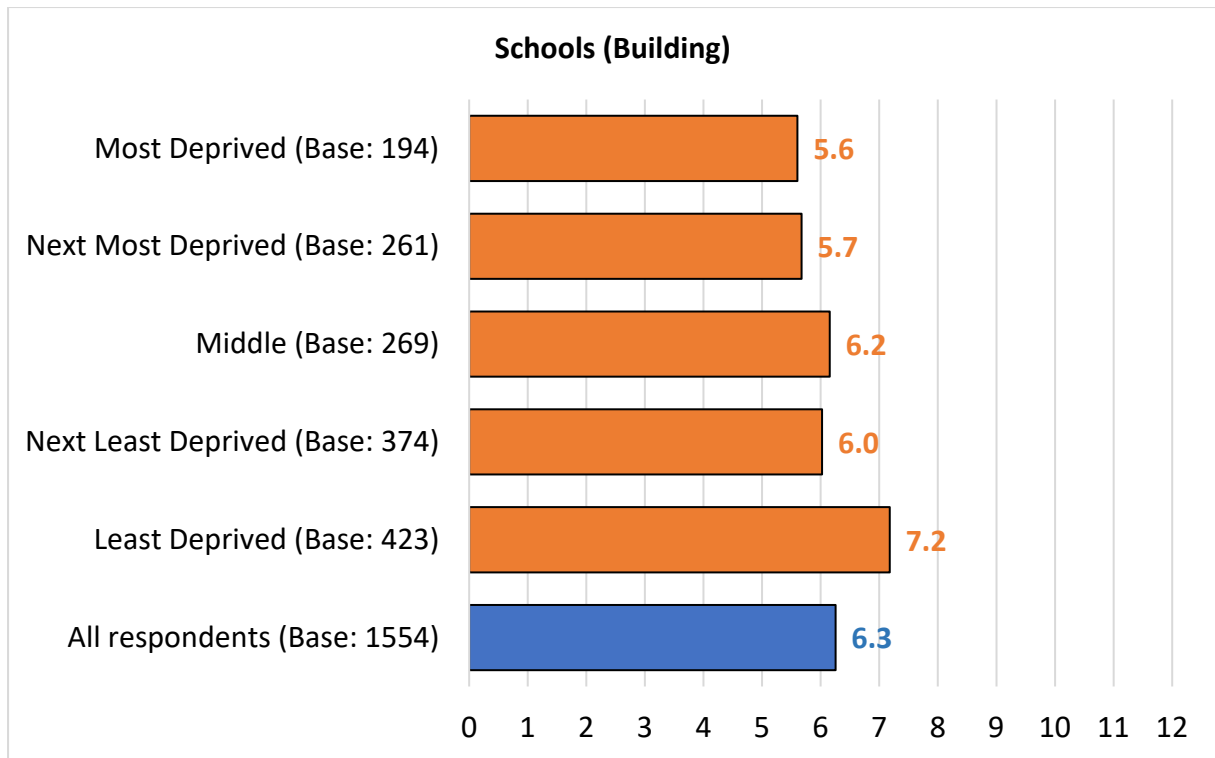












Appendix 3 – Please specify Other Services

Issues ranked as most important were:

Theme	No.	%	Example Comments
Roads / Pavements / Pot holes	35	36.1	<ul style="list-style-type: none"> – Road repairs to key roads – Road repairs – Road building and repair to accommodate the increase in traffic due to the amount of new housing. – Potholes in the roads and fixing broken pavements
Climate Change / Environment	22	22.7	<ul style="list-style-type: none"> – Climate change – Cycling and walking infrastructure, green transport – Environment
Public Transport	9	9.3	<ul style="list-style-type: none"> – adequate public transport – improved public transport, to enable and empower young people to travel around the city safely and independently.
Active Travel	8	8.2	<ul style="list-style-type: none"> – Active travel as part of decarbonisation but also health – Cycling and walking infrastructure, green transport
Anti-Social Behaviour / Crime	6	6.2	<ul style="list-style-type: none"> – Policing – Law enforcement re. Speeding and cycling/e-scootering on pavements (my child was knocked down by one, on a pavement where they should have been safe!)
Children’s Services / Child care	4	4.1	<ul style="list-style-type: none"> – Seeing 2 year olds get free child care for at least 2 hours a day. Something like this would really help children’s development especially my son who turned two in October he has missed out on so much – Services for vulnerable children
Don’t waste resources	4	4.1	<ul style="list-style-type: none"> – Reduce Council waste of resources, particularly financial resources, on poorly thought through/short term schemes and schemes determined by political dogma. – Stop wasting money on cycle lanes and speed limit signs – reduction in council tax – Council tax
Leisure Facilities	3	3.1	<ul style="list-style-type: none"> – Leisure facilities specifically swimming pools & recruitment of lifeguards. The International pool is chronically short of lifeguards which is limiting provision of services. – Leisure services
Misc.	13	13.4	<ul style="list-style-type: none"> – Health Projects – Museums and heritage. – Adult learning services – Welsh Language

- I think there is a gap in support/ resources for the elderly if they are in hospital and need support to be sent home. People are not aware of what is available and the present system where you have to tell the hospital/nurse that your relative needs support is inadequate. They don't put anything in place if you don't ask
- Making Landlords in Cathays responsible for the mess ppl create in their properties.
- Allotment site new and old
- Bring inward investment into the city focused on creating skilled jobs
- People with cladding issues, losing their homes and paying extortionate service charge and insurance premiums on their property through no fault of their own.
- Planning and enforcing s106 payments
- Please stop choking traffic with ridiculous speed enforcement
- Support for ex-offenders
- Veteran welfare

Total 97 -

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

All 'Other' Services, regardless of ranking were:

Theme	No.	%	Example Comments
Roads / Pavements / Pot holes	106	27.0	<ul style="list-style-type: none"> – The improvement of road surfaces (i.e. removal of pot holes) – Roads and pavements repairs – Road surface improvement in the district centres i.e. Roath, Cathays, etc. – Improving road infrastructure – Roads. Our roads are in poor state of repair with potholes and drains causing damage to council tax payers' vehicles.
Climate Change / Pollution / Green Space Protection / Parks	93	23.7	<ul style="list-style-type: none"> – Ecology, green infrastructure – Green spaces, especially in housing developments, both private and council – More environmental protection given to the city's wildlife. – Nature and climate emergencies – Net zero progress
Public Transport	51	13.0	<ul style="list-style-type: none"> – adequate public transport – Cheap, regular public transportation – Public transport improved.

			– Metro
Anti-Social Behaviour / Crime / Drugs	29	7.4	– Crime prevention, community safety – Crime Prevention - too many gangs and stabbings – Proper, and with due diligence by proactive council employees, enforcement of local by-laws.
Active Travel	28	7.1	– The expansion of the cycle network to all parts of Cardiff – Preventing bicycle theft. Secure bicycle lockers in the city centre. – Active travel
Community Groups	13	3.3	– Community projects – More inclusive community events – Community involvement to help Foster respectful co-existing communities
Housing	12	3.1	– Landlord’s tax evasion on student HMO housing – Stop allowing houses to be converted into flats – You should be increasing council tax on second homes and rental properties
Children’s Services / Fostering / Child care / Schools	11	2.8	– Childcare funding for 2yr olds as per Welsh Government proposals – disabled children support – Playgrounds (too little investment in making these areas sustainable and fit for our children and young people)
Arts / Culture / Events	10	2.5	– Arts and Culture – Bringing more events to Cardiff – Cardiff’s Built heritage
Libraries	8	2.0	– Libraries. LIBRARIES LIBRARIES LIBRARIES. – Libraries: knowledge access and self-education irrespective of age, class, faith and ethnicity.
Heath / Wellness	8	2.0	– Healthy food projects – teaching people how to cook from scratch – food education – ensure vegetables and fruit in takeaways not junk all the time – Mental health in schools
Don’t waste resources	5	1.3	– Get rid of bicycle lanes, complete waste of money – Focus on supporting core service cleaning streets and roads and stop wasting money on cycle lanes
Leisure Facilities	5	1.3	– Development of free sports and exercise for all – Make more areas for people to go skating or places for young people to hang out

Recycling & Bin Collections	5	1.3	<ul style="list-style-type: none"> – Making recycling facilities accessible for people without cars – If you changed back the recycling centres to taking black bin waste and made access easier there would be less fly tipping. The increase in fly tipping correlates with changes to refuse collection and disposal.
Welsh Language	3	0.8	<ul style="list-style-type: none"> – Welsh Language – Ceasing the onslaught of the Welsh language in signage, literature and sites like this
Adult Education	2	0.5	<ul style="list-style-type: none"> – Adult learning services
Council Tax	2	0.5	<ul style="list-style-type: none"> – Reduction in council tax
Elderly / Care Homes	2	0.5	<ul style="list-style-type: none"> – I think there is a gap in support/ resources for the elderly if they are in hospital and need support to be sent home. People are not aware of what is available and the present system where you have to tell the hospital/nurse that your relative needs support is inadequate. They don't put anything in place if you don't ask
Misc.	21	5.3	<ul style="list-style-type: none"> – Concentrate on the basics – Net zero progress – Better communication with Cardiff residents – Public toilets – Veteran welfare
Total	393	-	

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

Appendix 4 – Do you have any other comments?

Theme	No.	%	Example Comments
Street cleaning / Litter / Fly-tipping	80	16.0	<ul style="list-style-type: none"> – <i>Cardiff is a dirty city, more street and public areas cleaning needed</i> – <i>Clean up the litter</i> – <i>We need to make the most of our environment and encourage people to be responsible for keeping it clean and tidy. Need to take more actions against people who don't recycle and leave waste for others to tidy up. Need to provide more bins and recycling facilities in public areas. Look at initiatives to financially reward people for the collection of plastic and tin cans at recycling hubs.</i> – <i>So many areas of the city look like dumping ground because waste, recycling, bulky waste, recycling centres and enforcement against fly tipping just don't join up</i> – <i>The streets of Cardiff are an embarrassment to the city and need cleaning up</i>
Don't Waste Money / Poor Value for Money	70	14.0	<ul style="list-style-type: none"> – <i>Cut back on spending cut your cloth to match your funds</i> – <i>Stop wasting money on worthless projects that are barely used, and vanity projects to pander to a minority like bilingual road signs</i> – <i>Money seems to be spent on cycle lanes and the Bay. How about putting some resources into other areas of Cardiff?</i> – <i>Too much money is spent on schools</i> – <i>Stop wasting money whilst telling poor people to budget better on thin air.</i>
Roads / Pavements / Infrastructure	65	13.0	<ul style="list-style-type: none"> – <i>Fix the roads</i> – <i>Being disabled with mobility issues, i am fed up of not being able to walk up my street without tripping over broken and uneven slabs.</i> – <i>Roads are a disgrace it makes me wonder if this is why the slowing of traffic is to compensate for this.</i> – <i>Seriously, the roads around the vast majority of Cardiff are in a dreadful state of repair.</i> – <i>Spend more money on making conditions better for motorists not cyclists.</i>

Sustainability / protect environment / reduce pollution	41	8.2	<ul style="list-style-type: none"> – the council is destroying the environment, please consider our children in planning policies – You say decarbonization is your aim yet you plan to transport yet more pupils across cardiff to Cathays High by expanding it. the pupils do not come from the Maindy area they are from the other side of the city, Grangetown and Bay. So you are adding to congestion and pollution – Green Belt/Buffer areas should be preserved & expanded to help climate change & for future generations. Your concreting over of green fields and the destruction of trees much stop immediately! Housing developments should be restricted to Brown field sites! – Focus on net zero and sustainable developments.
Invest in/ Protect Green Spaces	37	7.4	<ul style="list-style-type: none"> – Not allowing destruction of hedges woodlands & the northern meadowz – I am fed up of seeing Cardiff Council destroy what should have been protected green spaces and green belt! – Need investment to achieve the goals set out in Cardiff's One Planet strategy
Cycle Lanes	36	7.2	<ul style="list-style-type: none"> – Stop trying to fit cycle Lanes where there is no room for them. – I really like the new cycle lanes in Cardiff. And thoroughly support creation of new ones. More infrastructure in supporting people cycling to reduce traffic is greats – It's all very well having good cycle tracks but if the side roads from their homes are full of wheel buckling potholes that take cause painful accidents the car is still a safer option. I think all councillors should spend a day in a wheelchair again in the side streets because again it's easier, and less bone shakingly painful, to go by car!
Tackle Crime/ Antisocial behaviour / Community Safety / More Police	36	7.2	<ul style="list-style-type: none"> – New housing estates seem to be hit hard with crime something needs to be done on these new estates to make residents feel safe – CCTV for inner city streets such as Broadway, to reduce drink and drug related crimes – Crime is going through the roof
Education / Youth Services / Learning Support	36	7.2	<ul style="list-style-type: none"> – There are not enough high schools in Cardiff. Please prioritise expanding existing high schools

			<p>and building new schools where demand is greatest.</p> <ul style="list-style-type: none"> – Education remains a key area of concern, especially with the impact of the pandemic. The current catchment areas for secondary schools just don't function effectively with many people 'playing the system' to get children in and then moving out of catchment. Either more enforcement is needed or the system needs a re-think. – the failure to provide youth services is leading to anti-social behaviour and knife crime
Don't raise Council Tax	31	6.2	<ul style="list-style-type: none"> – No more increases to council tax we can't afford it! – Council tax keeps increasing but their services decreasing, – A 4% hike in council tax is not value for money in this city, services are getting less and less and the city feels less safe than at any other time in last 15 years. A 4% increase feels like a slap in the face.
Help homeless/ More Houses Needed / Use empty properties	27	5.4	<ul style="list-style-type: none"> – Really need to help homeless there is too many in my opinion around cardiff! Housing is a joke tbh you have empty houses everywhere and I can't even get a council house and it's impossible for me to save for a deposit for a mortgage! – We're in a housing emergency and there are hundreds of people trapped in temporary accommodation who require homes to move on into. Home is everything. Build 1 bed units and clear the TA backlog. Everything else comes second. – Housing should be absolute priority. Rent controls until it is solved.
Improve Project Planning / Infrastructure	27	5.4	<ul style="list-style-type: none"> – More facilities to balance with the number of houses built (more GPs, pharmacies, school etc.) – Stop approving every building project - the city is swamped with low quality housing that's super expensive – Please give some thought to the infrastructure of the city before granting permission for huge building projects.
Negative Comments	25	5.0	<ul style="list-style-type: none"> – Stop spending on the Welsh language. – Like all of your surveys this will be ignored because you think you know better

			<ul style="list-style-type: none"> – Current service level is below standard.
Support the most Vulnerable	23	4.6	<ul style="list-style-type: none"> – Within the vulnerable families section, preventative messages and support for women's charities and families fleeing domestic violence should be a priority. Covid has meant we have seen a huge rise in violence against women and girls. We need to think of ways we can educate men and stop putting the emphasis on women changing their behaviour. – We need to be addressing Substance Misuse and Alcohol issues!! – Need to ensure most vulnerable are cared for first, but ensure other services running smoothly and facilities remain open
Health & Well-being	18	3.6	<ul style="list-style-type: none"> – Our health service is lagging behind most of the UK and needs urgent help – Mental health services need desperate improvement, it plays a huge part in homelessness and vulnerability in young people. – Inactivity and unhealthy lifestyle cost NHS millions every year. Make movement and exercise more accessible for all
Active Travel / Transport	15	3.0	<ul style="list-style-type: none"> – reduction of traffic and movement towards green and active travel infrastructure – Improving cycling and walking routes – Please finish the bike lanes and provide secure bike lock up shelters.
Improve public transport	13	2.6	<ul style="list-style-type: none"> – I think Public transport is really important. – Public transport in cardiff is atrocious they are dirty inside and out. – Insane prices and public transport that barely turns up. Unacceptable and focusing on bikes isn't good enough for people with disabilities or small children
Need more community provision / Community Involvement / Empowerment	13	2.6	<ul style="list-style-type: none"> – Need to further develop and fund projects and community initiatives – Communities getting together – promote safe volunteering especially for local communities
All services are important	9	1.8	<ul style="list-style-type: none"> – It's very hard to put a level of importance on things that are very important. – A difficult choice to prioritise as most are equally important

Positive Comments	6	1.2	<ul style="list-style-type: none"> – All public services are important. – Refuse collection is brilliant in Cardiff.
More public Consultations for council matters	6	1.2	<ul style="list-style-type: none"> – The council should focus on what the people of Cardiff are asking for & not some tin pot ideas from some of the councillors & council management. – Far more communication face to face with represents of the general public
Support Small Businesses / Lower Business Rates	5	1.0	<ul style="list-style-type: none"> – Killing small businesses by businesses rates – Help businesses by reducing rates for a set period to enable small businesses to recover from Covid and Brexit issues
Misc.	28	5.6	<ul style="list-style-type: none"> – All important - perhaps prioritise 5 this year and 5 next year – Stop Covid passports spend the money on services – I have damp all you did is paint the walls, still have damp – Train the refuse operatives to put the bins back where they got them from instead of blocking peoples drives – Could you ask bars and restaurants to remove their outdoor loudspeakers especially in streets where people live above commercial properties. <p>Thank you</p>
Total	501	-	

NB. Percentages do not total 100% as respondent comments could fall into multiple themes

Appendix 5 – Southern Arc Map

Southern Arc of Cardiff



Appendix 6 – 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 & Pentrebanе 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

2nd February 2022

Dear Ian

As Chair of Cardiff Schools Budget Forum, in response to the Budget Strategy Consultation, I note the following:

- Cardiff has the second highest uplift in provisional settlement figures (10.7% vs average 9.4% across Wales) so thank you to Officers for ensuring our interests are well represented nationally
- Of course, this is offset by the discontinuation of the Covid Hardship Fund, RLW for the Care Sector and no further in year grant allocations for teachers pay award next year, so a cautious approach is welcomed as we cannot accurately predict the cost to the LA and individual schools, especially around future Covid mitigations
- School leaders will require further clarity on specific grants and earlier notification (accepting we are dependent on Welsh Government timescales to a large extent) to enable more accurate and effective financial planning and having the right staff in place for the start of each academic year
- We have concerns around the sustainability of grant funding – most notably PDG given the introduction of free school meals for all primary aged children from September. This also raises the question of how eligibility criteria will change and the impact this will have for the LA and individual schools. We would appreciate your best endeavours to input into these discussions and keep us updated. Also, childcare and sustainable waste grant
- Concern that for indicative future settlements the increase drops to 3.5% for 2023/4 and 2.4% for 2024/5 meaning a bleaker picture in the medium term, especially at a time of rising price inflation
- Prudent budget modelling presents an indicative resource surplus of £8.999M overall. However, this is offset by risks including: uncertainty of WG grant allocations in some areas; financial impact of supporting the real living wage; employee pay awards; any new WG grant awards supporting new initiatives and Covid-19 and the high risk of rising energy prices
- Modelling is based on nil use of reserves which we support given the longer-term outlook; modelled increase in Council Tax of 4% which we understand is subject to consultation and may change; budget savings (a 1% efficiency) within education of £2.566M
- However, our members questioned the need to maintain efficiency savings of 1% given the predicted high level of reserves and uncertainties regarding grants and Covid-19 mitigations (especially in light of the next point)
- We are heartened to see the Ask Cardiff Survey results identifying Education and Youth Services as the number one priority, followed by supporting vulnerable children and their families in second place and patently this supports Cardiff 2030 and Child Friendly City initiatives as well as moving further towards UNCRC and WBFGA requirements
- On a LA level, members had questions around how Cardiff fared comparatively to other LAs in terms of Covid claims – asking for benchmarked comparative data to be provided

- Further clarity is required from the LA regarding aspects of Covid -19 mitigation the LA will provide versus what schools are individually responsible for (eg: PPE, cleaning materials, hand sanitiser)

In light of the points above, we would not support any increase in efficiency savings asked of schools for 2022/2023. We would urge you to carefully consider the need for maintaining the 1% efficiency saving - whilst we understand that in future years it will again be essential and from 2023/2024 onwards may even need to increase slightly.

We would welcome continued timely communication once WG announcements are made regarding grant allocations. We are grateful to Officers for the extensive work involved in collating the Education Grants spreadsheet and look forward to sight of the collated work as soon as it is finalised. Next steps are to risk assess for sustainability and keep lobbying WG colleagues for more advance communication to aid schools in their financial planning. And a seat at the table regarding future deprivation measures and associated resource allocation.

You would be most welcome to attend any School Budget Forum meeting and if you require any further input into the Budget Strategy Consultation, please do get in touch with me at:

All the best

Karen Dell'Armi

Karen Dell'Armi
Chair, Schools Budget Forum

Cyf/My Ref.:

Dyddiad/Date: 24 February 2022

Karen Dell'Armi
Chair, Cardiff Schools Budget Forum

Annwyl / Dear Karen

Draft Budget Proposals 2022/23

Thank you for your letter dated 2 February 2022 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 24 February 2022.

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.

I am grateful that you acknowledge that whilst the settlement from Welsh Government is positive for 2022/23, there are additional pressures that must be funded and risks that need to be mitigated. I am though pleased that when Cabinet considered its budget deliberations it determined for the year 2022/23 not to proceed with any budget efficiency ask from delegated school budgets.

I have asked officers to continue dialogue with WG officials and ensure constructive dialogue on the impact of grants and the introduction over the forthcoming period of universal free school meals. I have also asked officers that they continue to engage in early dialogue with the School Budget Forum on issues such as deprivation and resource allocation.

As reported in the last School Budget forum, any decisions on individual school surplus balances will consider the context within which schools currently operate in terms of ability to spend, late receipt of grants, recovery from the impact of the pandemic and a look forward to the medium term. I would anticipate school surplus balances to be considered sympathetically across the City, but the Council will reserve the right to intervene in exceptional cases where a school surplus balance does need to be immediately addressed.

I hope that this letter captures 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,



Y Cynghorydd/Councillor Christopher 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

My Ref: Scrutiny/Correspondence/Cllr Jenkins

23rd February 2022

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 – 21 FEBRUARY 2022
DRAFT BUDGET PROPOSALS 2022/23 & CORPORATE PLAN 2022/25**

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 2022/23 and draft Corporate Plan 2022-2025. The comments, observations, and subsequent recommendations from Committee Members in their consideration of this item are set out in this letter.

From the outset, and as we have mentioned in previous years, we do wish to state given the importance of the Council's budget, the substantial figures it entails, and the overall level of information that is provided to Members, within incredibly tight timescales, it does pose considerable difficulties for Committee Members to adequately analyse the papers in advance of the scrutiny meeting.

Corporate Overview Section

- During the meeting, questions were asked about how much of the Council's overall budget is toward debt repayment. We were advised, around £35million of the Council's £740million budget for 2022-23, would be spent repaying debt however this figure is not solely in relation to the repayment of new debt, but includes the repayment of historical debt. Further to this, Members were also informed that borrowing affordability and sustainability is undertaken within the Council's Treasury Management Framework which is continuously monitored through relevant scrutiny committees and the council's Governance & Audit Committee. We wish to reiterate the need to ensure the Council's levels of debt are continuously monitored, to ensure it stays within sustainable figures.

- With regard to the Council's Financial Resilience Mechanism, Members noted that £1.648m has been allocated to the heading 'Community Improvement and Safety'. However, when the allocation of where this spending would go was broken down at the meeting, it appeared that only £25,000 would be going toward 'community safety' and £250,000 toward park lighting. With the other monies within this allocation going towards programmes such as sports development, money advice matters and so on.

Although Members note, and appreciate, community safety will be receiving additional funding through other streams in this year's budget, we strongly urge that in future years, 'Community Improvement' and 'Community Safety' is not adjoined into one heading and is clearly divided within the budget proposals paperwork.

- In terms of the 'Consultation on Cardiff Council's 2022/23 Budget', Members raised their concerns on the number of responses it received (1,547). Particularly when compared to the number of responses the consultation received last year, under the same Covid related restrictions (2,870). Given the importance of the budget setting process, Members wish to stress the need to ensure every effort is made going forward to improve response levels and so, **recommend** that additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand. In line with this, Committee Members also questioned if the length of time the consultation is live, is adequate to generate a good response and insight into the public's views. Members note timing of the consultation is subject to when the provisional settlement is received from the Welsh Government and welcome the comments it is hoped receipt of the provisional settlement may return to October, which would provide greater time for the consultation to be live. In addition, we note and welcome the comments made that work is ongoing toward a new Citizen Engagement strategy.

Members were disappointed that community safety and dealing with ASB issues was not provided as an option for respondents to select within this year's consultation. Given that *'Keeping our communities safe and tackling anti-social behaviour'* was one of the top three priorities identified by the public in last years consultation, and, how important community safety issues are for the public, its absence as a priority to be selected was extremely notable and disappointing. Although Members note the comments that other consultations such as ASK Cardiff are considered when setting the budget, given community safety's importance, and that it was identified as the publics top three priority last year, Members **recommend**

tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.

- In terms of the council tax increase, it is noted that the settlement from Welsh Government is “better than expected” and the settlement from Welsh Government has been referred to as better than expected for the past few years, and we heard at the meeting a range of contextual factors have informed the decision for the council tax increase.
- Members noted their concern on the potential impact following the loss of Welsh Government’s Covid-19 Hardship Fund, and although we note and welcome the comments that Welsh Government will continue to fund PPE costs until March 2023, we do wish to stress and reiterate the need to ensure due-diligence towards this risk is continually applied, and the base requirement determined for this risk, is frequently reviewed and monitored.

Cllr Elsmore’s Section

- Given we, as a Committee, have been informed on the service area’s focus, and upcoming work, in developing technology enable care, we noted our surprise that last year’s budget saving proposal, of £94,000 through increasing the use of technology in care packages, was not achieved. We note from the response that although savings were being achieved, the service area did not have the mechanisms in place to capture the savings, which was in part due to a lack of strategy toward this work. Along with the notable absence of all social workers being trained on the technology available. However, we note this is currently being addressed and worked on as part of the ‘Tech’ strategy being developed. Given the importance of this topic, we **request** sight of the statement of requirement that went to tender for the tech strategy and **request** a briefing on the Tech strategy is provided to the Committee when available.
- We also noted how this year, there are a number of savings proposals which relate to changes in accommodation provision (for both learning disabilities and those who require mental health support). Given that last year’s savings proposals, which related to supported living accommodation provision was not achieved (as of Month 9), this does raise questions on the achievability of this year’s saving proposals which relate to alternative provision. Although, the sensitives around these proposals, which provided reasonings for the delay, is acutely recognised by Members.

- Further to this, we also raised our concerns over the savings proposals relating to mental health provision and the intricate, delicate sensitivities in potentially moving individuals with support needs. In addition, we also sought assurance that these individuals would receive no detrimental impact because of the change, particularly less support. We note and welcome the comments that although individuals will receive more independence within this proposal, they will still receive a full support package and their safety and wellbeing will be paramount.
- In terms of the work detailed in the Corporate Plan, we referenced S2.3 which details the work with the Regional Partnership Board. We sought clarity on the wording which states, '*Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023*'. From the response, we note the locations referenced in this narrative refers to locations for staff to access, and not members of the public. As such, we strongly urge the narrative be amended to ensure this is clearly understood by readers. During the discussion we also questioned if the need for these locations would require the council purchasing new assets and we note the majority of these locations will be from re-purposing current council buildings or by developing new space as part of a wider project.
- During the meeting, Members sought assurance on how the £5.6million figure in relation to demographic growth and financial pressures had been determined, and, from the response, we note and welcome the level of modelling undertaken when determining this projection.
- We also sought clarity on the spending surrounding Disabled Facilities Adaptions (DFA) and we were informed there are three amounts of money that goes into DFA spending, around £5m towards this spending comes from the Capital Programme general fund, £3m from the HRA fund and £0.5m from grants (annually) totalling to around £8m cost per annum. However, as this was not clear during the discussion, we do wish to **request** clarity on how much is spent annually on DFA's. Although Members note the resource of the Capital Programme is made up of a range of funding streams such as grants, reserves and borrowing, we sought clarity on how much of the DFA spend is funded solely from borrowing. From the response, it appeared this could not be provided as we were informed borrowing within the Council's budget is not based on specific projects, but rather, determined by overall council need. From the discussion we also note that officers have been informed that additional funding has also been made available for people with care and support needs.

Cllr Thorne's Portfolio

- In terms of the Council House Build Delivery Programme, during the presentation Members were informed of the new target, of 4,000 new homes being provided by 2030, which includes homes for social rent, and homes for sale. During the discussion the intent to also expand the scale and pace of the delivery programme was also raised.
- Given that the original target to deliver 1,000 new council homes by March 2022 was not accomplished, we raised questions on how expanding the scale and pace of the programme could be achieved. We note the assurance provided by officers that the Council has the capacity, with the sites confirmed in the programme, to deliver 3,600 new homes, along with the ongoing commitment to meeting targets. In addition, we also note the confirmation that we are on track to deliver 1,000 new council homes by the end of the year.
- Going forward, we **recommend** if a target set within the Council House Delivery Programme is not achieved, or expected to be achieved, CASSC is proactively informed. To confirm, we do not wish to deter the setting of targets within this field, however given its importance we believe a formal, avenue whereby officers in the development programme proactively inform the Committee when a target is not achieved would be welcomed, and useful communication.
- With regard to homelessness, we questioned why, out of the £1.760m of earmarked reserves, £390,000 of its allocation had been spent on other commitments and if this was planned use. From the response it was unclear what the £390,000 spend related to and if this was planned use and so we wish to **request** this information. We also questioned if the amount left in earmarked reserves for homelessness (£1.370m) was enough to adequately address homelessness. We note from the response, officers are confident this is enough and there is also ongoing funding to assist in this area of work.
- We sought information on the new posts created within community safety and we were informed the 2 'Situational Response to Community Safety Issues' posts will be created to assist in the Community Safety Partnerships problem solving groups, and the 2 Violence Prevention posts will be to ensure safeguarding of adolescents who are at risk of exploitation.
- In terms of the prisoner discharge service, Members sought assurance on if communication and relations with the prison and probation has improved and from the response, it was pleasing to note good progress has been made, and work is ongoing to improve it further.

- We also explored the decarbonisation agenda, and we wish to **request** clarity on if every council house being built at present (and in future years) will not include a gas boiler. Within the topic of decarbonisation, we also highlighted how the Council House Build Programme was the largest outgoing in the Capital Programme expenditure and so, we sought assurance that these figures take into account additional costing of all current and forthcoming schemes to meet new regulations. From the response, we note the figures do account for schemes that are currently being built but does not yet include the additional technology costing as these figures are reviewed on an annual basis and are yet to be built into the programme. Although we note these figures are reviewed annually and is subsidised by significant levels of Welsh Government grants, we were informed at the meeting for each home to have additional decarbonisation kit, it equates to £15,000 per property. Given the number of properties within the scheme, and those forthcoming, this additional costing does equate to substantial figures. We therefore strongly urge all additional costing within this work is included in these figures as soon as possible to ensure estimates and indicative spend is a true reflection.
- During our discussions, reference was also made to the Corporate Plan Key Performance Indicator surrounding the extent citizens agree that local public services are successfully dealing with ASB and crime (K4.14). We questioned why no target for this KPI was set, particularly given the results from the Ask Cardiff Survey which showed that only 21.3% of respondents strongly agreed or agreed that they feel the police and other local public services are successfully dealing with crime and ASB. We note from the response, addressing this issue is not solely down to sufficient money and resource, but is largely dependent on effective partnership working. However, given the importance of this area of work, and due to the Ask Cardiff 2021 results, we **recommend** a target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

For ease of reference, the recommendations and requests captured in this letter which require a response are as follows:

Recommendations

- Additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand

- Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.
- If a target set within the council house delivery programme is not achieved, or expected to be achieved, CASSC is proactively informed.
- A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

Requests

- Sight of the statement of requirement that went to tender for the tech strategy
- A briefing on the tech strategy is provided to the Committee when available.
- Clarity on how much is spent annually on DFA's.
- Information on what the £390,000 within the homeliness earmarked reserves was spent on and if this was planned use.
- Clarity on if every council house being built at present (and in future years) will not include a gas boiler

I hope that the comments provided will be of assistance to you and the Cabinet in considering the Budget proposals on Thursday 24 February and look forward to your response to the points and recommendations 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 Adults, Housing & Communities

Helen Evans, Assistant Director, Housing & Communities

Dave Jaques, Operational Manager, Development & Regeneration

Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee

Chair of Audit & Governance Committee

Nicola Newton, Principal Scrutiny Officer

Cabinet Support Office
CASSC Committee Members

Cyf/My Ref: CM47233
Eich Cyf/Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 24 February 2022

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 – 21 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

Please find contained within this letter our response to your recommendations as set out in the agreed table format. You will note we have accepted two of the three recommendations set out in the table and a full response can be found there. The one recommendation not accepted relates to anti-social behaviour as it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety Partnership. However, the Committee should be assured, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.

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

Borrowing and Affordability Indicators

The capital financing budget includes interest repayments on existing borrowing, provision for repayment of capital expenditure incurred in previous years and estimated costs of future borrowing. The capital programme is set in accordance with our Capital Strategy (Annex 3 of the budget report) and any borrowing impact resulting from the strategy is set out as part of our Treasury Management Strategy (Annex 4 of the budget report). Governance and Audit Committee review the Treasury Management Strategy prior to approval and full council also receives an annual outturn report in September / October each year and a mid-year report in November each year updating all Members on our Treasury Management Activities.

The capital financing implications of capital schemes are considered as part of the Medium Term Financial Planning Process. Appendix 12 of the Budget Report highlights the various prudential and treasury management indicators that are included in the budget proposals to help determine the prudence, sustainability, and affordability of the capital programme, in line

with guidance and statutory requirements. This includes the setting of an overall borrowing limit and as shown on Page 20 of the Capital Strategy, ratios highlighting capital financing costs as a percentage of the Council's Net Revenue budget.

The Council's S151 officer also makes a statement within the budget report on the affordability of the capital programme, and the risks inherent in the capital programme and wider elements of the budget are reviewed as part of the budget monitoring process and annually as part of refreshing the annual budget.

I note your comments in respect of the tight timescales within which Scrutiny have to consider budget papers. Whilst we need to acknowledge the delay again in the settlement details being received, I have asked the Corporate Director of Resources to reflect on whether improvements can be made, and this would include the timeliness and format of the information provided.

Community Safety Funding

Your comments regarding the breakdown of community support into additional categories in future, with Community Safety identified as a separate category, are noted. I would like to assure the Committee that the 2022/23 Budget contains a number of areas of support for Community Safety. As well as the one-off support of £275,000 noted in your letter, the following items will also be funded on an ongoing basis:

- **Situational Response to Community Safety Issues (£100,000)**
Supporting the Council's and partners approach to improving community safety and tackling anti-social behaviour and violence prevention initiatives. This will include expanding the multi-agency problem solving approach to tackling anti-social behaviour hot-spots that was successfully piloted in 2021/22.
- **Violence Prevention, with focus on vulnerable young people (£82,000)**
To develop the Council and partner approach to violence prevention, with focus on vulnerable young people. This will include the development and delivery of the new statutory Violence Prevention strategy and initiatives, and delivery of a cross-Council and public service preventative approach to safeguarding young people.
- **Community engagement and safety in parks**
The funding will provide additional capacity to support community engagement and safety in parks, specifically:
 - A Parks Community Liaison Officer to increase the service's interface with South Wales Police, and involvement in respect of safety in parks.
 - Two additional Community Park Ranger Staff
 - A Friends Group Support Officer to support emerging friends' groups, increase volunteer activity, submit grant applications and support the emerging interest in the National Park City, Cardiff Movement.

Personal Protective Equipment

It is currently anticipated that Personal Protective Equipment (PPE) via the Welsh Government / NHS Supply that has been supporting provision to Social Care settings will continue until the end of March 2023, although this is yet to be fully confirmed. In addition to this, the Council has incurred PPE costs in relation to other settings, together with the costs of security, storage, and distribution of PPE items. These areas are not expected to receive further external funding support during 2022/23 and could potentially be a call on the Council's £10 million COVID-19 Hardship budget. As with all other calls on the Hardship budget, this will be closely monitored from the outset of the financial year and modelling of ongoing PPE

requirements will take account of current stock, together with any changes to requirements associated with regulations or risk assessments in place.

Technology Strategy

We would be happy to share with Committee a copy of the specification for the consultants assisting with development of the Tech Strategy, this will be provided to the Scrutiny Officer for circulation shortly. Updates on progress with development of the Strategy will be provided as part of the normal corporate plan monitoring arrangements and officers would of course be happy to brief Committee on the draft strategy when available.

Work with the Regional Partnership Board

Your comments about the clarity of the wording of S2.3 are noted, this will be reviewed.

Disabled Facilities Adaptations

The table below summarises the investment in Disabled Facilities Adaptations across the five-year capital programme.

Description			2022/23 Incl. Slippage	2023/24	2024/25	2025/26	2026/27	Total
			£000	£000	£000	£000	£000	£000
1	Disabled Adaptations Grants (see also Public Housing)	Annual Sum: Adaptations and internal modifications to allow the recipient to live independently within their own home.	5,459	5,000	5,000	5,000	5,000	25,459
61	Enable Grant (WG)	Grant: Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	540	540	540	540	540	2,700
99	Disabled Facilities Adaptations	HRA: To provide adaptations and internal modifications to allow the recipient to live independently within the home.	3,000	3,350	3,350	3,350	3,350	16,400

Unless there is a specific grant (e.g., row 61), or revenue funding source, capital expenditure on Disabled Facilities Adaptations is either paid for by borrowing, capital receipts, or unhyponthecated grant (General Capital / Major Repair Allowance)

Housing Programme

I note the comments raised here and welcome the opportunity to put in place a process to keep CASSC informed more regularly about progress against new build targets. An annual update is already provided as part of the HRA Business Plan Cabinet Report, but I can ensure that more regular updates are provided directly to CASSC.

Homelessness Reserve

The planned drawdown from the homelessness reserve reflects estimated requirements for temporary staff costs and other homelessness pressures during 2022/23. Whilst the heading of the column is entitled "other commitments", this is purely to distinguish it from use of reserves for general budget funding. All expenditure planned to be funded from the reserve relates to the support of homelessness services. Modelling is regularly undertaken to review the longevity of the reserve and presents no cause for concern regarding the adequacy of the

reserve over the medium term. One-off grant funding is sometimes received that improves the position and reduces the planned drawdown by the financial year end.

Decarbonisation and Housing

I am happy to confirm that every council property designed from May 2021 onwards is designed without a gas heating system. Instead, a renewable technology such as ground source or air source heat pumps have been designed in. The Bute Street Community Living project is currently being assessed to determine if it can link into the new Heat Network that will run along Bute Street. If this is achievable then the proposed ground source heating system will be omitted. Furthermore, schemes are designed to incorporate integrated solar PV panels and battery storage and electric Vehicle charging points where possible with consideration being made by our design teams to maximise solar gain in the schemes design from the onset.

Where schemes were designed prior to May 2021 and would have included a traditional gas central heating system but were not yet on site, we have worked with the contractors to remove the gas system and replace it with either ground source or air source. This is the case for the projects recently commenced at Wakehurst Place and lowerth Jones and we are working through this change with the contractor appointed to deliver the St. Mellons and Maelfa Community Living projects.

We believe in futureproofing the new build programme and have already committed **now** to achieving the proposed Welsh Government improvements to Building Regulations earmarked to come into force in 2025. These proposed changes to Building Regulations will mean that every building must achieve a minimum SAP rating of A, not be reliant on gas and deliver an enhanced building fabric. Our scheme on site at the former Rumney High school demonstrates how we are delivering high-quality low carbon homes in volume. Every property has a ground source heat pump, solar PV and battery storage and EV charging points. The homes are predicted to achieve a SAP rating of A and will achieve a 90% improvement against the Current Part L of Building Regulations. We see this as being the minimum standard for our new build programme moving forward. Not only will this approach ensure we are minimising our carbon impact, but we are also helping to eliminate fuel poverty for our tenants.

This is the right approach to take and as we discussed in the Scrutiny meeting, we recognise there is an additional cost. However, each project is subject to a viability assessment to ensure the scheme is financially viable within our approved parameters before it proceeds. The assessment will include the cost increases relating to the enhanced standard. The cost of renewable technology continues to fall as this approach becomes more common and Welsh Government have increased the level of funding available to each project meeting these enhanced standards to help meet the increased costs. As we discussed in the meeting, the cost of the build programme is reviewed on an annual basis.

Taking this approach also helps to futureproof the homes we build. As Welsh Government not only review the required quality of new build homes through the DQR standards they also continue to review the standard of the existing social housing stock. As we move towards reducing the carbon impact of our existing housing stock it is likely that future programmes of work will be required to focus on decarbonisation. The standard of the new homes we are building now will mean they will be futureproofed against this.

The Committee sought clarity in relation to Step S2.3 *'Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023'*. This Step has been amended within the Corporate Plan to provide the clarity sought and now reads: *'Identifying easily accessible locations within the*

community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023'.

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

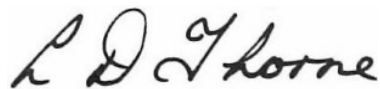
Yours sincerely



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



Councillor / Y Cyngorydd Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lles



Councillor / Y Cyngorydd Lynda Thorne
Cabinet Member for Housing & Communities
Aelod Cabinet dros Dai a Chymunedau

cc Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Jane Thomas, Director Adults, Housing & Communities
Helen Evans, Assistant Director, Housing & Communities
Dave Jaques, Operational Manager, Development & Regeneration
Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee
Chair of Audit & Governance Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office
CASSC Committee Members

Response to CASSC

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
Additional avenues for generating	Accepted	This work will form part of the review of	Gareth Newell	December 2022

public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand.		consultation and engagement practice that will be undertaken as part of the development of a new Citizen Engagement Strategy in 2022.		
Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.	Accepted	The Ask Cardiff and Budget consultation will include community safety and tackling ASB in the 'budget priority' shortlist.	Gareth Newell	September 2022
A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required	Not accepted	Given the focus of the KPI is on satisfaction with 'police and other public services' it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety	Sian Sanders	N/A

		<p>Partnership. The Committee should be assured, however, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.</p>		
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Ref: Scrutiny/AEJ/LB/CW/220222

23 February 2022

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 – 22 February 2022

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 22 February 2022 to consider the Draft Budget Proposals 2022/23 and Draft Corporate Plan 2022 - 25.

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. The comments and observations made by Members following this item are set out in this letter.

❖ **Corporate Overview**

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 noted responses in relation to the ongoing implications of Brexit on the budget; the uplift to delegated schools; the resilience of the Capital Programme; the increases for the Children's Services budget; improving consultation with children and young people; and external spend and savings.

Members welcomed the response regarding school balances from grant funding, given that these were often awarded with a lack of clarity on how and when to spend it.

Members welcomed the additional funds in the base budget and FRM in relation to Youth Services and were reassured that the outcomes of the Youth Service Review and evaluation would inform the spend this area, as well as other initiatives such as the Summer of Smiles.

Members asked a question on the national proposals for free school meals and any potential implications for the Council's budget. Currently, there appears to be a lack of clarity on this and whether the loss of income from families who currently pay for school meals would be met by Welsh Government. Members would welcome an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Members raised the issue of risk to identified savings in Children's Services in relation to the Reviewing Hub, the lower levels of intervention that the Service is trying to achieve and the shifting balance of care element with efficiency savings here as well. The Committee requests that it has sight of the monitoring and review at regular intervals during 2022/23 and would seek your support in providing this information and an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

❖ **Children's Services**

The Committee welcomed the 11.8% uplift to the Children's Services budget for 2022/23 and the development of a 3-year Children's Services Strategy and will look forward to receiving this in due course.

Placements

Members raised a number of issues in relation to placements. They were particularly concerned about unregulated placements in the city and were alarmed by the potential safeguarding problems for these young people being brought into the area, many of which may have complex needs and require care and support. Members would request further information on how this is monitored, and what the Council does or can do to have better information on these placements.

Members asked questions around the reliance of the private sector in relation to placements and whether the £2m for appropriate placement funding was achievable, given the lack of control in the market. Members were concerned that some children and young people were being sent much further out of county but reassured that weekly monitoring of this information was being undertaken and would again call on your support in ensuring that this Committee receives regular updates on this.

Members also asked how many places were available in Cardiff for placements, and any additional placements that would be available in the coming year. Arising from this, Members would request the following information, which we are happy to receive anonymised:

- Number of buildings/ places currently available in Cardiff, in all sectors – broken down by individual providers
- How many of these are currently being used?
- The type of support available at these places
- Number of Children and young people requiring this type of support
- The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

Members of the Committee would like to again congratulate Cllr Merry and all Education and schools' staff on their achievements as highlighted in the recent Estyn Report.

Members noted responses in relation to targets regarding ALN places; and the Summer of Smiles evaluation report (which was provided immediately following the meeting).

The Committee asked if there was any update in relation to the replacement to the Pupil Development Grant and were informed that, currently there was no update, but that the Cabinet was working closely with the Welsh Government on this. The Committee would welcome an update in due course, with an indicative time scale on when this could be reported back.

Members again welcomed the review of Youth Services and would welcome further details (including timescales) of this review so that the Committee can receive updates at appropriate times.

In this section, Members also raised the issue of placements and the impact this has on schools. In relation to those placed out of county, Members would wish to be informed of how those moved out of Cardiff's educational improvement and progression is monitored by Education Services.

To recap, the Committee is requesting the following information:

Corporate

1. Free School Meals - an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Children's Services

2. Your support in providing Members with regular updates on risks to identified savings in relation to the Reviewing Hub, the lower levels of intervention and the shifting balance of care element of the efficiency savings, including an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

Placements

3. Further information on how private placements are monitored, and what the Council does or can do to have better information on these placements.
4. Your support in ensuring that this Committee receives regular updates on placements.
5. The Committee is provided with a detailed briefing on the following:
 - Number of buildings/ places currently available in Cardiff, in all sectors – broken down by individual providers
 - How many of these are currently being used?
 - The type of support available at these places
 - Number of Children and young people requiring this type of support
 - The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

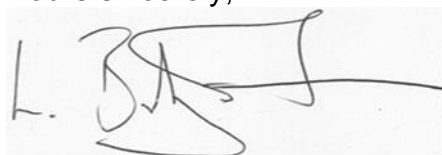
6. An update on the replacement to the Pupil Development Grant, with an indicative timescale on when this could be reported back.
7. Further details (including timescales) of the Youth Services review so that the Committee can receive updates at appropriate times

8. Information on how the LEA monitors the educational improvement and progression of those children and young people who are placed out of county.

There are no formal recommendations arising from this letter.

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.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', written over a light grey rectangular background.

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
Members of Children & Young People Scrutiny Committee
Cabinet Support Office
Tim Gordon & Jeremy Rhys, Media and Comms
Cllr Adrian Robson – Group Leader
Cllr Rhys Taylor – Group Leader
Cllr Keith Parry – Group Leader
David Hugh Thomas – Chair Governance & Audit Committee

Cyf/My Ref:: CM47234
Eich Cyf/Your Ref:: Scrutiny/AEJ/LB/CW/220222

Dyddiad/Date: 23 February 2022

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 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

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

I have asked that officers provide quarterly reports to the Scrutiny Committee on the performance of the savings proposal (including commentary on risks) relating to the Reviewing Hub and the Rebalancing of Care. This will link in with the regular financial monitoring reports issued to Cabinet.

With respect to placements, I have asked that officers ensure that placement data is included in the Children's Services quarterly report provided to this Committee. In addition, a briefing paper on private placements and how they are monitored (including the answers to the questions in your letter) will be provided to the Scrutiny Committee in June 2022.

In relation to Universal Free School Meals, the Council is working closely with Welsh Government as they develop their policy in this area and will report back to the Committee when an update is available which will also include an update on any implications on the Pupil Development Grant.

The details of the review of Youth Services with a timetable will be supplied to the Committee in the next few weeks.

In respect to the monitoring of the educational improvement and progression of children and young people placed out of county, it should be noted that the recent Estyn Inspection made the following commentary in respect of this area of work;

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor 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 bilingual. We will ensure that we communicate with you in the language of your choice, but please let us know which you prefer. Corresponding in Welsh will not lead to delay.



'Over time the local authority has developed strong and valued relationships with establishments it commissions to provide education for children who are looked after. The local authority issues providers with a quality assurance framework and has discussions with providers on curriculum provision, planning for pupil progression and self-evaluation. The local authority sets out clearly the range of information it expects providers to report on in relation to education provision and pupil progress. Communication between officers and providers is regular and effective. Generally, officers provide appropriate challenge to changes in provision and in discussing outcomes of Estyn visits with providers. In addition to the quality assurance framework, providers benefit from the safeguarding self-evaluation toolkit provided by the local authority. In a very few cases, support from the local authority for children who are looked after and have additional learning needs is not always timely enough. Whilst the local authority works closely with education other than at school providers the recording of systematic monitoring of individual providers is inconsistent.'

The budget currently includes a sum of money to appoint a 'Virtual Head Teacher' who will bring together and be responsible for the Educational improvement and progression of all children and young people not in a Cardiff maintained school. This complements the existing provision of mentors for young people through both the Youth Service and Children who Looked After team. Also, please find an attached document (Appendix A) which is being used for EOTAs providers but will be developed to be used for all out of county educational placements.

Moving forward the Directorate intends to continue to improve these arrangements by ensuring all commissioned providers agree through a Service Level Agreement (see Appendix B) to provide a minimum amount of regular performance and progression information for each young person placed out of county.

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

Yours sincerely,



Y Cyngorydd/Councillor Christopher 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;
Dylan Owen, Head of Cabinet Office
Members of Children & Young People Scrutiny Committee
Cabinet Support Office
Tim Gordon & Jeremy Rhys, Media, and Comms
Cllr Adrian Robson – Group Leader
Cllr Rhys Taylor – Group Leader
Cllr Keith Parry – Group Leader
David Hugh Thomas – Chair Governance & Audit Committee

Appendix A

Commissioned Alternative Provision Quality Assurance Framework Provider Self-Assessment Form

Name of Provider

Address

Telephone Number

Email address

Monitoring the quality of commissioned Alternative Provision

Purpose

This framework is intended as a tool for monitoring consistency and quality in the leadership, management and delivery of Alternative Provision commissioned by the Cardiff Council and delivered by external providers.

The aim of this monitoring framework is to ensure that effective and best practice is shared and to improve overall provision and outcomes for students.

This framework sets the criteria against which all commissioned providers will be assessed. The monitoring framework takes into account all aspects of practice and applies to both Cardiff Council and the external provider, thus ensuring accountability from all.

Assessment and Monitoring Framework

The framework takes into account the following areas of monitoring and evaluation in line the Estyn's Common Inspection Framework (2017) & Education other than at school report (2016). It comprehensively covers all areas of school self- evaluation. Cardiff Council believes the criteria provides the best key indicators to identify the quality of Alternative Provision provided.

1. Standards
2. Wellbeing and Attitudes to Learning
3. Teaching and Learning Experiences
4. Care, Support & Guidance
5. Leadership and Management

Review Cycle

Visits to commissioned Alternative Provision providers will take place on a termly basis.

Evidence

Commissioned providers must complete the documentation and provide supporting evidence where appropriate. The monitoring and evaluation team will meet with Students, Parents and Carers ensuring stakeholder voice is taken into account in the evaluation process.

Brief description of education programme offered

Courses/Subjects	Accreditation and expected outcomes All qualifications must be approved by Qualifications in Wales (QiW)	Number of students	Available through the medium of Welsh

1. Standards

	Requirement	Evidence	Requirements met (circle)
1.	<p>Regular, thorough assessment and review of progress takes place.</p> <p>Students are aware through feedback and assessment of how well they are progressing and are aware of what they need to do to meet their individual targets.</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Learners meet the targets set in relation to their starting point and make at least satisfactory progress in		<p>Fully</p> <p>Partially</p>

	developing knowledge, skills & understanding. Schools receive data on a termly basis for each individual student.		Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Assessment data analysis clearly indicates how well the provision is doing in relation to individual student targets, progress of specific groups & how effective it is at identifying under achievement.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Clear action planning to meet the needs and narrow the attainment gap for individual learners.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	Regular meetings take place to plan and develop the provision.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
6.	Effective self-evaluation procedures are in place.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	There is evidence that good practice is identified and disseminated across the provision.		Fully Partially Not at all/limited evidence
Comments			

2. Wellbeing and Attitudes to Learning

	Requirement	Evidence	Requirements met (circle)
1.	Learners have a forum to express opinions and raise issues.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	There are productive working relationships between staff and learners leading to effective feedback and positive learning outcomes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	School and providers work in partnership with individual learners and parents/carers to monitor and review individual needs, abilities, and aspirations.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Effective lines of communication are in place between the schools and the provider.		Fully Partially

			Not at all/limited evidence
Comments			

3. Teaching and Learning Experiences

	Requirement	Evidence	Requirements met (circle)
1.	Timetabling arrangements allow individuals access to the widest possible range of programmes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	A programme of monitoring and evaluation of teaching and learning including lesson observations is in place. Lessons have clear and appropriate learning outcomes.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Clear differentiation in lesson planning allows for the prior learning, knowledge, skills and understanding of each student.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4	Resources are used effectively to support a variety of teaching and learning styles.		Fully Partially Not at all/limited evidence
Comments			

4. Care, Support & Guidance

Safeguarding lead member of staff name and contact details:

	Measures required	Evidence	Requirements met (circle)
1.	<p>Access to the site is restricted to registered students and the organisation's own staff.</p> <p>All staff have current DBS and these are recorded centrally.</p> <p>The Providers central record includes details of employee's right to work in the UK.</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Safeguarding/Child Protection policy in place, reviewed and up to date with current legislation.		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	<p>Safeguarding lead has current training up to at least level 2.</p> <p>All staff working with students have up to date basic safeguarding awareness</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	<p>The provider has an e-safety/acceptable use policy and anti-bullying policy signed by students and staff</p> <p>All relevant provider policies are in place</p>		<p>Fully</p> <p>Partially</p> <p>Not at all/limited evidence</p>
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	All members of staff know the process if a disclosure is made or there is a safeguarding concern		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
6.	All staff aware of the lone working advice given by provider.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	All learners participate in an induction programme which will help them understand options, health and safety procedures and their rights and responsibilities.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
8.	Learning and pastoral support is available to all learners.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
9.	Learners understand the importance of attendance and classroom behaviour and comply appropriately.		Fully Partially

			Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
10.	The provider has developed in line with Cardiff Council policy procedures for managing attendance, punctuality, behaviour, and rewards.		Fully Partially Not at all/limited evidence
Comments			

Appendix B.

Service level agreement between (INSERT NAME OF SCHOOL) and Cardiff City Council Education Service.

As the commissioning local authority we are responsible for tracking and monitoring provision for all our pupils.

We therefore require you to provide the following information at the specified timings. By signing you agree to provide this information.

Information required	When	Frequency	How
Pupil attendance	Every Monday	Weekly	Secure email to EOTAS@cardiff.gov.uk
Pupil progress report	First week of term	Termly	Secure email to EOTAS@cardiff.gov.uk
Annual review dates	By September 20th	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Annual review paperwork	Within 10 working days following the review	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Personal Education Plan (for Children Looked After)	When: Within 20 days of starting.	Annually	Secure email to LACETeam@cardiff.gov.uk
Safeguarding concerns	When/if they happen	When/if they happen	Phone initially to 02922 330878

Head Teacher name	
Signature	

Date	
School	
Number of Cardiff pupils on roll	

5. Leadership and Management

	Requirement	Evidence	Requirements met (circle)
1.	An up to date Health & Safety policy is in place and accessible to all staff, young people, parents/carers, and visitors. There is a designated person trained to IOSH standard.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
2.	Detailed risk assessments are in place and reviewed annually or as required for all spaces in the building, activities, and where appropriate individual students.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
3.	Fire drill are held regularly at least bi termly.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
4.	Public liability insurance is current and the insurance certificate is displayed.		Fully Partially

			Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
5.	First aid equipment and or facilities are fully available. Is the provision familiar with Riddor procedures?		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
7.	Arrangements are in place for supervision of young people.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
8.	A detailed provision self improvement plan is in place, which identifies clear areas for development, timescales, success criteria and staff involved.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
9.	There is a secure agreement setting out the responsibility of the provider and Cardiff Council.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
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10.	Arrangements are in place for supervision, teacher appraisal and staff performance management to ensure the professional development needs of the staff and provision are met.		Fully Partially Not at all/limited evidence
Comments			

	Requirement	Evidence	Requirements met (circle)
11.	A process is in place for the regular identification of specific needs of staff.		Fully Partially Not at all/limited evidence
Comments			

Ref: RK/RP/CW/CW/MM/22.02.22



23rd February 2022

Councillor Chris Weaver, Caro Wild & Michael Michael
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.

Dear Cllrs Weaver, Wild and Michael,

Environmental Scrutiny Committee – 22 February 2022 – Draft Corporate Plan 2022–2025 and 2022-23 Draft Budget Proposals

On behalf of the Environmental Scrutiny Committee, I would like to thank you as well as Officers from the Economic Development Directorate and the Planning, Transport and Environment Directorate for attending Committee on Tuesday 22nd February and facilitating the Committee's consideration of the Draft Corporate Plan 2022–2025 and 2022-23 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

Consultation

Whilst appreciating that face-to-face meetings were restricted during the budget consultation process due to the Covid Pandemic, the Committee highlighted that there were other methods that could have been used to engage people, particularly those that are deemed hard to reach such as older people, people with disabilities,

people from BAME backgrounds and people less able to access online means. I reiterated comments that Scrutiny have made previously on numerous occasions that consultation needs to engage elected Members who have links to various groups and communities and can assist with getting them involved in the Council's consultation and even with facilitating access to online meetings. Cllr Weaver agreed that these were good points to take forward for the Citizen Engagement Strategy.

In relation to the response to the budget consultation, the Committee commented that given the total population of Cardiff, a response of 1,547 was quite low and needed to be improved for the future. Cllr Weaver disagreed with this view and stated that for a three-week consultation, under strict restrictions due to the pandemic, this figure was fairly good. He explained that there were also further consultations that were taken into account, that had been undertaken throughout the year and were all used to inform the Cabinet's decision-making process. The Committee **requested** clarification on how many of the Citizen Panel had responded to the budget consultation as this was an audience of 5,500.

Contingency Fund

Members questioned the proposed reduction of the General Contingency Fund from £3m to £2m, given the likely financial pressures arising out of the ongoing Covid Pandemic and the removal of Welsh Government funding for this, as well as pressures from increasing energy costs for the Council. The Committee asked for reassurance that the Council would be able to cope with these budget pressures. Cllr Weaver responded stating that the likely increase in energy costs had been taken into account in the overall budget for 2022/23, calculating both the known and expected increases in costs. He confirmed that part of this consideration looks at whether financial pressures will be long term and require a significant budget settlement on a permanent basis, or just temporary that will require funding in the short term and will then fall back down to normal levels. There is still a £2m contingency there available as well as the Financial Resilience Mechanism which could be used in future years should areas need to be funded, It is about understanding the risks and accounting for them which he stated he was confident

this budget does. Officers also commented that in relation to energy costs, they were using modelling and external advice to build these aspects into the budget and all indications were that this was an appropriate budget.

Wages and Recruitment

The Committee raised the subject of wages and recruitment highlighting that there was currently a lot of movement across the job sector. Members questioned how this was being considered and measured to identify any potential need for increased wages and also queried whether the Council had a suitable recruitment strategy in place to maintain the workforce long term. Cllr Weaver confirmed that there was a Workforce Strategy in place and there is planning that each Directorate undertakes which is considered Corporately. He stated that different work sectors were currently being affected in different ways and there were some areas of the Council where there have been challenges recruiting which is then subsequently prioritised for workforce planning. He further highlighted that with Brexit, Covid and the associated changes that were happening over the last 2 years, things were still shifting quite quickly, and the Council needed to be on top of this over the next year or two to see where the post pandemic labour market goes. In terms of budgeting, Members were advised that consideration is given to what the likely pay award will be in the public sector. Cllr Weaver also pointed out that the Welsh Government funding to pay the Real Living Wage as a minimum in the Care Sector will likely have an increasing impact in terms of making that sector more attractive to people.

Officers also commented that over the period of the Medium-Term Financial Plan, the next 5 years, there will be £131m of cost pressures, with £57m of these being employee pressures. Some of these include the Real Living Wage, the Social Care Levy, changes in Teachers pensions and pay awards. It is a key financial implication but more so a key workforce issue and is about having the right people in the right posts with the right skills delivering the services.

Financial Resilience Mechanism

Following a question around the market volatility in respect of recycling materials and why this was, Cllr Weaver and Officers explained that this referred to the variation in the market price for recycled material and key to this was its cleanliness. If it was co-

mingled, it would likely get a lower price whereas if it was segregated, the price would be higher as there would be lesser contamination. There are also a lot of forces that dictate the price and generally this was governed by the Chinese market as they are a heavy consumer of recycled cardboard and plastics. With the current situation in Ukraine for example, this will likely have a negative effect on the price.

Council Tax Increase

Following a question from myself regarding Council Tax increase and how Cardiff compared to other Local Authorities in Wales, Cllr Weaver explained that it was unsure at this time as they hadn't all been decided or published, however there was a good indication that Cardiff was towards the lower end in comparison. The Committee **requested** that they receive detail of how Cardiff compares to other Local Authorities for its Council Tax increase once the relevant information is available.

Strategic Planning and Environment Portfolio

City Recovery and Infrastructure

In terms of regeneration investment in District Centres, Members questioned what this looked like from a Highways perspective in an area such as City Road. Officers responded stating that in terms of local centre regeneration, the core of this work sits with another Cabinet portfolio, however there is collaborative working on this that crosses into the Strategic Planning and Transport portfolio. This work includes identifying locations and making sure that the work that takes place in relation to businesses, buildings, shop fronts and communities also aligns with the funding opportunities in delivering the Public Realm, the highways, footways, cycleways, and the environment. It also aligns with the wider recovery plan in terms of the 15-minute City agenda and work that is taking place to join up the activities around centres. In terms of City Road, Members were advised that there was a pre-covid scheme that was being funded through Section 106, from development that had taken place in the area. Unfortunately, Officers reported that some of the development proposals for City Road hadn't come to fruition, but there had been progress with some measures such as a range of new crossings which will improve pedestrian access, greening of the road and traffic calming measures.

City Road and Parking

The Committee questioned whether, with the growth investment in sustainable transport and the Active Travel Fund, there would be an expectation of a long-term reduction in traffic enforcement and parking revenue and whether this would have been taken into account. Members were advised that in relation to City Road and parking, Officers were mindful of the fact that there had been significant infringements of the parking arrangements, and this was being dealt with through additional enforcement measures to make sure there is compliance. Officers commented that as it is such a busy area there is an issue of making sure there are controls in place.

Regarding income and parking Officers commented that there were changes that took place during the Covid period in terms of shifting in the road network which impacted on moving traffic offences and parking measures. There was subsequently a significant drop-off in terms of parking income from around areas such as Cathays Gardens. According to Officers, however, the service area was trying to bring in the environmental public realm pedestrian active travel benefits while at the same time supporting the demand management measures. Officers reported that they still view parking as playing a key role in terms of managing traffic movements and demand across the network, and were trying to see them working in parallel rather than in opposition.

Churchill Way Canal

During the Committee's discussions, Members asked for clarification on the work that was being undertaken on Churchill Way Canal, when this would be completed and whether local residents and businesses were aware of the work. Officers stated that they believed that Phase One would be completed within 12 months but **agreed to confirm** the timeline. Officers also confirmed that the service area were also commissioning Phase Two work of this and residents on Churchill Way and businesses had been made aware.

Parking Enforcement

On the subject of parking enforcement Members queried whether this income was being reinvested in traffic related schemes. The Committee were advised that

historically there were some elements of the parking reserve that were used to fund some revenue elements around staffing for transport. However broadly there was a commitment that additional income as a result of moving traffic offences and parking charges is ringfenced to the development and delivery of transport projects and also supporting additional staff where they are implementing and delivering projects. Members appreciate the response from Officers that in terms of delivering some of the transport environmental projects across the city, the issue is sometime not the funding for the project, but rather having the staff to deliver it, so sometimes supporting staff to deliver projects is a very valid reason to seek funding. However, I highlighted that whilst one-off funding for temporary members of staff to achieve a project seems reasonable, supporting long term ongoing salaries through this funding essentially takes away from further traffic related projects.

Public Transport

Members highlighted the modal split target of 57% contained within the Corporate Plan with 22% targeted for public transport and queried whether there was any indication of continued lower usage patterns as a result of the pandemic and people working from home and whether this was anticipated to continue and if so would there be any further financial pressures on service providers like Cardiff Bus. Officers reported that it was a very dynamic situation with movement now towards a new normal, however it is unknown what this is as yet as no one knows the percentages for those will return to work and the impact of hybrid working etc. This, the Committee were informed hadn't settled down as yet and thus it also hadn't settled in relation to its impact on public transport. Officers advised that some periods for bus companies are back up to 100% for weekends for example, whereas during the week and other off-peak times, figures are still significantly below the pre-pandemic period.

Before Christmas, Officers explained, there was the incentive created for people to use buses with reduced fares of £1 and there is consideration as to whether to bring this back in for bus and rail. Realistically it is unknown when it is going to settle down and it will result in potentially significant issues for bus companies including Cardiff Bus. Members were advised that the Council was trying to do as much as they could to facilitate bus movement and support public transport access to the City centre and

making the network work for car drivers who may still be suspicious about getting back on public transport. Officers advised that it was about trying to build people's confidence and helping people make the choice to get back onto public transport and also utilise the new active travel cycle routes that have been implemented. It was reported that there will inevitably be financial implications and the Council was looking to support and subsidise where it can in terms of public transport.

Following further queries over the urgency of work to be done due to the potential long-term implications and what this would mean for several of the Council's schemes such as the Metro and Crossrail, Officers expressed the view that they did not believe fundamentally that there would be a long-term impact on public transport or the transport networks. The Committee were advised that whilst working methods were changing and there may be less travel for work, people still needed to travel, possibly replacing work travel with more socially related travel, and investments in new modes was therefore critical. Despite reassurances that this conclusion was based on discussions with businesses, retail and cultural institutions which indicated that there was no sense that the City centre was less busy, the Committee still expressed some concern. Given the fact that Welsh Government was encouraging working from home, and the number of businesses that have been lost during the Covid pandemic, Members **requested** to see the evidence on the potential long-term impact on transport that the Officer's assumptions were based on.

Cycleways

The Committee questioned the confidence of Officers in both Network Rail achieving their targets for creating the numerous new train stations listed by 2026 and likewise the Council achieving the Newport to Cardiff cycleway by 2025. Officers reported that although these targets were ambitious, they were deemed realistic. It was recognised that some were linked with funding and therefore there was an associated risk with this, but reassurance was provided that these timelines were achievable. The Committee were also advised that the Newport to Cardiff cycleway was supported, funding wise, by the Welsh Government Transport Commission and as one of their key priorities to get the link between Cardiff and Newport both in terms of cycling and in relation to public transport, it has got some big organisational support behind delivering it.

Taxi Grants

On the subject of the one-off funding for Taxi grants highlighted in the Financial Resilience Mechanism, the Committee were advised that the detail for how this was going to be provided to assist taxi drivers towards the cost of transitioning to 'cleaner' diesel vehicles had yet to be determined. The Committee were unsure whether this pilot was being provided via Welsh Government funding or whether it was funded by the Council. Members also expressed concern over the fact that this had not been planned out prior to funding being allocated. Member therefore **requested** that clarification be sought as to the source of funding for this scheme and furthermore that the Committee receive further information on how the pilot is to work and funding allocated as soon as possible. It was also agreed that this item be put forward for the future Scrutiny Work Programme.

Clean Streets, Recycling and Environment

Recycling Targets and Rates

The Committee highlighted that the Council was still to achieve the Welsh Government recycling target of 64% and therefore questioned why the budget proposals didn't appear to incorporate any additional funding or growth to achieve this as well as the further target of 70%. Cllr Weaver agreed that this budget didn't include anything significant towards this, apart from the one-off funding for the segregated Waste pilot. This was due to the Recycling Strategy still being out for consultation to seek public views which will subsequently set the direction for decisions that will then inform where the budget goes. Policy first with the budget to support the policy. He reassured the Committee that this was a priority for the Council in the short term with a Strategy being in place within the year. Cllr Michael also advised the Committee that the changes that have been made over the past 12 months in relation to the workforce, the vehicles and new digital systems that have been introduced, have been working well. He also stated that the contamination rate as part of the trial that is being undertaken is down to 3% and this he believed, once rolled out across the City, would lead to achieving the 70% target over the next 2 to 3 years.

Cardiff Dogs Home

Members questioned whether budget provision had been made for the establishment of a new dog's home as this had been highlighted as a need for some time. Cllr Weaver and Officers confirmed that there was funding that had been raised within the service area towards the potential for a new dog's home and that there is some work being undertaken on the business case for this to determine future requirements.

Cllr Michael also reported that currently there were discussions being undertaken with the Architect over the identified site and any potential planning constraints were being considered before the next steps are taken. He confirmed that a paper would soon be presented to Cabinet on the item and whilst it is best to look at all the detail before making it public, it was his ambition that a brand new dogs home be created for Cardiff with more improved services as whilst there was currently a fantastic service being provided with excellent staff, the existing facility was not fit for purpose. Officers added that this was a priority project which was being looked at very proactively as new opportunity for a new location. The proposal for this coming year was to put forward proposals and announcements but the focus would be on the assessments that needed to be undertaken first. The next financial year would then consider all the due diligence and planning scenario in terms of submissions and fundamentally the capital programme will hopefully recognise the opportunity of a dog's home in the following year.

Shared Regulatory Services

Members queried the £86,000 saving proposal for Shared Regulatory Services and asked for more detail in relation to the implication of this on the service. Officers advised the Committee that the service were operating under some difficult circumstances at the moment both in terms of budgetary pressures and also in the aftermath of the response to Covid. The service still had a number of staff seconded into roles. Unfortunately, this had come at a cost to the business-as-usual work which will take time to straighten out. The Committee were informed that there were a number of key agendas where the service was behind, and they had significant backlogs in relation to Food Standards and the Food Safety Hygiene programme. The service was working closely with the FSA to make up lost ground but again, this would take some time to rectify.

It was also reported that there was difficulty in recruiting suitably qualified staff, as for an Environmental Health Officer or Trading Standards Officer they had to be trained over a number of years and have years of competence and experience. The workforce was also an aging one. This has led the service to consider a number of initiatives to build resilience into public protection services across Wales such as an apprenticeship scheme, but this obviously required a budgetary position to support it. Whilst Cllr Weaver reassured the Committee the savings related to business administration and not frontline Officers, the Committee expressed concern and felt uneasy about the year-on-year savings being made to this important service area whilst still expecting it to perform at a high standard. The Committee challenged the point that this saving would have no impact on frontline staff as any cut to the service could potentially indirectly affect them and their work. The Committee therefore **requested** that they receive evidence of how the savings will not affect frontline services.

Other Members also challenged the view that the service could not recruit to particular posts and **requested** that they also receive evidence of the recruitment process including detail of where the jobs are being advertised, how long for and how often.

Large Scale Energy Projects

Following a question from the Committee on the potential options that were being considered for new large-scale renewable energy projects, as identified in the Corporate Plan, Cllr Michael explained that these included further Solar Farms based on the success from the one already created, plus some possible wind energy opportunities have been identified. Further to this Cllr Michael advised that there were also always other opportunities that were arising whether these be in recycling or energy and the Council needed to be a position to take advantage of these opportunities as they present themselves.

North Cardiff Household Waste Recycling Centre

In relation to the Household Waste Recycling Centre proposed in the Capital Programme for the North of the City, Cllr Michael advised Members that the position regarding this hadn't changed. This would continue to be considered and if and when the business case deemed it was needed, it would be progressed with the

funding that has been budgeted for it. He highlighted that in the meantime there was still capacity in the other two facilities in Cardiff.

Street Cleaning

The Committee welcomed the 7 extra posts for Street Scene Local Action Team (formerly known as Blitz Teams) and 8 additional posts for Extra Street Cleaners and queried whether these were targeted to specific areas or generally across Cardiff. Officers confirmed that this would create an additional (third) Blitz team to enhance this service as well as the creation of a 'Lanes' team to particularly concentrate on the gated lanes where the Council have had high incidents of fly-tipping. Members were further advised that the service would also be putting in an additional 4 mechanical cleaners out to enhance street cleansing. Overall, there would be an enhanced cleansing regime and enforcement in line with additional funding as well as a restructure that will support this. Officers also clarified that both manual and electrical street cleaners would be operational, and the service area was considering locations where they could charge the electrical ones.

One Planet Cardiff

Members were pleased to see investment for 4 additional posts for the One Planet Cardiff Delivery and questioned whether these would be in a specific Directorate or roles that had an oversight across Directorates. Cllr Michael explained that the One Planet Cardiff Agenda was made up of officers from across the Council such as from Education and Planning and these new posts would enhance what was already there. Officers clarified that one of the posts was replacing an OM2 post that would be leading on the delivery of the One Planet Cardiff programmes such as the Electric Vehicle scheme, the work around clean air and working across the programme in general. There would be project management posts then that sit under this to support the work that was taking place in terms of retrofitting and schools programmes etc. He confirmed that a lot of this work was Corporate and only some of the themes sat within the Planning Transport and Environment Directorate. What was needed was a lead to coordinate and align the work taking place with the One Planet targets and the overall programme.

Bessemer Commercial Site

During the meeting I queried what evidence there was to support the income expected to be achieved for 2022/23 associated with the Bessemer Commercial Site of £172,000 (RN11). The Cabinet Member and Officers reported that this was based on improvement and increased activity that had been seen this year as well as readjusted fees and charges to make them more realistic so that the Council is not subsidising any ongoing disposal.

Landfill Gas

I also questioned why the income of £235,000 associated with Landfill Gas was being realigned as was deemed unachievable. Officers advised the Committee that this target was put in place 4 years ago and since then the level of gas that the landfill has produced has reduced, however the target hadn't previously been adjusted. This has now been brought into line. It was also advised that this income was a planned benefit put in for 2021/22 with the intention that it would be built back in for 2022/23.

Requests following this scrutiny

For ease of reference the requests contained in the letter are as follows:

- Clarification on how many of the Citizen Panel had responded to the budget consultation as this was an audience of 5,500.
- To receive detail of how Cardiff compares to other Local Authorities for its Council Tax increase once the relevant information is available.
- To receive confirmation as to the timeline surrounding Phase One of the work on Churchill Way Canal.
- To see the evidence on the potential long-term impact on transport that the Officer's assumptions were based on in that there would be no long-term affect.
- Clarification be sought as to the source of funding for this Taxi Grant scheme and furthermore that the Committee receive further information on how the pilot is to work and funding allocated, as soon as possible.
- To receive evidence of how the savings associated with Shared Regulatory Services will not affect frontline services.

- To receive evidence of the recruitment process for staff within SRS that is posing a difficulty, including detail of where the jobs are being advertised, how long for and how often.

Thank you once again for attendance and contribution.

Regards,



Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee

Cc:

- Chris Lee – Corporate Director Resources;
- Ian Allwood – Head of Finance
- Andrew Gregory, Director of Planning, Transport and Environment
- Neil Hanratty – Director for Economic Development
- Graham Harris - Operational Manager, Recycling Services
- Helen Picton, Operational Manager – Consumer Protection, Shared Regulatory Services
- Heather Warren, Cabinet Support Office
- Cabinet Support Office
- Joanne Watkins, Cabinet Business Manager
- Rita Rohman and Christine Brain, Director of Resources' Office
- Imelda Seymour and Jonathan Childs, Director of Planning, Transport & Environment's Office
- Clair James, Director of Economic Development's Office
- Leaders of the Opposition
- Chris Pyke, Audit Manager, Operational Manager
- Internal Audit
- Tim Gordon - Head of Communications & External Relations
- Members of Cardiff's Environmental Scrutiny Committee

Cyf/My Ref:: CM47235
Eich Cyf/Your Ref:: RK/RP/CW/CW/MM/22.02.22

Dyddiad/Date: 24 February 2022

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

Dear Ramesh

Environmental Scrutiny Committee – 22 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 22 February 2022.

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

With respect to citizen engagement, the online nature of the consultation made it difficult to substantiate the numbers of the Citizens Panel who engaged with the consultation, but it is estimated that approximately 700 responses were made by panel members. I have asked officers to ensure that this information is captured in any further citizen engagement sessions.

In relation to Council Tax and comparisons with other Local Authorities, as you know all Councils will be considering proposals over the coming weeks (statutory deadline is the 11th March) and as such, no detailed or final information is available. However, once all information is known I will provide you with the Council Tax information for all Welsh authorities which will show how Cardiff compares with others.

I can confirm that Phase 1 of the work on Churchill Way Canal will be complete by the end of March 2023.

In respect of concerns about the City Centre and its transport links due to the impact of both the pandemic and working from home I have asked the Director of Planning, Transport & Environment to provide you with a briefing note in the next week that will evidence public transport and private car usage and city centre footfall.


I can confirm that the £500k Taxi Grant Scheme will be funded from the Financial Resilience Mechanism. I can confirm that your Committee will be provided with a progress update on the details of the pilot scheme as it develops.



Members requested more information on the potential impact of the savings proposal for the Shared Regulatory Service. The £86k saving equates to the amount of inflationary growth that would normally have been applied to the SRS budget. The inflationary growth has not been applied and the budget has therefore remained the same as last year. This nonetheless represents a reduction of budget in real terms. The saving will be managed through administrative changes including the deletion of a senior administrative officer post and reallocating duties and reducing operational budgets such as mileage (more hybrid working), and other efficiency savings. There is no proposal to reduce the number of qualified Environmental Officers/Trading Standards Officers on the frontline in Cardiff. At the meeting it was however outlined that there has been difficulty in recruiting to these posts and this is contributing to a current shortage of frontline staff. Details of the recruitment process used has been requested and will be forwarded to the Chair for circulation to Committee once collated.

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,

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

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

cc

Chris Lee – Corporate Director Resources;

Ian Allwood – Head of Finance

Andrew Gregory, Director of Planning, Transport and Environment

Neil Hanratty – Director for Economic Development

Graham Harris - Operational Manager, Recycling Services

Helen Picton, Operational Manager – Consumer Protection, Shared Regulatory Services

Heather Warren, Cabinet Support Office

Cabinet Support Office

Joanne Watkins, Cabinet Business Manager

Rita Rohman and Christine Brain, Director of Resources' Office

Imelda Seymour and Jonathan Childs, Director of Planning, Transport & Environment's Office

Clair James, Director of Economic Development's Office

Leaders of the Opposition

Chris Pyke, Audit Manager, Operational Manager Internal Audit

Tim Gordon - Head of Communications & External Relations

Members of Cardiff's Environmental Scrutiny Committee



Date: 22 February 2022

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

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 21 February 2022

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 2022-2025 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 2022 – 2025

Members looked at the proposed steps, measures, and targets in the areas of the Corporate Plan relevant to our terms of reference. Members were pleased to note that the Corporate Plan now includes reference to Regional Sports Partnerships, as recommended by the Scrutiny Performance Panel, which includes the Chairs of all the scrutiny committees.

Overall Budget

Members note the following points in particular:

- That it is felt to be sensible and prudent to retain a £2M Contingency Fund
- That evidence-based judgements, based on costs tracking and modelling, are used to inform the quantum of pressures and realignments required and that these are continually tracked, with reports brought to Cabinet and Council
- That the budget contains other resilience mechanisms to give comfort that the Council will be able to cope with currently unknown pressures

- That processes are in place to monitor slippage and overspends in the capital programme, starting with a firmer business case process and including regular communication with Directorates, monitoring and tracking of costs and supply issues, challenge sessions with Directorates, and reporting via the Governance and Audit Committee.

Members also discussed the disappointing response rate to the Budget Consultation, with 1,547 responses compared to 2,870 last year. Members note the intention for the new Citizen Engagement Strategy to include budget consultation as well as consultation with young people and were pleased to hear your support for the need to improve both these elements. At the meeting, Members highlighted the need to work with secondary school children to inform them about local democracy, rather than rely on surveys alone. Members suggest that the Citizen Engagement Strategy include actions to work with secondary schools to provide Year 11 students with interactive sessions on local democracy and citizenship, including how they can engage.

Into Work Services

Members wish to thank Helen Evans for attending committee alongside you for this section.

Members note that an additional £398,000 is allocated to Into Work services this year, via the Financial Resilience Mechanism, which gives comfort services can continue to be provided this year as the EU funding ceases following Brexit.

At the meeting, Members raised the possibility of linking the Onsite Construction Academy with the Indoor Arena project, to provide work experience, apprenticeships and jobs. Members are pleased to note that this is in hand and that officers are looking for every opportunity to work with developers across the city. Members welcome the news that a Social Value Officer is to be employed to boost this work, ensuring community benefits are maximised and that local people get local jobs.

Adult Community Learning

Members wish to thank Councillor Merry and Helen Evans for attending committee for this section.

Members were pleased to hear that the Welsh Government has not cut the Community Learning grant this year, albeit that a cut is expected in future years. Members note the service, having prepared for a cut, will now be able to provide additional courses. Members also note there is funding for digital learning courses to be expanded.

Cardiff Commitment

Members wish to thank Councillor Merry, Helen Evans and Suzanne Scarlett for attending committee for this section.

Members were pleased to note the additional four posts for this work and note that these posts go across the Economic Development and Education directorates, working collaboratively and with partners, including Into Work services, to extend the reach of Cardiff Commitment into growth sectors such as Creative Industries, Advanced Materials Manufacturing, Financial Services and Construction, as well as providing for a wider range of students, including those with Additional Learning Needs and those Educated Other Than At School (EOTAS).

Communities & Housing

Members wish to thank Councillor Thorne, Helen Evans, and Rebecca Hooper for attending committee for this section.

Members note Capital Programme Line 31 - £250,00 for neighbourhood, district, and local centre regeneration - will be spent on projects in Tudor Street, Cowbridge Road East, and then projects in Adamsdown and Roath, including Broadway, Clifton Street and City Road, with the proposed District and Local Centre Strategy used to identify further priorities. Members were interested to understand how lessons learnt from earlier projects, such as unexpected costs arising when improving shop frontages on older properties, have been built into these proposed projects, and note that future costings now include contingency for these and that other lessons arising will be assimilated into future plans, to ensure regeneration projects constantly improve.

Members sought clarification regarding savings line HAC E4 and note the digital efficiencies arise from the provision of self-scan stations in each hub, meaning some

staff were able to take voluntary redundancy, and that hybrid mail efficiencies arise from Willcox House and County Hall mailrooms aligning more efficiently in their use of hybrid mail.

Economic Directorate

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

Councillor Thomas's portfolio

Members note that detailed guidance regarding the UK Government's Shared Prosperity Fund is expected by Spring 2022. Members also note that the Corporate Joint Committee (CJS) has met to set its budget, as required, but that further work to resolve outstanding issues, such as tax issues, is required before the full City Deal remit is passported over to the CJC.

Councillor Bradbury's portfolio

Members note the £250,000 one-off funding for lighting in Parks, via the Financial Resilience Mechanism. At the meeting, Members sought to understand how ongoing maintenance and running costs would be met, for example whether the Parks base budget would receive an uplift. Members note the response that individual business cases will be developed for each proposal, which will include how lifecycle costs will be met, and that it is hoped to use solar power for lighting wherever possible.

Members wish to reiterate the points made in our letter to Councillor Bradbury, dated 20 January 2022, following our scrutiny of this issue, namely the need for eco-friendly, biodiverse friendly lighting that is shaped by the principles set out at point 29 of the report to Cabinet (January 2022) and by the findings of work underway by lighting consultants to inform proposals for lighting for cycle superhighway 4.

During the meeting, there was discussion whether there should be a target for the Key Performance Indicators K5.3, K5.4 and K5.5, which focus on visitors to Cardiff. Having considered this issue further during our way forward discussions, Members **recommend** introducing informal targets for these indicators, set at pre-covid levels, which are reported to the Committee periodically over the next 12 months. To be

clear, this means the targets would not be included in the Corporate Plan but held at Directorate level.

Members discussed the need to boost the marketing and promotion of Cardiff's many attractions to maximise the value of visitors stays. Members appreciate many visitors will look at online digital platforms and that digital demand for tourist information is greatest. However, Members believe other channels should also be utilised and that visitors would benefit from posters advertising attractions as well as posters promoting how to access the digital platforms, to assist visitors not as digitally confident as others.

Members are pleased to note the additional five posts for Youth Physical Activity and Sport Inclusion officers and that these will be council staff who work closely with partners, including Sport Cardiff, Youth Services and Play services, helping to implement the Physical Activity and Sport Strategy. Members note these officers will be street-based, working flexible hours responding to local needs and targeting areas where the need is highest.

Members are pleased to note the additional four posts for community engagement and safety in parks officers and that these will be embedded in the park rangers service, one in the Urban Park Rangers team and three in the Community Park Rangers team. As Councillor Bradbury referenced in the meeting, this committee has long called for increased resources for the park rangers' teams, given their outstanding work in ensuring safe and biodiverse parks.

Councillor Goodway's portfolio

Members sought clarification on the £105,000 policy growth for City Centre Management and note that it is for three new city steward posts, who will be council staff working with partners and other council teams, such as highways enforcement, to ensure the city centre is managed effectively and to assist the public.

Members note the four new posts for the Business Investment team, funded from policy growth, will work to access UK Government funding and other sources of funding, including private sector funds, to replace the EU funding no longer available.

Finally, as you referenced in the meeting, it became obvious during our meeting that the Committee did not have all the information it should have had to enable it to undertake budget scrutiny, for example, we did not have the detailed information on the uses of the Financial Resilience Mechanism or the Policy Growth areas, nor did we have the information relating to the Community Learning Grant. I believe it would be more straightforward and effective for corporate plan and budgetary proposals scrutiny to follow the model of other pre-decision scrutiny, with the full report to Cabinet plus appendices made available with committee papers. This would ensure scrutiny committee members received the same information as Cabinet and would make referencing information more straightforward for witnesses and members, as we would be using the same pack of information. I hope that this can be implemented for next year's scrutiny of the corporate plan and budgetary proposals.

Recommendation to be monitored following this scrutiny:

The Committee makes one formal recommendation, which is set out below.

As part of the response to this letter I would be grateful if you could state whether the recommendation is accepted, partially accepted, or not accepted and summarise the Cabinet's response. If the recommendation is accepted or partially accepted, I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
<p>The Committee recommends that informal targets, set at pre-covid levels, be introduced for the Key Performance Indicators K5.3, K5.4 and K5.5, and reported to this Committee periodically over the next 12 months. To be clear, this means the targets would not be included in the Corporate Plan but held at Directorate level.</p>				

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above 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
Group Leaders - Cllr Robson, Cllr Taylor, Cllr K Parry
David Hugh Thomas – Chair, Governance & Audit Committee
Cllr Merry Cllr Thorne Cllr Thomas Cllr Bradbury Cllr Goodway
Chris Lee Ian Allwood Gill Brown
Neil Hanratty Kathryn Richards Jon Day Jon Maidment Steve Morris
Jane Thomas Helen Evans Rebecca Hooper Suzanne Scarlett
Rita Rohman Christine Brain Clair James
Cabinet Support Office Rita Rohman Clair James
Chris Pyke Tim Gordon Jeremy Rhys

Cyf/My Ref:: CM47240
Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 24 February 2022

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

Dear Nigel

Economy & Culture Scrutiny Committee : 21 February 2022

Thank you for your letter dated 22 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

As requested, please find attached at Appendix A, a response to the recommendation made by your Committee in respect of Key Performance Indicators (KPIs) for visitors to Cardiff. In summary, the recommendation is partially accepted, and we will monitor numbers closely, but this has to be set of the context of only now emerging from the pandemic.

In response to the issues raised on consultation, I noted in the meeting that the response rates from young people was disappointing and whilst clearly the pandemic constrained the ability to have face to face meetings, I have asked officers to consider and implement actions that deliver tangible improvements in this area going forward

I note your comments on the availability of some papers in respect of the budget scrutiny. Full details of proposals had been published in the Cabinet papers and as in previous years, the detail provided to Scrutiny was tailored to focus on areas within scope for the Committee. Whilst additional detail was shared with Scrutiny Committees that was not published in the Cabinet papers, I do acknowledge that more information on some aspects could have been better signposted, and I have asked the Corporate Director of Resources to reflect on the complexity and detail of the budget papers and consider any improvements that could be made to the process going forward.

The Committee's view on the opportunities to market the City as much as possible is noted and officers will ensure that all avenues are explored, including reaching those who may not have access to digital channels as the Committee noted.



I hope that this letter captures 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, reading "C. Weaver".

Y Cyngorydd/Councillor Christopher 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
Group Leaders - Cllr Robson, Cllr Taylor, Cllr K Parry
David Hugh Thomas – Chair, Governance & Audit Committee
Cllr Thomas
Cllr Bradbury
Cllr Goodway
Cllr Merry
Cllr Thorne
Chris Lee
Ian Allwood
Gill Brown
Neil Hanratty
Kathryn Richards
Jon Day
Jon Maidment
Steve Morris
Jane Thomas
Helen Evans
Rebecca Hooper
Suzanne Scarlett
Cabinet Support Office
Rita Rohman
Chris Brain
Clair James
Chris Pyke
Tim Gordon
Jeremy Rhys

Appendix A

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Action Date
<p>The Committee recommends that informal targets, set at pre-covid levels, be introduced for the Key Performance Indicators K5.3 (The number of staying visitors), K5.4 (Total visitor numbers) and K5.5 (Total visitor days), and reported to this Committee periodically over the next 12 months. To be clear, this means the targets would not be included in the Corporate Plan but held at Directorate level</p>	<p>Recommendation Partially Accepted</p>	<p>As set out at the Committee, the Council has agreed to monitor the performance indicators, corporately and at directorate level. However, given the impact of Covid on the tourism sector and the prevailing level of uncertainty, setting targets at this juncture is considered to be premature.</p> <p>The Directorate will continue to monitor performance in the context of previous targets and the work being undertaken to progress Cardiff's post covid tourism strategy.</p>	<p>Jon Day</p>	<p>N/A</p> <p>Quarterly consideration of Corporate Plan Key Performance Indicators.</p>

Date: 23 February 2022



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: 23 February 2022.

Thankyou both for attending the Policy Review and Performance Scrutiny Committee today for consideration of the draft Corporate Plan 2022-25 and the draft Budget Proposals 2022-23. Following my final budget scrutiny as Chair I wish to convey the Committee's gratitude for your co-operation. I concur with your sentiment that we have successfully established a constructive relationship between Cabinet and Scrutiny over the past 5 years for the benefit of the city and its services. Please also pass my sincere thanks to the Chief Executive, Corporate Directors, and senior officers in attendance to answer Members' questions.

Members commend officers on the production of the Corporate Plan and acknowledge that the robust constructive framework within which it is developed is central to the Council's self-assessment arrangements. We are particularly proud that the Performance Panel, created from this Committee, plays its part in the process and that the Chief Executive considers it a model of best practice. That said, Members have asked me to pass on the following observations and concerns. Firstly, comments on the Corporate Plan; secondly on the Corporate Revenue Budget; followed by our comments on the Capital Programme.

Corporate Plan 2022-25

Accessibility

The Corporate Plan is clearly a valuable reference document for internal stakeholders to measure performance, however Members were keen to establish how accessible you consider it for our external stakeholders, particularly given the

intention to reach out more with the commitment in the Plan to develop and publish a new Citizen Engagement Strategy by October 2022. We note the Plan's complexity reflects the scale of Cabinet's ambition and the breadth of Council operations, and that social media now delivers key messages in bite sized pieces. We consider an executive summary would be worthwhile and we **recommend** that you ensure the Council's Communications & External Relations service is central to the engagement strategy.

Citizen Engagement Strategy

Members welcomed the prospect of a new Citizen Engagement Strategy that addresses a multi-channelled world but raised a concern that there are many citizens who claim they are unsighted on online surveys and social media posts. We were therefore pleased to hear that the forthcoming strategy, in focussing on participation in decision-making alongside consultation, will return to some face-to-face engagement.

Out-of-hours access to services

Members are of the view that the new administration will need to examine social media online access to services. It is felt that the availability of Council services through social media is poor outside of normal Council opening times. We note the Leader's commitment that this too will form a part of the Citizen Engagement Strategy and the Chief Executive's confidence in future out of hours capability.

Southern Arc

The Committee observed there was little reference in the Corporate Plan to inequalities of the Southern Arc, as had been the case in many previous Plans. We were keen to establish the results of Council actions in this area. We note this narrative has been replaced with Covid updates and the Leader's conviction that the Southern Arc remains front and centre, as evidenced by schools' investment, job support, money advice services, living wage policies, expansion in council housing and addressing health inequalities through stronger collaboration with the Health Board.

Customer service & performance assessment

The Committee wishes to place on record its thanks to those officers that have visibly gone above and beyond during the pandemic, officers in the Social Services Directorate were mentioned by one member. Members suggest that the incoming administration examines more closely how individual services have performed throughout the pandemic. Members cited examples of poor front facing service experience in some areas and consider this will be important to correct with the introduction of hybrid working. We were pleased to note the Chief Executive's view that, going forward, there would be a resumption of management guidance on customer service and work is in progress to again raise the profile of customer service following a previous inquiry and accepted recommendations of this Committee. In similar vein Members highlighted the opportunity, with the introduction of hybrid working, for HR to broaden its range of services to include organisational development expertise and staff capable of offering facilitation to team development activities.

Council services

Members note, with the increasing NHS waiting lists, the Council should perhaps be doing more to support citizens awaiting diagnosis, treatment, or facing difficulty coping at home either physically or financially. We note the locality approach with community connectors will ensure more community preventative work, and in the future, there will be a suite of indicators that measures progress.

The Committee is concerned that the Council continues to face waste management challenges including missed assisted lifts, failed collections in some areas and high absence levels. The Council's recycling level falls well below the Wales average which is the most suitable comparator. We note your view that the 4-day week has had a positive impact and the ongoing pilot scheme is improving recycling rates and may need to be rolled out by a new administration.

Finally, Members wish to ensure that the Socially Responsible Procurement Strategy ensures that small businesses are enabled to bid for Council work effectively. We consider there is merit in consulting with small businesses to seek feedback on their experiences in this respect. We **recommend** that a review process is set up to seek the views of local businesses which have engaged or would wish to engage with

Cardiff's procurement system, particularly those which are small in size and resources. There is also scope for officers to assess how accessible the application process is for small businesses who are inexperienced in the complexities of bidding for public sector contracts.

Corporate overview of Budget Proposals 2022/23

COVID related pressures

With the removal of the Covid Hardship Fund, given that the Council has claimed over £120m from that fund over the last 2 years, Members were keen to establish how a figure of £10m was arrived at for the ongoing Covid related pressures the Council faces. We note you recognise that £10m is less than previous year's costs and that you will be monitoring the position throughout the year and will use reserves if necessary. We also note that income has not yet reached pre-Covid levels, and you are forecasting a £5-6million reduction in income for 2022/23.

Members sought to establish levels of Covid related spend in the past two years and therefore what risks are inherent in the Covid-19 recovery plan. We inquired whether there is a RAG rating that allows an assessment of whether £10m will be sufficient, and therefore what levels of reserve may need to be used. We note the Council has spent £2m per month so far at month 9 and there are still some significant costs outstanding. We also note that some income is delayed rather than lost, that earmarked reserves are available for corporate recovery, and are marked as an amber risk.

Non-domestic rates

The Committee highlighted the risk of continuing business failures leading to lower levels of non-domestic rates. We note the economic development agenda and Corporate Plan steps to support the City Centre recovery. Members also acknowledge that business rates are pooled in Wales and re-distributed through revenue grants, many of which have supported businesses throughout the pandemic with the Council ensuring available grants are quickly made available to frontline businesses.

Cost of borrowing – revenue budget

Given the increasing interest rates and increasing energy costs, Members were keen to establish the potential increases in the cost of borrowing faced by the Council. We were reassured that the Council has regular contact with external advisors on this matter and has also factored in contingency funds to address energy price increases of 13% and 24%.

Budget Consultation

Members highlighted a reliance on the poorly supported Ask Cardiff survey alongside budget consultation to set budget priorities. There are also pressures to address the very disappointing response from young people. We note the forthcoming Citizen Engagement Strategy will seek to address this and apply a cost benefit analysis to Ask Cardiff. We look forward to seeing its results.

Council tax increase

The view was expressed that, against a backdrop of increasing costs of living, a 1.9% increase in Council Tax is a material increase for the standard hard-working resident and a freeze might be more appropriate in the current economy. We note your view that the medium-long term security of Council services is paramount, and you consider a balance has been struck.

Free school meals

Members sought clarification that Welsh Government will pick up the whole cost of free school meals. We accept your offer of a response from the Director of Education on this matter with details of the phased implementation plan which will include an assessment of extra staff and kitchen equipment costs which will affect most schools.

Linking budget and performance

The Committee remains interested in the progress you are making in linking the Council's budget to performance outcomes. We note there has been an improvement in performance reporting over the past 5 years. The Council has moved on noticeably and therefore we would expect to see further progress in pursuing the link between Budget Strategy and Corporate Plan, with an emphasis on bringing both forward to Directorate performance challenge sessions.

Recruitment

We note the net increase in staffing proposed by this budget. As the Council aspires to be a more inclusive workforce it is important that we target BAME communities effectively and we look forward to hearing of progress on the recruitment of a representative workforce at all grades through the work of the Race Equality Taskforce.

Capital Programme 2022/23 – 2026/7

Risk

Members are aware that there are inherent risks in the Capital Programme, such as materials supplies, building costs and the capacity to deliver and stay on track. We note that any capital project is always based on a business case, which will include the cost of any borrowing and be prudent in terms of debt repayment levels. The Governance and Audit Committee regularly reviews borrowing and risk. Members felt that published quarterly rather than annual monitoring of borrowing risk would identify issues sooner, particularly where there is geopolitical inflationary activity. The Committee is therefore seeking reassurance of the Council's total risk exposure. Whilst you report that there are no red flags at present, **we request** that you supply Members with information in respect of the total borrowing sums and their terms, included in all business cases.

Projects

The Committee heard that, whilst a decision and business case is outstanding in respect of core office arrangements, the Council is prepared for the costs associated with priorities such as the building renovation/development associated with introducing an agile working model. A published fully costed analysis would be a helpful source of information for scrutiny members.

The Committee was advised there is as yet no identified location for the Household Waste Recycling Centre for North Cardiff, however the project continues to be listed in the capital programme. Members noted a lack of any progress in acquiring a site to build this replacement centre

Cost of borrowing – capital programme

Members expressed concern that some capital investment does not generate income for the Council to repay the cost of borrowing and cover the final debt. We note the Council must invest in its assets and deliver an infrastructure for the future and often the income comes from Welsh Government. We are reassured by the section 151 officer, who has indicated that the Council's approach is robust and within appropriate limits. However, given that borrowing has increased over the past 5 years and may limit borrowing in future years the **Committee requests** that you provide Members with details of the costs associated with servicing the debt.

Section 106 funding

The Committee acknowledges the sizeable contribution from section 106 planning gain money for schools' construction, however, considers a vital piece of future research would be to assess the total costs the Council would incur and the balance between 106 contributions and money the Council will need to find itself. This is particularly important given that five new schools are projected for NE Cardiff LDP area and potentially a similar number in the west of the city. You suggested that the Directors of Education and Finance would collaborate to provide this analysis, and we are therefore **requesting** that is provided to the committee.

Members are also making an **additional request** for a list of highways improvements implemented across the city, including the costs by ward.

Requests following this scrutiny:

- That you supply Members with information in respect of the total borrowing sums and their terms included in all Capital Programme business cases.
- Given that borrowing has increased over the past 5 years and may limit borrowing in future years the Committee requests that you provide Members with details of the costs associated with servicing the capital programme debt.
- That the Directors of Education and Finance collaborate to provide analysis of research to assess the total costs the Council would incur for schools' construction, and the balance between section 106 contributions and money the Council will need to find itself.
- A list of highways improvements implemented across the city, including the costs by ward.

Recommendations to be monitored following this scrutiny:

To summarise, the Committee makes 2 formal recommendations which are set out below. As part of the response to this letter I would be grateful if you could, for each recommendation, state whether the recommendation is accepted, partially accepted, or not accepted and summarise the Cabinet’s response. If the recommendation is accepted or partially accepted. I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
1. That you ensure the Council’s Communications & External Relations service is central to development of the Citizen Engagement Strategy.				
2. That a review process is set up to seek the views of local businesses which have engaged, or wish to engage, with Cardiff’s procurement system, particularly those which are small in size and resources, to assess how accessible the application process is for small businesses.				

On behalf of the Committee and the Scrutiny service, thank you for your commitment in engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2022/25 and of the Budget Proposals 2022/23. I sincerely hope the new administration of the Council will take forward the tone of constructive challenge that we have sought to establish between Cabinet and Scrutiny in recent years.

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
Mr David Hugh Thomas, Chair, Governance & Audit Committee
Chris Pyke, OM Governance & Audit
Tim Gordon, Head of Communications & External Relations
Jeremy Rhys, Assistant Head of Communications and External Affairs
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 2022

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 23rd February 2022

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

Some specific comments in respect of the points made in relation to the Corporate Plan, Corporate Revenue Budget and Capital Programme are included below:

Corporate Plan 2022-25

The Committee's comments in relation to accessibility are noted and as requested, please find attached at Appendix A, a response to the recommendation made by your Committee in respect of the role of the Council's Communications Services. In summary, the recommendation is accepted, and the Service will be a key part in the development of the Citizen Engagement Strategy moving forward.

In respect of the Committee's second recommendation, Appendix A also contains the response in relation to seeking the views of local businesses wishing to engage with the Council's procurement system. In summary, the recommendation is accepted, and details will be included in the new Socially Responsible Procurement Strategy and progress against this will be reported annually.

Finally, following the discussion on customer and council services and access to services, Cabinet has escalated work being undertaken in this area as part of a managed transition to hybrid working. Therefore, a new step *"Introducing new customer service standards and working practices which ensure quality of service as part of the transition to hybrid working,"* will be included in the final draft post Cabinet of the Plan that goes to Council.

Corporate Overview of Budget Proposals 2022/23

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor 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 bilingual. We will ensure that we communicate with you in the language of your choice, and please let us know which you prefer. Corresponding in Welsh will not lead to delay.

The Committee's comments in relation to key strategic build elements within the budget are noted.

One specific was raised in relation to planned implementation of Free School Meals (FSM) for primary aged pupils. After referring the matter to Education Officers, the Council is working closely with Welsh Government as they develop their policy in this area and will report back to the Committee when an update is available which will also include an update on any implications on the Pupil Development Grant.

Capital Programme 2022/23 – 2026/27

The Committee's review and comments in respect of the Council's proposed Capital Programme for 2022/23 – 2026/27 are noted.

In respect of details requested in terms of borrowing, the Council carries out its borrowing activities resulting from its capital strategy in accordance with the Treasury Management Strategy approved by Council at the start of each financial year (with updates to both Council and Governance and Audit Committee during the year).

The Council does not undertake external borrowing for specific capital projects. It borrows to meet its overall Capital Financing Requirement and currently has a single pool of borrowing which includes the Housing Revenue Account.

The Treasury Management Strategy which is included at Annex 4 to the Cabinet budget papers includes significant detail in accordance with CIPFA Codes of practice in respect of the Council's borrowing strategy. Similar detail is included in the Council's Capital Strategy Annex 3.

To summarise, the following table included in the Strategy at Annex 3 shows the actual level of external borrowing currently held by the Council, external borrowing taken to date in 2021/22 and scheduled loan repayments in future years. It compares this to the projected need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and indicative funding plans as set out in the budget report for 2022/23. This highlights the requirement for the Council to undertake further external borrowing in future years, however the detailed terms of any borrowing will be subject to interest rates, timing of any borrowing and progress on delivering the programme. Regular review of forecasts is undertaken throughout the year as well as annual updates of the strategies as part of the annual budget process.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
External borrowing at 1 April	829	811	857	838	840	836	830
Known / New borrowing	3	73	4	6	tbc	tbc	tbc
Scheduled repayments	(21)	(27)	(23)	(4)	(4)	(6)	(9)
External Borrowing at 31 March	811	857	838	840	836	830	821
Capital Financing Requirement	841	910	1,030	1,257	1,393	1,424	1,434
Shortfall / (Surplus) borrowing requirement	30	53	192	417	557	594	613
Requirement as % of CFR	3	6	19	33	40	42	43

In terms of the request for further information on the costs associated with servicing debt, the total cost projected for 2026/27 currently is £109M being repaid from General Fund and HRA Budgets, broken down as net General Fund Capital financing costs £41M, general expenditure undertaken on the basis of borrowing paying for themselves £29M and Housing Revenue Account £39 million. These projections will be subject to progress on projects, timing and rates of any borrowing requirement as highlighted in the Treasury Management Strategy for 2022/23 and future years.

All borrowing is undertaken in accordance with the CIPFA Prudential Code and CIPFA Treasury Management Code requirements in respect of affordability, prudence, proportionality, and sustainability of borrowing and numerous indicators are used to monitor and manage the position.

The affordability indicators referred to above and included in the Capital Strategy within the affordability section are replicated below.

In accordance with the principles of Invest to Save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate or other revenue budgets. A number of projects are being made on an invest to save basis, and you can see the net position if they progress according to the parameters set out in their approved business case. However we feel it is also important to note that we are also aware of and report the gross or worst case position which is felt prudent and affordable with mitigations in place.

A gross ratio is also calculated which indicates the gross capital financing cost i.e. it represents a worst-case scenario, highlighting the proportionality of such investment.

Indicator							
Ratio of Financing Costs to Net Revenue Budget Stream							
	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund – Net Capital Financing Budget	4.73	4.77	4.58	4.69	4.71	4.70	4.90
General Fund – Gross Capital Financing Budget	6.99	7.18	6.90	7.50	8.22	8.39	8.44
Housing Revenue Account (HRA) – Gross Capital Financing Budget	32.72	32.24	32.16	33.36	36.23	38.49	37.72

Two additional local indicators are also produced for the General Fund only, to support decision making and are shown in the tables below for the period up to 2026/27. The first indicator shows the ratio of capital financing costs expressed as a percentage of its controllable revenue budget. This excludes expenditure on levies, Council Tax support and delegated school’s budgets.

Indicator								
Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	Difference 11/12-26/27 %
Net	13.47	11.23	9.83	10.14	10.19	10.21	10.68	(20.71)
Gross	15.17	16.83	14.73	16.11	17.66	18.12	18.34	20.90

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 projected 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 %	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	
General Fund	0.72	0.82	0.84	0.89	1.07	1.13	1.10	1.06	
Housing Revenue Account (HRA)	2.24	3.78	4.13	4.43	4.97	5.39	5.41	5.35	

The Committee commented on the potential capital costs of the move to agile / hybrid working. This is being considered further and will form part of the review of Core Offices that will come forward later this year.

In relation to Section 106 funding, you requested some analysis is provided on current plans to utilise such funding for the school estate and the balance that would need to be found via the Council's own funding. The Director of Education will provide the Committee with a baseline position in respect to the schools identified in the LDP and will set out the next steps in terms of providing information including estimated cost, timescales and the other factors that need to be taken into consideration. The Children's and Young People Committee will continue to be updated with school building throughout the year.

Finally in response to the Committee's request for a list of highways improvements implemented across the City on a ward basis, the Director of Planning, Transport and Environment will collate the information required and as part of that exercise consider the level of detail that can be presented on a geographical basis. A response will be provided to Committee as soon as this is available.

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

Yours sincerely



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



Y Cyngorydd/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

Mr David Hugh Thomas, Chair, Governance & Audit Committee

Chris Pyke, OM Governance & Audit

Tim Gordon, Head of Communications & External Relations

Jeremy Rhys, Assistant Head of Communications and External Affairs

Joanne Watkins, Cabinet Support Office

Debi Said, PA to Leader

Appendix A

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
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<p>1. That you ensure the Council's Communications & External Relations service is central to development of the Citizen Engagement Strategy.</p>	<p>Accepted</p>	<p>The Council's Communications & External Relations team have played an increasingly important role in the Council's consultation and engagement work, particularly over the course of the Covid-19 pandemic where the Council has had to rely predominantly on digital channel of communication. This will continue to be the case and they will be a central role in the development of the Citizen Engagement Strategy. Consideration will also be given to the production of an executive summary of the Corporate Plan in future years.</p>	<p>Gareth Newell</p>	<p>October 2022</p>
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<p>2. That a review process is set up to seek the views of local businesses which have engaged, or wish to engage, with Cardiff's procurement system, particularly those which are small in size and resources, to assess how accessible the application process is for small businesses.</p>	<p>Accepted</p>	<p>The new Socially Responsible Procurement Strategy is currently being drafted. Seven key principles have been agreed which will be central to what we do, one of these is "Making procurement spend more accessible to local small businesses and third sector".</p> <p>The new strategy will set out the actions the Council will take to deliver against each principle. The actions for the above are likely to include raising awareness of how to do business with the Council among local businesses; publishing the Contract Forward Plan online; better understanding of the local supply market by analysing spend data and business directories; undertaking targeted engagement with the Third Sector and local businesses; and working with Welsh Government and the Cardiff Capital Region to deliver a</p>	<p>Steve Robinson</p>	<p>July 2022</p>
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		<p>consistent procurement process.</p> <p>More detail on each action will be included in the supporting delivery plan. Progress will be reported on annually.</p>		
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Directorate Revenue Budgets									
	2021/22 Adjusted Base	FRM 2021/22	FRM 2022/23	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments¹	Financial Pressures & Demographic Growth²	Policy Growth	Savings	Total 2022/23
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	26,716	0	0	26,716	495	11,000	0	(199)	38,012
Economic Development									
- Economic Development	8,195	(200)	550	8,545	920	0	747	(498)	9,714
- Recycling & Neighbourhood Services	35,204	(571)	170	34,803	751	325	702	(262)	36,319
Education									
- Retained Education Budgets	38,275	(1,114)	1,200	38,361	634	550	943	(310)	40,178
- Delegated Schools	259,211	0	0	259,211	7,347	1,962	0	0	268,520
Planning, Transport & Environment	6,301	(1,696)	1,202	5,807	836	0	1,799	(201)	8,241
People and Communities:									
- Housing & Communities	49,613	(219)	643	50,037	531	298	819	(382)	51,303
- Performance & Partnerships	2,967	0	35	3,002	122	0	490	(109)	3,505
- Social Services - Adults	120,200	0	0	120,200	9,845	6,565	0	(836)	135,774
- Social Services - Children's	70,713	0	0	70,713	7,154	3,843	0	(2,643)	79,067
Resources:									
- Governance & Legal Services	6,088	0	0	6,088	697	150	0	0	6,935
- Resources	15,392	0	0	15,392	1,568	0	0	(268)	16,692
Capital Financing	32,436	0	0	32,436	3,338	0	0	0	35,774
Summary Revenue Account	15,423	0	0	15,423	278	0	0	(2,000)	13,701
Total Budget	686,734	(3,800)	3,800	686,734	34,516	24,693	5,500	(7,708)	743,735

¹ Service specific contingencies and potential pay awards for 2022/23 are reflected in the directorate figures, but will be retained centrally until required

² Pressures include Demographic, Schools, Financial Pressures and Covid-19 Recovery

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Cabinet Member Portfolio Revenue Budgets									
	2021/22 Adjusted Base	FRM 2021/22	FRM 2022/23	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments¹	Financial Pressures & Demographic Growth²	Policy Growth	Savings	Total 2022/23
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families	71,180	0	0	71,180	7,154	3,843	0	(2,643)	79,534
Clean Streets, Recycling & Environment	38,905	(975)	670	38,600	1,107	325	1,118	(348)	40,802
Culture & Leisure	7,316	(200)	550	7,666	566	0	542	(125)	8,649
Education, Employment & Skills	300,800	(1,164)	1,200	300,836	7,983	2,512	943	(310)	311,964
Finance, Modernisation & Performance	16,798	0	398	17,196	1,612	0	0	(288)	18,520
Housing & Communities	43,756	(219)	270	43,807	381	0	1,001	(382)	44,807
Investment & Development	(3,563)	0	0	(3,563)	257	0	205	(287)	(3,388)
Leader's Portfolio	34,890	0	10	34,900	1,245	11,150	308	(288)	47,315
Social Care, Health & Wellbeing	122,527	0	0	122,527	9,970	6,863	0	(836)	138,524
Strategic Planning & Transport	6,266	(1,242)	702	5,726	625	0	1,383	(201)	7,533
Capital Financing	32,436	0	0	32,436	3,338	0	0	0	35,774
Summary Revenue Account	15,423	0	0	15,423	278	0	0	(2,000)	13,701
Total Budget	686,734	(3,800)	3,800	686,734	34,516	24,693	5,500	(7,708)	743,735

¹ Service specific contingencies and potential pay awards for 2022/23 are reflected in the directorate figures, but will be retained centrally until required

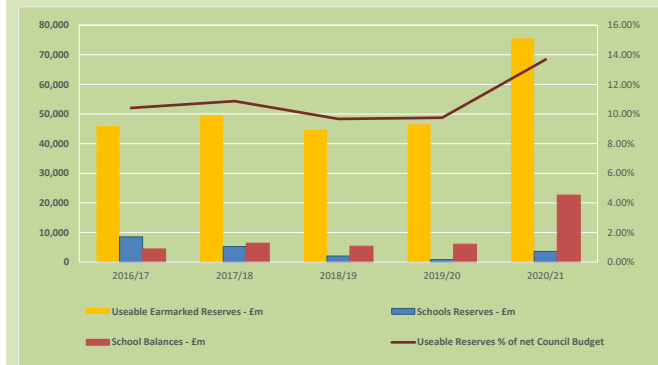
² Pressures include Demographic, Schools, Financial Pressures and Covid-19 Recovery

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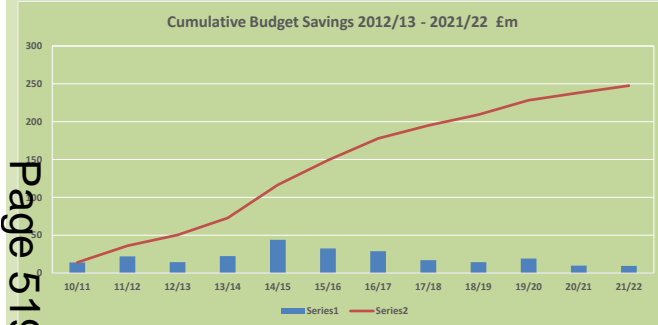
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

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.

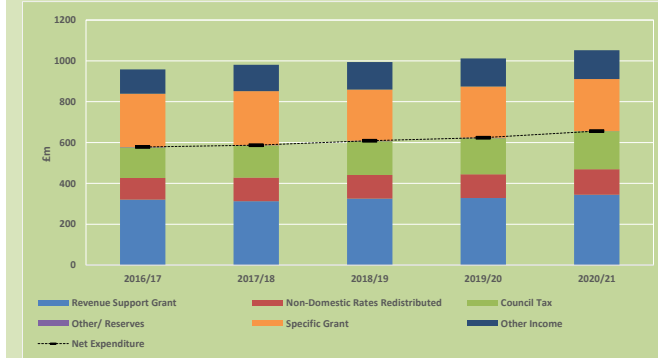
Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

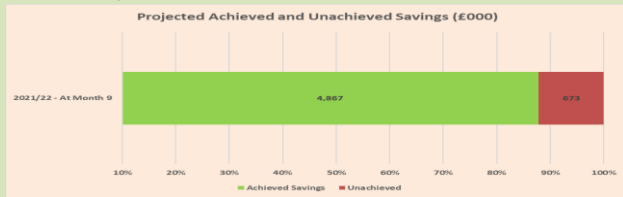
Indicator	2016/17	2017/18	2018/19	2019/20	2020/21
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.99%	8.69%	7.15%	11%	15%
General Reserves to Gross Revenue Expenditure (days)	6	6	6	6	5
Long-term Borrowing to Long-term Assets (ratio)	35.13%	36.36%	36.91%	38.46%	36.70%
Long-term Borrowing to Taxation & Aggregate External Finance	103.10%	103.10%	104.00%	114.75%	99.50%

The tables below show the Projected Outturn position for the 2021/22 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	26,956	26,956	0	0.0%
Economic Development				
- Economic Development	7,956	8,636	680	8.5%
- Recycling & Neighbourhood Services	29,773	29,773	0	0.0%
Education & Lifelong Learning	294,832	295,780	948	0.3%
People & Communities				
- Communities & Housing	49,363	48,835	(528)	-1.1%
- Performance & Partnerships	2,948	2,948	0	0.0%
- Social Services	189,534	190,384	850	0.4%
Planning, Transport & Environment	5,928	6,093	165	2.8%
Resources				
- Governance & Legal Services	6,010	6,596	586	9.8%
- Resources	14,825	14,825	0	0.0%
Total Directorates	628,125	630,826	2,701	0.43%
Capital Financing	32,436	32,836	400	1.2%
Discretionary Rate Relief	400	400	0	0.0%
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	18,291	18,291	0	0.0%
Council Tax	0	0	0	0.0%
Total	682,252	682,353	101	0%

Revenue Savings Achieved and Unachieved 2021/22



Directorate	2021/22 Savings Projections		
	Achieved £000	Unachieved £000	Total £000
Corporate Management	63	0	63
Economic Development	1,036	230	1,266
Education & Lifelong Learning	228	60	288
People & Communities	435	0	435
Planning, Transport & Environment	897	35	932
Resources	934	0	934
Social Services	1,274	348	1,622
Total	4,867	673	3,918

Capital Month 9 Projected Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	34,403	34,755	352	1.0%	0	352
Education & Lifelong Learning	67,273	60,783	(6,490)	(9.6%)	2,061	(8,551)
People & Communities	16,877	12,598	(4,279)	(25.4%)	0	(4,279)
Planning, Transport & Environment	56,651	47,627	(9,024)	(15.9%)	0	(9,024)
Resources	25,538	18,577	(6,961)	(27.3%)	0	(6,961)
Total	200,742	174,340	(26,402)	(13.15%)	2,061	(28,463)

Covid Expense and Income Loss Financial Assistance - April - December

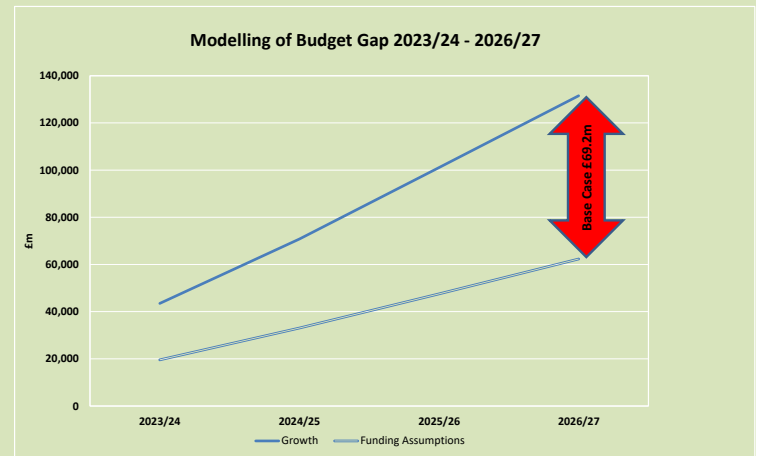
Directorate	Covid Expense Successfully Claimed or Pending Approval £'000	Covid Income Loss Successfully Claimed or Pending Approval £'000	Total Covid Financial Assistance £'000
Corporate	574	0	574
Economic Development	595	8,763	9,358
Education & Lifelong Learning	5,625	2,840	8,465
People & Communities	4,183	161	4,344
Planning, Transport & Environment	13	1,191	1,204
Resources	5	0	5
Social Services	10,240	0	10,240
Total	21,235	12,955	34,190

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000
Total Pressures	43,496	27,331	30,260	30,434	131,521
Funding Assumptions	(19,565)	(13,531)	(14,433)	(14,794)	(62,323)
Budget Requirement Reduction	23,931	13,800	15,827	15,640	69,198

Council Tax Assumptions - at 3%	4,931	5,079	5,232	5,388	20,630
Total Savings	19,000	8,721	10,595	10,252	48,568
Budget Requirement Strategy	23,931	13,800	15,827	15,640	69,198



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 22 £000	31 Mar 23 £000	31 Mar 24 £000	31 Mar 25 £000	31 Mar 26 £000	31 Mar 27 £000
Capital Expenditure	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	174,340	188,771	262,225	212,456	88,416	39,180
Housing Revenue Account	59,940	74,610	111,250	106,135	69,605	53,700
Total Capital Expenditure	234,280	263,381	373,475	318,591	158,021	92,880
Capital Financing Requirement excl. Landfill						
Council Fund CFR	574,801	660,615	819,835	888,222	890,252	878,687
Housing Revenue Account CFR	335,137	369,430	437,685	504,509	533,772	555,694
Total CFR	909,938	1,030,045	1,257,520	1,392,731	1,424,024	1,434,381

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Difference 11/12-26/27
Net	13.47	11.23	11.21	12.88	10.19	10.21	10.68	(20.71)
Gross	15.17	16.41	17.05	19.35	17.66	18.12	18.34	20.9

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Financial Resilience

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<ul style="list-style-type: none"> Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan. Lack of appropriate mechanisms to identify and manage unexpected financial liabilities or reductions in income The current outlook is that there is a Budget Gap of £69 million for the period 2023/24 to 2026/27. 				Chris Lee (Ian Allwood)	Councillor Chris Weaver Finance, Modernisation and Performance								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q3 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q3 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Movement from prev Qtr</td> <td style="text-align: center;">↓</td> </tr> </table>	Movement from prev Qtr	↓	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Target Reduction Date</td> <td>Q4 2021/22</td> </tr> </table>	Target Reduction Date	Q4 2021/22		
Last Reviewed	Q2 2021/22												
Last Revision	Q3 2021/22												
Movement from prev Qtr	↓												
Target Reduction Date	Q4 2021/22												
	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
Potential Impact(s) <ul style="list-style-type: none"> Failing to meet statutory obligations and potential for service delivery to be adversely affected. Reaching the point where a s114 notice is required to be issued by the S151 Officer. Reputational damage to the Council. Needing to draw down significant unplanned amounts from reserves. Levels of borrowing become unsustainable. Inability to progress policy initiatives. Inability to manage adverse external factors - e.g. adverse settlements, WG rent policy etc. Financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety. Requirement for significant savings at short notice that are therefore not identified in a coherent, strategic way and which impact on service delivery. Level of borrowing limits the ability of future generations to take forward new priorities. Requirement to reduce or cease planned capital investment 	2021/22 and Medium Term <ul style="list-style-type: none"> Regular monitoring to understand the in-year position and gain early insight into emerging risks that need to be factored into the MTFP work. 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) Mechanisms in place such as Treasury Management Reserve and Financial Resilience Mechanism in order to dampen the impact of a worse than anticipated financial climate / settlements. 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. Undertaken initial assessment against CIPFA FM code with high level findings Work on establishing the financial implications to services both in the short, medium and long term because of the impact of the Covid 19 crisis, and detailed log of budgetary issues affecting 2022/23. 			2022/23 and the Medium Term <ul style="list-style-type: none"> Consider and take any opportunities to increase earmarked reserves in order to provide first line of defence against financial shocks. Embed in corporate processes, approach to business case development, approval and post project monitoring. Strengthen links between financial planning and asset management strategies, which consider the current condition of assets and future requirements. Continue to review the detailed plans and timescale for delivery of capital receipts targets. Enhance focus on a multi-year position (recognising limitations where settlement information is for one year only.) Review approach to governance and financial monitoring of special purpose vehicles to ensure liabilities and any financial guarantees are understood and are appropriate. Complete self-assessment against the CIPFA FM code and develop implementation plan in respect of any findings or recommendations, which provide further financial resilience. Document and embed approach and reporting of Non Treasury Investments such as commercial property performance as part of new Investment Management Practices. Continue to keep cost pressures arising from BREXIT, supply chains issues and labour / skills shortages under review in terms of their impact on costs, inflation and interest rates and the impact of these for the MTFP and Capital Programme. Continue to keep ongoing impact (cost pressures and income loss) of COVID-19 under review. -To include development of additional prudential indicators in respect of a Liability Benchmark and for Non Treasury Investments. Review additional performance measures to demonstrate use of resources economically, efficiently, and effectively', arising from the Local Government and Elections Act (Wales) 2021 									
	Linked Risks Budget Monitoring (Control)												
	Key Indicators / Measures used to monitor the risk												
Type(s) of Impact <ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Financial Snapshot which highlights historical & current performance with regards budget monitoring, achievability of savings, levels of borrowing, and financial ratios. Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure. Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings. Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB. Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual). Borrowing: 1) Total commercial investment income as % of total net general fund budget, 2) Total (£) commercial investments and (£ plus%) amount funded from borrowing, 3) Borrowing related to commercial investments as % of General Fund total borrowing, 4) Capital interest costs and MRP as a proportion of NRB. Performance against Budget Timetable. Frequency / timeliness of engagement with SMT/Cabinet. Proportion of Savings Proposals in Realised or at Delivering stage. Section 151 Officer Statement in respect of capital strategy, adequacy of reserves and other statutory commentary. Consider usefulness of benchmarking data re: financial resilience produced by External Audit Bodies - e.g. Audit Wales 												

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EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	Adults Social Care	1,182	0	(210)	972	Service specific pressures and enhance financial resilience
2	Apprenticeships and Trainees	513	0	(285)	228	To fund Corporate Apprentice Scheme.
3	Bereavement Services	181	0	(33)	148	Planned programme of refurbishment and improvement
4	Building Control Regulations	66	0	(22)	44	Smooth effects of future deficits within ring fenced building control account
5	Bute Park Match Funding	73	0	(22)	51	Match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement
6	Cardiff Academy Training	57	0	0	57	Support initiatives undertaken in connection with the Academy
7	Cardiff Capital Region City Deal	201	0	(29)	172	Contribution to the Joint Cabinet for the Cardiff Capital Region
8	Cardiff Dogs Home Legacy	376	0	(65)	311	Donations left to Cardiff Dogs Home to be used in connection with service improvements
9	Cardiff Enterprise Zone	2,764	0	800	3,564	Cardiff Enterprise Zone in future years
10	Central Market Works	225	0	0	225	Works at Cardiff Central Market and as potential match funding for external grant bids
11	Central Transport Service	500	0	(85)	415	Central Transport vehicle service
12	Children's Services	950	0	(500)	450	Enhance resilience
13	City Events & Recovery	1,000	0	(250)	750	Post pandemic recovery
14	City Wide Management & Initiatives	746	0	(54)	692	City-wide management and initiatives including support for marketing and infrastructure
15	Community Based Services Transition	101	0	(50)	51	Better integration of community facilities across the public sector
16	Community Initiatives	1,617	0	(848)	769	Initiatives arising from the legacy of the Communities First Programme
17	Corporate Events & Cultural Services	742	0	(250)	492	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
18	Corporate Landlord Function	600	0	(200)	400	Corporate landlord functions across the Council in order to provide a cohesive and commercial operating model
19	Corporate Recovery Risk	2,250	0	(600)	1,650	Mitigate risk of transition post pandemic
20	Covid-19 CTRS pressures	2,000	0	(300)	1,700	Medium term increases in CTRS expenditure
21	Digital Transformation	2,671	0	(1,000)	1,671	Investment to deliver new ways of working
22	Discretionary Rate Relief	100	0	0	100	NDR due diligence
23	Emergency Management, Safeguarding and Prevent	139	0	0	139	Preventative measures in relation to safeguarding, the Prevent agenda and emergency management
24	Employee Changes	8,322	0	(850)	7,472	Costs associated with voluntary redundancy and other employee costs in future years
25	Energy Conservation (One Planet)	404	0	(309)	95	Energy conservation initiatives
26	Energy Market Volatility	336	0	(100)	236	Unexpected fluctuations in the cost of energy
27	Flatholm	7	0	0	7	Initiatives, repairs and renewals
28	Fraud Detection	34	0	(10)	24	Supplement staffing and other costs associated with fraud detection

Appendix 9

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
29	Governance & Legal Services	185	0	0	185	Future Governance & Legal Services initiatives, including projects in connection with ICT upgrades
30	Harbour Authority Projects and Contingency Fund	100	0	0	100	Improvement and enhancement of infrastructure, assets, activities and services in or around Cardiff Bay
31	Highways Section 278	229	0	(100)	129	Highway investment
32	Homelessness	1,760	0	(390)	1,370	Increases in homelessness pressures
33	Housing Support	507	0	(251)	256	Improve sustainability by maintaining the independence of people in their own homes
34	ICT Holding Account	700	0	(150)	550	Future business process improvement initiatives and other future ICT initiatives
35	Inspectorate Support	1,008	0	0	1,008	Consultancy for inspections and the regulatory environment
36	Insurance	7,449	0	(300)	7,149	Protect from future potential insurance claims
37	Invest to Save	261	0	(50)	211	Used in connection with revenue invest to save schemes
38	Joint Equipment Store - Pooled Budget	305	0	(162)	143	Offset deficits or one off expenditure items in the pooled budget, in future years
39	Local Plan	263	0	(263)	0	Local Development Plan and any potential appeals or judicial reviews
40	Major Projects	480	0	(150)	330	Major Projects
41	Members Development	200	0	(130)	70	Members' ICT software
42	Municipal Election	797	0	(630)	167	Local elections
43	Municipal Mutual Insurance	935	0	0	935	Liabilities to pay a percentage of claims previously settled by Municipal Mutual Insurance (MMI) and contribute to the cost of future settled claims
44	Non-Domestic Rates Due Diligence	60	0	0	60	NDR due diligence
45	Out of School Childcare	69	0	0	69	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
46	Parking & Enforcement	1,648	0	(828)	820	Surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes
47	Property Asset Management	75	0	(50)	25	Managing timing and fluctuations of income from fees relating to the disposal of properties
48	Red Dragon Centre	2,450	0	0	2,450	Premises funding requirements
49	Rentsmart Wales	388	0	0	388	Training and service delivery in respect of Rentsmart Wales
50	Resources	2,016	0	(750)	1,266	To deal with matters relating to Council Tax and agency workers as they arise
51	Schools Catering	256	0	(100)	156	School Holiday Enrichment Programme (SHEP)
52	Schools Formula Funding	2,233	0	(750)	1,483	Unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools budgets
53	Schools Organisation Plan	1,939	0	(1,448)	491	Manage the cash flow implications of the School Organisational Plan financial model
54	Scrutiny Development & Training	118	0	(50)	68	Scrutiny member development and training
55	Social Care Technology	655	0	(355)	300	Social care ICT developments

Appendix 9

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
56	South East Wales Construction Framework	1,125	0	(100)	1,025	Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities
57	Strategic Budget	6,396	0	0	6,396	Financial resilience and the future budget requirements over the period within the Medium Term Financial Plan
58	Treasury Management	10,910	0	1,100	12,010	Management of risk in relation to major projects and to offer some protection and flexibility to the wider capital programme
59	Wales Interpretation and Translation Service	289	0	(30)	259	Manage in-year fluctuations in funding and financial performance of the service
60	Waste Management	236	0	0	236	Initiatives to achieve recycling targets and offset impact of additional tonnage and associated costs
61	Welfare Reform	1,801	0	(493)	1,308	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
62	Youth Service	478	0	(262)	216	Costs connected with the refurbishment of youth centres
	TOTAL	76,478	0	(11,964)	64,514	

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	Council General Reserve	14,255	0	0	14,255	Mitigation against the risk and impact of unexpected events or emergencies

Appendix 9

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		

EARMARKED RESERVES HOUSING REVENUE ACCOUNT

	Reserve	Estimated balance at 31.03.22 £000	Estimated Movements		Estimated balance at 31.03.23 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	Housing Development Resilience Reserve	500	0	250	750	Improve resilience within the Housing Development Capital Programme
2	Housing Repairs and Building Maintenance	7,454	0	(4,433)	3,021	Housing repairs and to mitigate against risk within the Construction Industry
3	Welfare Reform	429	0	0	429	Project costs and scheme development to address issues for council tenants due to benefit cap and universal credit
	TOTAL	8,383	0	(4,183)	4,200	

	Reserve	Estimated balance at 31.03.21 £000	Estimated Movements		Estimated balance at 31.03.22 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	HRA General Reserve	13,126	0	0	13,126	Mitigation against the risk and 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	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Income					
On street car parking fees	4,839	5,171	5,171	5,171	5,171
Off street car parking fees	1,092	1,138	1,138	1,138	1,138
Residents parking permits	473	530	530	530	530
Penalty Charge Notices	1,933	1,933	2,040	2,040	2,040
Moving Traffic Offences	4,050	4,395	4,635	4,805	4,915
Miscellaneous income	48	48	48	48	48
Total income	12,435	13,215	13,562	13,732	13,842
Expenditure					
Operational costs parking	597	579	605	580	579
Enforcement service	6,142	6,250	6,240	6,372	6,403
Total expenditure	6,739	6,829	6,845	6,952	6,982
Surplus / (Deficit)	5,696	6,386	6,717	6,780	6,860

6. For 2022/23, income from car parking fees, residents' permits, penalty charge notices and MTO's is forecast to be £12.435 million. 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 £6.739 million, leaving a net surplus of £5.696 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.
8. The surplus from CPE activities is transferred to the Parking Reserve to support a range of highway, transport and environmental improvements.
9. During 2020/21 and 2021/22, the WG reimbursed lost budgeted income funded via the Local Government Hardship Fund, which helped to maintain a sustainable position. There will be no Hardship Fund from April 2022.
10. The table below sets out the predicted movement in the reserve.

Parking Reserve	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Estimated Opening Balance	1,648	828	698	899	1,163
CPE net surplus (deficit)	5,696	6,386	6,717	6,780	6,860
Funding Availability	7,344	7,214	7,415	7,679	8,023
Contribution to support revenue budget	5,935	5,935	5,935	5,935	5,935
Active Travel	581	581	581	581	581
Use of Reserve	6,516	6,516	6,516	6,516	6,516
Balance Carried Forward	828	698	899	1,163	1,507

11. The use of reserve includes a budgeted contribution, which supports a range of highway, transport and environmental improvements. It also includes regular funding for the promotion of Active Travel initiatives including assessing the transportation impact on the Local Development Plan.
12. 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.

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 2021/22, 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. Due to the uncertainty around expenditure relating to the impacts of Brexit and Covid, including income streams and energy prices, a decision has been reached to implement a three-year deal in principle, with an agreed budget for 2022/23 and further planned negotiations during Autumn 2022 with the aim of establishing budgets for the following two years 2023/24 and 2024/25.

For 2022/23, the Council has worked with WG to identify budget pressures around increases in material costs, contractors and energy prices as well as historical shortfalls in service level agreement budgets. In addition, work has been carried out to identify future obsolescence and compatibility issues with existing systems and equipment requiring upgrades or replacement. These budget pressures are partly offset by savings due to achievable efficiencies and increased income streams. A combination of these factors results in an approved Fixed Costs budget of £5.270 million (21/22 £4.961 million). This allocation includes a provision for the 2022/23 pay award yet to be agreed and any employee incremental pay progression.

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 the ten-year period commencing 2021/22. 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 asset lives through additional maintenance.

The Asset Renewal funding requirement for non-critical assets in 2022/23 is estimated and approved at £26,000 with no requirement identified within the programme to replace any critical assets.

This gives a total approved budget for the Cardiff Harbour Authority for 2022/23 of £5.296 million.

CHA Funding	2021-22	2022-23
	£000	£000
Fixed Cost Budget	4,961	5,270
Asset Renewal	460	26
Total Budget	5,421	5,296

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

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 £125,000 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 £100,000 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 2021 following a review. This included the need for additional indicators to support decision making, to be considered and introduced in 2023/24. 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 treasury 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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CYNGOR CAERDYDD CARDIFF COUNCIL

COUNCIL:

3 MARCH 2022

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 meeting 27 May 2021 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 the rules on political balance, and nominations were received for each committee from the political groups.
3. Following changes in the political composition of the Council, the allocation of seats on Committees has been revised, in accordance with the rules on political balance, in November 2021 Council meeting.
4. 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

5. Current Committee vacancies, in accordance with the approved allocations to political groups, are as follows:

Committee	Vacancy	Group	Nomination Received
Democratic Services Committee	1 vacancy	Labour	
Licensing Committee	1 vacancy	Conservative	
Public Protection Committee	2 vacancies	1 x Independent 1 x Propel	

6. Further nominations to fill existing vacancies received from political groups prior to Full Council on 3 March 2022 will be reported on the amendment sheet.

Legal Implications

7. 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).
8. The Democratic Services Committee is a statutory committee established under Part 1 of the Local Government (Wales) Measure 2011 ('the 2011 Measure'). Section 12 of the 2011 Measure states that the Democratic Services Committee cannot include more than one member of the Cabinet, who must not be the Leader.

Financial Implications

9. There are no financial implications directly arising from this report.

RECOMMENDATION

The Council is recommended to receive nominations and appoint to the vacancies on Committees, in accordance with the Party Group wishes, as set out on the Amendment Sheet.

DAVINA FIORE

Director Governance and Legal Services

25 February 2022

Background Papers

Annual Council Reports and Minutes 27 May 2021

Council Minutes 24 June 2021

Council Minutes 22 July 2021

Council Minutes 30 September 2021

Council Minutes 21 October 2021

Council Minutes 25 November 2021

Council Minutes 27 January 2022

CARDIFF COUNCIL
REGISTER OF DECISIONS TAKEN BY OFFICERS ON
SENIOR MANAGEMENT TEAM
2021/2022 No 35

Decision No.	Decision Maker	Decision	Reasons	Consultation Undertaken	Dates			Responsibility for Implementation after date shown
					Decision Made	Publication	Deadline for call-in	
SMT/21-22/66	Davina Fiore – Director of Legal & Governance	<p>Fairwater Campus – Decision to settle the proceedings based on agreed confidential terms</p> <p><i>The Appendices to this report are not for publication as they contains exempt information of the description in paragraph 16 (legal privilege) of Schedule 12A of the Local Government Act 1972</i></p> <p>Agreed: that agreement be given to settle the proceedings on agreed terms</p>	This will enable the project to progress and proceed in line with the previous ODR (Ref FC:03p dated 14th December, 2021). Further details are set out in exempt Appendices 1 – 3		14.02.2022	15.02.2022	The Chief Executive and Chair of Children & Young People’s Scrutiny Committee have agreed that this decision should be taken on an urgent basis and is therefore not subject to call-in.	Davina Fiore – Director of Legal & Governance

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Prepared by Cabinet Support Office: 15 Feb 2022
Submitted to Chief Executive for signature: 15 feb 2022

Approved for Publication: P Orders.....
Chief Executive

Date: ...15/02/2022.....

Agenda Item 11

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