

CABINET: THURSDAY, 16 DECEMBER 2021 at 2.00 PM

A Cabinet Meeting will be held in as a Remote meeting on 16 December 2021 at 2.00 pm

A G E N D A

- 1 Minutes of the Cabinet meeting held on 18 November 2021 *(Pages 1 - 4)*

Leader

- 2 Greener, Fairer, Stronger: City Recovery and Renewal Strategy *(Pages 5 - 58)*

- 3 Western Gateway *(Pages 59 - 66)*

Clean Streets, Recycling & Environment

- 4 Draft Recycling Strategy 2021-2025 *(Pages 67 - 230)*

Culture & Leisure

- 5 Music Strategy Update *(Pages 231 - 240)*

Education, Employment & Skills and Finance, Modernisation & Performance

- 6 Adult Community Learning Review / Approach To Funding For Into Work Advice Services *(Pages 241 - 286)*

Finance, Modernisation & Performance

- 7 Corporate Risk Register *(Pages 287 - 318)*

- 8 Calculation of the Council Tax Base 2022/23 *(Pages 319 - 338)*

- 9 Mid Year Assessment of Performance 2021/22

Housing & Communities

- 10 Private Empty Homes Policy *(Pages 339 - 368)*

Investment & Development

- 11 Corporate Property Strategy 2021 to 2026 *(Pages 369 - 634)*

Strategic Planning & Transport

- 12 Llandaff Conservation Area extension - Confirmation of Article 4 Direction
(Pages 635 - 648)

PAUL ORDERS

Chief Executive

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

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 18 NOVEMBER 2021

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

Observers: Councillor Adrian Robson
Councillor Emma Sandrey

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

45 MINUTES OF THE CABINET MEETING HELD ON 14 OCTOBER 2021

RESOLVED: that the minutes of the meeting held on 14 October were approved

46 SUSTAINABLE DRAINAGE APPROVAL BODY (SAB) ADOPTION AND FUTURE MAINTENANCE OF SUSTAINABLE DRAINAGE (SUDS) FEATURES

The Cabinet received a report seeking approval for the use of commuted maintenance sums (CMS) becoming the preferred maintenance mechanism on new developments following the introduction of the mandatory adoption of Sustainable Drainage Systems (SUDS). It was proposed that the in-house model be adopted. This model required the developer to pay for the long-term maintenance costs which is reflective of the maintenance plan for the lifetime of the SuDS. For consistency it was proposed that these Commuted Sums are calculated based on the industry standard prepared by the County Surveyors Society.

RESOLVED: that

1. the mandatory requirement to adopt SuDS features be noted
2. the in-house service model (as described in the report) to manage and maintain these features on all qualifying developments funded by commuted maintenance sums be approved

47 **LOCAL AIR QUALITY MANAGEMENT - ANNUAL AIR QUALITY PROGRESS REPORT**

The Cabinet received a report seeking approval to submit the 2021 Cardiff Council (CC) Local Air Quality Management (LAQM) Annual Progress Report (APR), based upon on air quality datasets obtained in 2020 to Welsh Government.

The report also outlined a proposal to undertake a procurement of a 2 year pilot project on a city wide indicative real-time monitoring network using the 20/21 One Planet Funding.

RESOLVED: that

1. the monitored results gathered in 2020 be noted and accepted and the 2021 Annual Progress Report (as attached as Appendix 1 to the report) be approved for submission to Welsh Government for approval.
2. authority be delegated to the Director of Planning, Transport & Environment in consultation with the Cabinet Members for Clean Streets, Recycling & Environment and Strategic Planning and Transport, the Section 151 Officer and the Council's Monitoring Officer to determine all aspects of the procurement process for the 2 year pilot project on a city wide real-time monitoring network (including approval of the evaluation criteria and authority to award contracts) and all ancillary matters pertaining to the procurement.

48 **OLD LIBRARY AND NORWEGIAN CHURCH UPDATE**

Appendices 3, 4, 5 and 7 of this report is not for publication as it contains exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.

A report outlining progress in securing the future of the Old Library and Norwegian Church was received. It was proposed that the leasehold for the Old Library be disposed of to the preferred bidder, Royal Welsh College of Music and Drama, noting that the current occupiers Menter Caerydd, Museum of Cardiff and the University of Wales would remain.

It was proposed that the approval be given to transfer the assets of the Norwegian Church Charitable Trust to a new charitable body led by the Welsh Norwegian Society, including transferring the current lease of the Norwegian Church.

RESOLVED: that authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Investment & Development, the Section 151 Officer and the Legal Officer to:

- a) Conclude the leasehold disposal of the property known as The Old Library, Trinity Street marked red on the site plan attached at Appendix 1 to the preferred bidder outlined in this report and in line with the Heads of Terms set out in Confidential Appendix 5.
- b) Transfer the assets of the Norwegian Church Preservation Trust to the Norwegian Church Cardiff Bay Charitable Incorporated Organisation as outlined in this report.
- c) Write off any outstanding debts of the Norwegian Church Preservation Trust in advance of the transfer.
- d) Dissolve the Norwegian Church Preservation Trust once the transfer of assets has taken place.

49 **BUDGET MONITORING MONTH 6 2021/22**

The Cabinet received a report outlining the financial monitoring position for the authority as projected to the end of September 2021 compared with the budget approved in March 2021, including an assessment of the ongoing financial impact arising from the response to the COVID-19 crisis. It was reported that the pandemic continued to have a significant financial impact on the Council through additional expenditure and reduced income.

The overall revenue monitoring position, as at Month 6, reflected a total projected net annual Council overspend of £0.397 million. This included a total directorate net overspend of £3.147 million and a projected overspend of £250,000 in relation to Capital Financing, partially offset by the £3 million general contingency budget.

In relation to the Capital programme, the projected outturn for the year was currently £181.981 million against a total programme of £201.229 million with a variance of £19.248 million, which is predominantly slippage. Expenditure at the end of Month 6 was £51.894 million which represented 29% of the projected outturn, halfway through the financial year, however there are a number of large expenditure items which are subject to progress during the latter part of the year.

RESOLVED: that

1. the projected revenue financial outturn based on the projected position at Month 6 of the financial year be noted
2. the capital spend and projected position at Month 6 of the financial year be noted

50 **DISABLED ADAPTATIONS (CHANGES TO THE REGULATORY REFORM ORDER**

The Cabinet considered a report outlining proposals to introduce a discretionary grant system as an alternative to mandatory disabled facilities grants. The report noted that disabled adaptations were an essential part of the Council's support for older people and those with disabilities, to assist them to remain independent at home and that the benefit of providing a discretionary grant rather than a mandatory grant is that it

removes the need for a means test and prevents the delay that this can cause to delivering the adaptation.

RESOLVED: that

1. Agreement be given be to introduce an alternative discretionary adaptation grant (DAG) that will be an alternative to the mandatory grant system thereby removing the requirement for a means test in relation to the provision of disabled adaptations.
2. authority be delegated to the Director Adults, Housing and Communities, in consultation with the Cabinet Member for Social Care, Health and Wellbeing, the section 151 Officer and Director of Governance and Legal Services, to update the Private Sector Housing Policy under the Regulatory Reform Order in line with this change and other administrative changes.

51 **UPDATED GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT**

The Council was required to undertake a Gypsy and Traveller Accommodation Assessment (GTAA) and to make provision for sites where the assessment identifies an unmet need for Gypsy and Traveller pitches. The first GTAA was approved by Welsh Ministers in 2016 and had now been updated. A total of 122 survey forms were completed and respondents included Gypsy and Travellers living on council operated and private sites, those currently living in bricks and mortar housing and those residing on unauthorised transit sites at the time of the survey. Analysis of these responses identified a total additional need for 115 permanent pitches up to 2036. Of this total additional need 73 permanent pitches were identified as being required in the next 5 years.

RESOLVED: that the Gypsy and Traveller Accommodation Assessment be approved for Submission to Welsh Ministers for approval.

GREENER, FAIRER, STRONGER: CITY RECOVERY AND RENEWAL STRATEGY**LEADER (COUNCILLOR HUW THOMAS)****AGENDA ITEM: 2**

Reason for this Report

1. To seek approval of the 'Greener, Fairer, Stronger – City Recovery and Renewal Strategy'.

Background

2. In May 2021, Cabinet was presented with a draft Recovery and Renewal Strategy: *Greener, Fairer, Stronger*. This strategy aimed to review and revise the city's development agenda given the impact of the pandemic, and the expectation of changes in the model for economic development. To inform this strategy the Council commissioned Dr Tim Williams, a prominent expert on cities to consider how cities such as Cardiff would respond to the COVID-19 pandemic, and to provide strategic advice on how any renewal strategy should be developed.
3. At the May 2021 meeting Cabinet approved the draft 'Greener, Fairer, Stronger, the City Recovery and Renewal Strategy' for engagement purposes; and delegated authority to establish a programme of engagement, including a Child Friendly engagement process in respect of the draft Strategy, and to return to Cabinet with a final draft Strategy for approval.
4. Following the decision, a series of Greener, Fairer Stronger engagement sessions and stakeholder events took place from June to October. These events were hosted online and supported by partners including Cardiff University and Sustrans. Specific sessions were held with Cabinet Members for Economic Development and Inward Investment; Strategic Planning and Transport; and Communities.
5. A series of officer led engagement sessions were also undertaken throughout the same period with third sector representatives, business groups and cultural organisations.
6. The Child Friendly Team were also engaged to ensure that the opinions of the youth were captured, and this was achieved through a series of

workshops that were undertaken in October with both primary and secondary schools across Cardiff. In addition the Cardiff Youth Council have also identified a number of key missions as priorities for their consideration.

7. To supplement our activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey.

City Recovery and Renewal: Greener, Fairer, Stronger – Engagement Results

8. A summary of the engagement results is presented in Appendix A. The exercise showed broad support for the missions and the priorities identified in the draft strategy. There were however a few additional issues raised in the report, as well as emerging and consistent themes from both the survey and engagement events.

Safer, cleaner, greener and welcoming

9. Whilst recognised in the report, the theme of a city and city centre that is safe, clean, green and accessible for all was raised in almost all sessions as well as within the resident survey. Notably safety and cleanliness were also issues raised consistently by the Child Friendly engagement exercise. There was also general support for the notion of protecting and promoting green and open spaces in the city.

Transport as an underpinning theme

10. In all missions transport was raised as a consistent theme, and was seen as a key enabler of each of the missions. Accessibility of transport was seen as a determinant of economic wellbeing, but also links closely with environmental and health issues. Issues were raised in relation to perceived conflict between car and cycle use, though in the open responses a significant number of those completing the survey raised the need for continued investment in cycling infrastructure.

Cardiff as a 'Tech City'

11. The business engagement events noted that the themes of the initial research, notably the opportunity for smaller cities to benefit from the increased costs and congestion plaguing the larger megacities, were beginning to show signs of occurring in Cardiff. Notably the city is increasingly becoming seen as a destination for technology and knowledge based businesses. There was consensus that such an approach was important if Cardiff is to raised productivity, and that given the reliance of agglomeration on the sector, the city offered the best opportunity to Wales to establish a competitive based.

Greater links with health and wellbeing

12. The link between health and wellbeing was outlined in the draft strategy. However feedback recognised the cross-cutting nature of health and wellbeing across all missions, linking the economic, environment and social benefits.

Education and Skills

13. The need to highlight the prominent role of education and skills in the recovery was also noted. This, again, is a multi-faceted issue that would address existing inequalities, as well as being a key component of establishing Cardiff as a 'Tech City' for Wales. The need to embed education in areas such as culture was also noted, in particular in ensuring that developments such as the new arena helped to support more and better opportunities for local residents and businesses and ensuring that the city becomes a focal point for production as well as performance.

Role of the foundational economy

14. Greater recognition of role of public services in economic development, and well as pressures on recruitment in areas such as care and hospitality, meant that there is increasingly concern that constraints could emerge on critical service sector jobs in the city. Improved accessibility by public transport, increased provision of appropriate skills support, and the promotion of new ways of working within the sector were identified as key means of mitigating this impact.

Accessibility to opportunity is critical

15. Whilst embedded in the report, the issue of access was considered important from a number of perspectives. This included physical access, but also raised the need for a greater understanding of the impact of policy decisions on specific groups within the city.
16. In the engagement sessions with young people it was also noted that many had never been to major events in the city, including any of the city's stadium. Many had not even visited Cardiff Castle. Cost, transport and communication were noted as key issues in addressing this.

City Recovery and Renewal: Greener, Fairer, Stronger Strategy

17. Following the consultation exercise, a revised Recovery and Renewal Strategy has been developed, attached as Appendix B. The report includes additional reference to the issues outlined above, as well as a streamlined list of priorities and projects that reflects the engagement exercise.

Reason for Recommendations

18. To approve the Greener, Fairer, Stronger Recovery and Renewal strategy.

Financial Implications

19. This report sets out a series of actions and priorities, some of which have already been fully costed and the financial resource identified from either Council or external funding sources. Where actions and priorities have not yet been fully costed nor funding identified then the development of a robust business case will need to be considered prior to implementation in order to assist the Council budget setting process for Revenue and Capital 2022/23 and ensure appropriate level of funding is in place. In the event of any funding gaps being identified, then consideration should be given to the likelihood of obtaining external funding and the timing of the costs incurred. Where actions and priorities have been identified as requiring additional costs beyond 2022/23 then those matters should be contained and considered within the overall Medium Financial Plan and the council's overall strategy for financial resilience. Robust risk registers should be held at the appropriate service / project / programme level with a regular review in order to ensure that risks remain time appropriate along with the right risk mitigations being in place and being developed.

Legal Implications

20. Cabinet has responsibility for preparing, agreeing, and where appropriate, consulting on the Authority's plans, policies and strategies, which do not form part of the Policy Framework. The proposed strategy appended falls within Cabinet's reserved powers. The outcomes of the public engagement programme referred to in this report must be conscientiously taken into account by Cabinet in its decision making. The proposed strategy identifies a number of future projects, which will require further decision making to implement. Specific legal advice can be provided on those matters as those proposals develop.

Equalities & Welsh Language

21. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief –including lack of belief.
22. 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.

23. An Equality Impact Assessment aims to identify the equalities implications of the proposed decision, including inequalities arising from socio-economic disadvantage, and due regard should be given to the outcomes of the Equality Impact Assessment.
24. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

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

25. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2020 -23.
26. When exercising its functions, the Council is required to take all reasonable steps to meet its wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
27. The wellbeing duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
 - Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them

28. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Property Implications

29. There are no property implications arising from this report

HR Implications

30. There are no direct HR implications arising from the recommendations in this report.

RECOMMENDATIONS

Cabinet is recommended to approve the Greener, Fairer, Stronger Recovery and Renewal Strategy attached as Appendix B.

Senior Responsible Officer	Neil Hanratty Director Of Economic Development
	10 December 2021

The following appendices are attached:

- Appendix A: Greener, Fairer, Stronger Engagement Report
Appendix B: Greener, Fairer, Stronger Strategy

Greener, Fairer, Stronger
City Recovery and Renewal Strategy
Engagement Report, November 2021



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Background

In June 2021 the Council launched its draft '*Greener, Fairer, Stronger*' City Recovery and Renewal Strategy that outlined the city's initial thinking of how it responds to the challenges it faces in the post-lockdown world. The work was informed by both desk research on trends emerging in Cardiff and other UK cities, as well as a global analysis that was led by Dr. Tim Williams that looked at how trends across the world could be expected to impact upon Cardiff, and how it should respond. The strategy outlined six key missions in its response, namely:

- Mission 1: Reimagine the city centre
- Mission 2: A City for Everyone
- Mission 3: A City of Villages
- Mission 4: Culture and sport-led renewal
- Mission 5: Tech City
- Mission 6: One Planet Recovery

In publishing the draft report the Council committed to undertaking a series of engagement exercises, with sessions led by Cabinet Members and an open survey for all residents.

Overview of Engagement

A series of Greener, Fairer Stronger engagement sessions and stakeholder events took place from June to October 2021 focussing on the city renewal strategy. These events were hosted online, with the first an open event chaired by Professor Gillian Bristow, Head of Cardiff University's School of Geography and Planning. This event saw the city's recovery debated between Cllr Huw Thomas, the Leader of Cardiff Council and Dr Tim Williams, a leading expert of global cities.

Cardiff businesses were also invited to attend a further session with Dr. Tim Williams alongside Cllr Russell Goodway, Cabinet Member for Investment and Development, to discuss the recovery from the business perspective.

Sustrans hosted an additional session focussing on liveable cities and towns for everyone. Facilitated by Christine Boston, Director, Sustrans it featured Cllr Caro Wild, Cabinet Member for Strategic Planning and Transport, Cardiff Council and Ali Abdi, Community Gateway Partnership Manager, Cardiff University.

A Communities of the Future engagement session was facilitated by Professor Gillian Bristow that looked at how cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities. Cllr Lynda Thorne, Cabinet Member for Housing and Communities, Cardiff Council and Bernadette Kinsella, Director Powell Dobson were the speakers for this session.

A series of officer led engagement sessions were also undertaken throughout the same period with the Economic Task Force, C3SC, FOR Cardiff (with separate sessions for directors and members), the Race Equality Taskforce, and the What Next? Cymru group.

The Council's Child Friendly City Team was also engaged to ensure that the opinions of the city's youth were captured, and this was achieved through a series of workshops that were undertaken in October 2021 with both primary and secondary schools across Cardiff. In addition the Cardiff Youth Council have also identified a number of key missions as priorities for their consideration.

To supplement our activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey.

This report brings together a summary of this engagement work.

Children and Young People Engagement

A series of events with children and young people took place in September and October 2021, with specific engagement sessions held in schools. In addition the Cardiff Youth Council has also taken on the consideration of one of the key missions of the recovery strategy, namely to 'Reimagine the City Centre' as one of their priorities for the year. A summary of the discussions and their output is presented below. The Cardiff Youth Council will continue to consider the 'Reimagine the City Centre' mission and feed into the delivery of this key mission.

Schools Engagement

The schools engagement sessions considered three of the strategy's missions, namely:

- Reimagine the City Centre
- City of Villages
- Culture & Sport Led Recovery

The sessions were facilitated by the Council's Child Friendly City Team and covered ages from ten to fifteen in primary and secondary schools.

SCHOOL	YEAR GROUPS	NUMBER OF SESSIONS RUN	TOTAL NUMBER OF PUPILS
Pentrebane Primary School	6	1	30
Fitzalan High School	7, 8 & 9	3	82
Ysgol Mynydd Bychan Primary School	6	1	30
Cantonian High School	7, 8 & 9	3	79
Total Number of Participants			221

Mission: Re-imagine the City Centre

There was consensus amongst children that cleanliness in the city centre is an issue, leading to the suggestion of more bins, power washing and litter picks. Many children highlighted the issue of homelessness with various suggestions on supporting people who are homeless in the city centre. Ideas such as giving essentials out and providing more shelter and accommodation were common suggestions. More green and open space, as well as soft play and places to take part in sport in the City Centre were also highlighted. This all feeds into the idea that the city centre has a role for recreation as well as retail, hospitality and office use. Participants also regularly highlighted the need for new shops with a focus on variety and increased small traders. With almost every class, the 'go crazy' suggestions were for a theme or water park.

Re-imagine the City Centre – Workshop key priorities/themes identified*

NO COST*	LOW COST	GO CRAZY
Volunteer Litter Picks	Graffiti walls	More toilets
More Trees/Greenery	Homeless Support (Food/shelter)	Street lighting/CCTV
More bins	More wheelchair access/lifts	Soft play/sport areas
Increased cleansing	Free event space	Theme park
	Free live music	Outdoor swimming pools
	More parks	New shops (more smaller shops)

Mission: A City of Villages

In order for the participants involved to be able to make informed choices and to open up discussions we asked a number of questions which helped define what we mean when we talk about a Village e.g. size, location, amenities etc. After running through the questions, the group was then asked to prioritise the most important elements in a village.

Housing was raised by a number of the participants, notably a need for a good mix of different types of to meet the needs of the community including apartments, terraced and detached family homes. There was a special mention for bungalows and care homes for the elderly residents. Access to green spaces alongside more formal play and leisure equipment was also raised, as well as a need for more accessible toilet facilities for families. Many young people also noted the need for employment within their communities. Better and more places to worship were also raised in some schools.

Better cycle infrastructure including more cycle lanes and places to securely store bikes was suggested as theft and damage was a concern. Rental bikes and E scooters were a theme although concern around vandalism with current rental bikes was raised consistently.

Support for community sports facilities was ranked high. Skating came up in half the workshops with street and ramp facilities highlighted. Places to have fun in your spare time including trampoline parks, cinema, soft play and play / youth centres were identified as important.

Mission: Sport & Culture Led

As part of the discussion around Sporting & Cultural recovery, it was starkly noted that the impact of COVID has significantly limited the opportunities for children and young people to take part and be immersed in sport and culture. The huge majority had never been to the theatre, been inside the castle, been in any of the stadiums, or seen a live band. Some of these would have been done while in school and they have missed most of the last two years. It has been suggested by children and young people that investment and innovation are required to counter this impact and seek the outcome that children and young people feel welcomed and confident engaging with future opportunities.

There were a range of proposals raised to address some of these issues, including free or subsidised tickets for cultural and sporting events, and free travel to and from those events. Children and young people also suggested that a city-wide calendar of child-friendly sporting and cultural activities would make the events more accessible increasing engagement and participation. Children and young people also felt that carrying out sports like running on the streets of Cardiff was dangerous as was travelling to and from events in the city centre and would like to see projects such as jogging groups, and improvements to lighting security measures.

Children and young people also suggested that the sports they took part in during Physical Education classes were not inclusive and varied and often based on gender. They would like to see a wider, open choice of sports which are accessible to all. Children repeatedly said that they weren't interested in visiting most museums due to the collection being "boring". Exceptions to this were St. Fagans and Techniquet, where children and young people enjoyed the interactive aspects of these settings.

Children and young people also noted gaming and eSports as important cultural and sporting topics, however, they identified a lack of local community structures and thought that gaming clubs, affordable gaming, and local gaming tournaments could help foster a better gaming culture across the city. In addition children and young people often brought up the topic of adventure activities and exciting outdoor pursuits such as kayaking, hiking, High-Ropes, Zip-lines, and adventure school trips.

Children and young people also stated that religions and traditions are part of the make-up of Cardiff and wanted more opportunity to practice and celebrate them.

Cardiff Youth Council Priority Subgroup – Reimagine the City Centre

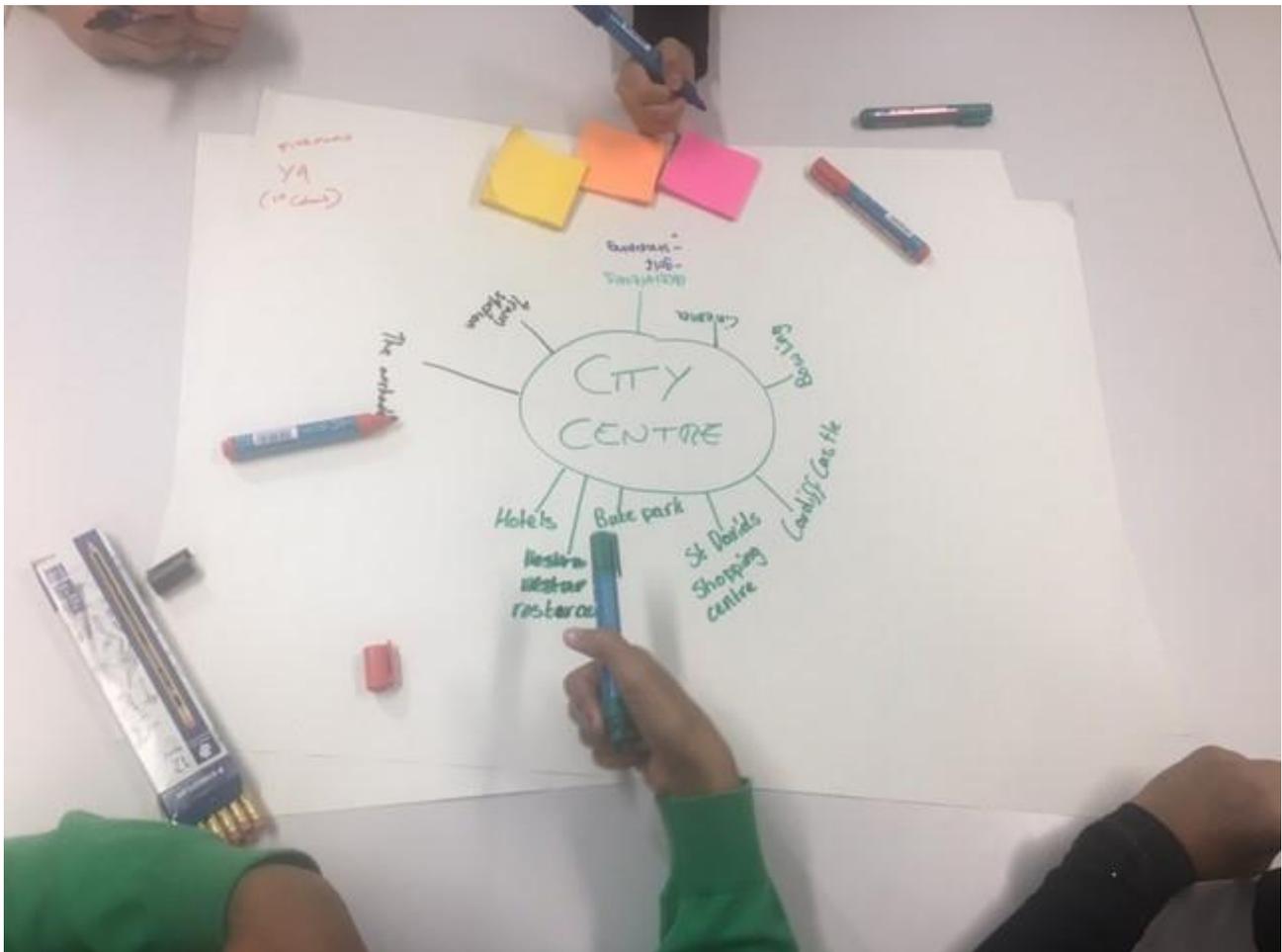
One of the priorities of Cardiff Youth Council at their September session was to consider the Re-Imagine the City Centre Key Mission. At their first meeting they went through the same workshop that was used within the schools and their priorities. A key issue raised in the session was safety, and the need to ensure that young people feel safe and confident to visit the city centre. Linked to this was accessibility, both in terms of the physical accessibility of the space itself, but also transport links and, critical, from an inclusive perspective where it was deemed important that all groups felt welcome within the city centre.

As with schools, cleanliness was also raised as a key issue for the Cardiff Youth Council, as well as more open and green spaces that support a city centre that allows for activities and sports.

Going forward, the Cardiff Youth Council will be exploring in more depth what some of these priorities mean and ways in which they, as a youth council, can help to promote, or work on them. They will also have the opportunity to run their own space within a city centre retail location and reach out to other children and young people to engage in further dialogue.

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.



Workshop event at Fitzalan High School

Key Missions

Mission 1: Reimagine the city centre

Throughout the engagement sessions, the city centre was of particular interest given the impact on the economy of the pandemic and the nature of any long term effects on business. Generally there was support for the idea of taking a greater role in the curation of the city centre, and for more green, clean and accessible spaces.

‘Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds’ was viewed as the most important priority by respondents, with around two-thirds (65.4%) ranking this in their top three. This was followed by ‘Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system’ (63.8%).

Businesses also raised the issue of recruitment in the city centre, with particular need to support the hospitality sector. Recruitment issues have already manifested themselves in a contraction of activity for some businesses, with some operating on fewer days a week, or at lower capacity. Conversely we have seen footfall return quickly, with days regularly exceeding their pre-pandemic equivalents in terms of the number of people visiting the city centre.

“Recruitment is a real threat to the competitiveness of the city centre, we need more support in the hospitality industry.”

Business session

‘Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system’ was seen as the most important by female respondents (71.5%), those Under 35 (70.7%) and those that identified as disabled (69.8%). Male respondents rated this as less important (58.9%). This did reflect a number of discussions that suggested some groups felt the city centre was less accessible to them – covering issues of both physical accessibility as well as perceptions of safety.

“To make a good city you do need to be mindful some people want quiet and contemplation. It is imperative that we consider space for peace and quiet and an oasis of calm. Safety must be high on the agenda.”

Business session

“We need to encourage more use of public transport.”

Business session

Both the survey and the engagement sessions showed support for the establishment of more public spaces and opening up green spaces and the waterfront in the city. Overall there was no clear correlation with level of deprivation in the city in relation to the seven priorities.

Survey Summary – Key Priorities

Base: 1,020	1	2	3	% in top 3
Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds.	22.3	26.1	17.1	65.4
Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.	25.7	19.2	18.9	63.8
Improve existing – and establish new – public squares, green spaces and open up our waterfront.	23.4	15.0	17.7	56.2
Support existing businesses to grow and become more productive.	12.4	12.5	10.2	35.1
Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.	6.6	13.9	14.4	34.9
Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.	6.5	7.5	12.7	26.7
Accelerate the completion of the central business district to support continued jobs growth.	7.8	5.5	6.1	19.4

When asked an open question on priorities, almost one in five respondents raised the need to improve public transport. In addition one in eight respondents raised concerns of anti-social behaviour and the need to make the city centre feel safer. Over ten percent also questioned the need for some development in the city centre, notably student accommodation.

Is there anything else the Council should prioritise to help re-imagine the city centre?

Theme	No.	%
Improve public transport / infrastructure	78	18.1
Tackle anti-social behaviour / improve Safety	54	12.5
No more inappropriate / student accommodation buildings	49	11.4

In terms of the proposed projects, Over half (53.6%) of respondents ranked ‘Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales’ in their top 3 proposed projects for this mission, this was followed by ‘Complete a cycle loop around the city centre which will connect each of the key city cycleways with each other’ (28.9%) and ‘Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail’ (25.9%).

Top 5 Ranked Proposed Projects

Base: 1,020

	1	2	3	% in top 3
Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales.	37.3	10.2	6.2	53.6
Complete a cycle loop around the city centre which will connect each of the key city cycleways with each other.	10.0	10.6	8.2	28.9
Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.	5.2	12.5	8.2	25.9
Bring forward the Canal Quarter development to create a major new destination, reconnecting the city to its riverfront and opening up new public spaces	10.6	8.6	6.6	25.8
Keeping Cardiff Castle open as a public park.	6.2	7.3	10.0	23.4

Looking at scores by respondent, those aged 55+ and who identified as disabled deemed the completion of the metro/bus station a high priority (64.6% and 60.0% respectively), this falls when compared by respondents Under 35 or those that from a minority ethnic background (44.0% and 48.1% respectively). Respondents under the age of 35 (48.3%) were more inclined to want the completion of a cycle loop around the city centre, compared to those 55+ (17.6%). When asked an open question on projects, almost one in eight responses raised the need for projects to support local businesses, with a number of respondents highlighting the need for both investment in public and active travel infrastructure, as well as re-opening the roads in the city centre.

Do you have any other comments on the role of the city centre in Cardiff's recovery from the COVID-19 pandemic?

Theme	No.	%
Support local business	35	11.9
Better Public transport / Infrastructure	31	10.5
Reopen the roads	23	7.8

Key Issues

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment and skills issues were raised as important issues in the business engagement sessions.
- Supporting local home grown businesses was also seen as a way of making the city centre more interesting.
- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.
- Responses also showed conflicting views regarding development, with some raising concerns over city centre developments.

Mission 2: A City for Everyone

The need to ensure that everyone benefits from the post-pandemic recovery was universally endorsed, but critically it is important to understand the multi-faceted impact of both the pandemic and the different paths and recovery could take. A key lesson identified in the engagement sessions was that it is impossible to disentangle the health and economic impact of the pandemic. The direct impact of the pandemic itself – those who suffered as a result of COVID-19 – hit our more deprived communities the hardest. The economic impacts were also felt by those in our more deprived communities the hardest, with a concentration of applications for discretionary fund support coming from the city's Southern Arc.

“Health and wellbeing and the economy should be seen as two sides of the same coin.”

Public Service Board session

As with the city centre, accessibility and safety were also important, and from the survey, almost two-thirds of respondents ranked both 'Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities' and 'Ensure that Cardiff is a city where we can all feel safe and welcome' in their top 3 priorities for this mission (64.8% and 64.5% respectively). Three in ten (29.9%) ranked 'Become a Child Friendly City, where the interests of children and young people are at the heart of our response' in their top 3 priorities. However, when viewed by respondents aged under 35 or those with a household that contains a child this increases to 37.2% and 53.9% respectively. There was consistency of opinion across the demographic groups analysed regarding 'Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities'. It was also noted in discussions that better data was needed to monitor this.

“Cardiff Commitment is a great way to get business and education linked up and all businesses to be aware of this facility”

Business session

Survey Summary – Key Priorities

Base: 924	1	2	3	% in top 3
Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities.	21.4	21.6	21.8	64.8
Ensure that Cardiff is a city where we can all feel safe and welcome.	28.7	15.2	20.7	64.5
Address the long term driver of health inequalities, including investing in housing, education and local communities.	20.0	23.3	18.1	61.4
Ensure that the new models of support in place for the city's most vulnerable residents are maintained post-pandemic.	12.1	18.5	14.0	44.6
Use the role of the Council as an economic anchor institution, and the power of the Council's policies, procurement and partnerships to drive a local economic recovery.	11.1	9.4	12.0	32.6
Become a Child Friendly City, where the interests of children and young people are at the heart of our response.	10.5	10.7	8.7	29.9

When asked an open question on priorities, almost one in six responses raised the need to improve public transport and make it more accessible. In addition one in eight responses raised concerns of anti-social behaviour and safety. Over one in eight highlighted the need for support for people to access housing.

Is there anything else the Council should prioritise to make Cardiff a city for everyone?

Theme	No.	%
Better Public transport / Infrastructure/ Accessibility	38	16.3
More Police / Tackle ASB/ Safety / Anti-social concerns	31	13.3
Housing / Homelessness	29	12.4

These issues also aligned with the discussions in some of the engagement sessions, where it was felt that different groups had different outcomes when it came to accessing public services and housing. For example, there was a distinct divide in cycling according to gender. The issue of designing in good spaces for older people was also discussed.

“Currently participation in cycling is not equal in Cardiff. Bike Life data shows 14% of women vs 31% of men cycle at least once a week. And 12% of people who are disabled vs 26% of people who are not disabled cycle at least once a week.”

Sustainable transport session

“We need to ensure that senior living is back in the city. What will be the senior living experience for Cardiff”

Business session

Support for jobs for all people, and the Living Wage, was also raised regularly, and the need to work with third sector organisations to ensure that jobs for all were considered. In addition the positive work of the Council's Into Work Team was also noted. Issues of recruitment in public services were also seen as a barrier to delivering this mission.

“There is a recruitment crisis in hospitality & events and care & social services. Employability skills need to be improved in deprived areas. Into work services is key and a better relationship needs to be formed. Highlight the importance of Cardiff being an inclusive city for disabilities.

Third sector session

When considering projects, two in five (44.2%) respondents ranked ‘Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic’ in their top 3 projects for this mission. This was followed by ‘Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited’ (39.5%) and ‘Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities’ (37.8%).

Top 5 ranked Proposed Projects

Base: 911	1	2	3	% in top 3
Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic.	14.1	16.2	13.9	44.2
Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited.	23.2	8.8	7.6	39.5
Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities.	15.1	12.3	10.3	37.8
Deliver over 2,000 new Council Houses as part of the most ambitious Council house building programme in Wales.	12.2	11.2	10.6	34.0
Strengthen links between schools, higher education and business to increase the depth of digital and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.	6.9	9.5	10.8	27.2

Respondents from a minority ethnic background were around twice as likely to support the need for additional support and mentoring for young people with a focus on hard to reach groups. (22.1%) compared by those Under 35 (11.5%). A similar pattern was seen with regard the proposal to deliver a programme of extra-curricular activity for Cardiff children, focusing on areas of deprivation (30.2%) compared by those Under 35 (15.9%).

When asked for further comments, the biggest issue raised was around social inclusion and the need for projects identified to be accessible to all.

Do you have any other comments on the role of a City for Everyone in Cardiff's recovery from the COVID-19 pandemic

Theme	No.	%
Social Inclusion	68	44.2
Housing	10	6.5
COVID related / Health	10	6.5

Key Issues

- The need to ensure that development and regeneration supported all people was noted in both group discussions and the survey feedback.
- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Mission 3: A City of Villages

The City of Villages concept was generally endorsed during sessions and was seen as a critical link between all of the missions identified in the recovery strategy. The priority featuring most frequently in the top three of the survey was ‘Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper’, with half (51.5%) of respondents ranking this in their top three. This was followed by ‘Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public areas and business space for our communities’ (44.9%) and ‘Manage, curate and promote local and district centres – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, start-up spaces and social activity’ (44.3%).

In the engagement sessions, public services were noted as important in developing sustainable communities, especially in those areas where there is little for-profit activity to support local opportunities and service delivery. The issue of designing communities to promote better health outcomes was also raised.

“Good local services and facilities are critical, and we need to support the not-for profit businesses in these areas to support our communities

Third sector session

“Public services play an essential role in good communities, but they can also become anchors of regeneration too.”

Public Service Board session

During the sessions it was also highlighted that there is an overlap between tourism, accessible transport and local regeneration, and the need for these things to be considered collectively. With regard to the tourism offer, it was highlighted that many of the city’s best food and drink destinations could be found outside the city centre, but that they were often difficult to access.

“The National Cycle Network can play a key role in supporting tourism’s recovery by enhancing and diversifying accessibility to tourism destinations, introducing vehicle free access to areas at risk of physical degradation, and helping to reduce levels of traffic where people visit.

Transport session

Survey Summary – Key Priorities

Base: 809	1	2	3	% in top 3
Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper.	26.8	14.5	10.3	51.5
Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public areas and business space for our communities.	13.8	14.1	16.9	44.9
Manage, curate and promote local and district centres – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, start-up spaces and social activity.	13.7	14.8	15.7	44.3
Creating safe and accessible local centres for everyone, particularly children and older people.	21.0	12.6	10.3	43.9
Invest in existing and establish new green spaces, whilst more actively embracing our waterfront.	12.7	15.1	13.0	40.8
Deliver a ‘locality’ approach to public services, with teams based in and able to respond to the needs of communities, built on the networks of Community and Wellbeing Hubs.	5.4	12.1	9.6	27.2
Showcase and celebrate the diversity and culture of different parts of our city, including our city’s historic assets.	4.1	8.8	8.3	21.1
Support public service staff to work in an agile way, with community-based spaces in localities across the city.	2.5	4.0	7.2	13.6
Align resources across the Council to deliver a coordinated programme of regeneration activity in line with the Welsh Government’s Town Centres First Principle.	2.2	3.7	5.4	11.4

When asked an open question on priorities, almost 20% noted the need to improve active travel infrastructure, engaging with the community with decision making was also raised by a further 15%, whilst similar figure outlined the need to protect and preserve green spaces.

Is there anything else the Council should prioritise to make Cardiff a city of villages?

Theme	No.	%
Improved Active Travel Infrastructure/ Accessibility	31	19.9
Consider all Areas / Involve the community	24	15.4
Protect / Preserve Green spaces / Environment	24	15.4

“There is also a duty to provide protection and support to the musicians, artists and mircoorganisations that will play a huge part in the regeneration of the inner city in particular, but are often the first victim of the desirability that they have helped to achieve, as their spaces and precarious rental agreements make way for developers and developments.”

Arts sector response

With regard to proposed projects, over half (54.0%) ranked ‘Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations’ in their top 3 projects for this mission. This was followed by ‘Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes’ (41.0%) and ‘Deliver major new large and small public areas and investment including a programme of re-greening our communities, improved footways, places, investing in trees and new green spaces’ (40.7%).

“Research shows that the construction of safe walking and cycling routes at scale can improve population health and reduce health inequalities”

Transport Session

Top 5 ranked Proposed Projects

Base: 808	1	2	3	% in top 3
Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations.	29.1	16.0	0.9	54.0
Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes.	25.1	9.3	6.6	41.0
Deliver major new large and small public areas and investment including a programme of re-greening our communities, improved footways, places, investing in trees and new green spaces.	7.3	15.8	17.6	40.7
Develop and promote current assets such as the Wales Coastal Path to provide more outdoor attractions for residents and visitors across the city.	4.6	9.2	9.2	22.9
Develop proposals for a new urban park between the City Centre, Callaghan Sq. and Cardiff Bay, by greening Lloyd George Avenue to create Cardiff’s equivalent of the New York Highline.	6.2	8.4	8.2	22.8

When asked for further comments, conflicting concerns were raised around the imposition of 20mph areas, with both support and opposition. Improved active travel was also often cited. In addition a number of further comments were also highlighted with regard to preserving green fields in the city, with a number of responses citing the Velindre Cancer Centre development.

Do you have any other comments on the role of City of Villages in Cardiff’s recovery from the COVID-19 pandemic?

Theme	No.	%
Concerns around 20mph speed limit / speed bumps	16	12.7
Improved Active Travel Infrastructure/ Accessibility	16	12.7
Protect / Preserve Greenfield Sites / Environment	12	9.5

Key Issues

- Improved transport connectivity was seen as the key issue in creating the '15 minute city' in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions,
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.
- It was also requested to change the mission to '15 Minute City' in line with the recognised term.

Mission 4: Culture and sport-led renewal

Much of the creative, cultural and sporting sectors were devastated by the pandemic, with venues in particular closed by the restrictions for over a year. This has not only affected those businesses, but also those employed in the wider supply chain, but more critically those who enjoy sport and culture. Given this it was unsurprising to find that ‘Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy’ was viewed as the most important priority for this mission, with over two-thirds (66.3%) of respondents ranking this in their top 3. Although being ranked the lowest priority, ‘Support investment to unlock participation in sport at all levels’ was still ranked in the top 3 by over half (51.1%) of respondents.

“Culture and the arts are integral to our wellbeing”

Arts sector response

“There is a human desire to connect. Reshape our city spaces physically and mentally. We need to look at the speed in which we can improve people experiences in terms of transport and how we move around the city in a positive and sustainable way.”

‘What’s Next’ session

Engagement sessions also raised the need to make culture more accessible in our recovery, specifically looking at both issues affecting disabled people, as well as different forms of culture.

“What specific actions are being taken to ensure disabled people are at the thinking about the cultural recovery?”

‘What’s Next’ session

“Art forms under the hip hop umbrella have no space in Wales

‘What’s Next’ session

“There is little mention of the Welsh language and its place in the city, both in terms of its current status and future strategies for developing the Welsh Language.”

Arts sector response

Survey Summary – Key Priorities

Base: 700	1	2	3	% in top 3
Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy.	23.0	22.6	20.7	66.3
Invest in our creative infrastructure, from digital communication to low cost artist workshops and studios, to makers’ spaces and grassroots venues, enabling our skilled creatives to flourish, and recognising the role than culture and creativity can play in developing a better city.	18.9	20.1	23.0	62.0
Embrace Cardiff’s Music City Strategy to make Cardiff the first city in the UK to incorporate music into its city structure – from planning and licensing to social wellbeing and tourism.	25.7	17.3	15.6	58.6
Develop a new post-Covid Events Strategy with Welsh Government to support a home-grown focussed events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy.	12.1	21.1	19.0	52.3
Support investment to unlock participation in sport at all levels.	21.0	17.4	12.7	51.1

There was consistency of opinion towards the importance of ‘Put culture at the heart of redevelopment’ and ‘Invest in our creative infrastructure’, across the demographic groups. Levels of support for investment in creative infrastructure was highest in the more deprived communities of the city. Households containing children and respondents from the least deprived areas with the biggest advocates of ‘Support investment to unlock participation in sport at all levels.’ (62.0% and 60.7% respectively).

Protecting art and culture was also raised independently by survey respondents, who also often cited the need to ensure accessibility to arts and sports for all groups in Cardiff.

Is there anything else the Council should prioritise for a culture and sport led renewal?

Theme	No.	%
Invest / Protect Music / Arts & Culture	28	25.9
Social Inclusion - Electoral Ward / Youth / Elderly / Those with disabilities / BAME	18	16.7
Work / Invest in Local / Grassroot clubs	16	14.8

‘Deliver the Cardiff Music City festival as the first of the city’s proposed new home-grown cultural events to kickstart the new events strategy’ and ‘Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff’ were ranked in the top 3 by over two in five respondents (42.1% and 40.0% respectively).

Top 5 ranked Proposed Projects

Base: 722	1	2	3	% in top 3
Deliver the Cardiff Music City festival as the first of the city’s proposed new home-grown cultural events to kickstart the new events strategy.	12.3	16.5	13.3	42.1
Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff.	13.3	14.0	12.7	40.0
Develop proposals for public realm improvements in Womanby Street to create a cultural heart of the city centre.	15.9	9.7	8.4	34.1
Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home-grown productions and support local jobs and businesses.	10.2	11.2	10.5	32.0
Deliver a new velodrome and outdoor cycling and running facility at the International Sports Village.	10.4	10.0	11.4	31.7

Support for the delivery of the Cardiff Music City festival was consistent amongst both demographic and deprivation groups. Respondents from the most deprived communities, females and those that identified from a Minority Ethnicity had the highest level of support for new creative hubs for businesses both in the city centre and in our district centres (51.3%, 46.5% and 46.3% respectively). The ‘Develop a culture-led regeneration scheme for Mount Stuart Square’, received strongest support from those identified as from a minority ethnic background (49.3%).

In an open question on issues relating to this mission, almost one in five comments related to the need to protect arts and culture within the city. A similar proportion highlighted the need for greater social inclusion. Over 10% also raised the need for a new arena to deliver tangible benefits for local residents.

Do you have any other comments on the role of Culture and Sport in Cardiff’s recovery from the COVID-19 pandemic?

Theme	No.	%
Invest / Protect Arts & Culture / Heritage	24	19.4
Social Inclusion - Electoral Ward / Youth / Elderly / Those with disabilities / BAME	23	18.5
Concerns Around New Arena in Cardiff Bay	15	12.1

Key Issues

- Comprehensive support for the need to put art and culture and the heart of the city’s recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city’s Music Strategy and proposed new Signature Event.
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Mission 5: Tech City

The need for Cardiff to develop as a hub for knowledge based businesses was recognised during discussions, in particular the benefits of ensuring that Cardiff was primed with the business environment that could attract and retain talent in sectors such as fintech, creative industries, cyber security and life sciences.

“Co working spaces are becoming very important especially for fast growth tech companies. Accelerator firms are relocating from Bristol to Cardiff. We need to make the city special and an experience for people coming to the city”

Business session

“We’re seeing a movement of staff form outside Wales relocating to Cardiff”

Business session

Over seven-tenths of respondents (71.3%) ranked ‘Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business’ in their top 3 priorities for this mission. Respondents ranked ‘Support a tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners’ as the least important priority, however, this was ranked in the top three by just under half (48.2%) of respondents.

Survey Summary – Key Priorities

Base: 627	1	2	3	% in top 3
Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business.	23.4	27.6	20.3	71.3
Embed technology in the future delivery of public services.	21.7	21.1	18.7	61.4
Strengthen relationships between Cardiff and universities that focuses on public policy and economic development research for the city.	23.8	16.9	16.7	57.4
Establish Cardiff City Centre and Cardiff Bay as ‘Tech Central’ for Wales, retaining, developing and attracting the knowledge-based businesses of the future.	20.4	14.0	15.3	49.8
Support a tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners.	11.6	17.4	19.1	48.2

The engagement sessions also highlighted the need for small business to be part of the recovery, and noted the role that the Council could also play, citing the role of procurement as well as the support provide by Welsh Government and the Council in plugging the gaps in COVID-19 support funding for small businesses.

“Small business attribute 68% to the employment in Cardiff and small business maintain the community.”

Business session

“Cardiff Council Procurement Process – Small businesses find it difficult to get business from this.”

Business session

“Should be recognised that Cardiff Council did a good job in getting COVID funding out to so many difficult circumstances especially early on.

Business session

The open questions within the survey also highlighted the need for tech to be accessible, and that when described as a tech city this should also reflect the needs of residents. This in part reflected the concerns that some may have difficulty in using technology to access services and therefore the Council should also consider how it rolls out the use of digital technology. In addition, a need for improved infrastructure was also cited, as well as the need to provide good education and training if the city is to become at the forefront of the nations’ knowledge based economy. Overall infrastructure, including road and rail, was also cited as a key component of supporting this mission.

Is there anything else the Council should prioritise to make Cardiff a Tech city?

Theme	No.	%
Ensure Tech is available for all	34	44.2
Road Network / Infrastructure / Accessibility	10	13.0
Greater Education	8	10.4

Over a half (51.2%) of respondents ranked ‘Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality’ in their top 3 priorities for this mission, this included (21.6%) that ranked it first. This was followed by ‘Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea’ (39.8%).

Top 5 ranked Proposed Projects

Base: 635	1	2	3	% in top 3
Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality.	21.6	16.7	12.9	51.2
Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea.	12.0	17.2	10.7	39.8
Establish a new formal arrangement with the city’s universities to share knowledge and expertise in developing public policy.	12.8	13.7	10.7	37.2
Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region’s life sciences sector, and attracts the best start-up businesses in the sector.	15.3	11.2	9.6	36.1
Develop the case for relocating a major UK Government department to Cardiff as part of the Places for Growth programme.	5.0	9.9	17.5	32.4

On the open survey question, a substantial number of responses cited the need to improve overall transport infrastructure. This included improving city to city links, as well as ensuring that there are better local amenities for ‘tech hubs’ reflecting the role that other tech hot spots have in attracting and retaining talent. In particular this also reflected the lifestyle impact as much as the business impact for those working in the sector. Improved skills and training provision was also cited, reflecting the role of a skilled workforce in supporting the development of the sector.

Do you have any other comments on the role of Tech in Cardiff’s recovery from the COVID-19 pandemic?

Theme	No.	%
Public Transport Network / Infrastructure/ Accessibility	13	25.5
Greater Education/ In schools /Youth	4	7.8
Ensure everyone benefits	4	7.8

Key Issues

- Need for a focus on knowledge based industries to drive better growth.
- Infrastructure is critical – including designing locations as well as connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a ‘Tech Hub’.
- Education is also critical.
- Need to ensure that Cardiff can compete with cities in England and beyond.

Mission 6: One Planet Recovery

Throughout the engagement sessions, the theme of a ‘green recovery’ was consistently supported, with the view that it drives economic, social, cultural as well as environmental benefits. It was also highlighted as an area that connected directly with both public and private funding opportunities. This was also backed by the wider survey, where ‘Deliver the One Planet Cardiff Strategy’ was the highest ranked priority for this mission, with over half (56.4%) respondents ranking this in their top 3. This was closely followed by ‘Ensure the city is prepared for and protected from flooding events’ (55.1%) and ‘Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities’ (53.5%).

“We commend the Council for prioritising clean air, public space, parks, and green areas and their aim to maintain the stronger connections we have all developed for our local neighbourhoods.”

Transport Session

“There is significant evidence detailing the benefit to health and wellbeing from access for citizens to green spaces”

Transport Session

Survey Summary – Key Priorities

Base: 768	1	2	3	% in top 3
Deliver the One Planet Cardiff Strategy, with the aim of becoming a carbon neutral city by 2030, and adopting ‘zero carbon zero poverty’ principles as we recover from the pandemic.	36.6	10.8	9.0	56.4
Ensure the city is prepared for and protected from flooding events.	18.4	17.1	19.7	55.1
Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.	12.4	21.6	19.5	53.5
Develop the infrastructure to make Cardiff the most Electric Vehicle (EV) friendly city in the UK, and promoting and expanding infrastructure for a range of EV vehicles, including electric bikes.	12.4	16.0	12.5	40.9
Develop planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city. Crucially, we’ll also be leading by example in this in our own construction activities.	6.9	15.2	12.2	34.4
Use the market potential of the Green Recovery to create local jobs.	10.3	10.0	9.4	29.7
Use the power of the Council’s spending and investment decisions, and its own organisational policies, practice and partnerships to deliver maximum social and environmental gain.	5.9	8.2	12.0	26.0

Through the sessions, the theme of greener and more accessible space was often raised, and this is reflected in the survey work undertaken, where over a quarter of those who provided an open response on priorities identified the need to protect green spaces. In addition, the need to reduce pollution was also noted, with an approach to reduce traffic and switch to electric vehicles proposed.

Is there anything else the Council should prioritise for a One Planet Recovery?

Theme	No.	%
Protect / Preserve Green Spaces / Build on Brownfield	47	27.5
Reduce Pollution - Less Traffic on Roads / Switch to Electric Powered Vehicles	16	9.4
Renewable Energy - Solar Panels / Heat Pumps etc.	13	7.6

With regard to the most popular projects, ‘Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment’ was viewed as the most important proposed project, with just under two in five (38.5%) respondents ranking this in their top 3. A similar proportion ranked developing a sustainable bus fleet and establishing a city farm in their top 3 projects.

Top 5 Proposed Projects

Base: 766	1	2	3	% in top 3
Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment.	23.8	7.3	7.4	38.5
Work with Cardiff Bus and other bus companies to green the city's bus fleet, including the introduction of new zero emission battery-electric buses as part of a modernisation and improvement for Cardiff Bus.	8.7	13.3	15.1	37.2
Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver the Coed Caerdydd Programme of mass planting of trees across the city.	8.7	11.1	17.1	36.9
Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.	8.4	11.0	11.9	31.2
Investigate new renewable energy generation projects on Council land to generate clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.	6.9	11.6	9.3	27.8

Support for 'Work with regional partners to develop proposals for a mass retrofit programme for homes', was broadly consistent amongst the demographic groups. However, it received greater support amongst the most deprived communities (52.3%), reflecting the impact that such an approach would have in addressing fuel poverty in the more deprived communities of Cardiff, as well as the age of the housing stock. There was a broad consensus across the demographic and deprivation groups analysed for the project to work with Cardiff Bus and other bus companies to green the city's bus fleet. Under 35's and those from a minority ethnic background were twice as likely to support the delivery of an integrated cycle network (37.6% and 35.1% respectively) than older respondents (16.2%).

When asked an open question the issue of preserving green space was raised by a large number of respondents. In addition improved public transport and active travel infrastructure were also raised.

Do you have any other comments on the role of the One Planet Strategy in Cardiff's recovery from the COVID-19 pandemic?

Theme	No.	%
Protect / Preserve Green Spaces / Build on Brownfield	38	24.7
Better Public transport / Infrastructure	21	13.6
Improved Active Travel Infrastructure	14	9.1

Key Issues

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Summary

A number of key themes have emerged from the engagement sessions, notably:

- Accessibility, cleanliness, and open spaces are important for the city centre
- Feeling safe is also important for city and district centres
- Concerns over homelessness, both for those impacted, and the impact on the city centre
- Recruitment issues persist in many foundational economy sectors
- Support for more open and green spaces across the city, and protecting existing space
- Better transport infrastructure underpinned almost all missions
- Need to recognise the interconnection between health and economic outputs
- Need to promote and support activities for young people generally
- Comprehensive support for a 'culture and sport-led' renewal
- Accessibility to sport and culture for all was noted as important
- Support for a focus on supporting a tech-led renewal based on supporting skills and business development
- Comprehensive support for delivering the 'One Planet Strategy'

A further summary of the Key Missions is provided below:

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre.
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.

Key Issues – Mission 1: Reimagine the city centre

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.
- Supporting local home-grown businesses was also seen as a way of making the city centre more interesting.

- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.

Key Issues – Mission 2: A City for Everyone

- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Key Issues – Mission 3: A City of Villages

- Improved transport connectivity was seen as the key issue in creating the 'City of Villages' in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions.
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.

Key Issues – Mission 4: Culture and sport-led renewal

- Comprehensive support for the need to put art and culture at the heart of the city's recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city's Music Strategy and proposed new Signature Event
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.

- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues – Mission 5: Tech City

- Need for a focus on knowledge-based industries to drive better growth.
- Infrastructure is critical – including designing locations as well as connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a 'Tech Hub'.
- Education is also critical.
- Need to ensure that Cardiff can compete with cities in England and beyond.

Key Issues – Mission 6: One Planet Recovery

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.



Greener, Fairer, Stronger

City Recovery and Renewal Strategy

November 2021



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Introduction

The COVID-19 pandemic has had an extraordinary impact on Cardiff, changing the way we live our lives and the way we do business in ways few of us could have imagined.

As the city emerges from the pandemic it is essential that we consider 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 building back stronger, greener and fairer.

This report provides the Council's priorities for renewal. It outlines briefly how the pandemic has affected the city economy and the national and international trends that have been accelerated during the crisis. In addition, to inform this work, Dr Tim Williams, a leading authority on city development, was commissioned to provide a global perspective. Our response is set out as a series of key missions to develop the city of the future, and the initial steps we consider appropriate to achieve these missions.

There will undoubtedly be a long-term impact of the pandemic, but we have also seen an acceleration of trends that were emerging before COVID-19. Similarly, we have seen changes in the way we work and live that we may want to 'lock-in' to the future city. This report considers all of these issues and how, from a city development perspective, we should adopt a partnership approach to addressing a crisis that in many ways is comparable to that which affected the city as it grappled with deindustrialisation in the late 1970s and 1980s.

The city is entering a new and different environment, with new challenges and opportunities. This document proposes some of the initiatives and projects that the Council will take forward and provides the start of a conversation with citizens and city stakeholders on how we, together, can lead recovery and renewal in the capital city of Wales.



The Impact of COVID-19 on Cardiff

The COVID-19 pandemic has had a major impact on every aspect of city life. First and foremost, it's a public health crisis. Stay at home and stay local restrictions have also meant many months apart for families and friends.

Businesses have shut for extended periods and retail and hospitality have seen their doors closed, with, at its peak in the summer of 2020, 50,000 workers in the city furloughed, 9,000 have been reliant on the Self Employment Income Support Scheme and unemployment has roughly doubling over the course of the last year.

Jobs and businesses where there is direct person to person contact, including retail, hospitality and close contact services have been particularly affected. These sectors tend to employ more young people, women and people from an ethnic minority background and are typically, though not exclusively, concentrated within the city centre.

City centre businesses during this time were therefore particularly affected. Most businesses in the city centre ceased operating during the initial lockdown, whilst two-fifths were concerned about a cessation of trading. This is in an area with almost 70,000 jobs, Wales' largest cluster of employment, representing around a third of the city's workforce and responsible for attracting the majority of the city's 21 million annual visitors.

Across the UK businesses have also been making permanent job losses. In some cases this has been as a result of the direct economic impact of the pandemic, whilst other businesses (notably some large high street retail chains) have seen an acceleration of trends such as the movement towards online shopping. As a result it is clear that despite the support in place we do not expect a full and immediate recovery of the labour market once all restrictions are lifted.

City centres have also seen the impact of restrictions on events and the prevalence of work from home for office workers.

Evidence from last summer where gradual easing of restrictions allowed the reopening of hospitality with social distancing measures in place showed that footfall returned to levels just below that of the previous year, especially in the areas of the city where the Council introduced specific interventions to aid social distancing.

The pandemic had also seen the city's cultural venues and museums close their doors, with an impact on city life, wellbeing and jobs in the arts and creative sectors.

The pandemic has also changed the way we use our city. We have seen radical shifts in in how we move around, with increases in cycling allied to big falls in public transport usage. Congestion reduced, air quality improved, and city-region commuting fell to a fraction of pre-pandemic levels.

The increase in home working, with an estimated 46% of us working remotely in Cardiff at one point, has led to many discovering the neighbourhoods on their doorstep for the first time, and a greater demand for services and amenities closer to home. The city's public spaces and parks have become ever more important, for accessing green spaces and nature during lockdown and, when restrictions have allowed, to meet with friends and family.

Different communities and groups of people will however have had very different experiences. The health impact of the pandemic has not been felt evenly, with higher levels of infection in the city's more deprived communities and with those from a minority ethnic background.

And whilst children and young people are generally less clinically vulnerable to COVID-19 than the adult population, the wider effects of the pandemic have disproportionately affected the younger generation. Since March 2020, children and young people have experienced several extended periods of school closures and seen the routines of their daily lives upturned.

Cardiff Impact Summary

- The city economy was hit hard by the pandemic, with a doubling of unemployment only mitigated by high levels of public support.
- Young people were particularly hit, especially those working in events, hospitality and retail.
- There was a rapid and significant shift to home working, with 46% of the workforce working from home at the peak of the pandemic.
- The city centre in particular felt the impact due to the restrictions imposed, and the prevalence of working from home.
- The cultural, arts and heritage sector was hit hard, and Cardiff's major events programme suspended.
- Transport flows across and into the city reduced, with a shift to cycling and walking
- Economic inequalities that existed before the pandemic: between young and old; rich and poor; and between ethnic minority groups; will have widened.
- Evidence from Summer 2020 has shown that once restrictions ease there is latent demand in our economy.

The Initial Response – 2020

Supporting businesses and workers

In June 2020, Cabinet agreed to establish an Economic Recovery Task Force, with a focus on:

- Providing support for businesses and workers;
- Creating opportunities for young people;
- Creating partnerships to promote the uptake of options.

The Council's Into Work team successfully secured over £1million in funding to increase capacity to respond. This has enabled a scaling up of activity, leading to circa 400 individuals being supported into employment. In addition, the team supported well over 200 employers through their Employer Liaison Team, provided advice on accessing employment, training or benefits to 40,000 individuals, directly supported over 1,000 individuals with Universal Credit claims; delivered over 300 training courses and provided Adult Learning training for over 1,200 people. The Into Work team has also developed industry-specific redundancy support for employers impacted by the current economic climate, such as Debenhams and Arcadia.

The Council have also worked closely with officials in Welsh Government to review demand for business support and, in particular, those who fell between the gaps of UK Government support. Subsequently we have delivered circa 20,000 grants for small businesses, around 800 freelancer grants for the creative sector, and 200 grants for new starters. In total, the Council's Business Rates and Economic Development teams have supported over 20,000 businesses and paid out over £120 million in financial support over the course of the pandemic.

Supporting young people

The Economic Recovery Task Force has also worked to create additional opportunities for young people. This has included co-coordinating and promoting the Kickstart Scheme, which provides funding to create new job placements for 16 to 24 years olds on Universal Credit who are at risk of long-term unemployment. The Council also applied directly to the UK Government's Kickstart Scheme grant funding, to help create Kickstart Corporate Trainee opportunities for those aged 16-24, claiming Universal Benefit and at risk of long-term unemployment.

The Council's Youth Service has expanded its number of mentors, enabling one-to-one support to be provided to 300 more clients a week. 22 Care Workers have been supported into work through mentoring projects and pre-employment training. Additionally, the Council has also commissioned One Million Mentors to expand its mentoring programme for young people in Cardiff, providing one to one mentoring for all those taking part.

City Centre Recovery

Over the course of the summer of 2020 a series of interventions were put in place to support businesses and make the city centre a safer and more attractive place for residents and visitors.

The Castle was made free to enter for visitors, creating a new green public square within the city centre.

In August 2020, the Council, in partnership with FOR Cardiff, established the Castle Street Café to provide additional space for city centre food vendors in light of restrictions imposed.

The Council also developed the '#samediff' campaign to promote footfall in the city centre in a safe way. The campaign was delivered primarily through digital assets, targeting specific audiences to reflect changes in restrictions brought into place.

As a result of the interventions that the Council put in place, the increase in visitor numbers in the city centre outperformed the average for regional cities average significantly, with the recovery most pronounced in and around Castle Street, notably High Street.

Investing in active travel

To support the shift to safe and active travel, the delivery of the cycle networks was accelerated, with new pop-up cycle lanes put in place across the city.

District centres

To support local centre recovery improvements were made to provide additional space for eating and drinking, safe public spaces and increased local walking and cycling infrastructure, including initiatives Wellfield Road, Whitchurch, Llandaff and Pontcanna.

Cardiff Response Summary

- A rapid upscaling of its Into Work services support helped people back into work or training
- Over £120m in direct support to business has been administered by the Council.
- A range of additional support has also been put in place for young people, including a Kickstart Corporate Trainee scheme.
- The Council delivered a range of city centre interventions that outlined the city's resilience and the ability for footfall to recover.
- Investments have been made across the city in pop-up and permanent cycle-lanes
- District centre schemes helped support recovery for shops and restaurants in local communities.

UK Context

Across the UK, the pandemic has hit cities hardest. They have also seen the greatest change in the way people work, visit, and play in their local areas.

An overnight shift to home working

At its peak, around half of the UK's workforce was operating from home in some form or other.

Prior to the pandemic an online meeting was a novelty for many, today it is the norm. It is clear that much of this behaviour will be locked in, and that we will see a permanent shift in the office environment in the post pandemic world. This won't see the end of the office however, and in many cases this is seen as an opportunity for cities to re-orientate themselves towards more productive, collaborative activities.

Despite the pandemic there has been relatively low impact on office vacancy rates so far, though the full impact will take some time to understand. Nonetheless, work undertaken by Arup suggests there will be a 20% forecasted reduction in demand for future office space.

Evidence from UK analysis also shows that whilst homeworking is something that suits some – it is not something everyone wants to adopt looking for. In particular surveys have outlined that those in managerial occupations are almost twice as likely to want to have some form of flexible working than those in manual labour occupations.

An acceleration of the shift to online retail

Analysis by city experts Metrodynamics suggests what many believe to be an inevitability – that online retail is set to be a more permanent feature of the post-pandemic economy. This is, however, simply the acceleration of a pre-pandemic trend. Metrodynamics further outline that whilst the “shift presents opportunities to redesign urban centres to suit new purposes, in the near term there are significant challenges to face.” Estimates by KPMG suggests between 20% – 40% of retail offering could be lost to online retail.

But the city centre as 'experience' for shopping, eating and drinking appears resilient.

Conversely across the UK we have seen footfall in city centres recover relatively quickly. The demand for people to return to these spaces as places to meet, where shopping or work is just one reason to visit, does not appear to be particularly vulnerable. To that end, the challenge for cities is to make sure they remain active, animated and attractive. Cities are generally responding by making more of the local character that creates a city experience more unique to each city.

Forced to close for much of the year, the hospitality sector has taken a huge hit from the pandemic. Many in the sector have closed, some have changed their business model, whilst others have simply struggled through. The pandemic has also seen a lot of innovation within the sector however, from pubs and restaurants embracing new ways of working.

Post pandemic, commentators are outlining the expectation that there will be money to spend, with lockdown easing a rush of people to get out is expected.

Furthermore, a survey undertaken by Demos found that it was very clear that most people thought their local facilities, including retail, transport services and parks and open spaces, had become more important to them. The survey suggested that even things that were restricted during the pandemic, like access to transport and local jobs, had also increased in importance.

The rediscovery of the local

The consensus is that the pandemic has led to a greater connection between people and their area across the UK, whether it is for groceries, a coffee, or simply exploring what is on their doorstep. For many commentators a lot of this activity will remain locked-in, with a desire of better, cleaner, greener, safer and more sustainable neighbourhoods. Surveys also suggest that people intend to spend more time in the local area, even after the pandemic subsides.

The pandemic has widened existing inequalities

The health impact of the pandemic has not been felt evenly, with older people and those from deprived communities and from a minority ethnic background experiencing worse health outcomes. Across the UK, those working in front line jobs – often 'key workers' – have seen greater levels of infection and greater mortality than those able to work from home. Overall, economic and health inequalities that existed before the pandemic have widened.

UK Context Summary

- Most of the UK's workforce adopted some form of homeworking, and some of this is expected to stick.
- There will be some reduction in demand for office space.
- Online retail is set to become a more permanent feature, yet there is expected to be a renaissance of local centres and demand for authenticity.
- Footfall is expected to return to city centres – but it may be looking for a broader range of experiences.
- The local environment has become more important for everyone across the UK.
- The economic effects of the virus has disproportionately hit the young and deprived communities.

International Picture

Dr Tim Williams

The COVID-19 pandemic has had a big impact on cities and it will undoubtedly leave a lasting legacy. However, it is clear that in its wake it will not lead to the death of cities, rather cities like Cardiff will be at the forefront of our economic recovery. The pandemic has seen an acceleration of economic trends, whether it is agile working or the onward march of technology.

Whilst the world's megacities may struggle as people and businesses seek out more comfortable places to live and work, the benefits of agglomeration, of sharing ideas and of collaboration is likely to become more important than ever.

Quality of life will become increasingly important to people living in cities, and this brings a real opportunity to smaller cities that are big enough to benefit from agglomeration, but small enough to provide a quality of life without the negative consequences of pollution, congestion, and a high cost of living.

Within Wales, Cardiff is best placed to respond. Cardiff's weakness is also its opportunity. The city is, by international standards, small. Its size means it is not delivering the agglomeration benefits for the nation that it could, and whilst its renaissance in recent decades has seen the city perform well, it is still some way from delivering for the nation in the way that it could.

It is essential that Cardiff is empowered to respond. All evidence on city performance shows that its governments' flourish and deliver most for their region when they are empowered and work in partnership with other tiers of government. It is critical, therefore, that the city is given the responsibility, powers and capacity to determine and manage its economic agenda – but in doing so it must be hand in hand with its city-region and national government partners.

Cities on the eve of COVID-19

History does suggest we will as a society get on top of this threat however pessimistic the mood has been. The Spanish Flu of 1918/19, was, it must not be forgotten, followed by the Roaring 20s, when growth returned to cities and conspicuous consumption in them exploded. As urbanist Ed Glaeser points out, cities and pandemics have a long history: cities and towns have always had to 'strike a balancing act between providing the densities that support the collaboration, knowledge and innovation needed to accelerate economic growth, whilst also addressing the public health risks that density creates'.

Whatever happens from this point there must be no question that Cardiff can, with its public, private and third sectors aligned, 'manage it', and do so with imagination and verve. In so doing Cardiff can not only carry on its journey as Wales's Core City but also attract new investment and talent along the way.

On the eve of COVID-19, the 'Mega' cities, were beginning to experience pressures from growth. Their very productivity and thus attraction in the international market, was making them victims of their own success threatening their near-monopoly as attractors of talent, ideas and wealth. In particular, high-asset price inflation was inducing some families with children to move to areas offering more affordable housing and equivalent or enhanced liveability. Essentially the global cities and those on the cusp of that category were becoming what

some have termed 'luxury cities': increasingly gentrified and unequal. This was prompting increased interest in the attractions of competitive 'secondary' cities, with signs of a potential shift in the geography of talent attraction and investment which smaller but still competitive cities with the right assets, liveable environments and strategies were primed to exploit.

News of the death of cities has been greatly exaggerated...

Rushing to the defence of cities, urbanist Richard Florida says that 'news of the city's death has been greatly exaggerated'. Conceding that 'some aspects of our cities and metropolitan areas will be reshaped, depending on how long the current pandemic lasts' and that 'fear of density, and of subways and trains in particular, plus a desire for safer, more private surroundings may pull some towards the suburbs', Florida yet posits that 'other forces will push people back toward the great urban centres'. He adds that some of them will be artists and musicians drawn back by lower rents, thanks to the economic fallout from the virus allowing cities to 'reset and to reenergize their creative scenes'. Other commentators have echoed this view that such cities will see a churn of inner city populations and a 'youthification' of city centres.

A crisis for superstar cities – and the 'Cardiff difference' as a city fit for new times?

In this context, whatever actual dangers there may be from the densities in the mega cities on the global stage, there is a specific danger of cities like Cardiff being wrongly grouped with such cities as posing the same perceived health-risk when its own density of development, both residential and commercial, is much lower than cities some might speculate are 'high risk'.

The debate needs more nuance and an understanding of the extent to which COVID-19 might reinforce the negative externalities of bigger cities but actually accentuate the value of smaller ones such as Cardiff. The perceived problem around the superstar cities, while currently dragging all kinds of cities down, is an opportunity for secondary and smaller cities with the right assets. Cardiff has not become so agglomerated as to experience the diseconomies of growth experienced in over-agglomerated cities which were exacerbated as COVID-19 hit, leading to evidence of certain cohorts seeking to leave such cities.

Sell larger cities, buy Cardiff? An opportunity beyond the crisis

Cardiff, objectively, has a scale and structure which could hardly qualify it as a megacity. Its population matches that of a bigger London borough but there are 31 of those. If there are concerns about high-density tall office towers and COVID-19 – more perceived than real as we have seen – Cardiff has a total of only 17 office and residential buildings over 50 metres high, the official threshold to be considered a tall building – and none over 100 metres with the two tallest being just on 80 metres. Its dominant residential patterns are medium density terraces in the closer-in and older neighbourhoods and lower density suburban homes just a few kilometres further out.

Cardiff has therefore not developed many of the negative externalities of the superstar cities while building well towards the kind of activity, culture, cuisine and all other manner of human interaction we look for in cities. Add in the unique atmosphere and impact of major international sporting events – something which must be, and can be, with imagination and

collaboration, assured and you have a unique city offer developing, with more to come.

If dense cities were a pandemic risk – as yet unproven – Cardiff is essentially not that kind of city and wasn't on a track to be so. It is not Wuhan, Milan, or even a Hackney or a Camden with Cardiff having just over a quarter of the population density of such London boroughs. Despite having areas of high density, overall Cardiff is actually lower in residential density terms and also lower in commercial real estate density than Copenhagen the poster child for density done well and good urban planning. Nonetheless, Cardiff has many significant Capital city assets, such as world class parks, stadium, historic streets and buildings, waterside locations, cultural assets and residential neighbourhoods that are of outstanding quality and are a solid basis for developing a great capital city.

Also, objectively Cardiff thus has assets which help its comparative economic and wellbeing performance. Subjectively, with the right resilience and city regeneration strategy, the Council and its partners can choose to build on these assets and can strengthen the city further and in so doing establish its brand as a model city resistant to acute public health risks.

That city should be a liveable, inclusive and productive city of short journeys between jobs, homes and amenity; the city of great virtual and physical connectivity between its centre, its priority precincts, its many, diverse, flagship sites, its sustainable neighbourhoods and its regional heartland. We should bring public health experts to the urban design and planning table to offer a fresh perspective on neighbourhood design features that promote physical and mental well-being. The city in which the end-game was never density at any cost, but density done well. The city of human scale – the big-enough city – right for the times, resilient in the face of challenge. You could call it Cardiff 2040.

Managing a changing city centre as three challenges converge

As COVID-19 hit there were generic concerns in cities everywhere about trends underway beforehand but which have been accelerated in the wake of the pandemic. These are the shift to home working and the rise in online retail. Add to this the unique Cardiff issue of having a world-best stadium at the heart of the city and the related implication for all this for the hospitality sector in this special place – and you have a potential perfect storm of challenges for a city centre such as this. This represents a significant challenge of city centre management. Resources, capacity and focus, collaboration and imagination will be required to deal with this challenge.

Retail

Retail is the sector which has probably picked up the largest 'negative shock' from COVID-19- on top of its pre pandemic challenges: there is a dramatic shift underway and what has been called the 'Amazonisation' of our cities. The shift from 'bricks to clicks' is an existential threat to city centres – and needs to be responded to decisively by a coalition of the relevant public and private sectors. A range of creative approaches are being taken forward in cities in response from zoning for mixed uses and internal redesign of buildings to external animation of public space.

This shift will need to be a core focus. There are real opportunities to diversify city centres and make them more

engaging and appealing to more audiences, but imagination and capacity will be required to help make a successful transition. The Council will need to lead in 'curating' the city-centre, working with business and other tiers of government.

The same will apply to the impact on hospitality of changes to their customer base with councils needing to be flexible and creative around transition in uses but also in assisting the sector to grow out onto the streets even more. Cardiff will need to work creatively with the sector to restore momentum or to find alternative ways to ensure on-street vibrancy, by night and by day. The Barcelona Mayor has a slogan in another context which should inspire our collective cleverness around this key problem: 'Fill the streets with life'.

Offices

The shift to homeworking has clearly also had a radical impact. It is not clear how radical over the long term or whether the advent of a vaccine will restore office occupancy in city centres. Too much of the commentary on the future of offices was made at the start of the pandemic before office-leasers, users and employees had experienced any down-sides from home-working or began thinking creatively about how to re-invent city offices: the mood and response has been shifting as restrictions went on and companies and employees began to discover some of the diseconomies of homeworking.

We should not assume the 'new normal' implies the complete end of city centre office working. It does not. Some governments internationally, concerned about the economic crisis confronting their city centres and thus their nations, have begun to campaign to persuade employees of the importance and benefits of working in offices and to highlight some of the adverse economic and health consequences of working from home. Of course, some companies in the highest value locations are indeed thinking that if no one is coming to the office, why does the worker need to be in London when they could operate at lower costs elsewhere? As we have suggested: that could be Cardiff's opportunity.

It is doubtful that firms will continue to allow all staff to work from home for five days a week, but two days a week may become common, with workers dividing time between a city centre HQ and either their home or the kind of local, neighbourhood or small centre co-working spaces we are beginning to see emerge. In response the Council should develop with private sector and university partners a dynamic eco system in the city centre with a transformed retail and office offer, but also strengthening the economic potential of mixed-use centres across the city, ensuring an efficient transport network linking the 'hub' and the 'spokes'.

Events in the Capital city

The third objective challenge to the city centre is of enabling a stadium at the heart of the city to function successfully and of managing flows of people in a new era of public health concerns. It is pretty vital that there is a specific Cardiff-focussed strategy for events – a strategy that of course includes other venues which attract significant audiences for say cultural, entertainment or business events.

Despite this year of crisis, once community infection is suppressed audiences are keen to return. Sport and music will be key parts of a 'healthy city' branding going forward. It would also reflect the enhanced focus the Council is adopting on music and on nurturing a reputation for home grown talent, including the continued commitment towards delivering a new

Indoor Arena and initiating a unique Cardiff signature event to embrace the city's credentials as a leading UK destination for sport and music.

Curating the city-centre

Whatever the precise configuration is of the activities and businesses in the city centre following on from this crisis, we must assume the Council and collaborators will do more to draw people into and animate the city centre in which they have all already invested heavily. Of necessity it must become a destination of choice. The upstanding physical green and place assets the city has are often underplayed, or not made the most of. It is essential that the city undergoes a comprehensive regeneration and renewal process to create an outstanding and vibrant network of buildings, places, parks and streets in a single integrated whole that is accessible to all sections of the community and age groups. New strategies and resources will be needed. The coordination and 'curation' of 'place' by the Council will need a renewed focus, capacity and 'toolkit' of interventions: these are 'must haves' now not just 'nice to haves'.

A model city post-COVID-19?

Whenever 'the city' has been challenged before by pandemics, shifts in cultural preferences or changes in the needs of an economy, it has always managed to go one step back but two steps forward. It has redesigned itself to survive. It has been resilient, bouncing back stronger after absorbing lessons from previous threats. The best cities understand what in their city can be simply restarted, re-thinking what needs to be re-thought, and renewing what needs changing. The public mood shifts to a 'living with/life after' mentality concerned to secure the economic and health future, we are seeing people beginning to reclaim their city.

Reasserting the fundamentals of the 'good city'...

At one level COVID-19 reinforces some of the fundamentals of the 'good city', one that's healthy and uplifting to live in. Cardiff has the potential to become a fundamentally healthy city for those that live and work in it. This should be a priority. This also reminds us of the importance of things like clean air, public space, parks, and green areas in your neighbourhood. COVID-19 is breeding some desire for new thinking that achieves a better quality of life while preserving productivity, social inclusion and the environment. Central to this is a focus on place making, quality, landscape, architecture and design more generally.

As the shock of the crisis gives way to planning the future, we shall see post-crisis thinking turning to new thinking on integrated strategies to radically strengthen the resilience of our cities and how they can become more inclusive, accessible, greener, more circular and smarter. Part of this new thinking will be about enhanced Council involvement in helping to secure the health, well-being, skills and employment opportunities of the people they are accountable to.

COVID-19 has made us think more about 'place', not less. We all now realise how important it is to have safe and welcoming public and open spaces to have access to and places of agglomeration and interchange as foci of economic development and innovation.

Galvanising momentum around the green agenda

The crisis has enabled us to think about what long term trends mean for our cities, especially in relation to the climate agenda and the economy. There is momentum, galvanised by COVID-19, towards realising locally the Paris Agreement and the UN Sustainable Development Goals. This agenda has been summarised as 'zero carbon-zero poverty'. Housing is a key as part of a broader regeneration and place-making effort involving the retrofitting of existing settlements and the creation of new ones along a more mixed use, walkable and sustainable model – 'a 15 Minute City'.

Cardiff's 'networked governance'

A successful re-emergence of Cardiff in the wake of COVID-19 requires that the Council evolve its model of open and collaborative leadership. This model is as much about the council being the city's prime advocate and organising and convening allies as it is about being a producer of public services.

International Context Summary

- Whilst cities have always responded to challenges, the world's megacities were already finding that congestion and costs were beginning to outweigh the benefits of agglomeration.
- There is an opportunity for smaller cities like Cardiff where there is capacity for further agglomeration, whilst retaining its quality of life and cost benefits.
- Globally, cities are facing the same challenges in retail and office occupancy in city. Progressive responses are committed to using this as an opportunity to build better, more curated city centres.
- Demand for experiences will return – but it will be seeking more authentic and distinct offers.
- Public spaces will become a core part of city's economic infrastructure.
- Almost all cities are adopting a green recovery approach, investing in the sustainability of their cities whilst also creating jobs.
- Successful cities are responding in partnership – with governments, business and most importantly, their local communities.

10 key trends to shape Cardiff's renewal

1. **News of the death of cities has been greatly exaggerated:** Agglomeration, innovation, creativity will continue to drive economic growth and jobs. As Wales' core city Cardiff will continue to play a leadership role in the Welsh economy post-COVID.
2. **A new model of working will emerge:** Whilst agile and home working will inevitably change the way the office operates in the future, many businesses and workers want to get back into cities. Spaces and places in cities for people to collaborate will also become even more important for our economies.
3. **A reboot of the retail experience:** The accelerated shift to online retail may not reverse, having profound impact on the role of the city centre, district centres, and the labour market, particularly for young people. However, a new retail landscape will emerge, more authentic and more unique, and making the city centre and district centres more interesting places.
4. **The city as experience:** While the trend to online shopping may be irreversible, signs are that hospitality will bounce back as lockdown eases, and the role of food and drink, arts and culture in the city economy, and events, spaces and experiences that bring people together will remain important.
5. **The local, rediscovered:** Lockdowns have led to greater appreciation of local areas and demand for local services. Neighbourhoods, with easy and safe access to shops, schools, health care and green and blue spaces, giving more space to people, will be a central part of post-recovery cities.
6. **Digitisation – of everything – will continue:** In addition to zoom calls and online retail, citizens will increasingly access services online.
7. **Without concerted action, the gap between rich and poor will widen:** Poorest communities have faced a double whammy of health and financial hardship as a result of the pandemic. Unless concerted action is taken, the health inequalities that exist between the richest and poorest communities across the city will widen.
8. **Unlocking lockdown:** Over the short term, fear of the virus may continue to hit public transport, with a shift to car, cycling and walking. To avoid moving from lockdown to gridlock, cities are investing in pop-up parking, city-wide cycle-networks and in accessible, safe, district centres.
9. **Preparing for the next shock to the system:** Future risks, especially the climate emergency, will require planning to ensure city resilience, and also opportunities in the low carbon economy that need to be taken.
10. **Good governance matters:** Good governance is characteristic of cities that have responded well, with partnerships and relationships with public services, the private sector and other tiers of government being central to the ability of Council's to forge a city-wide response to the pandemic and recovery and renewal. For those that got it right, the pandemic has seen an increase in citizen satisfaction with increased trust in local government.

Engagement Exercise and Summary

A series of Greener, Fairer Stronger engagement sessions and stakeholder events took place from June to October 2021 focussing on the city renewal strategy. These events were hosted online, with the first an open event chaired by Professor Gillian Bristow, Head of Cardiff University's School of Geography and Planning. This event saw the city's recovery debated between Cllr Huw Thomas, the Leader of Cardiff Council and Dr Tim Williams, a leading expert of global cities.

Cardiff businesses were also invited to attend a further session with Dr Tim Williams alongside Cllr Russell Goodway, Cabinet Member for Investment and Development, to discuss the recovery from the business perspective.

Sustrans hosted an additional session focussing on liveable cities and towns for everyone. Facilitated by Christine Boston, Director, Sustrans it featured Cllr Caro Wild, Cabinet Member for Strategic Planning and Transport, Cardiff Council and Ali Abdi, Community Gateway Partnership Manager, Cardiff University.

A Communities of the Future engagement session was facilitated by Professor Gillian Bristow that looked at how cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities. Cllr Lynda Thorne, Cabinet Member for Housing and Communities, Cardiff Council and Bernadette Kinsella, Director Powell Dobson were the speakers for this session.

A series of officer led engagement sessions were also undertaken throughout the same period with the Economic Task Force, C3SC, FOR Cardiff (with separate sessions for directors and members), the Race Equality Taskforce, and the What Next? Cymru group.

The Council's Child Friendly City Team was also engaged to ensure that the opinions of the city's youth were captured, and this was achieved through a series of workshops that were undertaken in October 2021 with both primary and secondary schools across Cardiff. In addition, the Cardiff Youth Council have also identified a number of key missions as priorities for their consideration.

To supplement our activity further a Recovery and Renewal Survey produced by Cardiff Research Centre was undertaken that was open to all residents. There were 1,746 valid responses to the survey. A number of key themes have emerged from the engagement exercise, notably:

- Accessibility, cleanliness, and open spaces are important for the city centre
- Feeling safe is also important for city and district centres
- Concerns over homelessness, both for those impacted, and the impact on the city centre
- Recruitment issues persist in many foundational economy sectors
- Support for more open and green spaces across the city, and protecting existing space
- Better transport infrastructure underpinned almost all missions
- Skills and education were also critical to all missions
- Need to recognise the interconnection between health and economic outputs
- Need to promote and support activities for young people generally
- Comprehensive support for a 'culture and sport-led' renewal
- Accessibility to sport and culture for all was noted as important
- Support for a focus on supporting a tech-led renewal based on supporting skills and business development
- Comprehensive support for delivering the 'One Planet Strategy'

A further summary of the Key Missions is provided below.

Children and Young People Engagement Summary

- Accessibility, cleanliness, and open spaces are important for the city centre to attract young people.
- Young people are also concerned about the impact of homelessness and the needs of homeless in the city centre
- Cost was an issue for many young people, and a barrier for them taking part in events.
- A large number of young people had never been to the castle, or any stadiums in the city.
- Safety was an issue for a lot of young people too.

Key Issues - Mission 1: Reimagine the city centre

- Cleanliness, safety and accessibility were key issues raised in both engagement sessions and the survey feedback.
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.
- Supporting local home-grown businesses was also seen as a way of making the city centre more interesting.
- There were some differing priorities regarding transport, with support for both improved cycle infrastructure, whilst some were advocating for improved road infrastructure.

Key Issues – Mission 2: A City for Everyone

- The link between health and economic outcomes was also noted as a key issue, and the need for public services, housing and local regeneration to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Anti-social behaviour was also raised by a number of respondents in the survey.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.
- A need for data to understand the impact of policy on different groups was noted.

Key Issues – Mission 3: A 15 Minute City

- Improved transport connectivity was seen as the key issue in creating the 15 Minute City in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Conflicting views over the road infrastructure – for example there were some comments relating to the need and rationale for 20mph zones.
- Public services were highlighted as critical in the engagement sessions
- A number of respondents were also opposed to the new Velindre Cancer Centre development in the north of the city.

Key Issues – Mission 4: Culture and sport-led renewal

- Comprehensive support for the need to put art and culture and the heart of the city's recovery.
- Investing in creative infrastructure and skills was also widely supported.
- There was significant support for the city's Music Strategy and proposed new Signature Event.
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment.
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues – Mission 5: Tech City

- Need for a focus on knowledge-based industries to drive better growth.
- Infrastructure is critical – including digital connectivity.
- Public services play a role in procuring designing and delivering technological change.
- Support for establishing Cardiff as a 'Tech Hub'.
- Education is also critical.
- Recognised need to ensure that Cardiff can compete with cities in England and beyond.

Key Issues – Mission 6: One Planet Recovery

- Support for delivering the 'One Planet Strategy'.
- Flood protection also raised as a priority for many residents.
- Overall link between economic wellbeing, health and the environment were recognised in discussions.
- Retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Recovery and Renewal: Greener, Fairer, Stronger

The Missions

As the city emerges from the coronavirus pandemic whilst some things will change and some stay the same, the city, the nation and the world economy will be different. It is essential that as a city we respond to the challenges we face and grasp the opportunities on offer. To do this we will adopt a number of key missions:

- Mission 1: Reimagine the city centre
- Mission 2: A City for Everyone
- Mission 3: A 15 Minute City
- Mission 4: Culture and sport-led renewal
- Mission 5: Tech City
- Mission 6: One Planet Recovery

In delivering these missions we will work with public and private sector partners to identify potential funding and resources.



Key Missions

Mission 1: Reimagine the city centre

While the cities are expected to bounce back and continue to lead economic growth, the potential impact on city centres however is real and significant. This is especially true of Cardiff city centre, which has Wales' biggest concentration of employment, supporting around 70,000 jobs.

Although office workers are expected to return to city centres, it probably won't be in the same volume, as employers choose to maintain the flexible and hybrid working practices introduced during the pandemic. The city centre will, however, continue to act as Wales' primary commercial centre, and so we will maintain the momentum of our current projects improving the city's strategic business and transport infrastructure, wrapped around Central Station.

The retail and hospitality sector has been hit hard. The 'Amazonisation' of the high street will continue to see many familiar names disappear, and while the hospitality sector will bounce back, it will need additional support to do so safely over the remainder of the year. A dynamic approach to ensuring empty spaces are used productively will be needed to maintain the quality of the city centre. With international tourism impacted in the short term, Cardiff's visitor offer will become more localised, creating experiences and attractions for citizens and for the regional market.

Over the longer term, cities will need to respond to these challenges by taking a more active role in the management of their centres. As the economy restructures and space within the city centre gets repurposed we must make sure it does so in a way that adds to our city, whether it is better and more appropriate office and co-working space, new public squares and spaces, or simply a greener space.

In Cardiff, we will respond by reclaiming the streets for people, with more shared space, greater flexibility in how we use that space, and a focus on place-making.

In the recovery it is essential that we work to mitigate the threat to the thousands of jobs supported by our hospitality, retail and office sectors by attracting people back to the city centre when it is safe to do so.

We must maintain the momentum of our current projects, driving direct jobs through construction, but also improving our overall city infrastructure in the long term.

The response to shape the long-term future of the city centre needs to include measures to re-activate the night time economy, to improve the cultural offer, animate public spaces and diversify public transport options.

New governance arrangements will be needed to engage the full range of city centre stakeholders with joint initiatives to drive a collaborative response to recovery.

The engagement exercise also raised the need to reflect safety, cleanliness and accessibility issues in the city centre.

Key Issues

- The death of the city is greatly exaggerated – agglomeration will continue to drive innovation and creativity.
- But city centres face challenges, and office, retail and hospitality will change – we must actively encourage it to change for the better.
- Cities' role as a convener of people, for arts, culture, for work or shopping, or just to meet, will become more important.
- Spaces will change, and we need to actively manage how they do so.
- Retail and hospitality will increasingly value the local and authentic.
- Cleanliness, safety and accessibility were key issues raised in the engagement exercise
- Investment in public open space, including green space, was welcomed by all groups.
- Transport remains a critical component of developing the city centre.
- Recruitment issues were raised as important issues in the business engagement sessions.

Our Priorities

Make sure our city centre is safe, clean, welcoming and attractive for people of all ages and backgrounds.

Accelerate the completion of the central business district to support continued jobs growth.

Support existing businesses to grow and become more productive.

Improve existing - and establish new - public squares, streets, green spaces and open up our waterfront.

Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.

Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.

Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.

Proposed Projects

Complete Central Square and Central Quay as a new central business district, and Metro Central and the new Bus Station as a new the gateway to the city and Wales.

Bring forward the Canal Quarter development to create a major new city centre destination, reconnecting the city to its riverfront and opening up new public spaces.

Implement a new scheme to improve air quality and public realm and reduce congestion on Castle Street.

Explore proposals to develop a network of new squares, green streets with proposed new public spaces at St Mary Street south, Greyfriars Road, Park Place, and Metro Central south.

Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.

Complete a cycle loop around the city centre to connect each of the key city cycleways with each other.

Establish new safe and secure cycling hubs, commencing with a pilot initiative.

Invest in parklets, street greening and more flexible outdoor uses of public space across the city centre and keep Cardiff Castle open as a public park.

Increased cleansing activity in the city centre.

Establish new city centre management arrangements with a stronger partnership with the Business Improvement District, including establishing a Street Marshall scheme

Develop proposals for a new creative hub in the city centre to support production and performance.

Adopt a new 'home grown' events strategy and place animation programme.

Deliver further investment in Cardiff Market as a leading destination for local produce.

Mission 2: A City for Everyone

The health impact of the pandemic has not been felt evenly, with older people and those from deprived communities and from a minority ethnic background experiencing worse health outcomes.

The economic impact of COVID-19 has resulted in the greatest recession most of our city's residents will have experienced. This has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty.

Across the UK, those working in front line jobs – often 'key workers' – have seen greater levels of infection and greater mortality than those able to work from home.

Overall, economic and health inequalities that existed before the pandemic have widened. Unless concerted action is taken, these gaps between communities will continue to grow.

Looking to the year ahead, we know the economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Over the months ahead there is an immediate need to ensure we respond by supporting those most impacted by the pandemic, whilst at the same time address the issues that are critical to narrowing health inequalities, including access to good jobs, good housing and education, and safe, clean and cohesion communities.

Focussed action will also be required in support of those most impacted by the pandemic, including children and young people, citizens from a minority ethnic background and the city's most vulnerable citizens.

The engagement exercise also raised the need to reflect health and anti-social behaviour in supporting a more equal city. Furthermore, accessibility to transport was also raised as a critical issue, with an asymmetry of accessibility found across the city. The survey work also

highlighted the support for maintaining current levels of support for rough sleepers. A need for better data to understand the impact of policy on different groups was also noted.

Key Issues

- The pandemic has widened inequalities, and without concerted city-wide action, the gaps between communities will grow.
- Unemployment has doubled and this is likely to be sustained for some time.
- It is expected that the young, women and those from a BAME background will feel the effects more than others.
- Life experiences of young people have been limited and there is a need for specific support in response.
- Cities will need to address the long-term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities.
- Ensuring that development and regeneration supported all people was noted in both group discussions and the survey feedback.
- The link between health and economic outcomes was also noted as a key issue, and the need for public services to reflect health outcomes.
- Maintaining levels of support for rough sleepers was also recognised as a key project.
- Linking business and education was seen as important – as was recognising recruiting public sector workers is also a constraint to improving local services.
- Improved public transport was also raised as an essential part of improving access for all in the city.
- Respondents from a minority ethnic background were also more likely to raise the need to provide additional support for young people, including extra-curricular activity.

Our Priorities

Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities.

Become a Child Friendly City, where the interests of children and young people are at the heart of our response.

Ensure that the new models of support in place for the city's most vulnerable residents are maintained post-pandemic.

Address the long-term driver of health inequalities, including investing in housing, education and local communities.

Ensure that Cardiff is a city where we can all feel safe and welcome.

Proposed Projects

Gain status as a UNICEF Child Friendly City – the first UK city to achieve recognition and deliver a Child Friendly Recovery and Renewal programme.

Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited.

Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities.

Continue to invest in our Into Work team to provide support for people in our communities to get back into employment and training.

Continue our investment in new schools in the city's most deprived communities.

Provide additional support and mentoring for young people with a focus on hard-to-reach groups.

Deliver a programme of extra-curricular activity for Cardiff children, focusing on areas of deprivation.

Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic.

Deliver over 2,000 new Council Houses as part of the most ambitious Council house building programme in Wales.

Support the Race Equality Task Force to address the long-term causes of racial inequalities.

Aim to establish social clauses within all major council contracts and capital programme to maximise local job creation and support local supply chains and local businesses.

Strengthen links between schools, higher education and business to increase the depth of digital, arts and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.

Mission 3: A 15 Minute City

The pandemic has brought to the fore the role of communities, local centres, our parks and the spaces on our doorstep. As the nation transitioned to a working day where the majority were working from home, and we saw big changes in the way we travelled, shopped and generally used the spaces around us.

It is clear that forms of agile working will remain in the post-pandemic world, and with it both a greater appreciation of the local. For the city this means there are opportunities to expand on those good things that happened during the pandemic such as increased active travel and a renewed focus on local economies. In responding we need to take steps to lock in the things that raised the profile of our local centres, whilst also investing in their future.

While curating and renewing the city centre and delivering major new developments, Cardiff will progress its version of a more interlinked city, a city of villages based on the existing network of successful local and district centres by making them more vibrant, busy and relevant to local communities. We will develop local areas with better and safe access by bike or foot to amenities and jobs on their doorstep, and with quick access also to the city centre. This fits with a hub and spoke approach to cities which may become more attractive after COVID-19, with more appetite for split-working between local centres and the central business district.

New opportunities come from public and active travel investment and improvements in local services, from investing in green and blue infrastructure – embracing our waterfronts and parks, and greening public spaces. These areas will provide minimum standards in terms of access to services, economic opportunity and green space. Improvements also come from investing in housing, jobs and public services in our communities.

The 'A 15 Minute City' concept will be supported by the delivery of a 'locality' approach to public services, with the colocation of public service teams in a network of Community and Wellbeing Hubs and a strengthened role for local schools in community life.

Achieving a 15 Minute City with integrated transport and land use also requires a strong regeneration and economic development capacity, which should be invested in as part of the establishment of 'place

infrastructure compact' style arrangements between the public and private sectors.

The Council will also need to take a more pro-active role in these areas to curate a city of networked centres that delivers for the economy, communities and our environment, where financial interests aren't the driver, but a means of supporting our communities.

The engagement sessions highlighted the central role of transport in delivering this mission, as well as a more active management of district centres.

Key Issues

- Working from home has led to a greater appreciation of our local communities and demand for local services.
- The use of parks and green spaces has increased massively as people have discovered their local green spaces.
- There are benefits that come from acting more local – from reduced congestion to community regeneration.
- Cities around the world are adopting the premise of the 'A 15 Minute City' in developing more liveable and sustainable cities.
- Improved transport connectivity was seen as the key issue in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.
- Public services were highlighted as critical in the engagement sessions.
- The need to ensure that all corners of Cardiff are included in the 'Fifteen Minute City' concept was also raised by the Council's Economy and Culture Scrutiny Committee.

Our Priorities

Creating safe and accessible local centres for everyone, particularly children and older people.

Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper.

Manage, curate and promote local and district centres across the city – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, incubation spaces and social activity.

Invest in existing and establish new green spaces, whilst more actively embracing our waterfront.

Showcase and celebrate the diversity and culture of different parts of our city, including our city's historic assets.

Deliver a 'locality' approach to public services, with teams based in and able to respond to the needs of communities, built on the networks of Community and Wellbeing Hubs.

Support public service staff to work in an agile way, with community-based spaces in localities across the city.

Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public realm and business space for our communities.

Proposed Projects

Establish a 15 Minute City toolkit for the Council and its partners.

Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes.

Establish 20mph speed limits in residential areas, creating safe urban environments where all people, children and families feel safe.

Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations.

Develop proposals for a new urban park between the City Centre, Callaghan Square and Cardiff Bay, by greening Lloyd George Avenue to create Cardiff's equivalent of the New York Highline.

Provide active travel plans and effective safe active travel connections for schools.

Take forward the Channel View regeneration scheme and new Gasworks development to provide high quality, affordable, sustainable communities.

Develop and promote current assets such as the Wales Coastal Path to provide more outdoor attractions for residents and visitors across the city.

Expand and enhance our network of local multi-agency hubs, including a youth hub in the city centre.

Deliver major new large and small public realm and green infrastructure investment including a programme of re-greening our communities, improved footways, places, investing in trees, SUDs and new green spaces.

Support investment in co-working, innovation and start-up hubs within our city's communities, including touch-down hubs for public sector workers, focussing on areas of highest deprivation as a starting point.

Mission 4: Culture and sport-led renewal

Much of the creative sector has been devastated by the pandemic, with venues in particular closed by the restrictions for over a year. This has not only affected those businesses, but also those employed in the wider supply chain. There is an immediate need to ensure a sustainable renewal of the sector.

Sport came to a halt, affecting both professional and grassroots participation. For much of the past year attendance at sporting events has been restricted, whilst local clubs have been left unable to compete.

Even though the pandemic forced the doors to close on these sectors, it has too shone a light on their importance to city life, to the economy and to wellbeing.

During the periods of heightened restrictions, we have turned to music, literature and TV and film to fill our time. We've seen people engage with their own creativity, but we've also seen the desperation for people to see live performance, whether its theatre, cinema, music or sport.

Culture, creativity and sport shape cities as places to work, to live and to visit. In a world where the lines between these activities are increasingly blurred, maximising the impact of our creative and cultural assets is one of the ways in which we can create better lives for our communities and our workers, and to differentiate Cardiff from other cities for visitors.

Of course, this will still bring economic benefits, a productive and creative economy is now a prerequisite to a competitive economy. Cardiff has already staked its claim as a creative city, from producing the biggest budget TV shows in the UK, to its reputation for nurturing talent from grassroots to conservatoire musicians, to world class animators, games designers and artists.

Sport has also been a core component of our visitor economy, with our professional and national teams attracting millions of attendees each year. Our local talent has also been second to none.

Building on its strengths but also learning from weaknesses exposed by the pandemic in all cities, Cardiff will seek to develop its creative, cultural and sporting assets to support its economy, support the wellbeing of its residents, and to make the city a better place to live, work and visit. This will include reanimating the city centre to be safe and enjoyable as a unique place of interaction for business, arts, events and retail. It will be about providing space for our creative community to flourish. It is also about providing the facilities for people to participate.

We will also work to develop Cardiff Bay, with the new arena as a catalyst, to develop a cluster of creativity, bringing together the excellence already present in the city such as the Wales Millennium Centre, to create a focal point for the creative sector in Wales, a place where not only can you see the best performances, but also where the best productions are forged.

Sport is a big part of our culture, from our professional teams to our local talent, to the thousands of grassroots teams and clubs in our city. Part of our response is to recognise the benefits of supporting grassroots activity across all our communities.

There was comprehensive support as part of the engagement exercise for the need to put art and culture and the heart of the city's recovery. Investing in creative infrastructure and skills was also widely supported.

Accessibility for sporting and cultural venues was also raised consistently, as well as the need to ensure that the impact of the new arena on communities was a positive one.

Key Issues

- The pandemic has raised the importance of arts, culture and the creative use of space.
- The creative sector will be scarred, but raring to return.
- Culture, creativity and heritage (including sport) are important issues for Cardiff residents, but also attract business and visitors.
- Cities across the globe are embracing culture as a means of differentiation.
- Local experiences will become more important in attracting domestic and wider tourism.
- Culture is also increasingly recognised as a key wellbeing asset.
- Cities need to allow for and provide space for creative and cultural activities.
- The engagement exercise noted significant support for the city's Music Strategy and proposed new Signature Event
- Accessibility for sporting and cultural uses was raised consistently, with the need to ensure that everyone benefits from all levels of investment
- Questions were raised over the need to ensure that the impact of the new arena on communities was a positive one.

Our Priorities

Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy.

Invest in our creative infrastructure, from digital communication to low-cost artist workshops and studios, to makers' spaces and grassroots venues, enabling our skilled creatives to flourish, and recognising the role that culture and creativity can play in developing a better city.

Embrace Cardiff's Music City Strategy to make Cardiff the first city in the UK to incorporate music into its city structure – from planning and licensing to social wellbeing and tourism.

Support investment to unlock participation in sport at all levels.

Develop a new post-COVID Events Strategy with Welsh Government to support a home-grown focussed events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy.

Proposed Projects

Deliver the new 15,000 seat arena in Cardiff Bay and establish an associated grassroots music support programme and embed the project in the local community.

Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home-grown productions and support local jobs and businesses.

Develop proposals for public realm improvements in Womanby Street to create a cultural heart of the city centre.

Develop infrastructure to support the cultural, sporting and creative renewal of the city.

Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff.

Deliver the Cardiff Music City festival as the first of the city's proposed new home-grown cultural events to kickstart the new events strategy.

Develop the business case for a new Centre of Contemporary Arts for Cardiff, with the intention of developing Wales' first internationally relevant exhibition space for contemporary art.

Explore the feasibility of Cardiff as a host city for the 2030 World Cup.

Deliver a new velodrome and outdoor cycling and running facility at the International Sports Village.

Publish a new Bilingual Cardiff Strategy to promote Welsh language and culture.

Mission 5: Tech City

The pandemic has seen a wholesale adoption of technology across almost all sectors, be it the almost instant adoption of flexible working practices for many, or the digital innovations in the hospitality sector have adopted throughout. Technology has both helped us to manage the health impact of COVID-19, whilst also supporting businesses who would have otherwise needed to close.

The UK response to the previous economic downturn was associated with a prolonged period of stagnation in productivity growth, manifesting itself in the low wage recovery that exacerbated income disparities. There is a need for cities to respond in a way that creates wealth for their citizens, and not just those in control of capital.

Productive cities however are not now reliant on natural resources or heavy industry. Today's successful cities are driven by the skills, knowledge and expertise of the people and businesses that live and operate there.

The pandemic has shown the impact that investment in technology can have in improving our lives and supporting business growth. As Cardiff emerges from the pandemic we need to build on our strengths as a liveable and clever city to grow our knowledge economy, creating not just more, but better, jobs.

To do this requires working with business, working with our universities, and working with our communities. We need to make sure we retain our talented people and provide them with the base to unleash their potential. This means creating the networks from which they can thrive, providing the working environment where they can collaborate, and having a great infrastructure backbone in place.

It's also important to note that tech businesses don't always need Grade A office space to flourish, the tech start-up of the future is just as likely to start in a co-working hub in the city centre, Bay, or in one of our communities. Investments such as Tramshed in Grangetown have shown the way for such spaces, and the internationally competitive businesses that can emerge from them.

We must however support tech at all stages of development and providing high quality space for businesses with the need to high spec spaces, or the

space to grow their operation is essential else we lose our city's best and brightest businesses. Projects such as Cardiff Parkway are integral to this, as is support for the city's emerging life sciences sector.

The engagement work supported the notion that Cardiff could attract tech companies previously attracted to larger UK cities, notably with some evidence of relocations already taking place. There was general support for the idea of developing Cardiff as Wales' 'Tech Hub'. There was also support for using tech to improve public services and city management.

Key Issues

- Agglomeration, innovation, creativity will continue to drive economic and wage growth.
- Hybrid working is here to stay – and the adoption of technology has been accelerated.
- There are opportunities for smaller cities to take advantage of the potential move away from the 'mega cities'.
- Technology has enabled business to operate and develop through the pandemic.
- Public services have also embraced and used technology to deliver services and improve performance.
- Competitive cities of the future will be reliant on a technology focused enterprise culture and an associated skilled workforce.
- The engagement work recognised the need for a focus on knowledge-based industries to drive better growth
- Infrastructure was raised as being critical to this mission.
- It was also noted that we must recognise the need to ensure that Cardiff can compete with cities in England and beyond.
- It was also noted that we should also ensure that we have equality of access to digital infrastructure, but also respect those who have difficulty in leading a 'digital first' life.
- The Economy and Culture Scrutiny Committee also highlighted the need for comprehensive digital access across the city.

Our Priorities

Establish Cardiff City Centre and Cardiff Bay as 'Tech Central' for Wales, retaining, developing and attracting the knowledge-based businesses of the future.

Support a 'start-up to IPO' tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners.

Strengthen relationships between Cardiff and universities that focuses on public policy and economic development research for the city.

Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business.

Embed technology in the future delivery of public services and ensure equality of access across the city and alternative routes for those with difficulties in accessing digital services.

Proposed Projects

Deliver a new 'Tech City' approach that delivers dedicated programmes for support for the tech, finance, creative and life sciences sectors.

Support the development of a new Tramshed Tech network in the city to provide a full spectrum of support for emerging tech business, developing space, skills support, networks and links with finance for new and established businesses.

Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region's life sciences sector and attracts the best start-up businesses in the sector.

Support the delivery of Cardiff Parkway, a new business growth centre within the city, as an essential part of the city's business infrastructure offer.

Establish a new formal arrangement with the city's universities to share knowledge and expertise in developing public policy.

Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality.

Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea.

Bring forward proposals for incubation space and business expansion space for the fintech, creative and cyber security sectors.

Develop the case for relocating a major UK Government department to Cardiff as part of the Places for Growth programme.

Work with infrastructure providers to ensure comprehensive digital accessibility across the city.

Mission 6: One Planet Recovery

Cities around the world are generally embracing a zero carbon, greener, cleaner and more sustainable response to the pandemic, creating better and more liveable communities.

The importance of local environment, including clean air, public squares, parks, and green spaces has been highlighted during the pandemic. More of us have been using these spaces, and they have become ever more important for our wellbeing. The temporary drop in emissions has improved otherwise congested spaces, as well as encouraging more active travel.

As Cardiff emerges from the COVID-19 crisis, the urgency, and radical nature of the interventions, which characterised the city's response to the pandemic must now be brought to bear on tackling the climate emergency.

The One Planet Cardiff strategy sets out an ambition for Cardiff to become a Carbon Neutral City by 2030. It outlines a wide range of activity to reduce carbon, whilst creating economic opportunities and promoting social well-being. The economic impact of COVID-19 has heightened the importance of this approach, and the Council will work to accelerate those carbon reduction projects that will create jobs and reduce living costs for those living in the city.

A number of major initiatives are already being progressed to help decarbonise the city. A city solar farm has recently been completed, generating 9MW of clean energy, construction of a major district heating network is about to commence, delivering an 80% carbon reduction heating emissions in connected buildings, and a housing energy retrofit programme is being developed with a longer-term ambition of making 2,000 homes per year warmer, greener and cheaper to run, especially in some of the most disadvantaged parts of the city. We're also setting a mission statement to significantly improve the energy performance of the Council's estate, moving towards Zero Carbon new build, and are implementing the Coed Caerdydd project which will see a significant increase in the area of the city given over to tree planting and enhanced biodiversity.

Measures are in place to improve air quality across the city, particularly in Castle Street. A £21 million programme of investment will dramatically improve air quality through transformational improvements to the urban realm, public transport and active travel infrastructure. In the short term, every effort will be made to ensure people feel safe and confident returning to using public transport. Over the longer term, the Council will progress the transformative package of transport projects set out in the Transport White Paper.

Our aim over the next ten years is to fundamentally transform the way people move around the city, reducing the dependency on private cars whilst adopting challenging modal split targets for active travel and public transport.

In response to the climate emergency the Council will also adapt its own organisational policies and practice to lead Cardiff's transition to a low carbon economy. Measures will include increasing the uptake of hybrid working and active travel amongst staff, driving our procurement activities to discourage and then remove all single use plastics from Council venues and pursuing the continued divestment from fossil fuels by the Cardiff and Vale of Glamorgan Pension Fund.

Equally important is the adoption of new technology. A cluster of innovative technologies is emerging, all of which will support a more innovative and productive economy. Forward looking cities are grasping these opportunities to create jobs and safeguard environment by establishing sizable investment programmes in green economy schemes. This is an important consideration given that the green economy has grown at around 5% over the last 10 years, making clear that economic growth in Cardiff must be green growth.

The engagement work showed comprehensive support for the city's One Planet Strategy. In particular the benefits for residents were noted, especially in areas such as fuel poverty. The link between the economy, the environment and health were also noted.

Key Issues

- Post-COVID, the climate emergency will remain as the greatest challenge and risk to cities.
- The pandemic has raised the importance of our local environment.
- The fall in emissions has created better environments and better spaces in otherwise congested city centre areas.
- Our use of parks and green spaces has risen and is expected to stay higher than pre-pandemic levels.
- The growth of the green economy represents a huge opportunity for jobs growth, with potential for immediate projects to create significant numbers of new jobs.
- Flooding will become a greater risk that will require mitigation through enhanced planning and investment in defences.
- Flood protection also raised as a priority for many residents and retrofit schemes especially popular in the city's more deprived communities.
- Active and public transport also priorities for younger less affluent communities.
- The need to protect green space was also noted by a number of respondents.

Our Priorities

Deliver the One Planet Cardiff Strategy, with the aim of becoming a carbon neutral city by 2030 and adopting 'zero carbon zero poverty' principles as we recover from the pandemic.

Use the market potential of the Green Recovery to create local jobs.

Develop planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city.

Use the power of the Council's spending and investment decisions, and its own organisational policies, practice and partnerships to deliver maximum social and environmental gain.

Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.

Develop the infrastructure to make Cardiff the most Electric Vehicle (EV) friendly city in the UK.

Ensure the city is prepared for and protected from flooding events.

Proposed Projects

Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment.

Seek to establish a real time publicly accessible clean air monitoring network across the city.

Deliver 4,000 new sustainable homes, built to low carbon standards, at scale and pace focused on affordable, sustainable and low carbon mixed tenure homes.

Deliver an integrated and segregated cycle network, and develop Active Travel Plans and accessible walking and cycling routes for all schools.

Investigate a new pipeline of renewable energy generation projects on Council land to generate clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.

Deliver Phase 1 and Phase 2 of a Local Heat Network for Cardiff Bay and the City Centre.

Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.

Establish proposals for a programme of EV infrastructure investment.

Work with Cardiff Bus and other bus companies to green the city's bus fleet, including the introduction of new zero emission battery-electric buses as part of a modernisation and improvement for Cardiff Bus.

Promote healthy, local and low-carbon food through delivering the Cardiff Food Strategy.

Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver the Coed Caerdydd Programme of mass planting of trees across the city.

Delivering the Missions

Working together to develop a Greener, Fairer, Stronger Capital City

The crisis has identified the need for cities, councils and government to reflect on how they enable recovery and transformation. The accelerated devolution of power, responsibilities and finance, and innovative partnership working between all tiers of government has underpinned successful cities internationally, and Cardiff should be part of that story.

Across the globe evidence on city performance suggest that they deliver most for their residents, region and nation when empowered to work in partnership with other tiers of government. Collaborative working, making the right decisions, at the right level, for the right purpose.

Cities also need to recognise that more than words are required to take forward their agenda, and to that end need to establish the means to do so.

In the case of Cardiff, this means establishing innovative governance arrangements between the Council, Welsh Government, Cardiff Capital Region, Western Gateway partners and UK Government, shaped by a common purpose whilst also recognising the city's need to determine its own agenda and to empower it to deliver.

This will also require new models of working that incentivises growth around public goals, bringing together governance structures and new financial mechanisms that encourage investment that drives public benefits.

For Wales it is also critical that the unique role of the capital city is recognised and reflected in its economic policy and development agenda.

To do this we will:

Drive competitiveness through collaboration

We will work with Welsh Government to support their economic agenda, and establish a modern, sustainable and inclusive capital city that delivers for our nation.

We will work with our local government colleagues in the Cardiff Capital Region to establish a Corporate Joint Committee that sees resources devolved to a regional level in a way that enables local government to support a stronger regional economy.

We will work with the Western Gateway to leverage investment on an international scale and recognise the potential for shared assets across the region to raise our overall competitiveness.

We will work with the UK Government as part of the Levelling Up agenda to establish Cardiff as a top tier UK city.

Establish new models of working

We will look at models such as Place Infrastructure Compacts, with a view to establishing a 'Capital City Compact' that leverages investment to benefit all of Wales.

We will explore the use of value capture models that incentivises sustainable development.

We will work with all levels of government to align external funding sources around a common purpose.

We will establish formal arrangements with our universities to maximise their impact on our economy and community development.

An International Capital City

We will reaffirm our international role through engaging in international networks.

We will work with our twin cities to establish a programme of professional exchanges for individuals and businesses.



CABINET MEETING: 16 DECEMBER 2021

WESTERN GATEWAY

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 3

Reason for this Report

1. To enable the Cabinet to receive an update on progress in the development of the Western Gateway partnership and related projects.

Background

2. The Western Gateway is a cross-border economic partnership, bringing together Local Authorities, City Regions and Local Enterprise Partnerships (LEPs) in South Wales and the West of England – as well as Welsh and UK Governments – to boost economic productivity, improve transport and digital connectivity, and lead the UK's green transition.
3. In terms of geography, the Western Gateway partnership currently includes the Core Cities of Cardiff and Bristol and Key Cities of Newport, Swansea, Gloucester and Bath (& North East Somerset), and stretches across South Wales and the West of England, from Swindon to Swansea, Wiltshire and Weston-Super-Mare to Tewkesbury.
4. As a partnership, the Western Gateway is not a statutory or delivery body, but instead acts as a convener which brings together actors across the region to tackle collective challenges and opportunities at scale; for example, securing investment into the Great Western Mainline and improving inter-city rail links to Bristol and other core cities or releasing the energy potential of the Severn Estuary.
5. Cardiff Council has been – and continues to be – at the forefront of the development of the Western Gateway partnership. In December 2018, the Leaders of Cardiff and Newport Council and the Mayor of Bristol agreed to explore the case for establishing a regional powerhouse for South Wales and the West of England, building on the previous Great Western Cities initiative. The 'A Powerhouse for the West' report, commissioned by the three cities, was published and launched at an event held at the House of Commons in July 2019.
6. The Powerhouse for the West' report highlighted the following key points:

- a. **Expanded geography:** There is a strong case for the economic geography of the Western Gateway to be expanded from the original core of Cardiff, Bristol and Newport to a wider region connected from Swindon to Swansea by the M4 and Great Western Rail line, creating the size and scale need to compete with the Northern Powerhouse and Midlands Engine.
 - b. **Sectoral strengths:** Across the area's economy, there are significant and complementary sector strengths in innovative sectors key to the future economy, namely advanced manufacturing and engineering (AM&E), cyber, green energy, fintech and the creative industries.
 - c. **Infrastructure gap:** Other regional powerhouses in the UK; namely, the Northern Powerhouse and the Midlands Engine, have been successful at attracting significant levels of Government funding and investment, which the Western Gateway region will need to unlock its potential. The 8-year spend on infrastructure construction per head – as calculated in 2019 – was 26% higher in the Northern Powerhouse than in the Western Gateway region, which does not include the £100bn investment that the North will benefit from via HS2 (£29bn) and Northern Powerhouse Rail (£70bn). In particular, HS2 represents a significant improvement in connectivity across other parts of the country, putting the Western Gateway at risk of becoming relatively less well-connected.
 - d. **Focus on connectivity:** Transport links and connectivity are fundamental to the coherence and legitimacy of regional economies. More specifically, connectivity is a crucial attribute associated with agglomeration, which has a wide range of economic benefits, including enhanced labour market supply, labour market matching, labour productivity and knowledge spill-over
 - e. **Inward investment:** The Western Gateway region is losing out when compared with the Northern Powerhouse and the Midlands Engine in terms of foreign direct investment (FDI) because it lacks a co-ordinated approach to internationalisations and its own trade missions to key global markets. For example, the number of FDI projects in southwest England and Wales fell by 16% between 2016/17 and 2017/18, compared to an 8% increase in the Midlands Engine region.
 - f. **Severn Estuary:** With the second-highest tidal range in the world, the Severn Estuary provides the region with high potential for renewable energy generation via tidal power, which represents an important opportunity for economic growth and decarbonisation.
7. In November 2019, the UK Government announced £400k of start-up funding to help kickstart the new 'Western Gateway' partnership at an event held at ICC Wales in Newport on 1 November 2019, together with a related future 4-year funding commitment. Katherine Bennett CBE, then Senior Vice-President of Airbus UK, was appointed as the first Chair of the Western Gateway.
 8. The Western Gateway is led by the Partnership Board, established following a governance review completed in 2020. The Partnership Board, chaired by Katherine Bennett, includes representatives from local

authorities, city-regions and combined authorities, local economic partnerships, higher education and the private sector. The full membership of the Board is attached as Appendix X. Each member of the Partnership Board has one equal vote. Membership of the Partnership Board is comprised of:

- a. An Independent Chair;
 - b. Leaders of the following public authorities: Bath & North East Somerset, Bristol, Cardiff, Cardiff Capital Region, Gloucestershire (plus one District Council representative), Newport, North Somerset, South Gloucestershire, Swansea, Swindon, West of England Combined Authority and Wiltshire.
 - c. Two representatives from universities in the Western Gateway area;
 - d. Up to three representatives from businesses in the Western Gateway area, appointed via a public appointment process; and
 - e. Chairs of the following LEPs: Gloucestershire First LEP, Swindon & Wiltshire LEP, West of England LEP.
9. Cardiff Council is represented on the Partnership Board by the Leader of the Council. The Cardiff Capital Region (CCR) is also represented on the Partnership Board, and recently reaffirmed its commitment to the Western Gateway partnership at the CCR Cabinet meeting in November 2021.
10. The Gateway has recently appointed a Director to lead the partnerships work and engagement programme, supported by a small policy and communications team. The Western Gateway Secretariat function is hosted by South Gloucestershire Council, which is the Accountable Body for the partnership.

Strategic Priorities

11. In autumn 2021, the Western Gateway published an Independent Economic Review (IER) undertaken by Deloitte to deepen the evidence based and identify key priorities for cross-regional action. In response to the findings of the IER the Western Gateway has agreed to focus activity on the following four strategic priorities:
- **NetZero – Decarbonising Energy Generation:** Capitalising on the region’s assets and potential for renewable energy generation in tidal, hydrogen and nuclear fusion to lead the national journey to Net Zero.
 - **Strategic Connectivity:** Improving transport and digital connectivity, both within the Western Gateway region and between other powerhouses and cities in the UK, to support inclusive economic growth and increased productivity.
 - **Innovation:** Using the region’s world-leading research and academic assets to support innovative manufacturing and renewable energy generation projects, creating high-value jobs and exports, boosting the region’s productivity and supporting the green transition as a consequence.

- **Inward Investment:** Marketing the Western Gateway region as an attractive location for inward investment in its priority sectors and supporting firms in the region to access new export markets.
12. Workstreams have been established for each of the above priorities with active engagement from Council officers. Of particular significance to Cardiff Council are the workstreams relating to unlocking the tidal energy potential of the Severn Estuary and securing investment into the strategic rail infrastructure linking Cardiff to other Core Cities and to London.

Unlocking the Energy Potential of the Severn Estuary

13. The Western Gateway has significant natural assets in solar, tidal, marine, and wind, as well as leading capabilities in hydrogen, nuclear and industrial decarbonisation. In particular, the renewable energy potential of the Severn Estuary which it is estimated could produce approximately 7% of the UK's energy needs, has been identified as a key priority for the Western Gateway.
14. There have been a number of past efforts to identify viable schemes over the past decade. The UK Government has thus far refused to support such scheme due to a perceived requirement for high levels of public investment and concerns over the environmental impact on designated areas in the Severn Estuary. However, the changing landscape of the climate emergency, energy insecurity, rising costs, and rapid technological improvements indicate that many of these policy, cost and environmental barriers may no longer be as significant.
15. In October 2021, the Western Gateway Partnership Board agreed to explore the establishment of an Independent Commission on the potential to harness the tidal energy potential of the Severn, chaired by an individual of international standing and with a political/professional profile. The Board agreed that members should encompass leaders from across key sectors, such as engineering, finance and investment and sustainability. The Leader of the Council was nominated by the Western Gateway Partnership Board to lead this initiative on behalf of the region and will represent the Western Gateway on the Commission. Engagement has been taking place with key government, industry and academic stakeholders, with a stakeholder round table to further scope the project, chaired by the Leader of the Council, planned for January 2022.

Improving Cardiff's Strategic Connectivity

16. Improving connectivity between the cities and city-regions in the Western Gateway has been identified as vital in meeting the partnership's economic and climate goals, including boosting productivity, making jobs accessible for those living in rural areas and decarbonising transport.
17. South Wales and the West of England have not enjoyed the levels of rail enhancement investment experienced elsewhere in the UK over the last thirty years. This underinvestment has led to relatively less attractive services, attracting fewer passengers and leading to lower modal share

and higher subsidies compared to the rest of the UK (footnote Mark Barry's paper).

18. Despite the electrification of the Great Western Mainline to Cardiff, journey times from Cardiff to Bristol and London remain slow, with line speed constraints west of Bristol Parkway a particular issue. Low service frequency and overcrowding are key limitations of the Cardiff–Bristol Temple Meads rail service, which is a major constraint on rail use between the two economic centres in the region and the Cardiff Central and Temple Means commercial centres. Furthermore, as set out in “Beyond HS2,” Greengauge 21 identified Cardiff as the worst connected major city in the UK in respect of direct services to other major UK cities. (footnote)
19. Moreover, HS2 will put Cardiff and South Wales at a significant disadvantage. Whilst the UK economy is predicted to receive a £15 billion benefit from HS2, South Wales's GDP will lose an estimated £200m per year. There are similar negative impacts for the southwest of England, with Bristol losing £100m per year, and Gloucester, Bath and northeast Somerset another £100m annually.
20. In March 2021, the Cardiff Capital Region published its Passenger Rail Vision, setting out the strategic interventions that would be required to improve the rail network serving the city-region. These include enhancing the South Wales Mainline and route to Birmingham and bringing the South Wales Main Line (SWML) up to the same standard as the other “main lines” across the UK. This work would include a major upgrade in terms of line speed, capacity, and electrification, and importantly, allowing a mix of express and local commuter services. Key requirements identified include:
 - a. Additional London and Bristol Temple Meads services to Cardiff, Swansea & West Wales
 - b. New SWML/Relief Line local services and stations/interchanges including: Magor, Llanwern, Cardiff Parkway, Rover Way/Newport Rd, M4 Junction 34
 - c. Welsh Government journey time ambitions, which CCR endorses: London - Cardiff in 85 minutes; Cardiff - Swansea in 30 minutes; Cardiff - Bristol Temple Meads in 30 minutes; Carmarthen - Cardiff in 75 minutes.
 - d. The region also wishes to emphasise the importance of connectivity to Birmingham (#2) via Gloucester and the north of Wales and England via Abergavenny. Both of these lines require line speed and capacity upgrade and full electrification as acknowledged in NRs recent decarbonisation strategy.
21. These priorities align with the recommendations of the South East Wales Transport Commission to reduce acute congestion on the M4, published in November 2020, which identified the need for public transport alternatives for regional, medium-distance travel, particularly trips starting or ending in the cities of Cardiff, Newport and Bristol.
22. Through the Western Gateway, Cardiff Council will therefore seek to secure investment into the strategic rail infrastructure serving the city, including:

- a. A major upgrade of the primary East-West rail corridor from Swansea Bay to London via the SWML and GWML to enhance connectivity between Cardiff and London, Heathrow, Bristol and Swansea. For the SWML, this will include enhanced line speeds (eventually up to 140 mph) and capacity, new stations and full electrification as acknowledged in Network Rail's recent decarbonisation strategy.
- b. Improved rail links between Cardiff Central and Bristol Temple Means, including a mix of express and local commuter services as recommended by the South East Wales Transport Commission, including 4 services an hour between Bristol Temple Meads and Cardiff Central.
- c. Enhanced connectivity from Cardiff to Birmingham and the HS2 network (and beyond to/from northern England) via Gloucester.
- d. Securing the Western Rail Access to Heathrow scheme from Reading, providing direct and indirect rail access from Cardiff Central to Heathrow.

Resource Arrangements and Financing of Key Projects

23. The Western Gateway is financed with funds from UK Government and local partners. The partnership received £500,000 from the Ministry for Housing, Communities and Local Government (which has since been renamed as the Department for Levelling Up, Housing and Communities) in 2020/21 and a £800,000 in 2021/22, alongside £190,000 in payments from member organisations (comprised of a £10,000 contribution by each partner).
24. The Western Gateway has submitted a Spending Review bid requesting sustainable capacity funding through the DLUHC, with core funding of £1.2m for the 2022/23 financial year and £1.5m for the 2023/24 and 2024/25 financial years. A decision on levels of funding from UK Government is anticipated to align with the publication of the Levelling Up White Paper in late 2021.

Scrutiny Consideration

25. The Economy and Culture Scrutiny Committee considered this issue. Any comments received will be circulated at the Cabinet meeting

Reason for Recommendations

26. To enable the Council's ongoing involvement in the Western Gateway partnership and focus on the policy priorities outlined in this paper.

Financial Implications

27. The financial arrangements of the Western Gateway are set out in paragraphs 23 and 24 respectively. The report also sets out the need for a £10,000 contribution which can be identified from within existing budgetary allocation.

Legal Implications

28. Decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council eg. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.
29. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. As such a decision to implement the proposal has to be made in the context of the Council's equality act public sector duties.

HR Implications

30. There are no HR Implications for this report.

Property Implications

31. There are no property Implications for this report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the contents of this report
2. Approve the Council's continued participation in the Western Gateway Partnership and a focus on the policy priorities outlines in the report
3. Approve an annual financial contribution of £10,000, as outlined in para 23.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	10 December 2021

The following background papers have been taken into account:

Final Report of the UK2070 Commission (February 2020): 'Make No Little Plans – Acting at Scale for a Fairer and Stronger Future'
<http://uk2070.org.uk/wp-content/uploads/2020/02/UK2070-FINAL-REPORT.pdf>

Metrodynamics Report (July 2019): 'A Powerhouse for the West'

<https://western-gateway.co.uk/wp-content/uploads/2020/02/A-Powerhouse-for-the-West-Metro-Dynamics-July-2019.pdf>

Metrodynamics Report (February 2016): 'Britain's Western Powerhouse'

<https://static1.squarespace.com/static/55e973a3e4b05721f2f7988c/t/56bda76a20c64756d829011c/1455269772946/Great+Western+Cities.pdf>

Cabinet Report, 19 March 2015 – Great Western Cities

<https://cardiff.moderngov.co.uk/documents/s3226/Item%203%20Cabinet%2019%20March%20Great%20Western%20cities.pdf?LLL=0>

Final Recommendations of the RSA City Growth Commission (October 2014): 'Unleashing Metro Growth'

<https://www.thersa.org/globalassets/pdfs/reports/final-city-growth-commission-report-unleashing-growth.pdf>

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 16 DECEMBER 2021**

DRAFT RECYCLING STRATEGY 2021-25**CLEAN STREETS, RECYCLING & ENVIRONMENT (COUNCILLOR
MICHAEL MICHAEL)****AGENDA ITEM: 4**

Reasons for this Report

1. To provide a briefing to Cabinet on the draft recycling strategy 2021-25; 'Make a change to save our planet – Reduce, Re-use, Recycle'.
2. To seek Cabinet approval for the consultation on the draft recycling strategy 2021-25: 'Make a change to save our planet – Reduce, Re-Use, Recycle' and associated resident survey on improving recycling performance.
3. To seek Cabinet approval on the following:
 - To support a pilot of 3 stream segregated collection for glass, mixed containers (plastic and metal) and paper / cardboard; alongside the use of reusable bags.
 - To retain the Recycling Centre booking system and 'no black bag' policy.
 - To cease the provision of red and white striped bags for residents living in properties unable to store 140litre residual bins on the property and allowing residents to present three refuse bags from 2022.

Background

4. Cardiff's recycling performance has remained static at around 58% since 2018. As such, Cardiff has failed to meet the 2019/20 statutory recycling target of 64% recycling. Cardiff currently provides the following recycling and waste services for households across Cardiff:
 - Weekly food waste collections
 - Weekly green bag collections for comingled recycling
 - Fortnightly garden waste collections in summer
 - Fortnightly residual waste collections

- Fortnightly Hygiene collections (on request)
 - Bulky Waste collections (on request)
5. The Recycling, Preparation for Re-use and Composting Targets (Monitoring and Penalties) (Wales) Regulations 2011 imposes a requirement for the Council to measure the tonnage of waste and recycling of both households and commercial business serviced by Cardiff Council.
 6. The Regulations allow the Minister responsible for recycling performance to impose a fiscal penalty on Local Authorities who fail to meet recycling performance targets.
 7. The statutory target is to achieve a recycling performance of 64% between 2019/20 and 2023/24. This increases to a recycling performance of 70% from 2024/25 onwards. Cardiff's recycling performance was 58.10% in 2019/20 and 55.80% in 2020/21 compared to a target of 64%. The 2020/21 figure is low due to changes made to the way in which we collected and processed waste during the first 3 months of the Covid-19 pandemic (Qtr 1 of 2020/21). Qtr 4 of 2020/21 shows recycling at 60.55%, as by this time, we had put safety measures in place to enable us to resume processing of the recyclable materials at Lamby Way.
 8. WG has not enforced financial penalties for failing to meet statutory targets. However, there is a requirement for immediate intervention to ensure targets are met moving forwards.
 9. Cardiff has a high number of people living in flats and Houses of Multiple Occupation (HMOs) at circa 30% of total properties. These types of properties have a disproportionately high level of non-participation in recycling and where recycling does take place, there are high levels of contamination within the co-mingled recycling.
 10. A recent compositional analysis exercise in Cardiff has shown significant amounts of recyclable material in both kerbside and communal residual / black bag waste.
 - 51.9% of communal (flats) collected residual waste contained target recyclable material (21% dry recycling, 35% food, garden waste)
 - 42.5% of kerbside (household) collected residual waste contained target recyclable material (8.7% dry recycling, 39.4% food)
 11. The compositional analysis identifies contamination of dry recycling was 41.4% for communal collections and 23.7% for kerbside collections, including 4% solid food waste and 4.9% liquid food / drink waste.
 12. The compositional analysis also estimates the food collection service captures 62% of all food with high levels of food waste present in residual / black bag waste.

13. Cardiff Council operates an in-house trade waste service. The current level of recycling performance of 34% across the trade sector is significantly lower than the residential recycling performance. Trade waste represents circa 9% of the total of waste collected by Cardiff Council and the poor performance of this sector drags down the Council's overall recycling performance. Nonetheless, the Council remains committed to providing a trade waste service and to working with Welsh Government to improve performance in this area. The imminent introduction of dedicated statutory targets for trade waste by Welsh Government will help to accelerate an improvement in recycling performance.

Draft Recycling Strategy 2021-25; 'Make a change to save our planet – Reduce, Re-use, Recycle'

14. The draft Recycling Strategy 2021-25 'Make a change to save our planet – Reduce, Re-use, Recycle' is Appendix A.
15. The strategy aligns to the Corporate Plan 2020-2023 objective to make Cardiff a world-leading recycling city, alongside headline action statements from the Beyond Recycling national strategy. It will ensure the Council continues to improve recycling services for residents and businesses.
16. The main objectives for the strategy are as follows:
 - Improve material quality
 - Increase recycling participation and capture of priority materials
 - Increase opportunities for communities and residents to recycle
 - Make use of all available data, to develop targeted actions
 - Reduce single use plastics
 - Encourage and support the prevention, reuse and repair of materials
 - Contribute towards developing a circular economy within Wales
17. Alongside the aims and objectives of the Strategy, there are a number of core actions, including expanding recycling services for residents, which will help us to deliver recycling performance improvements. These are outlined in Table 1 within the draft Recycling Strategy 2021-25.
18. The draft Recycling Strategy 2021-25 will be published for public consultation with a resident survey. This will support the development of the final recycling strategy 2021-25 and the development of actions to deliver improvements to improve reduction, re-use and recycling.

Support a pilot of 3 stream segregated collection for glass, mixed containers (plastic and metal) and paper / cardboard; alongside the use of reusable bags

19. WRAP benchmark Welsh Authority performance in relation to a number of areas to promote recycling performance improvements. When reviewing Cardiff, the following was evidenced:
 - Kerbside residual waste above average per household: 249kg/hh/yr vs. national average of 227kg/hh/yr and best performing at 193kg/hh/yr

- Lowest amounts of dry recycling per household: 134kg/hh/yr compared to national average of 173kg/hh/yr, and best performing 206kg/hh/yr
 - Very high MRF reject – 8% of total waste arisings against national average of 2%.
20. High level analysis from 2019/20 identified 10,000t of material lost to reject. This could translate into 3% increase in recycling performance, assuming 60% of this could be recycled.
 21. Over the last decade, cleaning up recyclable materials has been key to increasing performance but also securing end markets for recyclable materials.
 22. Welsh Government, through the Collaborative Change Programme (CCP), has supported Cardiff to undertake service modelling in order to determine the best option for Cardiff. Numerous collection methods were explored and narrowed down using the Kerbside Analysis Tool (KAT). The options reviewed were the current method; kerbside sort (the required benchmark) and a three-stream collection method where glass and paper are kept separate.
 23. The model showed the kerbside sort and three-stream collection method as options which would support improving performance with a need for limited increases in current budgets. However, the kerbside sort model has not been selected as a pilot due to concerns relating to the length of time this vehicle would remain in residential streets.
 24. The pilot will be for the 4,000 properties (households with frontages only) where the bottle and jar pilot took place and will utilise the following:
 - 1 x 90L red reusable sack for containers (plastic bottles, tubs, cans, tins and aerosols)
 - 1 x 90L blue reusable sack for paper and card (fibres)
 - 1 x blue caddy for glass
 25. The recyclable material collected will be treated separately to the Dry Mixed Recycling to provide a good insight to the improvements in recycling performance and quality of recyclable material received in comparison to the compositional analysis of the Dry Mixed Recycling.
 26. A pilot is required to provide real information on the recycling performance achieved and the operational costs to deliver a service across Cardiff. This can then be utilised to develop a robust business case whilst addressing any concerns or limitations.
 27. The pilot objectives are to:
 - Measure material volumes to help determine future vehicle split
 - Monitor materials collected to assess whether contamination reduces

and quality increases

- Measure public satisfaction with reusable sacks
- Identify any impact on Street Scene cleanliness
- Identify appropriate round sizes for a 'one pass' three-stream recycling vehicle
- Identify resources and costs required for change

28. The One Planet Cardiff Strategy has set out an objective to reduce single use plastics (SUP's), specifically green recycling bags. The use of reusable bags will address the 24 million single use green bags per annum for dry mixed recycling (DMR).
29. Over £800,000 is spent on purchasing and distributing green recycling bags each year and this budget will be utilised within the business case to fund any proposed changes.

Retaining the Recycling Centre booking system and 'no black bag' policy

30. The mass of material deposited for both recycling and disposal at Cardiff's Recycling Centres totalled 33,373 tonnes in 2019/20, totalling approximately 19.5% of Cardiff's total waste. The recycling recovery rate was 67%.
31. This is lower than the average recovery rate of around 80% seen across Wales as a whole during 2019/20 and below the 70% expected performance set out in 'Towards Zero Waste'.
32. Cardiff introduced recycling officers to support black bag splitting on site in 2019/20 but only minor improvements were achieved, with a significant amount of resource required to manage the bag splitting.
33. The Covid-19 pandemic meant Recycling Centres closed across Wales and following the first wave Local Authorities reopened Recycling Centres with controls to support keeping residents and employees safe. Cardiff, like a number of authorities, introduced a digital booking system to control numbers of residents accessing the Recycling Centre in a specific time window.
34. The Covid-19 pandemic meant the black bag splitting could not continue due to the pandemic controls in place and Cardiff removed the residual waste / black bag skips and replaced them with non-recyclable material skips. Residents were informed via the booking system that black bags would not be accepted at the Recycling Centres but non-recyclable materials such as polystyrene and bubble wrap would be able to be placed in the non-recyclable material skip.
35. The appointment system and residual waste / black bag controls, when introduced, supported the following:
 - Deterring the use of household recycling facilities by commercial users
 - Deterring use of recycling facilities by residents outside the authority area

- Encouraging residents to sort waste into recyclables and non-recyclables before attending site, thus significantly reducing residual waste
36. Following the introduction of controls, the total mass deposited for recycling at the household facilities fell 32% from 16,855 tonnes per annum in 2019/20 to 11,492 tonnes in 2020/21. The mass of residual black bag waste deposited fell by nearly 79% from 7,925 tonnes in 2019/20 to just under 1,700 tonnes in 2020/21.
 37. This reduction in residual waste deposited in turn resulted in the considerable improvement in recycling recovery rate increasing from 67% in 2019/20 to 87% in 2020/21. Cardiff's Recycling centres are now performing in the top quartile across Welsh Authorities.
 38. Following booking controls being in place at the Household Recycling Centres, there has been a significant increase in commercial activity at Bessemer Close Commercial Recycling Centre, increasing the projected income by 56% or £220,995 in 21/22 from 2018/19.
 39. Commercial activity is small traders and businesses who were previously accessing the recycling centres as residential users. This equates to approximately an additional 2,000 tonnes now being paid for by businesses.
 40. The booking system imposed controls on the number of vehicles able to attend site, thus ensuring compliance with Covid-19 measures, and reducing the need to queue. Initially slots were limited to 50 per hour, yet both Recycling Centres were still operating at below 80% capacity.
 41. As pandemic requirements have relaxed, and the booking system has become established, the number of slots has increased to 80 vehicles per hour – 20 vehicles every 15 minutes. This means the operating capacity is under 50% at both Recycling Centres.
 42. The booking system allows identification of which residents are using the Recycling Centres. The use of the Recycling Centres by residents shows good coverage across Cardiff, with 5 out of the top 8 ward users being in North Cardiff.

Ceasing the provision of red and white striped bags for residents living in properties unable to store 140litre residual bins on the property and allowing residents to present three refuse bags from January 2022

43. In 2015, residents in bin areas were provided 140 litre wheeled bins (as opposed to 240l bins) in order to restrict residual waste. At the same time, the Council introduced red and white striped bags for residents who were unable to store a 140 litre bin at their property. This was to help identify and control the volume of waste presented by properties in bag areas whilst residents adjusted to the limit of 3 bags per fortnight.
44. 13,500 or 10% of Cardiff's properties are still issued free red and white striped bags.

45. The Council currently procures approximately 85,000 rolls of single use striped bags per annum for residents.
46. Cardiff is the only Council in Wales to implement this approach, with other Councils accepting a restricted number of black refuse bags.
47. The management of the procurement and delivery of the red and white striped bags can create problems for residents when they run out of bags, leading to complaints.
48. The process to order new red and white bags when someone moves into a property is complicated, requiring proof of tenancy/new owner needs to be sent to Recycling and Neighbourhood Services.
49. The benefit of ceasing the provision of red and white striped bags will support the vision for a carbon neutral city by 2030, from the One Planet Cardiff Strategy, by removing the need to deliver bags to residents across Cardiff.
50. The cost of procuring and delivering the red and white striped bags is approximately £50,000 per annum, £30,000 to procure the bags and £20,000 to deliver them to residents.
51. The provision of red and white bags will be phased out in 2022 following communication and engagement with residents who receive the bags and providing notice of the changes.

Local Member Consultation

52. The draft recycling strategy 2021-25 will be published for public consultation with a resident survey. This will support the development for the final recycling strategy 2021-25 and the development of actions to deliver improvements. The final strategy will be brought back to cabinet for approval following consultation.

Scrutiny Consideration

53. The Environmental Scrutiny Committee considered the draft recycling strategy 2021-25 on 7 December. Any comments received will be circulated at the Cabinet meeting

Reasons for Recommendation

54. To note the contents of the draft recycling strategy 2021-25 'Make a change to save our planet – Reduce, Re-use, Recycle' including the objectives and actions to improve recycling performance.
55. To approve the consultation on the draft recycling strategy 2021-25 'Make a change to save our planet – Reduce, Re-use, Recycle' and associated resident survey on improving recycling performance.
56. To approve the following:

- A pilot of 3 stream segregated collections for glass, mixed containers (plastic and metal) and paper / cardboard; alongside the use of reusable bags
- To retain the Recycling Centre booking system and 'no black bag' policy
- To cease the provision of red and white striped bags for residents living in properties unable to store 140litre residual bins, instead allowing residents to present three refuse bags per fortnight from January 2022

Financial Implications

57. This report proposes several core actions aimed at delivering improvements as part of the draft Recycling Strategy 2021-25.
58. Paragraph 10 notes that WG has not enforced financial penalties but this is reliant on immediate intervention being in place to ensure targets are met moving forward. In the event of the targets not being met then there will be a significant fiscal penalty for the Council. This risk needs to be carefully monitored and considered alongside the Council's Medium Term Financial Plan.
59. The continuation of the booking system and no black bag policy is anticipated to deliver ongoing savings on processing costs and reduced staff resources no longer required for splitting of bags. These savings have supported the employment of the additional operatives required to manage the new system which, has also increased the number of traders paying for waste disposal. Income generation savings will result through increased commercial waste disposal and the price for improved cleaner recycling material. No additional funding is required to support this element of the core actions proposed.
60. The proposal to cease provision of red and white striped bags and allowing residents to present 3 refuse bags from 2022 is anticipated to result in savings on bag purchases but could require some initial communication costs to inform the affected residents estimated at £8,000.
61. The proposed pilot for a 3 stream segregated collection alongside the use of reusable bags across 4,000 properties will require revenue funding for operatives and vehicle costs estimated at £128,000 per annum. These could be funded from the existing contingency project budget with no additional revenue funding implications. In addition, capital costs estimated at £95,000 for the acquisition of a specialist vehicle and the purchase of sacks would be funded by a grant and the One Planet Cardiff budget. Any longer term city wide roll-out would have significant additional budget implications which would need to be considered as part of a fully costed business case.

Legal Implications

62. The Council, as a waste collection and waste disposal authority, has various duties under waste legislation with regards collection and disposal of waste.

Generally, the Council has a duty to collect household waste and, if requested, commercial waste and industrial waste. The Council also has a duty to arrange for the disposal of controlled waste collected in its area by it, and for places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.

63. The Council is also required to provide HWRC sites and is required to make arrangements including the area it is situated in, availability of such sites to deposit waste and free of charge to residents. Amongst other things, the arrangements (with regards HWRC sites) may restrict the availability of specified places to specified descriptions of waste.
64. Generally, the Council cannot charge for collection of household waste. However, one exception is the collection of bulky waste (as defined by controlled waste legislation). Any charge should be reasonable.

Equality Duty

65. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.
66. 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.

Well Being of Future Generations (Wales) Act 2015

67. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
68. 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 2021-24. 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.

69. 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
70. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

General

71. The decision maker should be satisfied that the procurement is in accordance within the financial and budgetary policy.
72. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
73. The report also sets out that consultation is going to be undertaken with the public. Any consultation must be adequate and fair. The carrying out of consultation gives rise to a legitimate expectation that the outcome of the consultation will be considered as part of the decision making process.

HR Implications

74. The information held within this report has been consulted on with the Trade Unions and employees within the service are aware of the proposed plans. This consultation will continue as the pilots.
75. Any employee implications that arise from the pilots will be assessed as part of the full business cases for any changes. However, any changes for employees or additional resources required will be fully consulted on as part of the business cases and will be carried out in compliance with corporately agreed processes.

Property Implications

76. There are no direct property implications arising from this report

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the draft recycling strategy 2021-25; 'Make a change to save our planet – Reduce, Re-use, Recycle'.
2. Approve the consultation on the draft recycling strategy 2021-25 – 'Make a change to save our planet – Reduce, Re-use, Recycle' and associated resident survey on improving recycling performance.
3. Agree to
 - i. support a pilot of 3 stream segregated collections for glass, mixed containers (plastic and metal) and paper / cardboard; alongside the use of reusable bags
 - ii. retain the Recycling Centre booking system and 'no black bag' policy
 - iii. cease the provision of red and white striped bags for residents living in properties unable to store 140litre residual bins, instead allowing residents to present three refuse bags per fortnight from 2022

SENIOR RESPONSIBLE OFFICER	NEIL HANRATTY Director Economic Development
	10 December 2021

The following appendices are attached:

Appendix A – Draft recycling strategy 2021-25; 'Make a change to save our planet – Reduce, Re-use, Recycle'

Appendix B – Consultation Survey for Draft recycling strategy 2021-25; 'Make a change to save our planet – Reduce, Re-use, Recycle'

The following background papers have been taken into account:

The Recycling, Preparation for Re-use and Composting Targets (Monitoring and Penalties) (Wales) Regulations 2011

<https://www.legislation.gov.uk/wsi/2011/1014/contents/made>

Cardiff Council Waste Compositional Analysis. Waste composition analysis of kerbside collected and communally collected household waste in Cardiff. WRAP/resourcefutures. September 2021

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DRAFT

1. Executive Summary

Cardiff Council has the ambition to make Cardiff one of the best cities for recycling in the world. Cardiff is already one of the best cities for recycling in the UK and Europe, and through the improvements set out in this report, and a further extension of service, the aim is for Cardiff's recycling performance to stand comparison with any city in the world.

The Recycling Strategy for Cardiff (2021-25) confirms Cardiff Council's commitment to achieving the Welsh Government's statutory recycling targets. It also underlines the Council's commitment to its 'One Planet' carbon reduction objectives to protect and improve the environment.

Delivering upon the strategy's objectives will require the residents and businesses of Cardiff to be mobilised to do even more. The strategy focuses on three key areas of intervention:

1. Improving the recycling performance of the Council's Trade waste service.
2. Expanding the residential recycling service to include new segregation streams.
3. Diverting recyclable materials from the residual waste stream.

The Council recognises the need to extend its recycling service to meet the statutory targets and to achieve the ambition of being a world leading city for recycling. Local residents and businesses will need to join the Council on the journey, and work with us by **doing more, together**.

2. Vision, Aims and Objectives

The Recycling Strategy for Cardiff (2021-25) aims to make Cardiff a world-leading city for recycling in line with the headline action statements from the national strategy, Beyond Recycling. The Strategy will ensure the Council continues to improve recycling services for residents and businesses.

Through consultation, pilot work and surveys the delivery of the strategy will ensure residents are at the heart of what we do. We will expand and enhance recycling services to facilitate the growing demand for more sustainable practices. This will support incorporating wider social, economic and environmental goals and support the commitment to work with young people and improve the wellbeing of future generations.

The Council's aim is that the strategy will not simply be about achieving the statutory recycling targets. It is essential that the Council continues to provide a high level of service to residents and businesses. It is also important that any actions taken to improve recycling performance are generated in a sustainable way, supporting waste prevention, reuse and a circular economy.

The main objectives for the strategy are as follows:

1. Improve material quality
2. Increase recycling participation and capture of priority materials
3. Increase opportunities for communities and residents to recycle
4. Make use of all available data, to develop targeted actions
5. Reduce single use plastics
6. Encourage and support the prevention, reuse and repair of materials

7. Contribute towards developing a circular economy within Wales

Alongside the aims and objectives of the Strategy, there are a number of core actions, which will help deliver Cardiff's vision. These are set out in Table 1 below.

Table 1: *DRAFT* Strategy Aims and Objectives

Headline Aims	Item	Actions
1. Improve Material Quality	1.1	Expand the recycling service to offer separate collection of glass (bottles and jars), fibres (paper and card) and containers (cans and plastics)
	1.2	Reduce compostable garden waste contamination, through education and enforcement strategies, and a full service methodology review
2. Increasing Recycling participation and capture of priority materials	2.1	Review Trade practices to improve performance and comply with business waste regulations. This will include changing collection methodology and targeting recycling contracts
	2.2	Review recycling in flats to increase performance
	2.3	Continue the strong no mixed bag/ bag sorting policy at HWRC's
	2.4	Review site layout and signage, booking in system and effective customer engagement at HWRC's
	2.5	Increase cleansing recycling performance through segregation of litter-picked waste and recycling litterbins
	2.6	Review residual waste provision and introduce measures to increase participation in food waste service
3. Increase opportunities for communities and residents to recycle	3.1	Recycling facilities within local communities, for smaller items E.g. small domestic appliances, batteries, textiles, tetra pak, mixed media
	3.2	Expand Markets - AHP/coffee pods/tetrapak
4. Make use of all available data, to develop targeted actions	4.1	Composition Analysis - what materials to target
	4.2	Participation Monitoring - who to target
	4.3	Pink Sticker Campaign - educate first, removal of bins where repeat contamination
	4.4	Review of all recycling contracts, to ensure minimum recovery rates are being met (where specified) and identify improved recovery
5. Reduce single use plastics	5.1	Implement re-usable containers for recycling
	5.2	Single use plastics strategy
	5.3	Expand re-fill across the City, promoting re-usable bottles to be re-filled
6. Encourage and support the prevention, reuse and repair of materials	6.1	Wastesavers Reuse Centre at Lamby Way
	6.2	Supporting Community activities such as Benthgy
	6.3	CLARE Wales Repair Directory
	6.4	Zero waste map developed
7. Contribute towards developing a circular economy within Wales	7.1	Work with partners such as CLARE Wales to develop regional solutions

3. National Context

The Recycling Strategy for Cardiff is framed by a range of legislative influences and national events (e.g. the COVID-19 pandemic) which shape and determine the waste produced and how it is processed.

This section of the strategy sets out the national context, recognising that there will always be contextual changes which can impact waste production, collection and end markets.

3.1 Legislative Drivers

The importance of the environment and the conservation of natural resources is increasingly recognised and supported by national/international policy and regulation aimed at reducing the environmental impact of consumption and the production of materials.

In Wales, at the national level, there are two key policy documents to consider: Towards Zero Waste - The Waste Strategy for Wales (2010); and Beyond Recycling - A Strategy to make the Circular Economy in Wales a Reality (2021). These documents establish the key statutory performance requirements for local authorities in Wales, in support of the Welsh Government's long-term ambition for a sustainable and waste free Wales. Other relevant Welsh Government and Central Government policies and legislative acts relating to sustainable development, improved environmental outcomes and addressing climate change include:

- The Waste (England and Wales) Regulations 2011
- Towards Zero Waste – The Waste Strategy for Wales (2010)
- Waste (Wales) Measure 2010
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016
- Climate Change Strategy for Wales

The Wellbeing of Future Generations Act is of particular importance in Wales and has been considered in the preparation of this document through the utilisation of the Five Ways of Working. The strategy also includes actions that are designed to improve economic, social and environmental outcomes.

3.1.1 Towards Zero Waste and Beyond Recycling

The Welsh National Waste Strategy, "Towards Zero Waste" was launched on 21 June 2010. The strategy set out a series of challenging statutory recycling targets, as outlined in Table 2 below.

Table 2: Statutory Recycling Targets

Target for LA Collected Waste	2019/20	2024/25
Minimum overall recycling	64%	70%
Maximum level of landfill	10%	5%
Maximum level of energy from waste	36%	30%
Biodegradable Landfill Allowance	33557t	-

Although Cardiff has made substantial strides forward, in 2019/20 the city fell short of the 64% recycling target. As a result, the Council is now working closely with the Welsh Government to review a series of options to help improve recycling performance.

Nationally, impressive progress has been made towards the targets, and Wales ranks as number 1 recycling nation in the UK, 2nd in Europe and 3rd in the World. Significant progress has also been made with regards to reducing reliance on landfill.

Looking to build upon the success of the previous strategy, the Welsh Government published their Circular Economy Strategy for Wales – Beyond Recycling, on 2 March 2021.

The national aim is to move to a circular economy in Wales, where waste is avoided and the things we use are kept in use as long as possible. This is an important part of the action needed on climate change. Welsh Government, and by extension Cardiff Council, is seeking to make the process of managing waste ‘Cleaner, Greener, Fairer’, through 6 core themes and 8 headline actions. The 8 headline actions are as follows:

1. Support businesses in Wales to reduce their carbon footprint and become more resource efficient
2. Provide the tools to enable community action
3. Phase out unnecessary, single use items especially plastic
4. Eradicate avoidable food waste
5. Procure on a basis which prioritises goods and products which are made from remanufactured, refurbished and recycled materials or come from low carbon and sustainable materials like wood
6. Strive to achieve the highest rates of recycling in the world
7. Reduce the environmental impact of the waste collection from our homes and businesses
8. Take full responsibility for our waste

In addition to the themes and headline actions, the strategy sets a number of significant targets for Welsh Local Authorities:

Table 3: Beyond Recycling Targets

By 2025	26% reduction in waste Zero waste to landfill 50% reduction in avoidable food waste 70% recycling
By 2030	33% reduction in waste 60% reduction in avoidable food waste
By 2050	One planet resource use 62% reduction in the waste Zero waste Net zero carbon

Note: All waste reduction targets are set against a 2006-07 baseline

As the Welsh Government looks ‘Beyond Recycling’ to waste reduction and the circular economy, it is imperative that this strategy sets out not only how to achieve the current recycling targets, but also how the city will adapt to these new requirements in the future.

Consideration must be given to improving the quality of materials collected, waste minimisation through behavioural change and supporting community re-use and repair, the greener collection of materials and how we will work together with residents, partners and neighbours to meet wider goals and agendas.

3.2 Brexit

It is thought that Britain's membership of the EU helped to shape the direction of environmental policy, with the requirement for all member states to recycle 70% of waste by 2030. As a devolved policy matter, and with keen ambition, Welsh Government exceeded these minimum target aims, with the aim to recycle 70% of waste by 2025.

These ambitious aims will remain for Wales as a devolved nation, to support the move towards a cleaner, greener and fairer circular economy.

It is not yet clear whether Brexit will change how England's environmental policy responds. England's Environment Bill is currently in its scoping stage, with full detail not available for public consultation until February 2022. Certain legislative changes are required to drive forward areas such as extended producer responsibility, and deposit return schemes, delays to which may have significant impacts on some of the deliverables outlined within Beyond Recycling. DEFRA released a further public consultation on these matters in the summer of 2021, with acknowledgment that any measures would not be in place until late 2024.

Amendments to the Basel convention, which came into effect on 1 January 2021, are creating additional complications for UK based exporters of recycled plastics. This means at least a temporary halt to the export of around 17,000 tonnes of plastics to non OECD countries each month. This has an impact on the material value that can be achieved.

Brexit further strengthens the ambition to provide a circular economy within Wales. High quality materials are essential to reduce reliance on export of material (with Brexit implications) and to retain processing within Wales as a priority, and across the UK.

3.3 Covid 19

The recycling and waste sector has, in the main, kept vital services operating effectively throughout the pandemic. The waste industry has shown its ability to adapt during the various phases of the crisis. Staffing, however, is the largest variable risk factor in the challenge to maintain vital services. Moving forwards, whilst vaccinations are rolling out, there are still potential risks depending on the effectiveness of the vaccine against new strains. The Council will therefore need to maintain a flexible approach prioritising certain activities, if staff shortages occur.

National events such as the COVID-19 pandemic can also impact upon the waste produced and end market opportunities. For example, during the first few months of the pandemic, textile markets destabilised.

The longer term impacts on waste composition, and behavioural change as a result of COVID-19 will also need to be considered. At the time of writing this strategy, the Council now has a full year's worth of collected tonnage data to interrogate. This will help indicate any future pressures and trends. For example, should the work from home trend continue, it is likely to result in increased levels of waste presentation at the kerbside. In addition, it has resulted in additional amounts of non-recyclable waste being produced, including items such as Personal Protective Equipment (PPE) and Rapid Flow Tests. Since the start of the pandemic, Cardiff Council alone has delivered 37 million items of PPE to its buildings and staff to keep them protected.

A rise in home shopping, has led to a significant increase in the amount of cardboard packaging presented at the kerbside. The way in which people eat has also changed. Take-away food has become much more popular, and whilst normally that element of waste would be processed through a trade collection service it is now entering litter bins or the kerbside collection service.

Nationally, great strides have also been made in the re-use of items such as coffee cups, financially incentivised to encourage reduction in single use waste. However, during the pandemic, with control measures in place, there has been a move back towards single use with items such as menus, cutlery and condiments all becoming single use. In line with the evidence provided by 120 scientists ([26618dd6-health-expert-statement-reusables-safety.pdf \(storage.googleapis.com\)](#)) which suggests that re-useable systems can be used safely, Cardiff will support City to Sea, as part of Re-fill actions, in their key theme to help businesses to return to re-use as they reopen, getting re-fill 'back on the menu'.

It is too soon to see how a return to 'normal' will impact on waste arisings, but it's an area which will need to be kept under close focus and responded to accordingly.

3.4 Climate Change

As highlighted in Beyond Recycling *'We are still in the midst of a climate emergency: globally, we are experiencing unprecedented climate events; we are on track for temperature rises above 2°C; one million species are threatened with extinction due to climate change and the overexploitation of natural resources; and there is increasing evidence of the adverse impacts that plastic is having on the environment and living organisms. Here in Wales, we are already feeling the effects with flooding and other extremes of weather becoming more commonplace. These challenges bring important opportunities to positively shape our future.'*

Indeed, climate change is significantly impacted by unsustainable consumption and disposal practices. The circular economy approach is key to tackling over-consumption, whilst also instigating social and economic improvements for Wales.

The Council's strategy is to empower people to make a small change, whether that be through a commitment to reduce their packaging through the use of zero waste shops, or to begin recycling their food waste. The Council will continue to promote the message that small changes lead to big impacts, when it comes to reversing the negative impact of climate change.

By recycling material in 2019/20, Cardiff's residents avoided 35,000 tonnes of CO2 emissions being released into the atmosphere (www.myrecyclingwales.org.uk). Increasing the city's recycling rate throughout the life span of this strategy will continue to further reduce CO2 emissions.

4. Local Context

4.1 Corporate Priorities

Making Cardiff a world-leading recycling city is a top priority in Cardiff Council's Corporate Plan. Cardiff is Britain's leading major city for recycling, with rates having increased from 4% to 58% since 2001. However, significantly more work is required to meet the current statutory recycling target of 64%, and to achieve the target of 70% by 2025.

The Corporate Plan recognises that working with partners and residents will be key to achieving this step change in recycling performance. As stated within the Beyond Recycling strategy ‘*The Government cannot bring about the transition to a circular economy alone.*’

The importance of sustainable waste management is also highlighted in the One Planet Cardiff Strategy. As mentioned above, climate change is one of the most serious threats facing not only Wales, but the whole world, with impacts such as rising sea levels and increased frequency of extreme weather events putting Cardiff at direct risk. As a result, Cardiff Council has declared a Climate Emergency, viewing this as an opportunity to reduce carbon emissions across the city.

Additionally, as one of Britain’s fastest growing cities, Cardiff is facing unprecedented change in its population. This growth, although a sign of success, means further pressure will be felt on the city’s physical infrastructures, the natural environment and public services.

This Recycling Strategy has been developed alongside the One Planet Cardiff Strategy, ensuring that the two strategies are aligned, and that the key actions outlined in this document take into account the importance of carbon reduction when developing any changes to waste and recycling services.

4.2 Current Service Provision

Cardiff provides the following services as part of its household waste and recycling collection scheme:

- Weekly collection of mixed, dry recyclables in green, single use bags. There is no limit to the amount of bags that are collected per property.
- Weekly collection of food waste using a brown 25 litre kerbside caddy. Kitchen caddies, and biodegradable kitchen caddy liners are provided free of charge.
- Compostable garden waste is collected within a 240L green bin, or 90L white re-useable sack (in areas where wheeled bins are not suitable). Up to 2 green bins, or 5 re-useable sacks will be collected per property. Garden Waste is collected fortnightly in the spring/summer, and less often in the winter. There is no annual charge for the collection of garden waste, though additional or replacement containers are chargeable.
- Non-recyclable waste is collected in a 140L wheeled bin, or up to 3 bespoke bags for properties that cannot have a wheeled bin. Residual waste is collected fortnightly. Additional capacity is provided, via a recycling officer assessment. No additional bags next to bins are collected, and bin lids must be fully closed.
- Hygiene waste (child nappies, incontinence pads and associated changing waste) is collected fortnightly, on the opposite week to non-recyclable waste. Residents need to sign up to this service.
- Bulky waste collections can be booked in advance via the contact centre, mobile app or website. Items that can be fully recycled, with high recovery rates, are collected free of charge. Non-recycled items are collected at a pricing structure of up to 2 items for £12.50, increasing to a maximum of 6 items.

In addition to the above, Cardiff Council provides two Household Recycling Centres, one at Lamby Way and one at Bessemer Close. The Recycling Centres have recycling facilities for over 20 items. Residents must book to visit, and are limited to 26 visits per year as standard (by car). Van bookings are further restricted to 12 visits per year, and 1 per month. Mixed bags of waste are not accepted. Residents must sort waste before

arrival, and facilities will be provided to allow them to sort waste on site in line with COVID control measures being relaxed.

A trade weighbridge service is also provided at Bessemer Close, which is a chargeable outlet for businesses to recycle and dispose of a variety of materials.

4.2.1 What happens to the material collected?

Cardiff works in partnership with neighbouring local authorities, to process and sort material within our own boundaries.

Food waste is taken to an Anaerobic Digestion plant, run by Welsh Water. Here, food waste breaks down without oxygen aided by heat. Through the anaerobic digester, gases produced are harnessed to make heat and electricity whilst creating a fertiliser from any remaining product to be used in agriculture.

Mixed dry recyclables are taken to the Council's Materials Reclamation Facility (MRF) at Lamby Way, Rumney. Through a mixture of machine and hand sorting, materials are separated and baled to move onwards to processors to be recycled into new products. You can find out where your recycling goes at www.myrecyclingwales.org.uk

Garden waste is taken to a composting site at Lamby Way, where it is turned into compost through an open windrow process. The material is delivered to site, where it is then shredded, piled into windrows and regularly turned. The whole process is natural, with natural heat generated and breaking down the material. At the end of the process, the material is separated into different size fractions via a trommel screen, and moved on to the product market. The compost is also provided to a number of community facilities as requested, and has recently been provided to local schools.

Non-recyclable waste is taken to an Energy Recovery Facility - run by Viridor - where it is used as fuel for energy recovery. The facility generates 250GWH of electricity for the national grid, which is enough to fuel 68,000 homes. Energy recovery works by burning waste at high temperatures, under carefully controlled conditions. The electricity produced is fed into the national grid. The process also produces 'bottom ash' which can be recycled as aggregate material as well as transporting remaining metal on to metal processors.

You can see a short video of the journey of Cardiff's waste here:

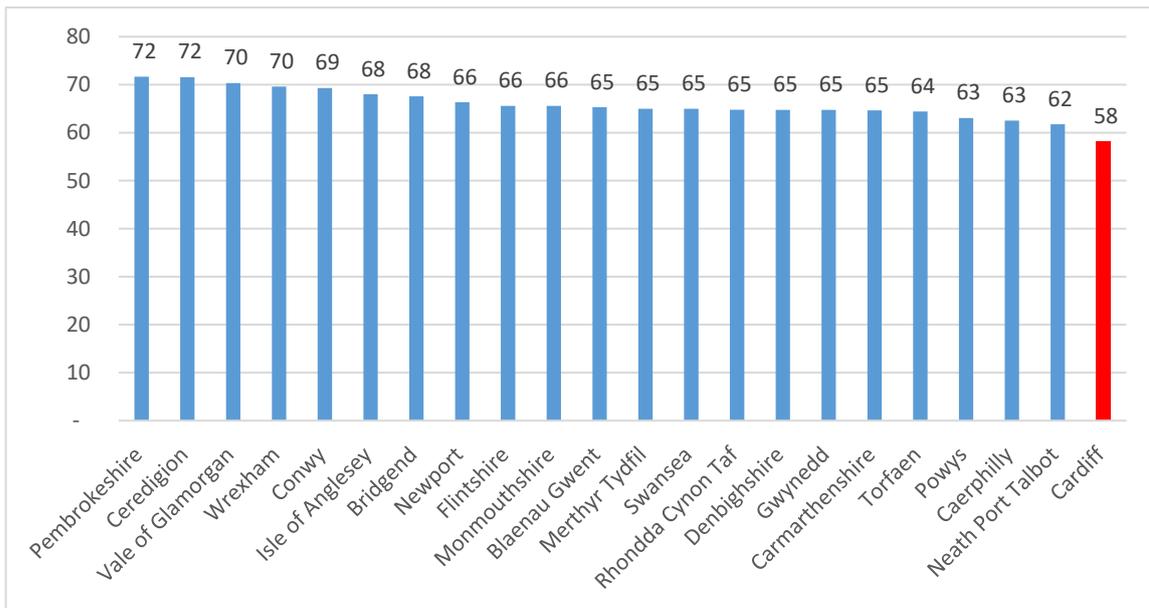
[Cardiff's Waste Journey / Siwrnai Gwastraff Caerdydd \(English\) - YouTube](#)

or visit www.youtube.co.uk and search 'Cardiff's waste journey'

4.3 Current Performance and Comparisons

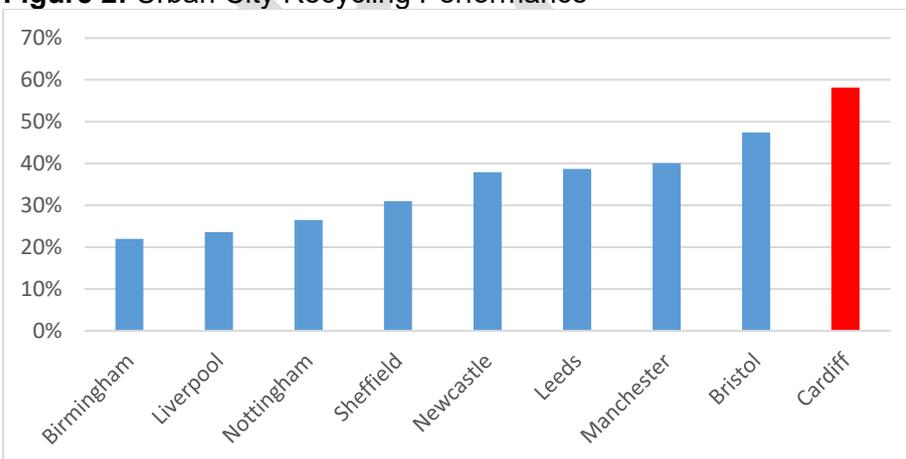
On 26 November 2021, the final validated 2019-20 Local Authority Recovery Target (LART) figures from Natural Resources Wales (NRW) were published. The figures are produced under NRW's duties as the Monitoring Authority as specified in the Recycling, Preparation for Re-use and Composting Targets (Monitoring and Penalties) (Wales) Regulations 2011. As Figure 1 shows, Cardiff did not meet the 2019-20 statutory minimum target for the percentage of municipal waste which must be recycled, Measure 2010. Cardiff's recycling performance in 2019-20 was validated at 58.14%, nearly 6% below the statutory target of 64%.

Figure 1: Wales Recycling Performance 2019-20



The Council understands that the city needs to deliver another step change in performance. However, as the largest authority in Wales, with the biggest urban mass, and the highest density of businesses, there are very specific characteristics that make meeting the statutory recycling targets very challenging. As highlighted in section 4.4 below, larger, more urban cities, will naturally face greater challenges when it comes to increasing recycling performance. When compared to core cities across the UK, Cardiff's kerbside recycling performance compares very well (see Figure 2). However, the lack of legislative drivers in England and the direct financial support provided by Welsh Government means that this it to be expected.

Figure 2: Urban City Recycling Performance



Note: The data for English authorities only includes household waste, whereas Welsh data incorporates all municipal waste (i.e. cleansing and Trade waste).

Despite the overall shortfall against target, Cardiff does have some good areas of performance to note. In terms of reducing residual waste from kerbside collections, Cardiff has an overall residual composition level of 22% compared to the Wales average at 25% (WRAP High Level Analysis of WasteDataFlow Returns). In addition, materials targeted by the mixed dry recycling service were very well captured overall at the kerbside (89%).

However, a recent compositional analysis of green bags found that there was 41.4% contamination in dry recycling bags collected from flats and 23.7% contamination in green bags collected from households.

The compositional analysis (Appendix 6) also indicates that there are still large volumes of food waste and recycling entering the residual waste stream. Waste collected from flats had the highest proportion of recyclable materials with 51.9% of the residual waste stream containing target recyclable material. Residual waste collected from households contained 42.5% target recyclable material (a large proportion of which was food waste). Whilst there is less recyclable material in household collected waste than there is in the flats collected waste, it is evident that there is still a significant amount of target material going to waste. It is therefore essential that as well as improving material quality, we increase the amount of material segregated for recycling at the kerbside.

4.4 Achievements to Date

Whilst Cardiff has not yet met the 64% target, Cardiff Council remains fully committed to working collaboratively to improve recycling performance and to meeting both the 64% and 70% statutory performance target by 2024/25. Improvements to waste management and recycling performance are a fundamental part of the city's strategy.

The approach being taken is to look at the whole life of recycling materials; from supporting resident participation and behaviours, implementing efficient and effective collections to supporting ongoing participation, and managing how and where materials are recycled to deliver a circular economy and to reduce the associated carbon impacts.

A number of improvements have been introduced since the last strategy enabling the majority of aims set out in the Waste Strategy for Cardiff 2018-21 to be achieved. A full gap analysis has been undertaken, comparing performance against the objectives set out in the last strategy, attached at Appendix 1. The most significant achievements include:

- Successful trial of segregated glass collections from 15,000 properties.
- Expanded the wheeled bin service where possible, reducing the number of single use bags provided for residual waste.
- Introduced new 4 day collection week. This has included:
 - Rezoning the city, increasing round efficiency
 - Removing double shifting of vehicles and staff, meaning better opportunity for vehicle maintenance.
 - Removing the confusion around Bank Holiday Monday collections
 - Improving Value for Money
- Introduced a Reuse Facility at Lamby Way Recycling Centre in Partnership with Wastesavers (September 2021).
- Introduced controls at the Recycling Centres to facilitate an increase in recycling performance from 73% to 89%, including a no mixed bag policy, improved signage and recycling availability and booking system. This moves Cardiff to having some of the best recycling performance for a Recycling Centre across Wales.
- Expanded Trade skip service to facilitate recycling skips.
- Developed new recycling infrastructure at hubs to facilitate textile recycling.
- Worked with WRAP to undertake a review of potential waste collection systems, comparative costs and benefits.

- Introduced 12 electric vehicles to the service fleet, with 5 more eRCVs on order.
- Introduced a system to facilitate the recycling of materials collected during community litter picks.
- Implementation of the 'Pink Sticker' campaign to highlight recycling containing non-recyclable materials. This supports the engage, educate, empower and enforce model for behaviour change, to improve behaviours towards recycling and reduce recycling contamination.
- Introduction of asbestos acceptance at Recycling Centres to tackle the negative impact of asbestos contamination on garden waste recycling. In 2019/20, 30 tonnes of garden waste was contaminated by asbestos with the requirement to dispose at specialist landfill sites.

4.5 Challenges

Whilst the above measures have been introduced, there has not been a significant improvement in Cardiff's recycling performance since 2016/17. This is partly due to Covid delaying the progress and visibility of some of these changes, and partly due to the fact that increasing performance is inhibited by a number of challenges.

In section 5, the strategy outlines how we will improve performance through a myriad of actions, but first it is important to contextualise the plan of action by outlining the challenges faced by an urban authority. These can be categorised into 4 key areas:

- Flats and Houses of Multiple Occupancy (HMO's)
- Socio-demographic variables
- Trade and events
- Housing and population growth

4.5.1 Flats and HMOs

Approximately 30% of the total number of properties in Cardiff are purpose built flats, normally serviced by communal bin arrangements. Improving the quality and quantity of recycling from flats is recognised nationally as a challenge with no identified blueprint to resolve this issue. In addition, Cardiff also has a high number of houses that have been converted into flats, and Houses of Multiple Occupancy (HMOs) serviced by the kerbside collection scheme.

To put scale to the challenge, there are 47,000 individual, purpose built flats in Cardiff. This is higher than the entire housing stock of authorities such as Anglesey, Denbighshire, Ceredigion, Merthyr, Blaenau Gwent, Torfaen and Monmouth (StatsWales 2019 data).

The high proportion of flats and HMOs creates very specific issues. People who live in flats recycle much less than those who live in houses, though there is a lack of substantive evidence about exactly why this is, or how it might be improved- *Making Recycling work in Flats - Resource London*.

The fact that 30% of the housing stock is comprised of flats may contribute towards Cardiff's disproportionately high recycling reject rate. At present, 8% of dried mixed recycling (DMR) is rejected in Cardiff, compared with a Wales average of 2%. The Council is committed to working with WRAP Cymru to undertake further analysis of the composition of recyclables collected from flats, to scrutinise this assumption. It is acknowledged that although 30% of Cardiff's housing stock is flats, the waste collected

from flats does not contribute 30% of total arisings, due to the reduced occupancy level per dwelling. Nevertheless, this is a key area of challenge.

4.5.2 Socio-Demographic Variables

The levels of poverty in parts of Cardiff are also high in comparison to other authorities in Wales. If the Southern Arc of Cardiff (comprised of the electoral divisions of Adamsdown, Butetown, Caerau, Canton, Ely, Grangetown, Llanrumney, Riverside, Rumney, Splott, Trowbridge) was considered a single local authority, with a population of 170,000, it would be by far and away the most deprived local authority in Wales. Many of these wards are also multi-cultural with high levels of transient population. As noted in the recent House of Commons Briefing Paper - Household Waste Recycling¹, housing mix and multi-occupation are an identified barrier to recycling rates across Britain. As the report notes *“Recycling rates are falling in areas where there is an increase in multi-occupancy dwellings. Rates also tend to be lower where there are challenges with social deprivation, urban classifications, education, language and residential stability.”* All of these factors are prevalent in the Southern Arc of Cardiff and affect levels of participation in recycling.

Data shows that the inner city areas of Cathays and Plasnewydd also present further challenges in terms of Local Environmental Quality issues. There are approximately 4000 private rented student houses in these areas, with the transient student population living in them making up 10.8% of Cardiff's total population. It would be unfair to say that the entire community are not fully engaged with recycling, however, instructional messages and equipment need to be provided every single year to ensure they are aware of how and why they should recycle in Cardiff. This is resource intensive, and needs to be repeated twice a year, both at the start of term and the end of term.

4.5.3 Trade Waste

Cardiff Council offers a trade waste collection service, which has been built on providing a reliable and responsible service to Cardiff's businesses. It has a loyal customer base, with a consistent number of around 3,500 customers, representing around 30% of businesses within the city.

The provision of trade waste collections is not a statutory requirement, and it is therefore a variable factor in achieving recycling targets across local authorities. Trade waste makes up over 9% of Cardiff's total waste collected, in comparison to the Wales average of just under 4%.

A high level analysis suggests the entire removal of this service would see an immediate improvement in Cardiff's recycling rate of 3.7% (WRAP High Level Analysis of WasteDataFlow). However, Cardiff Council does not consider eliminating trade waste to help achieve the statutory recycling target as an appropriate or sustainable intervention. On the contrary, Cardiff recognises the high potential recycling gain available within the city's trade waste stream, and has identified a list of short and long term actions to grow this potential. The Council also recognises the need for the Council to lead by example, to engender a significant improvement in recycling right across the private trade waste collection sector in the city.

The Council is working with partners to complete a full trade review to understand the opportunities to improve recycling in this area. At present trade is recycling around 42% of waste collected, thus impacting upon the city's overall recycling performance. However,

¹ [Household recycling in the UK - House of Commons Library \(parliament.uk\)](https://parliament.uk/libraries/commons/briefing-papers/2018/09/18-household-waste-recycling)

it is clear, there is scope to significantly improve this figure in line with the emerging Business Waste Regulations, and in doing so increase the overall recycling performance of the city by at least 3%.

4.5.4 Housing and Population Growth

Cardiff's population has increased steadily over the past 30 years (by about 2,400 people per year) but much more rapidly since 2001 (by about 3,500 per year).

Welsh Government projections indicate that the number of households in Cardiff will increase by 37% between 2008 and 2026 from 136,741 to 187,302 households. According to the Welsh Government projections, this is driven partly by in-migration (particularly net international migration), partly by natural population increase (more births and fewer deaths), and partly by a decline in average household size with over three quarters of the growth being for 1 and 2 person households. (Cardiff's Local Development Plan 2006-2026).

It is important to note that Cardiff's Local Development Plan (LDP) is currently being reviewed, with a view to preparing a replacement LDP to cover the period 2021-26. Various elements of the original evidence base will need to be updated, to take account of issues such as land availability and policy and contextual changes since the adoption of the former plan. For example, the plan will need to consider the impact Brexit may have on the projected population growth levels for the city. For the time being, the projections available in the current adopted LDP have been used to provide some context to the challenge.

Table 4: Population growth projected over the course of this strategy

Year	LDP Population	% increase	LDP Households	% increase
2020	381023		164126	
2021	384679	0.9%	166413	1.3%
2022	388329	0.9%	168700	1.3%
2023	392024	0.9%	170987	1.3%
2024	395795	0.9%	173274	1.3%
2025	399666	0.9%	175561	1.3%
2026	403684	1%	177845	1.3%

LDP Edge Scenario C

This growth will inevitably lead to increases in the levels of waste required to be collected. The Council will need to ensure, through the relevant planning processes, that adequate external storage is provided for the separation of waste materials, with additional consideration for future proofing should collection services change. In addition, the impacts on collection round sizes, additional vehicles and staffing will need to be considered.

5. Delivering the Strategy - Achieving Aims & Objectives

Cardiff Council has identified 7 headline aims to achieve the vision set out above:

1. Improve material quality
2. Increase recycling participation and capture of priority materials
3. Increase opportunities for communities and residents to recycle

4. Make use of all available data, to develop targeted actions
5. Reduce single use plastics
6. Encourage and support the prevention, reuse and repair of materials
7. Contribute towards developing a circular economy within Wales

Alongside each of these aims are a number of actions to help deliver a more efficient, effective and sustainable waste and recycling service for Cardiff. The aims and objectives are intended to enable the 64% recycling target to be met, whilst working towards the 70% target by 2025.

However, it is important to note that the proposed actions are not simply about chasing the targets. Cardiff also wants to deliver services that are within ‘the spirit of the targets’. The Council will not target material tonnage with high recovery rates, for example rubble, but will work to instil long term behavioural change through our operations and infrastructure, policy decisions and public awareness campaigns.

The Council will work to ‘do the right thing’ with the core aims of this strategy centred around the 6 core themes of the Beyond Recycling strategy including upscaling waste prevention and re-use, building on our recycling record and enabling community and business action.

Prior to implementation, the key, wider scale actions will be evaluated on a case-by-case basis. In order to move to implementation, the action must be affordable and must make a significant contribution to the ambitions of this strategy. At the time of the action implementation, detailed planning will be developed.

5.1: Improve Material Quality

5.1.1 Action Plan for Dry Recycling

Cardiff Council has been supported through the Welsh Government Collaborative Change Programme (CCP) to investigate the impact of various recycling and waste collection options, in terms of both cost and performance. In addition, the CCP has provided ongoing support in relation to high-level analysis of the data reported within waste data flow. These pieces of work have provided the Council with not only long-term service change options, but have also identified areas of improvement that can be made in the short to mid-term.

As illustrated by Table 5, the outcome from the approach to kerbside modelling showed a limited uplift to recycling and recovery rates, and shows the need for a range of interventions in addition to potential changes to kerbside recycling services to enable Cardiff to meet statutory recycling targets. Notwithstanding, the Council understands that the current recycling collection service cannot remain as is, as material quality needs to be significantly improved.

Table 5: Modelling results for the options modelled

Options	Option Details	Performance Increase	Cost
Option 1	As is with separate glass collections and reusable sacks for mixed recycling	0.80%	£632,000
Option 2	Kerbside sort with food on same vehicle	1.20%	-£493,000
Option 3	Kerbside sort with food separate	1.20%	£152,000

Option 4a	Separate glass (caddy), separate fibres and containers in reusable sacks	1.00%	£140,000
Option 4b	Separate glass (caddy), separate fibres and containers in reusable bag (alternate weeks)	0.7	-£448,000

Notes relating to Table 5:
 'As is' - material from kerbside collected as identified in section 2.1, collected via our standard Refuse Collection Vehicles
 'Kerbside sort' - separate containers for glass, paper, cardboard, plastic bottles, tubs, trays and tins/cans. Collected on a kerbside sort vehicle with multiple stillages. Material is bulked and reprocessed with limited need for sorting of material
 'Fibres' - paper and cardboard
 'Packaging' - metal tins/cans, plastic tubs, bottles and trays

WRAPs High Level Analysis of the *WasteDataFlow* document indicates that currently just over 30% of MRF inputs are rejected, with 18% being non-target material, and 12% lost as part of the processing.

Co-mingled (mixed) reject makes up 8% of the total non-recyclable (residual) waste arisings, which is 6% higher than the Welsh average. To put this into context, based on 2019/20, approximately 10,000 tonnes of material were lost to reject. Assuming that 60% of this material could have been recycled, if it had been segregated correctly, an additional 6,000 tonnes of material would have been gained. Given that an additional c2000t recycling equates to approximately 1% increase in performance, without contamination an additional 3% could potentially be achieved towards the overall recycling performance.

Whilst the above is a crude calculation, it is still clear that there is much to be gained by changing the way in which recycling is currently collected and processed: there is a need to move towards segregation of materials collected in order to improve material quality and secure end market destinations for the recyclables collected. Indeed, Beyond Recycling highlights the need for high quality material to feed reprocessing and remanufacture within Wales.

The CCP modelling suggests that by introducing reusable containers - as well as separate material streams - contamination significantly reduces. There are a number of assumptions as to why this would be. Providing a container that needs to be returned to a property is likely to reduce the temptation of placing 'unclean' material into the container, such as nappies and food waste. The Council's current recycling collection allows an 'out of sight, out of mind' culture, where bags are removed from the kerbside.

Furthermore, segregating materials and providing open containers will make it easier for collection crews to identify and reject any incorrect materials. The current single stream services - food waste and glass bottles and jars - report extremely low contamination rates, demonstrating the benefits of reusable containers and segregated material collections.

Cardiff is in the process of trialling new vehicles that would enable the collection of two separate waste streams on one vehicle. Initially it will trial the collection of glass in one compartment and dry mixed recycling in the other. Based on the results of this trial - and further modelling in partnership with WRAP and the WLGA - Cardiff will produce a business case for a new improved recycling collection model in 2022.

Whilst the model is not yet finalised, it will meet the aims of the strategy to improve material quality, increase participation and reduce single use plastic sacks, which are not

a sustainable option. It will also take into account public consultation and the growing appetite for more sustainable services

Whatever the agreed future design model, it will need to provide sufficient material feedstock to develop a circular economy within Wales. Improved material quality is essential to achieving this objective, and it is evidenced that optimum material quality is achieved through increased segregation of waste. In addition, the service will need to be sufficiently future proofed, to allow for the collection of additional materials in the future, as packaging changes and recycling markets update.

In the interim, the Council intends to move to a 'back to basics' approach through communication with residents, in line with the *'if you see pink, stop and think'* education and enforcement campaign.

5.1.2 Action Plan for Compostable Garden Waste

Between 2017/18 and 2019/20, an average of 700 tonnes of garden waste was rejected each year. Where loads are rejected, it has a negative impact on recycling performance, and also on costs of service. In 2019/20, contaminated garden waste cost the authority an estimated £140,165.

Furthermore, whilst 90% of the materials rejected could have been good quality garden waste, where just a few residents contaminate their bin with non-recyclable items, ultimately they jeopardise all the materials collected by that vehicle on that day.

Extensive education programmes have already taken place to advise residents what can and cannot go into the green wheeled bin (or garden waste sack in bag areas). However, contamination remains a problem, particularly where residents hide non-target materials underneath garden waste, as the crews are then unable to identify the contamination. Often, crews do not see the contamination until the bin is tipped into the back of the vehicle, by which time it is too late.

The Pink Sticker Campaign was launched in 2020 to help tackle contamination of green bins and dry recycling. Unfortunately, due to COVID-19, the campaign had to be placed on hold, but has been relaunched in 2021.

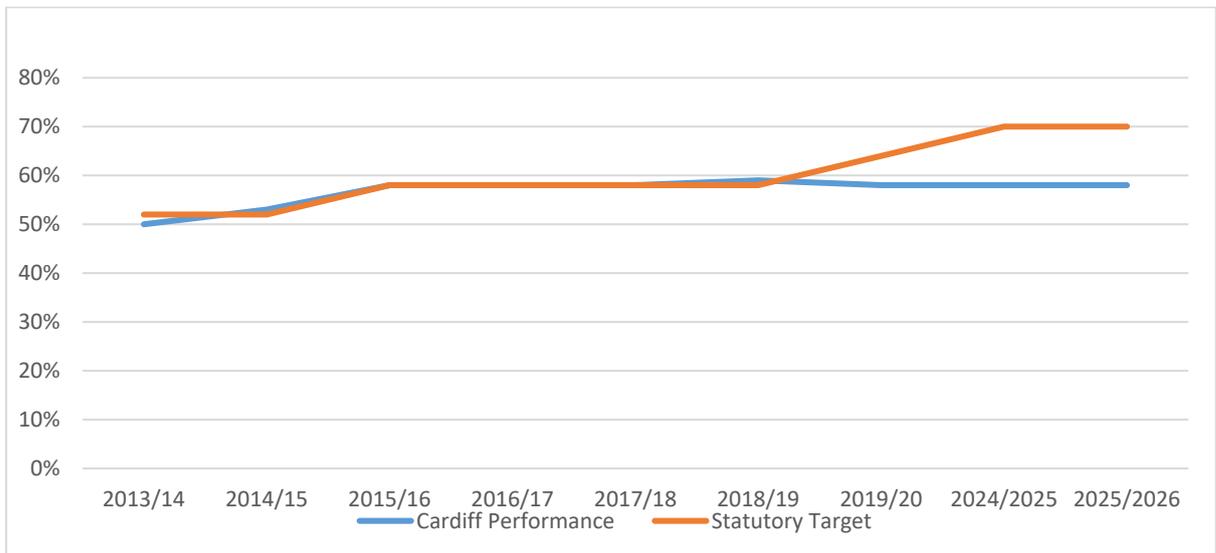
The Pink Sticker Campaign seeks to educate residents first, by sending them letters reminding them of what should go in their green bin. Where residents repeatedly contaminate their green bins, they will face a Fixed Penalty and removal of their green wheeled bin.

As mentioned above, the current collection methodology allows 'hidden' contamination to take place. As such, the Council intends to undertake a full service review of compostable garden waste collections. This will include benchmarking with other Local Authorities, analysing contamination rates associated with alternative collection methods to identify whether infrastructural changes would help to reduce contamination.

5.2: Increase Recycling Participation and Capture

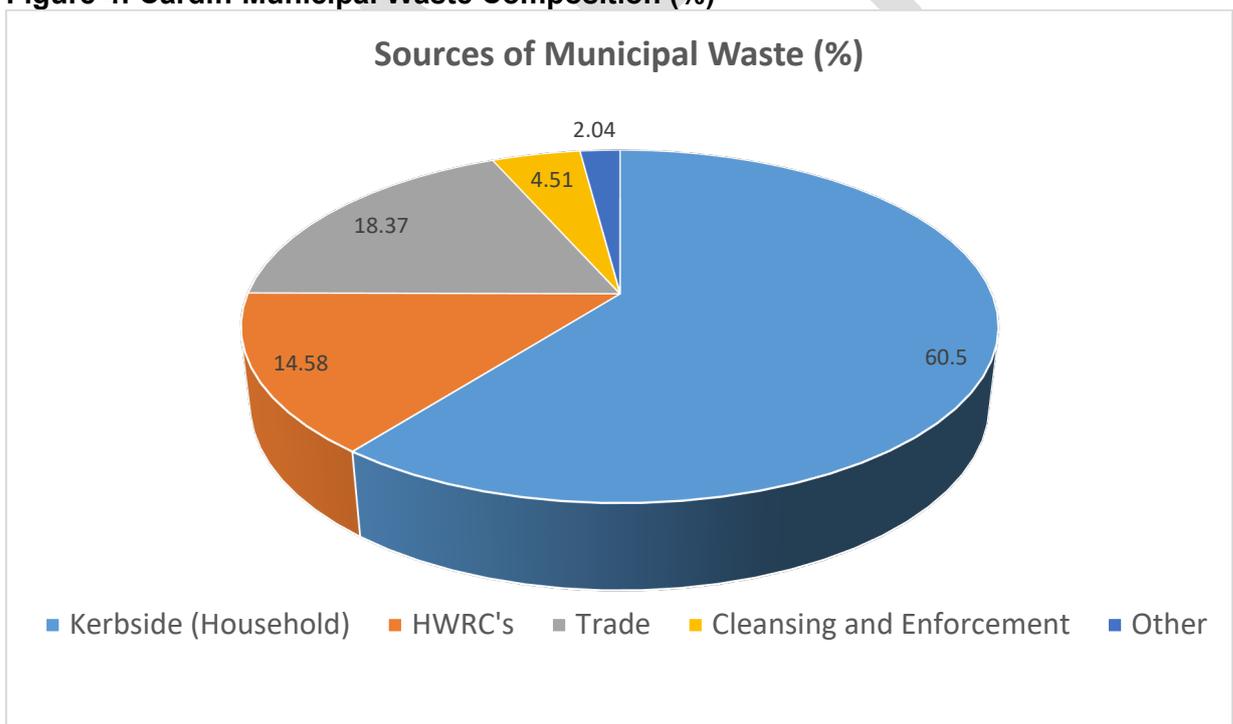
Cardiff's Local Authority Recycling Target (LART) performance for 2019/20 was circa 58%. The graph below illustrates that performance has remained relatively stable since 2016/17, with the stepped performance increase up to 64% not having been achieved.

Figure 3: Cardiff Recycling Performance 2016/17 – 2020/21



In order to build on the current recycling performance, it is important to identify the sources of waste collected throughout the city. This enables focus to be placed on key areas of opportunity.

Figure 4: Cardiff Municipal Waste Composition (%)



5.2.1 Household Waste

As Figure 4 above illustrates, waste collected from kerbside household collections is the highest proportion. Opportunities to improve in this area are summarised as:

- improving quality of the material collected.
- encouraging regular public participation in all available kerbside recycling schemes (in particular food waste).

- targeting and capturing, key priority materials for collection.

After reject, Cardiff collects 100kg/hh/yr of food waste, ranking 11th in Wales. The Wales total is 97kg/hh/yr. There is potential for improvement, with the highest performing Welsh authority collecting 129kg/hh/yr. If Cardiff were able to achieve 129kg/hh/yr it would add another 2.1 percentage points to the municipal recycling rate.

As well as improving the performance of recycling collections, a review of Cardiff's residual waste collections will also be undertaken. This will be to consider whether the provision of a fortnightly service, of 140L per household capacity, is appropriate in terms of balancing the specific urban challenges faced by a capital city with the need to achieve improved recycling performance. In particular the Council needs to encourage more food waste to be removed from the residual waste and put into the food recycling caddy.

Modelling has been undertaken on all of the options outlined in Table 5. Less frequent residual waste collections result in a significant increase in the recycling rate. The Council will now carry out further analysis to consider what capacity is needed and which waste streams and areas to target.

As set out in section 4.4, the number of flats throughout the city is a real challenge in terms of recycling performance. Flats have not been included within the modelling outlined in Section 5.1, however, it is clearly an area of potential to be explored, yet one where little data and guidance exists. A composition analysis of waste from flats has been started, and this will be used to help inform a number of trials in flats. The trials will explore how different collection methods and educational initiatives can increase the quality (and quantity) of materials collected for recycling. In addition, a toolkit for property management companies will be developed, to work in partnership to improve recycling facilities at targeted blocks of flats. This toolkit will include a review of current bin provision, bin store design and layout, and signage and communication tools.

5.2.2 Trade Waste

Trade waste collections offer a significant opportunity to improve current recycling performance. At present, it is estimated that 40% of material collected is recycled. If the Council's trade waste service was to simply reduce its residual arisings by 50%, it would deliver a 1.8% increase in overall recycling performance. However, if the Council is able to divert priority recyclable material (estimated at 60%) from the residual waste, and into the recycling streams, it could lead to a potential performance increase of 4.2%.²

Working with partners, a full trade review will be undertaken to identify potential improvements and to ensure compliance with the Business Waste Regulations which are due to be implemented by the Welsh Government later this year. The Business Waste Regulations require waste producers, and collectors of waste to separate key priority materials for recycling.

As a contracted trade collector for over 3000 businesses throughout the city, the Council will support the implementation of the Business Waste Regulations. In the interim, and in lieu of the regulations being in place, a trial of separate collection of 3 waste streams from businesses will be undertaken, in readiness for a change across the whole city. In addition, all customers who are currently contracted for a residual waste collection only will be contacted to encourage recycling and where these discussions aren't successful, consideration will be given to suspension of the contract. As part of this, work will be undertaken to address incorrect presentation of material, through increased targeted

² *High level analysis of WasteDataFlow Returns- WRAP Cymru*

intervention with customers. This will include a review of processing methods currently used, to ensure as much recycling as possible is being captured. For example, the thorough post sort of material collected from within contracted, mixed skips alongside the removal of mixed skips on 'ad hoc' occasions. Instead customers will be offered the option of providing a skip for a single material stream.

5.2.3 HWRC's

The city's Household Waste Recycling Centres are already performing at levels in excess of 80%. To maintain this high level of performance, once COVID-19 controls allow, 'education stations' will be reinstated to enforce the segregation of materials for anyone who has not sorted their waste before visiting site. In addition, the current booking system will be reviewed to ensure it is not negatively impacting recycling performance, whilst adequately deterring trade users from the site. Alongside this will be a full signage, and appearance review, based on recommendations from the *WRAP Cymru Assessment Report of 2021* which identified that 'signage which is easily readable and readily understood encourages site users to recycle with confidence'.

To further extend this, digital signage will be introduced at HWRCs, which can also be used to feedback on recycling performance, and can be used dynamically to respond to any issues on site, resident's feedback etc.

Whilst the search continues for a potential HWRC site in the North of Cardiff, at present, there are no suitable locations identified, and current site provision exceeds demand. Prior to August 2021, HWRC's were running at less than 80% capacity, even though they have been operating with reduced operating hours due to Covid. On 23rd August, slots increased from 25 to 30 bookings per half hour, alongside extended opening hours: sites are now open until 6pm rather than 4.30pm. The changes that were introduced on 23rd August have further increased capacity at both sites by over 40%. Nevertheless, we will continue to review site provision to ensure it meets demand.

5.2.4 Other Waste

As 2025 approaches, all contributions to the city's overall waste arisings will need to be interrogated, no matter how small. To support this, further recycling segregation will be introduced, through the Council's cleansing and enforcement teams, including provision of single stream recycling litter bins, exploring the potential of increased split caged vehicles and ensuring fly-tipped waste is segregated wherever possible.

5.3: Increase Opportunities for Communities & Residents to Recycle

In order to increase recycling performance, recycling needs to be as easy and accessible as possible. WRAP's National Recycling Tracker survey 2020 identified that 15% of respondents believed that local council's do not collect enough things for recycling.

In response the Council will seek to expand the range of, and opportunity to, recycle additional material. Current examples include work with Podback to explore the viability of kerbside coffee pod collections; and the recent diversion of Absorbent Hygiene Product (AHP) waste for recycling at a specialist plant. New facilities will also be introduced to make it easier 'to do the right thing' in relation to the recycling of items such as small electrical items, textiles, batteries, and tetra paks.

At present there are a number of barriers to recycling such items. Firstly, during 2020/21 there has been a significant increase in demand for bulky waste collections. This has resulted in long lead times for collections and necessitated a review of the items collected. A policy decision was made to remove the collection of smaller items from the bulky waste collection service to reduce demand on the service and reduce lead times for the collection of larger bulky items that present storage issues at home. Secondly, control measures, such as the booking system introduced at HWRC's as a result of COVID-19 will be reviewed. Whilst there are ample slots available, the booking system may deter use of the site, as there is an annual visit limit of 26 visits per year. Thirdly, bicycles are not currently allowed to access the recycling centres. This is standard practice across the industry, however, there is appetite to enable sustainable travel while recycling.

As a first step towards addressing the above, the Council will seek to implement local community recycling zones, in areas such as Council Hubs and other community buildings, where residents can drop off a range of smaller materials. These locations will be on accessible public transport and cycling routes where possible, and integrated within communities so that walking to recycle may even be possible.

The city's two Household Waste Recycling Centres currently have sufficient capacity to meet the current need. However, given the predicted levels of growth in population in the city in Cardiff's Local Development Plan, the Council will continue to review the need for an additional Household Recycling Centre. The Council will also explore the introduction of a mobile recycling centre service in targeted key locations of the city to encourage further recycling.

5.4: Make Use of all Available Data, to Develop Targeted Actions

Through Capital Ambition, Cardiff has set out its vision to be a 'Smart City'. This involves using data to improve decision making, provide better services and promote innovation. This approach will also be adopted across the Council waste and recycling services.

Work will be undertaken to identify new sources of data, within the recycling services operation, that can be utilised in line with the open data strategy. This includes areas such as education and enforcement action statistics, as well as promoting the open data available in relation to recycling and material destinations, including *Stats Wales* and information published from waste data flow at www.myrecyclingwales.org.uk. This will provide confidence in the transparency of the recycling process, which is identified as an action within the 'Building on our recycling record' core theme within the Beyond Recycling Welsh Government strategy.

As mentioned in section 5.2, in order to increase participation and capture, it is important to understand what is currently being collected. For this reason, the Council has worked with WRAP Cymru to undertake a programme of compositional analysis of kerbside collected, and flats collected, residual and recycling waste. The results show current capture rates of priority materials, and provide clear evidence for areas of focus. For example, despite providing free weekly collections of food waste, there remains a surprisingly high volume of food waste in the residual waste stream for both flats and households (see Section 4.3 and Appendix 6).

In addition, dashboard data from tools such as Power BI will be utilised to clearly map out further areas of focus. The data dashboard will be linked to the integrated collections software, to drill down into issues such as contamination.

Regular participation monitoring will also be undertaken throughout the city, in line with WLGAs Capturing Recycling- A guide to behavioural change strategy. The participation

monitoring exercises will identify residents not taking part in recycling services, with appropriate interventions taking place with an education focus, moving into enforcement for continued non-participation without reasonable explanation.

Existing technologies will also be utilised to help the Council work smarter. In-cab devices are already utilised to log contaminated bins and bags. This data in turn is used to help target residents with letters advising them of which items need to go into which container. Where residents continue to present incorrect items, there is follow up with further education and ultimately enforcement (see Appendix 2 - The Pink Sticker Campaign).

The Council will continue to collaborate with other local authorities for recycling contracts of materials such as WEEE and textiles, whilst ensuring what is collected 'works harder' and provides the maximum recovery rates. Disposal/recycling contracts will be regularly reviewed to ensure minimum recovery rates are being met (where stipulated) and benchmarking of neighbouring local authorities to identify if improved opportunities are available.

5.5: Reduce Single Use Plastics (SUPs)

The removal of single use plastics is a topical issue. In March 2019, the EU Parliament approved a new law banning single-use plastic items such as plates, cutlery, straws and cotton buds sticks. A ban on supplying plastic straws, stirrers and plastic-stemmed cotton buds came into force in England on Thursday 1 October 2020.

Welsh Government undertook a consultation on the ban of single use plastics between July and October 2020. If the proposals are implemented in Wales, a range of single use, hard to recycle and commonly littered plastic items, such as straws, cotton buds, polystyrene food and drinks containers would be banned, subject to any exemptions.

The One Planet Cardiff Strategy proposes a wide range of ambitious actions that will begin to form the basis of a delivery plan to achieve Carbon Neutrality. Within this, there is a commitment to reduce the Council's use of Single Use Plastics, and the Council is keen to develop and implement an action plan for Single Use Plastics, rather than waiting for legislation to be introduced in Wales. The action plan for Cardiff will include the following core themes:

1. Identify Single Use Plastics Purchased: Review procurement processes to incorporate avoidance of SUP's (unless there is a clear medical or similar requirement) and consideration of carbon impacts into the procurement process. This will include reviewing the use of plastic sacks for DMR (Dried Mixed Recycling).
2. Promote Reuse, Recycling of Plastics: Through both internal and external communications encourage the recycling of plastic bottles, but also the reuse and prevention of single use plastics through the promotion of sustainable alternatives. This could include reusable coffee cups and water bottles, as well as other reusable item (carrier bags, straws etc). The national deposit return scheme agenda will be supported by responding in favour to consultations, as well as reviewing the opportunity for 'reverse vending' within our communities.
3. Promote Refill: Cardiff is already working with Refill to support the concept of refill stations. Participating businesses display 'refill' stickers in their windows to let people know they offer free tap water and that there is no need to feel uncomfortable or embarrassed asking for it. Participating organisations also appear on the [Refill app](#), making the nearest Refill point easy to locate. Those who sign up to the app can refill their water bottles for free, and also earn points each time they refill to get a free gift

to help towards a more 'refillable life'. There are currently over 10,000 Refill Stations across the UK. All of the Council's libraries/hubs have now registered with Refill and several of the high-street coffee shop chains are also registered with them. Where the water utility infrastructure is compatible the Council will seek funding with a view to installing refill stations in the city's hubs.

4. Working with Partners: The Council has already undertaken a partnership arrangement with Keep Wales Tidy and Terracycle to remove, collect and recycle plastics from our waterways and bay area. The Council will commit to support, work with and promote like-minded campaigns in the work to reduce the negative impacts of single use plastics. The Government's initiative to ban single use disposable cups from stadiums will be supported, and the Council will pilot the idea of a re-useable 'Cardiff' cup in Cardiff's stadia. Work will also take place with partners to identify regional solutions and to help support a circular economy in Wales.
5. Difficult Materials: The opportunity to recycle difficult materials such as car tyres, single use coffee cups; polystyrene mattresses etc will continue to be explored. The recycling of car tyres, carpets, UPVC window frames, hard plastics and mattresses is already in place at the Household Waste Recycling Centres. A polystyrene recycling trial has been undertaken, but due to the volume to weight ratio of the material, a viable recycling collection method is currently not available in the marketplace. Nonetheless, this opportunity will be kept under review. Options for coffee-pod recycling in partnership with Podback are currently being explored, as well as working with partners to recycle AHP (Absorbent Hygiene Products such as nappies).

The commitment to reduce SUPs is also highlighted in Capital Ambition, Cardiff's Waste Strategy and the National Waste Strategy for Wales - Beyond Recycling.

5.6: Encourage the Prevention, Reuse and Repair of Materials

Cardiff Council will develop digital and smart solutions to improve resource efficiency by investigating the possibility of a 're-use' network within its buildings to encourage the re-use of office furniture and equipment. In addition, the Council is partners of Resource Efficiency Wales' repair network, to signpost residents to repair options.

The Beyond Recycling strategy states *'In order to move to a circular, low carbon economy we will need to reduce the amount of waste produced by households, businesses and the public sector so that unnecessary waste is prevented, products are re-used and repair and remanufacturing are a core part of our society'*

Through blanket communication campaigns and targeted outreach events the Council will provide advice to residents on what they can do to reduce waste in their homes. For example, utilising national campaign materials such as Love Food Hate Waste to promote the reduction of food waste.

In addition to promoting waste reduction, reuse will be supported. The benefits of providing a real nappy incentive to residents will be investigated, utilising knowledge from other local authorities to develop a Cardiff real nappy scheme. The re-use shop at Lamby Way Household Recycling Centre has also recently been launched to encourage residents to pass on items that still have life in them.

The partnership with Benthyc Cymru & Repair Café Wales will be continued to deliver mobile events across the city and remove any barriers to borrowing by providing home deliveries. In addition, opportunities to include new repair/re-use facilities within community regeneration schemes will be explored. Initiatives such as community fridges, food redistribution and community composting delivered through partnership with

Llanrumney Hall and Green Squirrel will continue to be supported. Re-fill Cardiff will also be supported to expand their scheme across Cardiff, and to develop a digital 'zero waste' map to identify areas where residents can access re-fill, community borrowing, repair café and food redistribution opportunities across the city.

5.7 Contribute Towards Developing a Circular Economy within Wales

Although Cardiff recognises the priority of increasing its recycling rates to meet statutory targets, it is important not lose sight of the wider national objective of One Planet, Zero Waste Wales by 2050.

Increasing participation and capture of priority material supports this objective. However, Cardiff will work to support the wider vision by actively prioritising messaging and actions around waste minimisation, re-use and repair, through businesses, residents and corporately through the Council own internal operations.

Much of the Council's corporate vision in this regard is outlined in One Planet Cardiff Strategy. The actions outlined within section 5 are intrinsically linked to the majority of the 6 core themes set out in the Beyond Recycling strategy. There are a number of further actions the Council will take, as identified below:

- Continue in partnership with other local authorities in the Anaerobic Digestion and Energy Recovery facilities, as well as the development of a solar panel farm at Lamby Way.
- Continue to build on the required infrastructure to expand our current fleet of 17 electric vehicles across the service.

As stated in Beyond Recycling *'The Government cannot bring about the transition to a circular economy alone.'*

It is understood that individual actions play a big part in this transition. Everyone does not need to live their lives 'perfectly' in terms of the circular economy, but we need to empower everyone to make a change that suits them, and make them understand the benefit one small change can bring about.

The role of our community development co-ordinator will be expanded in line with the Caru Cymru initiative, to become involved with waste reduction, re-use and repair. This will enable the prevention of issues associated with poor Local Environmental Quality, including littering and fly-tipping.

The Council will work with young people to develop the waste strategy and tap into their enthusiasm. The existing 'Really Rubbish' campaign will be re-invigorated, and re-branded, to promote circular economy within schools. Work will continue with the Council's child friendly city teams in making young person's ideas a reality, through initiatives such as the expansion of Terracycle points throughout the city and the community mural at the Recycling Centre designed by children.

The Council will prioritise re-used materials in public sector purchases, by investigating the ability of setting up a re-use network within our buildings.

The Council will support all elements in the delivery of the litter prevention, and fly-tipping strategies, being a key partner of Caru Cymru and driving through community cohesion and behavioural change.

5.8 Action Plan and Key Dates

The three main actions anticipated to deliver the maximum increase in recycling performance are:

1. Improving the recycling performance of the Council's Trade waste service.
2. Expanding the residential recycling service to include new segregation streams.
3. Diverting recyclable materials from the residual waste stream.

As the above will involve significant changes, they are unlikely to be fully implemented until April 2023. However, several steps will be taken before this date to incrementally increase Cardiff's recycling performance, and to lay the foundations for the planned changes.

For example, in Quarter 1 2022, we will commence a pilot to help support the expansion of the recycling service. The pilot will involve the provision of reusable sacks for the collection of segregated recyclables. The pilot will include 4,000 properties from a range of demographics and will help to inform the business case for city wide roll out of segregated recycling collections by April 2023. Alongside the trial, we will continue to expand recycling services through the promotion of our AHP service, and through introduction of recycling facilities at local hubs.

In relation to Trade Waste, we have already commenced the trial of segregated collections using a one-pass vehicle. Furthermore, the Trade Waste Team is working with both existing and new customers to encourage recycling over residual waste. As such, we hope to see some immediate improvements in trade waste recycling performance.

In addition to the above, several improvements have been implemented in 2021, which will help to immediately improve Cardiff's recycling performance. These include:

- Recycling of AHP waste
- Opening of a Reuse Shop at Lamby Way
- Working with Corporate Partners to ensure reuse and recycling of office furniture
- Segregation of cleansing waste to increase recycling

Further details of the main actions and timescales for implementation can be found in Appendix 5.

6. Working with Stakeholders to Deliver the Strategy

6.1 Working Together

Managing waste is not limited to the services of the Local Authority, it is something that all residents and businesses in Cardiff contribute to, and therefore we all have a role to play in ensuring the city's waste is managed in a responsible way, for our own benefit and for that of generations to come. The city is at its best when we work together. Communication and consultation with relevant stakeholders is key, as is working with neighbouring authorities to identify best practice and regional solutions.

The recently opened Re-Use Shop at Lamby Way HWRC is a prime example of what can be achieved by working together. The shop has been introduced through working in partnership with Wastesavers to establish a convenient and environmentally friendly way to give items a new home, instead of disposal. The re-use shop will enable the resale of

household items which in turn will benefit the city's recycling rate through waste minimisation. It will provide access to furniture and items for the community at low cost (with associated social benefit), and although likely modest in value, will generate income for re-investing into the service and into the community.

The Re-Use Shop at Lamby Way also provides a clear example of fulfilling the 5 ways of working, as set out in the Future Wellbeing of Generations Act, by thinking of long term prevention in terms of allowing accessibility to affordable goods, collaboration with other local authorities for benchmarking and Waste Savers for delivery.

The Council is also committed to the 'involvement' of local communities and key stakeholders when making decisions. Opportunities for feedback will be available to all throughout the duration of this strategy. The Council will also involve residents in the key decisions that need to be made on the journey towards 70% and a circular economy.

6.2 Community Engagement

Working with residents and understanding the city's communities is integral to influencing better decisions, when seeking to continuously improve Council services.

The Council's Waste Management services work with a comprehensive network of passionate volunteers through the Love Where You Live Campaign. The volunteers and community groups understand the specific needs of their local community and make a considerable impact by offering advice and advocating appropriate Council services to their neighbours.

The relationship with members of the community opens a dialogue with the Council, and provides an opportunity to identify need, map resource and plan future improvements.

Cardiff Council will continue to work together with community groups and volunteers to encourage residents to feel part of their community, engage with community activity and to feel empowered to help each other. In particular, the Council will seek to engage the local community in the Waste Strategy for Cardiff by:

- Providing recycling facilities at easier to reach locations for harder to recycle materials (e.g. facilities for recycling small domestic appliances at local hubs)
- Providing opportunities for community litter pickers to segregate materials for recycling
- Offering Schools a comprehensive recycling led service to further maximise recycling and to encourage recycling behaviours.
- Responding to qualitative feedback, for example through the implementation of focus groups, tracking comments on social media/neighbourhood conversations
- Working with schools and local businesses to empower them to:
 - promote behaviours that align with the waste hierarchy,
 - encourage the transfer of pro-environmental behaviours from home into the school or workplace environment

6.3 Behavioural Change Strategies

There is an emerging shift in consumer culture and growing environmental awareness (*A Litter and Fly-Tipping Free Wales, Consultation Document WG41821*). Cardiff will need

to tap into this growing awareness, utilising the positive awareness that is prevalent within some communities.

The Council will develop communication, educational and behavioural change programmes that further enhance the measures already in place. Whilst blanket approaches have a place within the city, as outlined in section 5.4, the Council will make use of all available data to undertake targeted campaigns, based on segmentation data identifying the most effective approach for the area.

As mentioned previously, we will link into toolkits and campaigns such as:

- WLGA's Capturing Recycling
- The Pink Sticker Campaign
- Love Food Hate Waste

The council will also make further use of hyper-localism through communications, for example 'Roath Recycles' to enhance community/locality-based benefits when it comes to sustainable waste management.

With regards to recycling, the focus will continue to be on education and behavioural change, with enforcement as a last resort. When all communication and engagement routes have been exhausted the Council will use the powers under S46 of the Environmental Protection Act 1990 to take enforcement action against residents who are not following policies for recycling. The Council will retain a zero tolerance approach to other waste and littering offences such as fly-tipping (See Appendix 3: The Waste Education and Enforcement Strategy for further details).

Each communications initiative and service change will be based on delivering value for money, and will seek to collaborate with surrounding authorities, and partners, to adopt best practice, as it exists.

7. Monitor, Measure and Review

7.1 Measure and Review

The Waste Strategy for Cardiff will be reviewed on an annual basis, to monitor progress against the action plan. Costs and progress towards waste and recycling targets will be monitored by the Council's members. As this strategy covers such a significant time period it is also likely that other external factors such as changes in material markets, developments in technology and indeed developments within Cardiff itself, mean that it is sensible to undertake a more significant review every three years.

7.2 Post Service Change Review and Monitoring and Measurement

To understand the impact of any change of service, key metrics should be captured to reflect the baseline position and also the position post service change. This information should be captured and analysed by the waste and recycling team and reported to the Executive Member for the Environment. For each major service change, there will also be a review of service standards (see Appendix 4) to ensure the needs of customers are still being met whilst improving recycling performance.

7.3 Key Performance Indicators

The service has a number of Key Performance Indicators which underpin the work undertaken. These will continue to be used to monitor performance on a quarterly and annual basis. The Key Performance Indicators are:

- The percentage of municipal waste collected and prepared for re-use and/or recycled.
- The percentage of waste collected at recycling centres that has been prepared for re-use or recycled.
- The number of education and enforcement actions per month relating to improving recycling behaviour by citizens.

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Appendices

Appendix 1: Waste Strategy Gap Analysis

Appendix 2: The Pink Sticker Campaign

Appendix 3: The Waste Education and Enforcement Strategy 2021

Appendix 4: Service Standards 2021

Appendix 5: Action Plan and Timescales

Appendix 6: WRAP Compositional Analysis Report 2021

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Appendix 1
Waste Management Strategy 2018-21, Gap analysis

Action	Delivered	Narrative	Outstanding actions to be brought forward
Piloting a separate glass waste collection service	Yes	Pilot a fortnightly collection of glass in a separate container.	Pilot completed for 15,000 properties and business case for further roll out to be developed during 2021-25 strategy.
Expand the Provision of the Wheeled Bin Service	Yes	Expand the wheeled bin service to a further 3,000 households	Completed.
Develop new recycling infrastructure and changes to HWRCs	Yes	<p>Develop education stations at HWRC to exceed 80% recycling.</p> <p>Deliver business case to support new HWRC in the North East of the City.</p>	<p>Education stations delivered. No unsorted black bag policy now in place. Introduced a reuse facility at Lamby Way HWRC in Partnership with Waste Savers.</p> <p>New booking system in place to better manage customer access and demand, and provide baseline statistics for business case.</p>

Explore Options to Improve Efficiency and Customer Experience	Yes	<p>Considering the collection of recycling and waste on Bank Holidays.</p> <p>Delivering a demand led compost collection service during the winter months.</p>	<p>Completed during Q4 2021- no longer collections on a Monday.</p> <p>Monthly service remains in place, demand based service to be explored during the 2021-25 Strategy.</p> <p>New services developed on digital channels Ordering recycling equipment Recycling A-Z Bulky waste collections HWRC bookings Missed collections</p>
Education	Yes - ongoing	<p>Provide targeted educational messages specific to areas.</p> <p>Work with partner organisations and support national campaigns. Use best practise research to deliver behaviour change campaigns.</p> <p>Continue with the 'Love Where You Live' and 'Really Rubbish' campaign.</p>	<p>Ongoing work to continue awareness raising amongst the community. Continue to fund the 'Love Where You Live', secure funding for additional support to broaden the remit of 'Love Where You Live' to include waste minimisation and reuse initiatives in the community.</p> <p>Welsh Water and Viridor providing education to community groups for their target waste streams.</p> <p>'Really Rubbish' to be re-branded and target green bag materials, and future changes to kerbside materials.</p>

Targeted Stakeholder Engagement & Communication	Yes - ongoing	<p>Continue to work in partnership with local universities and the third sector to deliver street scene and recycling improvements.</p> <p>Work with community leaders from Ethnic Communities to increase reuse and recycling.</p>	Ongoing support to the Student Liaison Officer role and support to the community through local groups, such as Environmental Champions.
Partnership working	Yes - ongoing	Explore community and charity partnerships to deliver longer term recycling and support the Welsh Circular Economy in Wales.	<p>Developed new recycling infrastructure for textiles at Hubs to facilitate community recycling.</p> <p>To be expanded further within the next strategy.</p>
New Markets for Recycled Waste	No	Explore new markets for recycling as they become viable.	<p>During the lifetime of the 2018-21 strategy, no new markets for recycling have become viable.</p> <p>We will continue to explore this during through the next strategy with organisations such as CLAIRE Wales.</p>
Single Use Plastics		<p>Reduce single use plastics by the Council and in supply chains.</p> <p>Work with partners to promote awareness of environmental damage caused by single use plastics.</p>	Water Refill Stations supported through the 'Love Where You Live' campaign.

		Continue to work with Welsh Water to deliver water refill stations. Continue to promote the environmental benefits of plastics recycling.	
Alternative fuel mediums	Yes - ongoing	Explore alternative fuel mediums – such as electric vehicles for the HGV fleet.	A number of electric vehicles are now within the Council's fleet of vehicles. Electric powered RCV currently on trial and funding received for additional vehicles. Working with manufacturer to raise awareness.
Enforcement	Yes - ongoing	Adopt 'zero tolerance' approach to environmental crime. Update and revise environmental crime policies around fly tipping, public protection and littering.	A zero tolerance approach is in place for Enforcement. Fixed Penalty Notices (FPNs) now in place for fly tipping (£400) and householder Duty of Care (£300).
Kerbside collection policy	Ongoing	Ensure the Council's Technically, Environmentally and Economically Practicable (TEEP) position is re-tested against the Recycling and Environment Regulations to ensure maximum cost effective recycling.	Work is ongoing with WRAP and WG to deliver the most sustainable kerbside collection for Cardiff. Since the last strategy, separate glass collections have been trailed and will be expanded. Reducing contamination has been a priority since the last strategy with a view to increase the quality of materials collected at the kerbside. This has been

			developed through the 'Pink Sticker' campaign.
Domestic collections, including bulky and hygiene collections	Yes	Explore the need for re-zoning collection days.	Collection days were re-zoned during Q4 of 2021 and included: <ul style="list-style-type: none"> - Increased round efficiency - Removal of double shift resulting in better opportunities for vehicle maintenance Bulky waste collections can now be booked in via the Cardiff.gov app.
Bring Sites	Yes	Explore the benefits of new bring sites where demand has been identified.	The need for bring sites is continually reviewed, no new sites delivered during the period. Facilities are being trailed at community hubs e.g textiles, look to expand further during next strategy.
Deposit Return Schemes	No	We will work with industry and Welsh Government to contribute to the development of schemes.	No new schemes have been developed through period of the strategy, although Cardiff has responded in favour to the recently published consultation
'On the move' recycling and fly-tipping	Yes	Work with WG on their national behaviour change campaigns to deliver new recycling litter bins in high footfall areas. Explore the use of 'nudge' theory to influence people's habits.	Community Development Officer post created to drive the initiative. Funding secured for split transit vehicles to segregate recycled waste collected during litter picking.

		Facilitate recycling from community litter picks. Increase support for 'Love Where You Live'.	Aperture recycling litter bins procured in areas of high footfall and being used in areas such as parks during spring/summer.
Street Sweepings	Yes-ongoing	Remove litter from collected sweepings to ensure non-target material is removed from the recycling process.	Mechanical sweepings are sent to dewatering facilities where non-target materials are removed, resulting in an end product that is recycled.
Commercial services	Ongoing	Undertake targeted recycling campaigns for SMEs, and evaluate their effectiveness to encourage other businesses to reuse and recycle as much as possible. Expand the skip service to provide targeted material options.	Mixed skips were post-sorted with 60% recovery rate. Single stream recycling skips now provided Created new stand alone website with new branding to raise profile of the service. Collections model will need to be reviewed in line with the Business Waste Regs, with trials to take place in 2021
Waste Transfer and Secondary Sorting	No	Use secondary sorting to extract recyclables that have been disposed of incorrectly to achieve higher recycling rates.	To be reviewed during 2021.
Disposal & Landfill Aftercare	Yes	Observe statutory requirements to protect and care for the Landfill site at Lamby Way and explore end of use options for the site.	Management of the closed landfill is ongoing. 42 acres of the closed landfill is now in use as a solar farm generating 8.99 MW/year.

Appendix 2: The Pink Sticker Campaign

The Pink Sticker Campaign aims to improve the quality of recycling and composting collected from the kerbside by Cardiff Council – helping the city become one of the best recycling cities in the world. It is an education focused campaign, to let residents know they've done something wrong and to improve the quality of material. There is support available from recycling officers, to help residents understand, as well as a series of education letters being provided. Enforcement is a last step, for persistent incorrect usage despite support being provided.

Figures released by the council show that ~~1820~~18% of the materials presented in green bags are not actually suitable for recycling and hamper the recycling process. An additional 12% of material is lost or ruined within the process, meaning that 30% of the material presented in green bags is contaminated. The main offenders are dirty nappies, clothes, packaging and food waste.

There are kerbside collection services available for nappies and food waste, with alternative provisions available locally and at the Household Recycling Centres to recycle textiles.

Green recycling bags are for the recycling of dry, clean household packaging such as glass bottles and jars, plastic bottles/tubs/trays, tin cans and aerosols, paper such as magazines/letter paper and flat packed, small amounts of cardboard. We also need residents to rinse out their cans, tins and glass before they recycle them. It will all help to make Cardiff one of the world's best cities for recycling and that's something we can all be proud of.

Green garden waste is also being presented with incorrect materials such as watering cans, cardboard, and garden furniture. Processing Although contamination levels are lower at 5%, contamination from green waste cost over £95,000 in 2020/21. For the garden waste, we only want grass, tree or shrub cuttings. These are the only items that should be put in the green-wheelie bins/reusable sacks.

Processing contamination from both green recycling bags, and garden waste, is costly but also can be very costly to the authority, as well as negatively impactsing the City's recycling performance.

The ~~schemecampaign~~ campaign involves bright pink stickers being placed on recycling bags, food caddies and garden waste bins (or sacks in bag areas) alerting residents that they contain incorrect items. If a pink sticker is put onto a container, residents will have to take their waste back into their property to remove the incorrect items before they put their recycling out again on the next collection date.

If people see pink, we want them to stop and think. We are also encouraging the message that if in doubt, leave it out. We know that The Council currently collects dry recyclables in green bags, to make it as easy as possible for residents to recycle their waste, residents want to recycle as much as possible, as people become more eco-conscious. This can result in residents putting items in the hope that they will be recycled. However, this desire, known as aspirational recycling or 'wish cycling' can cause problems in the recycling process, and ruin the quality of the material.

The pink stickers will point residents to a website, which gives an 'A-Z of recyclables' so they can familiarise themselves with what items should be put in the containers provided. In

addition, there is also a new contact us form where residents can request advice on any additional materials they are unsure of.

Currently the council collects just over 40,000 tonnes of recycled waste from the city's streets every year, but 7,000 tonnes of this waste either cannot be recycled or is so contaminated with other materials that it cannot be separated for recycling.

For the waste which is put in the green bags, the most common errors are putting food waste, nappies and textiles into the green bags. There is no need to place these items into the green recycling bags, as we have separate weekly food waste collections, and a hygiene collection for nappies. You can also take items such as textiles to our Household Waste Recycling Centres.

For the garden waste, we only want grass, tree or shrub cuttings. These are the only items that should be put in the green wheellie bins.

We are also asking residents to rinse out their cans, tins and glass before they recycle them. It will all help to make Cardiff one of the world's best cities for recycling and that's something we can all be proud of.

The new "See Pink, Stop and think" campaign briefly will consists of five of the following easily followed stages:

- **Pink sticker always applied, to let residents know they've done something wrong. A record is also made within the collection team's in-cab device**
- **A series of education letters sent to properties, providing some further information and signposting to support available.**
- **When education has been provided on a number of occasions or as part of an area/street wide campaign, a Section 46 Notice may be issued. This is a legal letter to notify how residents should present their recycling and waste for collection.**
- **Where a property is under a Section 46 Notice, and recycling and waste is presented incorrectly, a £100 Fixed Penalty Notice will be issued.**

In addition to the above processes, further education may be provided including full street letters, outreach, face to face engagement with residents through door knocking, or attendance at community events. Recycling officers are also on hand to provide advice via any means possible. Stage 1) if incorrect items are seen in either the green bags, food caddy or the garden waste bin, a pink sticker will be placed on the container advising the resident to take action.

Stage 2) if the incident happens again, another sticker will be put on the container and a letter will be sent to the address advising the resident that they have put incorrect items in their waste and advising them to take action.

Stage 3) if a third breach occurs, a formal letter will be sent to the resident to advise them that they could receive a fixed penalty notice they present contaminated recycling again.

Stage 4) if a further breach occurs, a Section 46 Notice will be issued. This is a legal letter to notify the resident how waste should be presented for collection and that failure to comply will result in a fixed penalty notice.

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~~Stage 5) a fifth breach will result in a fixed penalty notice of £100. Failure to comply will result in the Council taking the matter to the Magistrates' Court for prosecution.~~

~~The pink stickers will point residents to a website, which gives an 'A-Z of recyclables' so they can familiarise themselves with what items should be put in the containers provided.~~

~~If required, the council education team will visit some households to help residents understand where they are going wrong.~~

It is important to emphasise that this campaign and the ~~five~~ stages outlined only apply to residents putting the wrong materials in their recycling and composting. For all other environmental offences, such as littering, fly tipping, flyposting, as well as others, waste enforcement will operate as usual on a zero tolerance approach.

If a resident ignores the pink sticker and leaves their waste out on the street ~~,the five-step process can be skipped and~~ they could face an immediate £100 fixed penalty notice for littering.

1) Why is the scheme being implemented?

Answer: The stickers will let people know why their bags, bins or caddies have not been collected. It is important to ensure that people are putting the right items in the correct containers so that we can recycle and compost as much as possible.

2) Why is the council threatening to fine me for recycling?

Answer: The aim of the scheme is to ensure that people are placing their waste out correctly and putting the right items in the right bags or bins. This will help to increase recycling and also reduce street litter. Residents will only be fined if they repeatedly fail to present their waste correctly. At present, we are only recycling around 60% of waste, but the current target for Wales is 64%.

For every tonne of waste missed from the target, the Council can receive a fine of £200. If the city's recycling rate doesn't increase from 60% to 70%, which is the target for 2025, the total fine could in excess of £10m.

3) Do the five stages outlined in the new campaign have to be consecutive to receive a fine? Or is there a time limit on when a breach in the five stage process lapses?

Answer: Issuing a fixed penalty for incorrect presentation of waste only requires two stages, which are the issuing of a section 46 notice under the Environmental Protection Act, and then the actual issuing of the fixed penalty notice.

However, we are introducing the pink sticker campaign to try to prevent the need to issue a fixed penalty, by giving residents three chances to get it right, before the enforcement stages of the campaign begin. Residents will have to breach the scheme five times over a rolling 12 week period to receive a fixed penalty notice for contamination.

4) What if the bin was contaminated by someone walking down the street rather than by the resident? For example dumping crisp packets or other rubbish in the green garden waste bin as they walk past the property.

Answer: Crews are trained to identify such instances of contamination. Should you receive a sticker or a letter, but you believe that your bin/bag is not contaminated, please contact us and we will look into the matter for you.

5) What happens if a person has already had a section 46 notice issued on them?

Does the scheme still apply?

If a person has already had a section 46 notice served on them, then they will receive an immediate fixed penalty notice for not abiding by the legal notice which has been served. Given this, the educational stages of the campaign will not apply to the person in question.

6) Does the scheme apply to elderly or disabled people who are on the Assisted Lift Scheme?

Answer: The pink sticker scheme applies to all, except those who have already had a Section 46 Notice served on them. The aim is to inform people why their bag hasn't been collected, but we will take into account any special circumstances.

7) Will the information provided as part of the education and enforcement scheme be available in other languages other than English and Welsh?

Answer: The information provided on the Council's website can be translated into a number of languages using Google Translate. If a resident does not have access to the internet they are asked to call C2C so alternative arrangements can be made. Alternatively, information is supplied in 14 different languages through the following link:

<https://www.cardiff.gov.uk/ENG/resident/Rubbish-and-recycling/advice-in-other-languages/Pages/default.aspx>

8) If a waste load is contaminated with other waste, why can't the incorrect materials be removed by the council or the Council's contractor?

Answer: It is not practical for refuse collectors to remove incorrect items. Incorrect items contaminate the rest of the load and cannot be collected. This is why this scheme is being introduced, to inform residents when the wrong materials are put in the containers provided.

9) What happens if a resident moves into a new property and the previous owner or tenant has breached the scheme and has received warnings? Do these apply to the new owner or tenant who has moved into the property?

Answer: No – the warnings only apply to an individual once the section 46 is issued. This is the legal notice which gives the Council the authority to issue a fixed penalty notice.

10) Is there an appeals process during the five stage process, if a resident doesn't agree that their waste was contaminated?

Answer: If a section 46 Notice is issued on a person, the person who receives it has 21 days to appeal to the Magistrates' Court.

11) Does the five stage process apply to all the containers provided, so for example, if the green waste is contaminated one week and the green garden waste is contaminated the following week, does this count as two occurrences?

Answer: The scheme applies to the green bags for dry recyclables, the food caddy and the green compost bin for green garden waste. In the scenario explained in this question, contaminating the green bags one week and the green bin the next, will result in two stages of the scheme being breached.

Street Scene Education and Enforcement Policy



September 2021

Version 1.0

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1 Policy, Aims and Objectives

1.1 Purpose of the Policy

The Neighbourhood Services team is part of the Waste Management Service, reporting to the Assistant Director for Street Scene. Within the Neighbourhood Services team, there are a range of officers trained to search and remove waste, as well as a team of officers with powers to take enforcement action for a wide range of environmental offences. This policy sets out the role of the Neighbourhood Services team within the Directorate, along with the powers adopted in order to tackle environmental crime.

The specific aims and objectives of this policy are to:

- Provide a clear overview of Neighbourhood Services Education and Enforcement.
- Outline the various offences that Neighbourhood Services Officers tackle.
- Outline the relevant legislation, policies and procedures under which the team operate.

The policy also incorporates the Regulator's Compliance Code issued by the Department of Business Enterprise and Regulatory Reform, which became effective on 6th April 2008. This Code requires local authorities to have regard to it when they take enforcement action in certain areas.¹

Specific details of the relevant legislation applying to each offence can be found in Appendix 1.

1.2 Organisational Approach

Cardiff Council is committed to the principles laid out in the Government's Enforcement Concordat (see Appendix 2). This means the Council will support and persuade people to change their behaviour through information, education and advice, but will not hesitate to take enforcement action such as issuing Fixed Penalty Notices or prosecuting when appropriate. This will send a clear message to those individuals or businesses who continue to spoil the environment.

Most enforcement activity takes place on the public highway, but it can be undertaken anywhere where there is evidence of an offence.

The Education Enforcement Team work in accordance with the Council's standards of customer care and equality.

This means that the officers will:

- Provide information regarding the service delivered when asked;

¹ This includes action under the Control of Pollution (Amendment) Act 1989, Environmental Protection Act 1990 and Clean Neighbourhoods and Environment Act 2005.

- Treat all people fairly and offer equal opportunity for service delivery regardless of their ethnic background, religion, sex, sexual orientation, age or physical ability;
- Treat people in a courteous and respectful manner and
- Promptly respond to reports of incidents and requests for service and enquiries.

In the course of undertaking enforcement activities, officers may sometimes encounter vulnerable people who have committed an offence. For example, someone who is homeless or has a mental health condition. In such circumstances a standard enforcement approach might not be appropriate or in the public interest. Therefore, each case involving a vulnerable person will be carefully assessed, in conjunction with the relevant Council service area, to establish the best course of action.

1.3 Associated Policies, Plans and Strategies

The following policies guide the day-to-day management of the Street Scene Education and Enforcement Team:

- Capital Ambition
- Corporate Plan
- Recycling Waste Strategy

The Street Scene Education and Enforcement Team play an important role in the delivering some of the priorities set out in each document. These priorities include:

- Creating a cleaner city.
- Supporting residents to take greater responsibility for the cleanliness of their local communities.
- Tackling environmental crime that detrimentally affects the local environmental quality of our communities.
- Applying a zero-tolerance approach to fly-tipping and littering offences.

In order to carry out these functions, the team must use relevant legislation, whilst also adhering to good practice.

2 Delivering Education and Enforcement

2.1 Good Practice Education and Enforcement

The primary objective of this policy is to achieve a consistent and effective environmental quality through targeted education and enforcement action where required within Cardiff. This ensures the protection and safety of the public is maintained.

The aim is to secure efficient compliance with legislation whilst minimising the burden to the Council, individuals, organisations and businesses. It will be applied, as far as reasonably practicable and applicable to all enforcement situations, and it explains in general terms the approach adopted by the Council when carrying out the Council's education and enforcement duties.

In seeking to achieve these aims and objectives, Cardiff Council will ensure all education and enforcement activities are:

- undertaken in accordance with the principles of 'good enforcement' specified by the Enforcement Concordat;
- compatible with the convention rights specified by the human Rights Act 1998 to protect the rights of the individual;
- managed in an efficient manner;
- taken promptly and without unnecessary delay;
- undertaken in a fair independent and transparent manner with each case being considered on its own merits;
- not influenced by colour, ethnic origin, race, gender, disability, sexual orientation, gender re-assignment, religion, marital status, gender, age or political beliefs or by improper or undue pressure from any source;
- aligned to the Business Plan and Corporate Plan and capital ambition;
- appropriate and proportional to the problem;
- evidential and in the public interest in the Code for Crown Prosecutors
- helpful to both householders and businesses meet their obligations by providing advice and information;
- in place to take firm action against those who disregard the law; and
- compliant with the principles in the Regulations Compliance Code (for certain functions identified by the legislative and Regulatory Functions Act).

3 The Neighbourhood Services Education and Enforcement Team

This section sets out the current range of activities undertaken by the Enforcement Team. Primary activities include:

- Incorrect Waste Presentation
- Recycling Education
- Waste In Frontages
- Commercial Waste
- Fly-tipping and Local Environmental Quality
- High Hedges

3.1 Incorrect Waste Presentation

The Council has a statutory duty to keep the streets of Cardiff at an acceptable level of cleanliness. Each year, all local authorities in Wales - along with Keep Wales Tidy - need to carry out street cleanliness surveys. All surveys follow the same method (LEAMS Surveys), and the data is used to calculate Wales' Performance Indicator for

Streetscene, which is used to measure how local authorities are doing in fulfilling their legal duties to keep the streets clean.

Whilst prompt removal of incorrectly presented waste is important to prevent littering, it is also paramount that the incorrect behaviour is addressed, to prevent recurring issues. At present, enforcement officers are responsible for searching and removing incorrectly presented waste. However, our limited number of enforcement officers cannot cover the whole city, and waste that is left can cause issues for cleansing operatives. Furthermore, the current operation is inefficient as both cleansing and enforcement officers may be required to attend a given street. As such, Neighbourhood Services will be reshaped from 2021. Cleansing teams will be trained to search and remove waste, logging incorrect waste presentation issues for action by the enforcement team. This will minimise the amount of time that incorrectly presented waste is left on the streets, and also reduce the potential for duplication.

3.2 Recycling Education

Each Local Authority in Wales must achieve the Welsh Government recycling performance target of 70% by 2024/25. In order to achieve this there is a focus to increase recycling in a sustainable manner. If a Local Authority does not meet recycling performance targets, it may result in the levying of a substantial financial penalty by Welsh Government.

The Education and Enforcement team are essential to helping the Council achieve statutory recycling targets. The Education and Enforcement team provide advice and information to residents on how to present their household recycling and waste in order to change behaviour. If households continue to store or present their waste and recycling incorrectly – despite having received advice and information - enforcement action will take place. To instil long-term behavioural change the education enforcement team work towards a three-tiered approach.

1. Education, Engagement and Monitoring
2. Investigation / Enquiries
3. Formal Enforcement
 - a. Warning Notice (under s.46 of the Environmental Protection Act)
 - b. Prosecution or Fixed Penalty Notice (FPN), where applicable

Offences tackled using this approach include:

- Waste presented in the wrong container
- Waste presented on the wrong day/week
- Bins left on the highway

Note: This three-tiered approach does not apply to zero tolerance offences such as:

- *Commercial waste duty of care (see below)*
- *LEQ Offences and Fly-tipping (see below)*

3.3 Waste accumulations in frontages

Waste accumulations can occur in both frontages and gardens. Most commonly, they arise in linked properties with small frontages. The process for tackling waste accumulations can take several weeks to complete.

Firstly, officers must issue an intention to serve notice, under S.16 of the Local Government (Miscellaneous Provisions) Act 1976. The Notice requires the landowner to remove waste accumulation that is deemed to be detrimental to the Local Environmental Quality within 7 days. Failure to comply with the requirements of the Notice, without reasonable excuse, will result in FORMAL notice to execute works. This can be done under either S.215 of the Town and Country Planning Act 1990 or S.4 of the Prevention of Damage by Pests Act 1949.

In the case of a s.215 notice, the landowner must remove waste accumulation that is deemed to be detrimental to the Local Environmental Quality within 28 days. Failure to comply with the requirements of the Notice, without reasonable excuse, will result in prosecution. A Works in Default will be applied to the land (whereby officers remove the waste) and subsequent charges will be added as part of the prosecution.

A S.4 Notice can be used as an alternative to the s.215 pests are found to be present on land. In the case of a s.4, a “reasonable period” must be specified in the notice allowing time to comply with the necessary works following inspection. Failure to comply with the requirements of the Notice, without reasonable excuse, will result in prosecution. A Works in Default will be applied to the land and subsequent charges will be added as disclosure as part of the prosecution.

In addition to the above, officers have the authority to issue a Statutory Nuisance notice under S80 of the Environmental Protection Act 1990. The abatement notice is issued when an authorised officer is satisfied that a statutory nuisance exists; the accumulations are persistent and becoming a nuisance. The abatement notice instructs the landowner to execute works and take necessary steps to stop the problem re-occurring in the future.

The adoption of Community Protection Notices (see Appendix 3) will help to strengthen the teams enforcement powers in this area.

3.4 Trade Waste Enforcement

The Education and Enforcement team are responsible for ensuring the correct management of waste by both domestic and commercial properties. Action can be taken in relation to commercial waste where:

a) businesses fail their waste ‘duty of care’ by avoiding payment of commercial waste collection and disposal charges (s.34(5) of the Environmental Protection Act). Where businesses are unable to produce a Waste Transfer Note to prove that they have appropriate waste disposal arrangements in place, officers can issue a Fixed Penalty of £300.

b) where waste is presented incorrectly (s.47 of the Environmental Protection Act). Officers are able to issue section 47 notices to businesses at any time to set out the requirements of the service. Under the provisions of the Environmental Protection Act 1990, following receipt of this Notice the businesses will be required by law to comply with the

arrangements for placing their waste out for collection. A Notice has no true end date, as long as the business rate payer / LTD company remains the same.

A person/business who fails, without reasonable excuse, to comply with the requirements of this Notice shall be liable on summary conviction to a fine not exceeding £1,000 and a criminal record. Cardiff Council may alternatively offer the opportunity of discharging any liability to conviction for an offence by payment of a Fixed Penalty of £100.

3.5 Fly-tipping and Local Environmental Quality (LEQ) Enforcement

Tackling fly-tipping is a corporate priority in Capital Ambition. Local Authorities and Natural Resources Wales have powers under the environmental Protection Act 1990 to investigate fly-tipping incidents and to prosecute those who are found to have broken the law. In 2018, we adopted the powers under the Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017, enabling us to issue £400 FPN's for small scale fly-tipping. Large-scale fly-tipping must still be dealt with via prosecution. However, the Single Justice Procedure is now in place and seeks to expedite the legal process around certain offences (see Section 5).

The team continue to implement a zero tolerance approach to all Local Environmental Quality offences, such as litter, dog fouling, fly posting and fly tipping. These environmental issues can seriously blight a neighbourhood, increasing people's fear of crime and lowering their quality of life. The team ensure compliance with regulations in order to keep the streets clean and safe to achieve a more attractive city. The adoption of PSPO's (see Appendix 4) will further strengthen the teams abilities to tackle issues such as dog fouling.

3.6 High Hedges

Part 8 of the Anti-social Behaviour Act 2003 allows local councils to deal with complaints about high hedges. When councils are determining a complaint, they must first decide whether the height of the high hedge is having an adverse effect on a neighbors' enjoyment of their home and/or its garden or yard. If it is, then councils can order the owner of a high hedge to take action to put right the problem and stop it from happening again.

The legislation also allows councils to set and charge fees for handling these complaints. Historically, the power to take action in relation to high hedges rested with shared regulatory services, but it has now been adopted by the Street Scene department.

4 Education and Enforcement Actions

4.1 Promotion and Education

It is important to raise awareness about legal standards and promote good practice. Education is paramount and is key to changing the behaviour of residents and visitors to Cardiff about how to manage their waste correctly. Promotion is through press releases, briefings, website, outreach, advertisements, forums, leaflets and other forms of written guidance available to the public and businesses, and by face-to-face contact.

4.2 No Action (No evidence found)

This is when an investigation reveals at the time of the visit an offence has occurred but the identification of the offender cannot be determined. Contemporaneous notes and photographs will be input to the case for record purposes and monitoring will be undertaken.

4.3 Informal Action

Informal Action will be used to reinforce promotional activities and instances where, although the law may have been broken, there are mitigating circumstances and it would not be in the public interest to formalise proceedings or, it was not thought appropriate to take any further action. Confirmation of the informal action is made in writing.

When an informal approach is used, officers will ensure written documentation provided must:

- Contain all information necessary to identify the breach of legislation
- Indicate specific legislation contravened
- Clearly indicate any recommendations of good practice and to explain that they are not legal requirements

Informal action will take place where:

- The act or omission is not serious enough to warrant formal action;
- Past history indicates that it can reasonably be expected that informal action will achieve compliance;
- Confidence in the individual or company's management is high;
- The consequences of non-compliance will not pose a risk to public health or present unacceptable advantage to business operations or cause the public to lose confidence in the Council.

Informal action will **NOT** be considered when:

- Residents are already under a S46 Notice EPA 1990,
- Residents / visitors are contributing to littering under S87 of the EPA 1990 for;
 - heavily contaminating the recycling bag
 - using the recycling bag to contain general waste (domestic)
 - Failing to return the bag to the property after non-collection to take necessary action to dispose of waste in accordance with recycling scheme.

- Businesses are using the recycling bag for commercial waste service.

Where education or promotion is widely available (website / signage), offenders claiming ignorance of the law should not expect to be given a second chance before enforcement action is taken.

4.4 Simple Caution

A simple caution is a formal notice. A simple caution may only be considered where a prosecution could properly be brought; i.e. the case meets the standard required by the evidential stage. As a result, the existing procedures for considering a prosecution should be followed. A clear and reliable admission of the offence must be obtained before a simple caution can be considered. The mitigation provided meets the standard required at determination stage.

4.5 Formal Caution

A person should only receive one formal caution; and this caution lasts for 5 years. If the person subsequently commits a similar offence within 5 years, the case should proceed straight to prosecution and the original caution will be cited at Court.

The purposes of formal cautions are:

- To deal quickly and simply with less serious offenders.
- To avoid unnecessary appearance in criminal courts.
- To reduce the chance of offenders re-offending.

Before issuing a formal caution, which will usually be administered by letter, the following conditions must be satisfied:

- There must be evidence of guilt sufficient to give a realistic prospect of conviction.
- All issuing of all formal cautions will be in accordance with Council procedures.
- The suspected offender must have already admitted the offence during the investigation
- The suspected offender must understand the significance of a formal caution and give an informal consent to the caution.
- Should an offender not accept the offer of a formal caution, the team will recommend to the Authority's Legal Department to prosecute.

The Education Enforcement Team will only consider Simple Cautions or Formal Cautions / Warnings in the below circumstances:

- S34 of Environmental Protection Act 1980 - Duty of care (admission of guilt with mitigation)
 - Providing advice to trade waste producers about how to comply with their "Duty of Care" to manage their waste responsibly where there has been an admission of guilt and mitigation provided meets the standard required at determination stage.

- Providing advice to residents about how to make thorough checks when disposing of waste to a third party ;Waste Carrier licence checks, receipts in form of waste transfer notes for the safe transfer of waste, where there has been an admission of guilt and mitigation provided meets the standard required at determination stage.
- S43 of the Anti Social Behaviour, Crime and Policing Act 2014 - Community Protection Notice
 - A formal written warning will be issued if the officer considers that they are responsible for the unreasonable behaviour which is persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others.

4.6 Formal Action

If appropriate, the authorised Officers will consider the application of formal enforcement action that can comprise one of the following alternatives.

- Formal warning
- Requests for information under caution
- Formal Notice Statutory Notices or other relevant enforcement action
- Prosecution

4.6.1 Formal warning

To reiterate education is not required to secure a successful prosecution and where education has been provided, offenders claiming ignorance of the law should not expect to be given a second chance before enforcement action is taken.

Formal warnings only applies in the below circumstances:

- Community Protection Notice - A formal written warning will be issued *Pursuant to S43 of the Anti Social Behaviour, Crime and Policing Act 2014*
 - If the officer considers that they are responsible for the unreasonable behaviour which is persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others. The letter should be considered as formal notification for them to stop behaving in this manner and to put these problems right to avoid further consequence. Actions to take and timescales will be set.
- Repeatedly presenting incorrect recyclable waste in green bags as part of the behavioural change campaign.
 - A FORMAL WARNING Letter with formal instructions on how to present recycling waste.
 - Failure to adhere to this warning will result in a formal S46 Notice EPA 1990

As per Informal Action a warning or caution will **NOT** be considered when:

- Residents are already under a S46 Notice EPA 1990,
- Residents / visitors are contributing to littering under S87 of the EPA 1990 for;
 - heavily contaminating the recycling bag
 - using the recycling bag to contain general waste (domestic)

- Failing to return the bag to the property after non-collection to take necessary action to dispose of waste in accordance with recycling scheme.
- Businesses are using the recycling bag for commercial waste service.

4.6.2 Requests for information under caution

Where evidence is obtained and further investigations are to be conducted the authorised officer will request for further information using relevant legislation to the offence committed and/ or S16 The Local Government (Miscellaneous Provisions) Act 1976 and Data Protection Act 1998. This request will be made in writing in the following ways:

- enquiry form,
- request for information notice
- formal invite to interview under caution (PACE).

This applies predominantly in the below circumstances:

- S87 EPA 1990:
 - Standard Domestic Waste Enquiry – bagged waste deposited contributing to littering
 - Littering – standard enquiry to registered keeper for litter thrown from a vehicle
- S34 EPA 1990:
 - Standard Commercial request for Waste Transfer Note date specific (up to 2 years)
 - Standard Commercial request for Waste Transfer Note - bagged waste deposited.
 - House hold waste duty of care contributing to Fly tipping - Interview under caution (PACE)
- S33 EPA 1990
 - Fly tipping - Interview under caution (PACE)

4.6.3 Formal Notices, Statutory Notices or other relevant enforcement action

Although it is intended to prosecute, effective action needs to be taken to remedy conditions as quickly as possible. In general, failure to comply with a written and served statutory notice makes the recipient liable to prosecution.

In some cases the Council is able to carry out works to comply with the notice and recover the costs of doing so from the recipient of the notice. Such case will be considered on an individual basis and works in default may be carried out. In certain circumstances it is possible to prosecute as well as serve a notice: failure to comply with the notice would be an additional offence.

Will be considered where:

- There are significant contraventions of legislation;

- There is a lack of confidence that the individual or company will respond to an 'informal' approach;
- There is a history of 'non-compliance';
- The consequences of 'non compliance' posing a serious risk to public health, or creates a significant advantage to a business operator;

4.6.4 Prosecution

Prosecution will be progressed where there has been blatant disregard of the law, or a refusal to achieve even the basic legal minimum requirements. The relevant Officer will consider referring a case for prosecution when:

- It is appropriate in the circumstances, as a way to draw attention to the need for compliance with the law and the maintenance of standards required by law, especially where there would be a normal expectation that a prosecution would be taken, or where, through the conviction of offenders, others may be deterred from similar failures to comply with the law;
- Where there is the potential for considerable harm arising from the breach;
- The gravity of the offence, taken together with the general record and approach of the offender warrants it.

The decision to prosecute will always take account of the criteria set down in the Code for Crown Prosecutors. Before deciding to prosecute, there must be sufficient evidence for a realistic prospect of conviction, taking account of any defence that may be available, and it must be in the public interest.

The following public interest criteria will normally be taken into account when deciding on the relevance of legal proceedings, although this list is not exhaustive:

- The prevalence of the type of offence; and whether the offence involves a flagrant breach of the law such that public health and safety or well being is or has been put at risk, or where unacceptable business advantage is gained;
- The need for a suitable deterrent;
- The risk of danger or injury to the public;
- The failure to comply with a statutory notice or respond to advice about legal requirements;
- The disregard of legal requirements for financial reward;
- Significant financial loss, potential or actual, to a third party;
- Whether the investigation was the result of a complaint by a third party;
- A history of similar offences;
- Persistent breaches of legislation;
- Where fraud, gross negligence or guilty knowledge is a factor, and
- Minor breaches of a number of statutes.
- The alleged offender has failed to correctly identify the potential risk after being given ample opportunity to comply with legal requirements of an authorised officer;
- The evidence has been evaluated in accordance with the Code for Crown Prosecutors and there is a realistic prospect of conviction

- Relevant, admissible, substantial and reliable prospect evidence is available that an offence has been committed;
- It is in the public interest to prosecute.

Where possible, an offender will be told as soon as sufficient evidence is obtained that a prosecution may follow and a written Summons will be sent to the defendant. Where appropriate a prosecution will be commenced without prior warning and will be brought without unnecessary delay.

Once the decision to refer a case for Prosecution has been made by the relevant Officer, a case file will be submitted either via Single Justice Procedure or via Legal Services.

4.7 Fixed Penalty Notices (FPN's)

A fixed penalty notice offers the ability to discharge any liability to prosecution for the criminal offence; in respect of specified offences, with payment of the fixed penalty. This should be paid no later than 14 days of the date on the penalty letter.

FPN's may only be served by authorised Officers. Officers will not issue a fixed penalty notice unless:

- The offence justifies prosecution;
- There is believed to be sufficient evidence to enable follow up proceedings should the offender not pay the charge within the stated payment period; and
- It will act as a sufficient deterrent against re-offending.

In all fixed penalty cases Cardiff Council can prove beyond reasonable doubt that an offence has been committed and intend to prosecute. All FPNS will be issued in accordance with the guidance issued by the Welsh Government. The following circumstances are likely to warrant the use of an FPN:

- 1) The offence of failing to comply with the requirements of a Notice.
- 2) Where an Officer believes there are "reasonable grounds" to consider an offence has been committed, and
- 3) Where there is a suitable witness or witnesses to the offence and the offender can be clearly identified.
- 4) The evidence gathered by an authorised officer proves beyond reasonable doubt that the offence has been committed.

If the penalty is paid within this time frame no further enforcement action will be taken. If a fixed penalty is not paid within the prescribed period, legal proceedings will be considered and the offender will be prosecuted. At this stage, and only at this stage, the defendant can provide mitigation to the offence.

5 Single Justice Procedure (SJP) and the Magistrates Court

The Single Justice Procedure (SJP) is part of the government strategy to transform summary justice to:

- Make it simpler, faster and more proportionate and
- Ensure that the best use of magistrate court time is made so that they can focus on cases which have the biggest impact on their communities

The SJP requires:

- A procedural Notice to be served on the Defendant, with the Supporting documents:
 - 1) Statement of offence referring to exhibits
 - 2) Certificate of service
 - 3) Single justice procedure means form
- The notice will tell you who has brought the case against you (Cardiff Council), the offence, how to make a plea, and if you can make a plea online.
- The defendant has 21 day to respond to the notice.
 - Alternatively the defendant has 21 days to pay the original FPN and case costs (Administration Payment Fee) to discharge liability for prosecution.
- The response would need to plead either guilty or not guilty.
 - Plead guilty - the magistrate will make a decision based on the information they have. The defendant will get a letter with the magistrate's decision.
 - Plead not guilty – the defendant will have to go to court and give information to the magistrates in person. The defendant will get a letter telling them when to go to court.
 - If you do not respond to the single justice procedure notice within 21 days, the magistrate will make a decision about your case without your say. This could mean that if you are found guilty and sentenced, there will be no reduced sentence for a guilty plea. Your fine or penalty points may also be higher. Money may be taken from your pay or benefits.
- Should help be required with the defendants notice they can get legal advice or free advice from Citizens Advice.

If a guilty plea is received, or a conviction is made by a single justice procedure following no response from the Defendant, the single justice procedure is able to impose a financial penalty or impose an order of absolute or conditional discharge.

5.1 Magistrates Court

If no guilty plea is received the case file will be submitted to Legal Services. Legal Services will consider the entire case and if they agree that the case is suitable for Prosecution, they will then exercise the delegated power of the City and County Solicitor to lay any information at Cardiff Magistrates Court.

6. Complaints and Disputes

6.1 Appeals

There is no right of appeal to the Council for Fixed Penalty Notices issued under Environmental or Highway legislation.

There is no appeals process as it is a criminal offence with a penalty notice. It is not a civil offence, such as parking, which imposes a fine and provides an appeals process. The opportunity to disagree would be through the Magistrates Court. The matter will be referred to the Magistrates' Court should the fixed penalty remain unpaid, or should instructions be made by the offender to Cardiff Council to do so.

Any enquiries or disputes regarding fixed penalties will not be progressed as part of Cardiff Council's Corporate Complaint Procedure or The Public Services Ombudsman for Wales.

6.2 Complaints

The service accepts complaints relating aspects outside of the issuing of a Fixed Penalty Notice, such as the behaviour of Officers. These complaints will follow the Complaints Policy but will not have any influence on the Fixed Penalty Notice.

6.3 Formal Review

An Elected Member may make a request for a formal review of a concern to the Corporate Director, Director or Assistant Director managing the service.

The request can only be made in the below circumstances:

- Requests made on behalf of a person who is a vulnerable adult
- Documentation is provided in relation to condition which directly affects capacity to progress the case; such as mental health condition or the capacity of the individual to understand.

The outcome of the formal review will be a decision as to whether to proceed with the case or take reasonable measures to provide additional support.

Examples of support services are:

- Additional waste capacity assessments: this allows an increased level of general, non-recyclable waste to be presented for collection on the understanding residents are unable to separate their waste for recycling
- Home educational visits: information for residents in a preferable, easy to understand format. For example, audio recordings or easy read documents for residents.
- Registered collection service: our collection crews will enter the front boundary of a property to collect recycling and waste. This alleviates residents' concerns that they are going to put recycling or waste out on the incorrect day
- A visit by the independent support living team: the team visit vulnerable residents at their properties to provide varying levels of support. This team have direct contact with waste management and are able to request support on their client's

behalf. If any of these services are not appropriate, we will make every attempt to offer some form of reasonable adjustment to the scheme.

Appendices

Appendix 1 – Enforceable Offences

This appendix is a list of the main enforceable offences utilised by Cardiff Council. The list is not a defined list and enforcement of further offences may be take place depending on circumstances and delegated authority.

Enforcement type	Legislation / ACT	Section	What this enforces	Failure to comply with notice may lead to prosecution / works in default / FPN / Charge.
Waste Presentation Domestic	Environmental Protection Act 1990	S46 Notice	The section 46 notice allows the council to serve a notice on an occupier requiring them amongst other things, to separate their waste for recycling and/or to put out their refuse at specific times and/or in containers we supply sets out the requirements of the service. On receipt of this Notice the residents will be required by law to comply with the arrangements for placing their waste out for collection. If this notice is not complied with, then the Council can prosecute or issue a Fixed Penalty Notice (FPN) which if unpaid may result in prosecution for the original offence. A Notice has no true end date, as long as the occupants remain.	Prosecution / FPN £100 *S47za (2)
Waste Presentation Commercial	Environmental Protection Act 1990	S47 Notice	The section 47 notice sets out the requirements of the service. Under the provisions of the Environmental Protection Act 1990 following receipt of this Notice the businesses will be required by law to comply with the arrangements for placing their waste out for collection. A Notice has no true end date, as long as the business rate payer / LTD company remains the same.	Prosecution / FPN £100 (S47za)
Waste Presentation Duty of Care Commercial	Environmental Protection Act 1990	S 34(5)	Regulation 4 the Environmental Protection (Duty of Care) Regulations 1991, Requiring Production of Written Documentation Regarding the Transfer of Commercial (Controlled) Waste	Prosecution / FPN £300 S34 A(2)
Waste Presentation Duty of Care Domestic	Environmental Protection Act 1990	S34 (2A)	it shall be the duty of the occupier of any domestic property to take all such measures available to him as are reasonable in the circumstances to secure that any transfer by him of house hold waste produced on the property is only to an authorised person.	the amendment to act under section 34(2A) which allows Welsh waste collection authority to issue a fixed penalty of £300.
Litter	Environmental Protection Act 1990	S87	to throw down or deposit litter open to the highway.	Prosecution / FPN £100 (S88(1))
Abandoned Shopping Trolley	Environmental Protection Act 1990	S99	Schedule 4 applies where any shopping or luggage trolley is found by an authorised officer of the local authority on any land in the open air and appears to him to be abandoned.	The charge of £75 is payable to the authority on demand.

fly tipping	Environmental Protection Act 1990	S33	Fly-tipping is the term used to describe waste illegally deposited on land. The offence of fly-tipping and the additional offences of 'knowingly causing' or 'knowingly permitting' fly-tipping are set out in Section 33(1)(a) of the Environmental Protection Act 1990. Including amendment to act under Section 33ZB which allows a Welsh waste collection authority to issue a fixed penalty of £400 for small scale fly tipping	On 25th October 2017 an amendment of the Environmental Protection Act 1990 was introduced enabling an authorised officer of a Welsh waste collection authority to issue a Fixed Penalty for fly-tipping in contravention with The Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017 Prosecution / FPN £400
waste Carrier licence	Control of Pollution (Amendment) Act 1989	Section 5	Requiring Production of Written Documentation Regarding the Proof of Authority to Transport Controlled Waste	Prosecution / FPN £300 S5B(2)
Waste storage / accumulation on private land (frontage / rear / private property)	The Local Government (Miscellaneous Provisions) Act 1976	Intention to serve notice S16	The Notice to landowner to remove waste accumulation that is deemed to be detrimental to the Local Environmental Quality must be removed 7 as per notice	Failure to comply with the requirements of the Notice, without reasonable excuse, will result in FORMAL notice to execute works : S215 Notice - Town and County Planning Act 1990 or S4 Notice - Prevention of Damage by Pests Act 1949
Waste storage / accumulation on private land (frontage / rear / private property)	Town and County Planning Act 1990	S215	The Notice to landowner to remove waste accumulation that is deemed to be detrimental to the Local Environmental Quality must be removed within 28 days as per notice.	Failure to comply with the requirements of the Notice, without reasonable excuse, will result in prosecution. A Works in Default will be applied to the land and subsequent charges will be added as disclosure as part of the prosecution.
Waste storage / accumulation on private land (frontage / rear / private property)	Prevention of Damage by Pests Act 1949	S4 Notice	The Notice to landowner to remove waste accumulation where pests are found to be present on land a "reasonable period" must be specified in the notice allowing time to comply with the necessary works following inspection.	
Statutory Nuisance	Environmental Protection Act 1990	S80 Notice	The abatement notice to the landowner is issued when an authorised officer is satisfied that a statutory nuisance exists; the accumulations are consistent and becoming a nuisance. The abatement notice instructs the landowner to execute the works and make necessary steps to stop the problem in the future.	
Abandoned Vehicles on the highway.	Refuse Disposal (Amenity) Act 1978	S.2	Notice to owner to remove vehicle	S.10 of The Clean Neighbourhood and Environment Act 2005 FPN for breach of notice

	The Clean Neighbourhood and Environment Act 2000	S.10	Breach of notice	A person/business who fails, without reasonable excuse, to comply with these requirements of this Notice shall be liable on summary conviction to a fine not exceeding £1,000 and a criminal record. Cardiff Council may alternatively offer you the opportunity of discharging any liability to conviction for an offence by payment of a Fixed Penalty of £200
	Road Traffic Regulation Act 1984	S.99	Order Offender to remove abandoned Vehicle	Failure to comply with the requirements of the Notice, without reasonable excuse, will result in FORMAL notice to execute works
	Refuse Disposal (Amenity Act) 1978 Power	S.3		S2A(1) FPN £200
fly posting	Anti-social Behaviour Act 2003	s43	Displaying advertisement in contravention contrary to section 224(3) of the Town and Country Planning Act 1990.	FPN for failing to comply with Section 132 of Highways Act 1980 (as inserted by s43 Anti-Social Behaviour Act 2003) – placing an unauthorised mark on highway without lawful authority or causing or producing graffiti or flyposting.
	Town and Country Planning Act 1990.	224(3)		
interview under caution	Police and criminal evidence Act 1984	codes of practice	PACE - interview under caution	leads to evidence - Prosecution / FPN decision
community protection notices	Anti-social Behaviour, Crime and Policing Act 2014	S43	The community protection notice (CPN) will tackle the conduct of individuals / businesses, which is/are persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others.	Prosecution / FPN
public space protection notices	Anti-social Behaviour, Crime and Policing Act 2014	s59	The PSPOs would be considered for Dog Control Orders: FAILURE TO REMOVE DOG FOULING FAILURE TO DEMONSTRATE MENAS TO REMOVE DOG FOULING DOGS ON LEADS BY DIRECTION DOG EXCLUSION	Prosecution / FPN
dog fouling	Dogs (Fouling of Land) Act 1996		FAILURE TO REMOVE DOG FOULING	Prosecution / FPN
high hedges	Anti-social behaviour Act	S69	Remedial notice will be issued under Section 69 of the Anti-social behaviour Act, The notice will be sent to the owner of the property and they will be given a specified time to carry out the works instructed by us.	If the owners fail to do so they will be prosecuted for the offence under S.75 of the Anti-social behaviour act. The courts will usually demand that they carry out the works or face further prosecution by means of a fine.

unauthorised distribution of literature on designated land	Environmental Protection Act 1990	Schedule 3A para. 7(2)	Breach of notice	Prosecution / FPN
Request for Info	Environment Act 1995	S108	request information to assist with fly tipping investigations.	Prosecution
Request for Info	Data Protection Act	S29	request information to assist with investigations	Prosecution

Appendix 2 - Enforcement Concordat

The Council has adopted the public sector 'Enforcement Concordat', which offers best practice guidance and promotes good standards of enforcement. This means the Council will try and persuade people to change their behaviour through information, education and advice, but will not hesitate to take enforcement action; such as issuing Fixed Penalty Notices or prosecuting when appropriate. This approach sends a clear message of 'zero tolerance' to those individuals or businesses who continue to spoil the environment. The Street Scene Education and Enforcement Team aim to conform to the principles outlined in the Concordat and apply them in the following ways:

Openness and Helpfulness

The Council will publicise this enforcement policy so people know what standards are expected. The Street Scene Education and Enforcement team will help residents and visitors to comply with the law and will explain what they are doing and why. They will inform people about their rights of appeal, where applicable and make sure people know how to make a complaint. They will try to help people who cannot read or speak English by providing literature in their language and educate them with the same message.

Proportionality, consistency and priorities

The Education and Enforcement team will carry out their duties in a fair, reasonable and consistent manner. They will take appropriate enforcement action when required to do so. Any action taken will fit the seriousness and prevalence of the crime. Each case is unique with certain offences being worse than others and therefore the enforcement action applied will potentially differ. The Education and Enforcement team will have sufficient training to apply law and work to this policy in a fair and consistent way. To ensure consistency Senior Officers will regularly audit the work of enforcement officers for accuracy and consistency.

In making a decision regarding which enforcement option is appropriate in a particular case, Street Scene Education and Enforcement Officers will consider and take into account the following:

- The nature of the offence
- Whether it is in the public interest
- Any explanation offered by the defendant
- The age of the defendant
- The previous relevant history, if any
- The ability of any important witnesses and their willingness to co-operate
- Whether other action such as the issue of a fixed penalty notice would be more appropriate or effective
- The advice contained in the Code for Crown Prosecutors

Having considered all the relevant information and evidence, the Street Scene Education Enforcement Officer must decide what type of action to take:

- Promotion and Education
- No Action (No evidence found)
- Informal Action

- Simple Caution
- Formal Caution
- Formal Action

Appendix 3 - Community Protection Notices

The community protection notice (CPN) will tackle the conduct of individuals / businesses, which is/are persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others. These are designed to stop a person aged 16 or over, a business, or an organisation committing anti-social behaviour which spoils the community's quality of life.

Definitions of Anti-social behaviour

- 1) Conduct of individuals/ businesses which is persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others
- 2) Conduct capable of causing a nuisance or annoyance to a person in relation to that persons occupation of residential premises
- 3) Conduct which is capable of causing housing related nuisance or annoyance to any person
- 4) Conduct that has caused or is likely to cause harassment alarm or distress to any person.

The CPN can only be issued if:

- Firstly a complaint is received on how it is affecting their quality of life.
- Secondly the inspection verifies the unreasonable behaviour.
- Thirdly the individual or business has been given a written warning telling them to cease their conduct and given "enough time" to deal with the matter.
- Fourthly the behaviour continues to be unreasonable and a formal CPN is issued.

Failure to comply with this notice will result in either prosecution, or the option of a Fixed Penalty Notice that cannot exceed £100. Alternatively, the Council also has the option of carrying out remedial work where the requirements of a CPN are not carried out provided that the land is open to the air. The local authority can then reclaim the costs from the "defaulter".

Formal Stages:

- 1) Complaint is received regarding conduct / behaviour of others that is persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others.
- 2) Inspection / Assessment of the behaviour by authorised officer. Officers will consider the behaviour and will take action as necessary.
- 3) A formal written warning (appendix 1) will be issued *Pursuant to S43 of the Anti Social Behaviour, Crime and Policing Act 2014* if the officer considers that they are responsible for the unreasonable behaviour which is persistent and/or continuing in nature and is having a detrimental impact on the quality of life of others. The letter should be considered as formal notification for them to stop behaving in this manner and to put these problems right to avoid further consequence. Actions to take and timescales will be set.

- 4) A Community Protection Notice (CPN) is issued if they fail to comply with the actions / requirements within the timescales given and their behaviour continues to have a detrimental effect on the quality of life of others. The CPN requires that they must comply with the following prohibitions/positive requirements/specified actions that are believed necessary to:
- (i) Prevent the detrimental effect your conduct is having on the quality of life of those in the locality from continuing or recurring; and/or
 - (ii) Reduce the detrimental effect your conduct is having on the quality of life of those in the locality; and/or
 - (iii) Reduce the risk of continuance or recurrence of your conduct that is having a detrimental effect on the quality of life of those in the locality
- The notice is a formal notification that they **MUST** take the detailed actions within the timescales.
- 5) Their Right to appeal against the notice to the magistrates' court, within 21 days beginning with the date of service of the notice on them. Whilst an Appeal is "in progress", any requirement imposed by this notice to stop doing something remain in effect unless the court orders otherwise and any other requirements imposed by the notice is of no effect. For this purpose, an appeal is "in progress" until it is finally determined or is withdrawn.
- 6) BREACH OF CPN is a criminal offence. If they fail without reasonable excuse to comply with the requirement(s)
- (i) They may be issued with a fixed penalty notice of £100
 - (ii) They may be prosecuted and convicted.

Appendix 4 - Public Space Protection Orders (PSPO)

The Public Spaces Protection Order would prohibit certain activities from taking place in a specified area or specify that certain things must be done to allow an activity to continue. Under these circumstances it might be that the area is not to be used for the exercising of dogs or that all fouling must be removed by the dog owner.

The Council does not currently have any dog controls in place across the city to control where dogs can go, whether they need to be on a lead or how many dogs a person can control at any one time.

These types of orders are designed to stop individuals or groups committing anti-social behaviour in a public space. The PSPO replaces dog control orders and allows the authority to designate public places for restrictions. Prohibition notices can be used for specific areas and/ or times, for example stopping dogs from entering playgrounds, schools grounds or restricting how many dogs could be taken through a public area by one person.

By adopting the PSPO the fine for any breach, including dog fouling would be £100. The PSPOs would be considered for Dog Control Orders:

- FAILURE TO REMOVE DOG FOULING
- FAILURE TO DEMONSTRATE MENAS TO REMOVE DOG FOULING
- DOGS ON LEADS BY DIRECTION
- DOG EXCLUSION

If the person in charge of a dog fails to comply with the requirements of the order, they will be committing a criminal offence unless:-

1. they have the consent from the owner, occupier or person in charge of the land, not to comply with the order;
2. they have a reasonable excuse for failing to comply; or
3. they fall within one of the other exemptions within the order, such as the exemptions in the order for disabled people, assistance dogs and working dogs.

The aim is to encourage responsible dog ownership and reduce other incidents involving dogs such as straying; dog bites; fouling on sports pitches and the dog fouling on our streets and green spaces. Such controls in play areas could also prevent problems becoming more serious and thus reduce the number of dog bites. Warnings can also be given to individuals who allow their dogs to roam freely without control causing nuisance in our communities. The Council will also should look to provide suitable dog walking areas in the locality, where other restrictions are in place.

Our joint commitments and service standards

Area	What we will do:	What we expect from our customer	Service Standards
<p>Recycling and Waste Collections-traditional households</p>	<p>Collect your household rubbish on your scheduled day, between 6am-4pm in the specific container provided.</p> <p>Reserve the right to refuse the collection of any waste items that may cause harm or may have an affect on the health and safety of waste collection staff.</p> <p>Label all wheeled bins with the correct address and bin type.</p> <p>Collect a maximum of 5 re-useable garden sacks/ 2 green wheeled bins (garden waste) per collection.</p> <p>Return your containers to where we found them. This will be on the highway outside your property, an alternative agreed collection point or within your property boundary if a registered collection has been arranged.</p> <p>Replace any wheeled bins, damaged by our refuse collectors free of charge.</p>	<p>To present your bins, bags and caddies by 6am on your scheduled day of collection and no earlier than 4.30pm the day before. Bring all containers back onto the property by 9am the following day.</p> <p>Report any missed collections of your recycling and waste within 24 hours of collection. You can report a missed collection at any time on your collection day, once your collection status has changed to 'collected'. You can use the link www.cardiff.gov.uk/missedcollections to report a missed collection, or see your collection status.</p> <p>Recorded collections can be reported up to 48 hours after a failed collection.</p> <p>Place your containers on the nearest highway for collection at the above times, unless an alternative collection point has been agreed.</p> <p>Only use the recycling and waste containers provided- failure to do so may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To not remove or replace your label.</p>	<p>We will aim to return within 48 if you report that we have not collected your general waste/garden waste/hygiene waste on the scheduled collection day.</p> <p>We will not return if your bin has a report against it, such as contaminated/overloaded.</p> <p>We will attempt to return before 2 working days if we know that we have missed an entire street/round due to a service failure. We will aim to update the re-scheduled collection date at www.cardiff.gov.uk/missedcollections</p> <p>If your recycling or food waste is missed, we may return to collect on your next scheduled collection. We will collect any loose bags outside of your food waste caddy in this instance.</p> <p>We will check the vehicle CCTV cameras and trackers when all reports of non-collections are received. We will only return to make a re-collection if the report is found to be genuine.</p>

	<p>Place stickers onto your recycling or waste, letting you know if we can't collect them e.g. incorrect items.</p> <p>If you have a front garden, return your re-useable garden sack to your property boundary.</p> <p>Advertise, recommend and process all applications for hygiene waste collections.</p> <p>Offer an alternative collection point for hygiene waste, by agreement of customer and collection team.</p> <p>Remove properties from the hygiene service if hygiene bags have not been placed out for 4 consecutive collections.</p>	<p>To leave your waste containers at your property, if you are moving to another address.</p> <p>If you have a wheeled bin, all waste must fit inside your bin. Any bags outside your bin will not be collected, and may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To make full use of the weekly recycling and food waste services available. To not abuse these services, by placing incorrect material into them to allow you a weekly collection of general waste. This may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To maintain the condition of your wheeled bin and containers, and keep them within your property boundary at all times (except during your collection period).</p> <p>Not to compact waste tightly into your wheeled bin. If this happens your waste may not empty into our vehicle and re-collection would not be arranged.</p> <p>If your wheeled bin, or re-useable garden sack, is too heavy for collection, remove the excess waste before presenting for your next collection. As a guide, your bin should weigh no more than 20kg.</p> <p>To identify your correct collection dates and methods, by looking at all information</p>	<p>We will clear up any litter which has been created as a result of waste collection. If there is too much to clear with the equipment available, we will communicate with our Street Cleansing team to action.</p> <p>Report any issues on our incab devices for further action e.g, to identify any wheeled bins that we have damaged and need replacing.</p> <p>Replace your wheeled bin within 15 working days. This may increase in times of high demand</p> <p>You will receive a delivery of hygiene bags, and the date of your first collection, within 10 working days. This may increase in times of high demand.</p> <p>Investigate all reports of non-collections of hygiene waste, using all resources available.</p> <p>If the Council is at fault, re-collect your hygiene bags within 3 working days.</p>
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	<p style="text-align: center; font-size: 48px; opacity: 0.2;">DRAFT</p>	<p>made available e.g.via the Cardiff Gov App, website, information at Hubs</p> <p>Ensure that no items of a hazardous nature are placed into your recycling and waste bags; consider the health and safety of our crews at all times e.g. wrap sharp objects before placing into your bags.</p> <p>To place your hygiene waste kerbside, unless an alternative collection location has been agreed. This must be requested at the time of the initial application.</p> <p>To put your hygiene waste in Council issue bags only for collection.</p> <p>To inform us if you no longer require the hygiene service or if you are moving house.</p> <p>To not use any verbal or threatening behaviour towards our staff.</p>	
<p>Recycling and Waste Collections-blocks of flats</p>	<p>Collect your household recycling and waste in the specific container provided and clear up any rubbish spilled during the collection.</p> <p>The above will happen at the same frequency as traditional household collections, unless additional arrangements have been made.</p> <p>We will collect and return your containers from an agreed collection</p>	<p><u>Landlords/developers/property management companies</u></p> <p>Proactively maintain contact with the Waste Strategy Team when planning any new development/making changes to existing development. This is to ensure:</p> <ul style="list-style-type: none"> • A collection point and collection method is agreed. • Your bin store is accessible and safe for our crews to collect from. 	<p>We will return within 48 hours if you report that we have not collected your communal bins on the scheduled collection day, and there was no underlying cause for the missed collection (e.g. we will not return for contaminated bins).</p> <p>We will attempt to return within 48 hours if we know that we have missed an entire street/round due to a service failure.</p>

	<p>point, which should be agreed in the planning and development stage.</p> <p>Provide flat specific information including leaflets, and bin store signage.</p> <p>Have a dedicated officer to assist in improving recycling participation, and correct waste presentation, in blocks of flats.</p> <p>Replace any communal bins, damaged by our refuse collectors free of charge.</p> <p>Provide advice and support during the planning development stage, in relation to the type/number of bins required, access requirement for our crews and collection method statements</p> <p>Offer a sale of recycling and waste containers</p> <p>Offer a hygiene collection in blocks of flats.</p> <p>Reserve the right to not collect recycling and waste in incorrect containers, where containers are contaminated with incorrect items, or where a health and safety issue has been identified at the collection point.</p>	<ul style="list-style-type: none"> You have an adequate number of recycling and waste bins for the development. Payment is made for bins and delivery in advance. Recycling/waste bins and information is available for your residents before they move in. We have a contact for the development, should any issues arise in the future e.g. contamination issues, lack of bins, health and safety issue identified. Regularly monitor the presentation of waste from your building, to ensure it is compliant with our waste collection requirements e.g. no additional bags outside of the bins. Make arrangements to remedy any incorrect presentation. If you choose to buy bins from an alternative supplier, they must meet the Council's specification. If they don't, we do not have to collect your waste until the situation is resolved. Allow access to the development between 6am-4pm on the day of collection. <p>Further information can be found at www.cardiff.gov.uk/wasteplanning</p> <p><u>Residents</u></p>	<p>We will check the vehicle CCTV cameras and trackers when all reports of non-collections are received. We will only return to make a re-collection if the report is found to be genuine.</p> <p>If a non-collection of your food waste or recycling is reported, we may collect on your next scheduled collection. We will collect any additional green recycling bags outside of your bin in this instance.</p> <p>Any issues relating to the collection of communal bins will be recorded on our in cab device</p>
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		<ul style="list-style-type: none"> • Make full use of the recycling and waste collection schemes available at your block of flats • Let us know if you think recycling arrangements can be improved at your block of flats • Follow all recycling and waste presentation guidelines provided • Responsibly dispose of any bulky waste you have- do not simply leave within your bin store without making collection arrangements. <p>Inform us of the specific collection point for your hygiene waste.</p> <p>Do not place hygiene bags in any other container for collection.</p> <p>Ensure full access between 6am-9pm for hygiene bag collection.</p> <p>To not use any verbal or threatening behaviour towards our staff.</p>	
<p>Provision of wheeled bins, food waste liners, green recycling bags, red striped waste bags and food caddies</p>	<p>Provide recycling and food waste equipment free of charge, and in a variety of ways to meet customer needs.</p> <p>Provide re-useable, garden waste bags for a small fee. These can be ordered by contacting C2C, if you use these at your property.</p>	<p>If you are unable to attend a local stockist, please order your recycling and food waste equipment for delivery before you run out. This will ensure you can still participate in all services available.</p> <p>Please use all equipment as specified by the Council. Incorrect use may result in a</p>	<p>Deliver food waste liners and green recycling bags to all local stockists twice a week.</p> <p>Where demand is consistently high, consider increased deliveries to stockists.</p>

	<p>Deliver a limited supply of red striped waste bags twice a year, enough to place out up to 3 bags per fortnightly general waste collection (bag areas only). This will be 3 rolls as standard.</p> <p>Replace wheeled bins, lost or stolen from a property, for a set delivery fee.</p> <p>Identify an appropriate local stockist within each electoral area of Cardiff, to allow the collection of a maximum of 2 rolls (1 additional for a neighbour) of green recycling bags and food waste liners per person.</p>	<p>Fixed Penalty Notice of up to £100 being issued.</p> <p>Green recycling bags should not be used for any alternative purpose e.g. transporting non-recyclable waste to HWRC/charity shops, used for business waste, used outside of Cardiff.</p> <p>Be polite and courteous to staff within our local stockists, who have been asked to implement a control process to allow you a maximum of 2 rolls of bags per visit.</p> <p>Let us know if you require an alternative delivery address, where initial delivery has been unsuccessful, or you know you will not be home to receive delivery.</p> <p>To not use any verbal or threatening behaviour towards our staff.</p>	<p>To deliver the maximum stock of bags that can be held at each stockist, with consideration to available space.</p> <p>Deliver all ordered items within 15 working days of the order being received. This may increase in times of high demand</p> <p>Post rolls of bags through your letterbox, where design allows.</p> <p>Leave a delivery note in the following circumstances:</p> <ul style="list-style-type: none"> -where we have been unable to deliver item/s. - where item/s have been left at an alternative location. - where you have paid for the item/s. <p>We will deliver wheeled bins to the frontage of your property.</p> <p>We will not leave garden waste sacks on your doorstep. If your letter box allows, they will be posted. Alternatively, you must be home for delivery.</p> <p>We will not leave red striped waste bags on your doorstep. They will be posted through your letter box. Where no letter box is available, or no access to communal areas can be made, a note of unsuccessful delivery</p>
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			<p>will be made. We will send you a letter to allow you to collect your bags</p> <p>Visit your property twice to attempt delivery of chargeable items.</p>
Bulky Waste Collections	<p>Offer a bulky waste collection service, for large items.</p> <p>Work to procure a partnership with a local charity, to further enhance the re-use of bulky items that can be used again.</p> <p>We may be able to offer assistance with the removal of your bulky waste, if arrangements are made in advance.</p> <p>Inform our fly-tipping removal teams of all bulky waste collection bookings, to ensure they are not incorrectly assumed as fly-tipped items.</p> <p>Provide you with the closest date for collection, in line with demand for the service and resource available. You will be informed of your proposed collection day before any payment is made.</p>	<p>Present your items in line with the terms and conditions agreed to during your booking process.</p> <p>Seek alternative solutions to a bulky waste collection service, in line with the waste hierarchy e.g. provide for re-use, consider repair etc</p> <p>To not use any verbal or threatening behaviour towards our staff.</p>	<p>Collect your items between 6am-4pm on the day of collection.</p> <p>If a collection is missed due to service disruption, our contact centre staff will be informed. We will arrange to make a re-collection as soon as possible.</p> <p>We will update our in cab devices which will identify any reason why we have been unable to collect your bulky waste item.</p> <p>Leave a calling card to advise of any issues with collecting your item/s or confirm item has been collected</p>
Household Recycling Centres (HRC)	<p>Offer free to access HRCs for all Cardiff residents, with an annual allowance.</p>	<p>To book a slot online or via the Cardiff Gov app before attending site. Bookings can be made via telephone if you are unable to book online.</p>	<p>We will open 7 days/week (excluding Christmas Day and New Year's Day).</p>

	<p>Ask all customers for proof of Cardiff residency at the point of entry and refuse access to those bringing waste from other Local Authority areas.</p> <p>Ask customers to maximise opportunities for recycling and implement a 'no mixed waste' policy to ensure recycling has been maximised.</p> <p>Provide assistance and offer advice to all customers.</p> <p>Maintain service provision 7 days a week (with the exception of Christmas and New Year).</p> <p>Operate a van booking in procedure for those with larger vehicles or bringing in larger volumes of waste. This procedure limits individuals to 10 bookings/year.</p> <p>Update social media where possible, in the case of unexpected needs to close. Make cancellations of bookings, to provide you with an email notification of cancellation where an email address has been provided.</p>	<p>To present your proof of Cardiff residency, and booking confirmation</p> <p>To separate as many items as possible for recycling and follow any safety instructions provided by staff.</p> <p>To not use any verbal or threatening behaviour towards our staff.</p> <p>To use our commercial site at Bessemer Close for Commercial waste, or for any waste that you are unwilling/unable to separate for recycling.</p>	
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<p>Recycling and waste education</p>	<p>Implement and promote campaigns to increase recycling participation across the City.</p> <p>Let you know if your collections will be delayed due to Bank Holidays or inclement weather via our waste app, website and C2C contact centre.</p> <p>Ensure information regarding recycling and waste services is available to the public via a range of communication methods including:</p> <ul style="list-style-type: none"> - outreach sessions - social media e.g. twitter and facebook - website updates - Leaflets and letters - Advertising <p>Form partnerships with key stakeholders including student union, local volunteer groups, charities.</p> <p>Arrange assessments for residents who may struggle to present waste for collection on the highway- these are known as registered collections.</p> <p>Arrange assessments for residents who feel they require additional capacity for non-recyclable waste.</p>	<p>Provide us with correct information to enable us to complete our household visits.</p> <p>Allow us access to the frontage of your property if requesting a registered collection. Our officers will need to complete a risk assessment.</p> <p>Be open and honest when explaining why you need assistance with waste collections, or additional non-recyclable waste capacity.</p> <p>Be polite and courteous to our staff, who are aiming to help and are asked to relay key messages.</p> <p>Use your chosen communication reminder method to keep informed of recycling and waste messages/collection days etc.</p> <p>Take personal responsibility to ensure you are participating in all recycling schemes available. Contact us if you require assistance.</p> <p>Let us know if you no longer require a registered collection at your address.</p> <p>Respond to registered collection review letters, to let us know if you still require the service.</p>	<p>Organise at least 1 outreach session a month, and inform you where we will be via social media and the website www.keepcardiff tidy.co.uk</p> <p>Visit you within 10 working days to arrange a registered collection.</p> <p>Process any agreed registered collections by the end of the working day; your assistance will begin between 7-10 days.</p> <p>Visit you within 10 working days to arrange an additional capacity bin assessment.</p> <p>If any additional/larger bins are required, order these within 24 hours of the visit.</p> <p>Provide basic recycling and waste collection information in the 15 most spoken languages across the City.</p>
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	<p>Regularly review all properties signed up for a registered waste collection, to ensure they are still required.</p> <p>Complete regular monitoring of the City's participation in recycling schemes using a range of methods to include:</p> <ul style="list-style-type: none"> - desk based data analysis - on street monitoring <p>Produce improvement plans & changes of schemes when considering results of public satisfaction surveys.</p> <p>Continue the promotion of recycling and waste minimisation messages for school children, through our Really Rubbish Campaign.</p>		
<p>Compliments and complaints</p>	<p>Use your feedback to help us to improve our services.</p> <p>If something goes wrong, we will endeavour to put it right quickly.</p> <p>If possible, we will take action to ensure it doesn't happen again.</p> <p>We will ensure all compliments received reach our operational teams, via staff screens in communal areas.</p>	<p>Provide us with feedback via the various contact methods available to you.</p>	<p>Acknowledge your complaint within 5 working days of it being received.</p> <p>Aim to respond to your complaint within 20 working days.</p> <p>Let you know within the 20 working day period if we think it may take longer to investigate, and keep you informed.</p>

Appendix 5: Outline Actions and Timescale

Headline Action	Current Recycling Performance	59.14% ¹	Timeline
1. Improve Material Quality, and 4. Make use of all available data	Separate glass and other materials pilot work taking place January - May 2022. (Performance increase based on WRAP modelling, see s.5.1.1.)	1.00%	Complete April 2023
	Targeted education and enforcement programme to reduce garden waste contamination and increase recycling (links with 4.1, 4.2, 4.3 of Table 1). For example, the Pink Sticker Campaign/ Student Food Recycling Campaign/Be Mighty Recycle Campaign.	1.00%	Complete April 2023
2. Increase Recycling Participation and Capture	Implement immediate and medium term improvements to Trade to focus on recycling performance: - Reviewing all residual only contracts and only retain customers who sign up to recycling (immediate) - Cease provision of one-off mixed skips – all waste must be segregated into recyclable materials (immediate) - Implement 'One Pass' vehicle to collect three separate streams and comply with Business Waste Regulations. (Performance increase based on WRAP modelling, see section 4.4.2)	3.70%	Complete April 2023
	Review residual waste provision and introduce measures to increase participation in food waste service. (Performance increase based on WRAP modelling, see section 5.2.1)	2.60%	Complete April 2024
3. Increase opportunities to Recycle	Increase range of materials and opportunities to recycle (e.g. AHP, Tetra packs, coffee pods, SDA recycling facilities at hubs/pop up recycling centres)	1.50%	Complete April 2022
	Recently introduced 2 new vehicles to our cleansing fleet that have a split back, to enable the separate collection of recycling from community litter picks. We will continue to build on this to increase more cleansing and enforcement waste.	0.80%	Complete April 2022
6. Encourage and support the prevention, reuse and repair of materials	Supporting Reuse and repair activities, in line with the circular economy vision: Working with Benthyc Cymru/Repair Café Wales; Introducing Reuse facility at Lamby Way HWRC; Working with CLARE Wales to build a Repair Directory	0.50%	Complete April 2022
		70.24%	

¹ **Please note:** Whilst available data has been used to generate the potential percentage increases, the above actions could impact each other. As such, the anticipated increases in performance can only provide an indication as to how we will achieve the 70% recycling performance.

Version 1

City of Cardiff Council Waste Compositional Analysis



Waste composition analysis of kerbside collected and communally collected household waste in Cardiff

Project code: 5130

Research date: April 2021

Date: September 2021

WRAP's vision is a world in which resources are used sustainably.

Our mission is to accelerate the move to a sustainable resource-efficient economy through re-inventing how we design, produce and sell products; re-thinking how we use and consume products; and re-defining what is possible through re-use and recycling.

Find out more at www.wrapcymru.org.uk

Document reference (please use this reference when citing WRAP's work):
[WRAP, Year, Town, Title of Report, Prepared by xx]

Written by Olivia Sweeney & Coralline Dundon



Front cover photography: [Mixed Dry Recycling in Wales]

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Executive summary

Resource Futures conducted a composition analysis of residual waste, recycling, and food for WRAP Cymru Collaborative Change Programme (CCP) and City of Cardiff Council in April 2021. Waste was collected for analysis from a representative sample of properties receiving kerbside waste collections and from a representative sample of properties receiving communal waste collections (flats).

The aim of the composition analysis is to better understand recycling performance in Cardiff, including comparing the performance of properties receiving both service types. The analysis will determine the proportion of residual waste which could have been recycled using existing services.

Using Output Area Classification (OAC), Resource Futures selected two samples:

- A sample of 210 kerbside households, proportionally stratified so that each demographic group was represented according to the same proportions as the wider Cardiff area. The sample included some of the same households included in the 2015 analysis. Waste samples were collected by Resource Futures.
- A sample of 201 properties receiving a communal waste service was selected to reflect their demographic profile across Cardiff. Waste samples were collected by Cardiff Council under Resource Futures supervision.

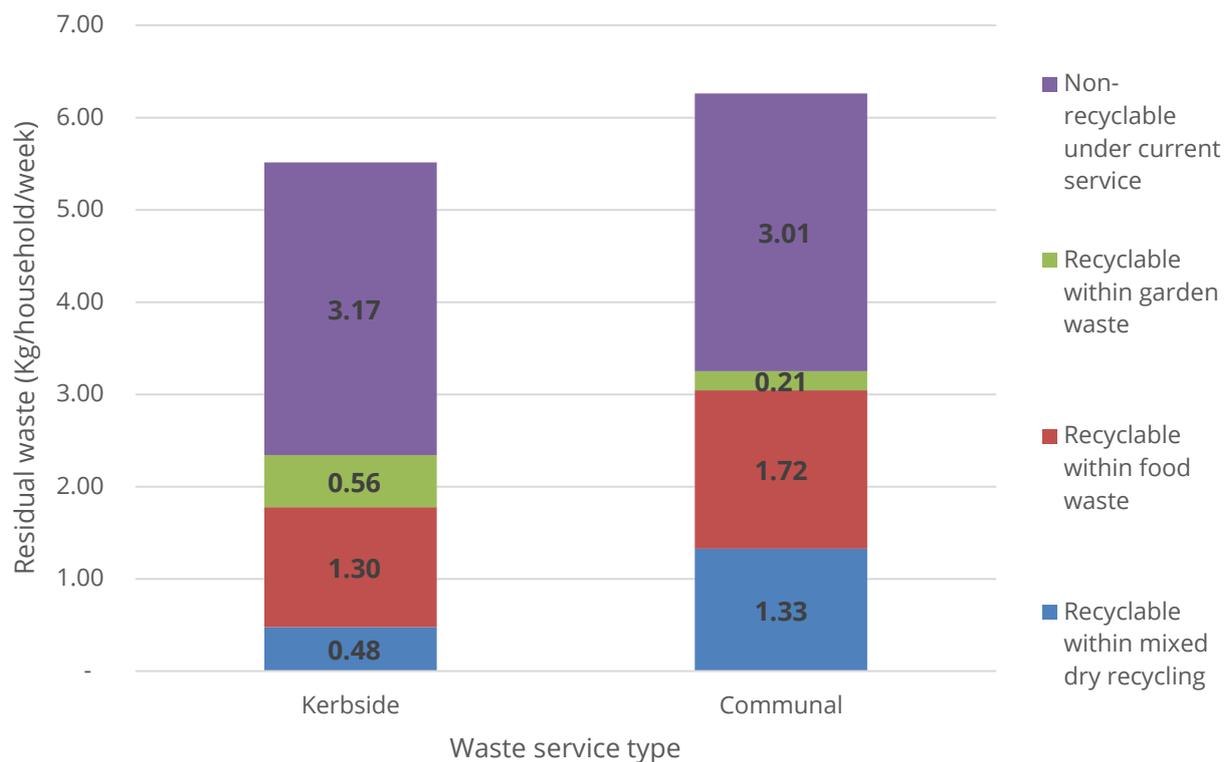
The fieldwork was undertaken at an industrial unit in Cardiff rented by WRAP, where a team of experienced Resource Futures staff analysed the samples of waste to the agreed category list (see Appendix 1). In total 9,803 kilograms of waste was collected and analysed over four weeks of fieldwork, including 4,752 kg residual waste, 3,768 kg dry recycling and 1,263 kg of separately collected food waste.

The overall arising of waste across all waste streams combined from the average household receiving a communal waste service was lower than from the average property receiving a kerbside waste service – 10.91 kg/hh/week and 13.32 kg/hh/week respectively. However, there were clear differences in waste and recycling performance between the properties receiving a kerbside collection service and those receiving a communal collection service, as outlined below.

Residual waste

- A higher amount of residual waste was produced by communal properties (6.26 kg/hh/wk) than properties receiving a kerbside service (5.51 kg/hh/wk). Communal properties residual waste contained a higher proportion of material targeted by the mixed dry recycling, food waste and garden waste collections (51.9% or 3.26 kg/hh/wk) than residual waste collected from the kerbside (42.5% or 2.34 kg/hh/wk), as shown in the figure overleaf.
- Despite the provision of food waste and garden waste services to all households included in the study, the proportion of putrescible waste within all samples analysed remained high for both services. Putrescible waste made up the largest proportion of the residual waste by weight – 39.4% or 2.17 kg/hh/wk at the kerbside and 35.0% or 2.19 kg/hh/wk for properties receiving a communal service. In both cases the most common kerbside recyclable material found was food waste.

- On average 21.2%, or 1.33 kg/hh/wk of the material within the communal residual waste was targeted by the mixed dry recycling collection. At the kerbside, a lower 8.7% of residual waste analysed, or 0.48 kg/hh/wk, was targeted by the mixed dry recycling collection and could have been recycled.



Mixed dry recycling

- Communal properties produced a lower arising of dry recycling (4.1kg/hh/wk) compared to kerbside properties (5.11kg/hh/wk).
- Materials targeted by the mixed dry recycling service were very well captured overall at the kerbside (89%), but less so when collected communal (64%).
- Higher contamination was found within the dry recycling stream for communal serviced properties (41.4%, 1.69 kg/hh/wk), compared to 23.7% (1.21 kg/hh/wk) for kerbside properties.

Food waste

- At the kerbside the arising of separately collected food waste was 2.67 kg/hh/wk. Separately collected food waste arisings were significantly lower for communal properties, just 0.55 kg/hh/wk.
- Communal properties had a much lower capture rate for food waste - 19% compared to 62% for kerbside properties.
- Looking across all waste streams, kerbside properties produced more food waste than those receiving a communal service – 4.2 kg/hh/wk and 2.74 kg/hh/wk respectively.

The overall picture shows that communal properties are performing to a much lower recycling standard than kerbside properties.

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Acknowledgements

We would like to thank City of Cardiff Council for their assistance in delivering this project.

1.0 Introduction

Resource Futures was commissioned by the WRAP Cymru CCP team to conduct a waste composition analysis of kerbside collected and communally collected waste for City of Cardiff Council (Cardiff Council). The analysis included residual waste, dry recycling and food waste, and was undertaken over the full collection cycle. The kerbside collected waste compositional analysis took place from 23rd -March to 3rd April 2021. The communal properties waste compositional analysis took place from 6th April to 16th April 2021. This report presents the results of both analyses.

1.1 Recycling Service

1.1.1 Kerbside Collection

Cardiff Council provides a comprehensive kerbside collection service to its residents using a mixture of containers and bags for different materials.

Dry recycling is collected from residents weekly using green single use plastic bags. Materials accepted in the green recycling bag include:

- Recyclable paper,
- Recyclable card,
- Plastic bottles, pots, tubs and trays, and,
- Tins, cans, empty aerosols and clean foil.

Glass is usually collected in a blue bin, but residents had temporarily been instructed to include glass in the green bags. This was due to COVID 19 impacting staffing levels, and consequently the collection service in Cardiff.

Food waste is collected weekly using an outdoor caddy.

Residual waste is collected fortnightly in either red striped bags or 140L black wheelie bins, which must have the lid closed to be collected. An optional fortnightly service for absorbent hygiene products waste is also available to residents on the opposite week to the residual week. Hygiene products are accepted within the normal residual waste too.

An optional garden waste service is offered by Cardiff Council. The service does not operate in the winter months and garden waste containers (240 L green wheel bins or white sacks) are chargeable.

A full list of materials and items accepted for recycling within each stream is given in Appendix 1.

1.1.2 Communal Properties Collection

Residents living in flats in Cardiff are provided with a very similar service to that offered to kerbside properties, with additional communal containment.

Dry recycling is collected from residents weekly, green bags are provided to households, and these must be placed in the communal green bin (660L-1100L). Food waste is also collected weekly. Caddy liners are provided to households and food waste is placed in communal brown 240L food waste bin for collection. Garden Waste collections are provided to

communal properties with gardens – garden waste must be placed unbagged into green 240L wheeled bins provided.

An optional service for hygiene products is offered to be collected in yellow bags, this is a fortnightly service, on the opposite week to residual collection. Hygiene products are accepted within the normal residual waste too.

A full list of materials and items accepted for recycling within each stream is given in Appendix 1.

1.2 Project Objectives

The aim of the composition analysis is to better understand recycling performance in Cardiff, particularly the difference in performance between the kerbside collected and communally collected waste services. The analysis will determine the proportion of residual waste which could have been recycled using existing services.

2.0 Methodology

2.1 Sample stratification and design

Output Area Classification (OAC) demographic system from the Office of National Statistics (ONS) was used to create a demographic profile of Vale of Glamorgan population, which was used to stratify the sample. This was the same methodology as used in the Welsh National composition analysis study in 2015.

The OAC data was combined with accommodation type data based on the 2011 Census available for the ONS to determine the profile of communal properties in Wales. Data was matched by Output Area. The data suggested that flats account for 26% of households in Cardiff.

The demographic profile of all properties in Cardiff is shown in the table below, as well as the demographic profile of flats in Cardiff.

Table 1: OAC Demographic profile for Cardiff Council - kerbside properties & flats

OAC Super group	OAC Supergroup title	Demographic profile (All housing types)	Demographic profile (Flats only)
1	Rural Residents	0.1%	0.0%
2	Cosmopolitans	15.0%	34.3%
3	Ethnicity central	4.7%	13.3%
4	Multicultural metropolitans	14.7%	11.7%
5	Urbanites	23.3%	19.6%
6	Suburbanites	19.5%	2.6%
7	Constrained City Dwellers	8.2%	13.6%
8	Hard pressed living	14.5%	5.0%
Total		100.0%	100.0%

2.1.1 Kerbside collected waste sample

Collection round data was provided by Cardiff Council. Individual postcodes were then profiled by OAC Supergroup to allow for selection of appropriate streets and houses for inclusion in the study.

A demographically representative sample of 210 household was selected, including some of the properties used during the Welsh National composition analysis study in 2015 to maximise comparability. The household sample was proportionally stratified so the proportion of households in each OAC supergroup stratum is the same as the overall authority profile.

The target number of households selected within each OAC group is shown in section 3.1.

Resource Futures created a detailed sample plan and paperwork identifying which households should be included in the overall sample frame.

2.1.2 Communal collected waste

Collection round data was provided by Cardiff Council and used to create a list of suitable communal properties which could be included in the study. Appropriate properties with communal waste arrangements were chosen based on OAC group. Care was taken to identify properties where waste could be clearly attributed to the correct number of households to enable accurate arising calculations. The type of communal properties was not considered (i.e., private vs social vs sheltered accommodation). A demographically representative sample of communal properties totalling 200 households was selected. The sample was non-proportionally stratified and results were weighted to match the overall communal properties profile.

The target number of households selected within each OAC group is shown in section 4.1.

2.2 Composition analysis fieldwork

The composition analysis fieldwork took place over 10 days for kerbside properties and 10 days for communal properties, to ensure the full collection cycle was included for each type of service. The fieldwork commenced on 23rd March 2021 and ended on 18th April 2021. Table 2 below shows the fieldwork schedule.

Table 2: Fieldwork schedule

Week starting	Streams Collected and Sorted	Service Type
23rd March	Residual, dry recycling and food waste	Kerbside
30th March	Recycling and food waste	Kerbside
6th April	Residual, dry recycling and food waste	Communal
13th April	Recycling and food waste	Communal

2.2.1 Kerbside sample collection

A Resource Futures site manager, collection vehicle driver and loader collected all waste samples during the fieldwork. The collection team was provided with a detailed daily collection list. The regular collection crews at Cardiff Council were briefed about the work

and were instructed not to visit certain streets each day until the sample collection had been completed. All waste was collected on the regular collection day.

2.2.2 Communal sample collection

Collections of residual waste and mixed dry recycling from communal bins were undertaken by Cardiff Council using an RCV and supervised by a Resource Futures collections supervisor. Food waste was collected by Resource Futures. The collection team was provided with a detailed daily collection list. All waste was collected on the regular collection day.

2.2.3 Sorting protocol and waste categorisation

Once collected, samples were delivered to a rented industrial unit in Cardiff. All collected waste was analysed and categorised into the agreed category list. Weights were obtained for each category of material using digitally calibrated scales. The disposal of sorted waste was arranged by Cardiff Council staff at Lamby Way with material being kept separate for recycling.

2.3 Analysis method

The material weights recorded during the composition analysis fieldwork were inputted into tailored MS Excel files, and all data values were quality checked to ensure accuracy. The report focuses on the main category level findings. More detail can be found in the accompanying MS Excel files.

Percentage composition was calculated by weight for each kerbside and communal demographic group level sample. The results from each demographic group were combined proportionally as a weighted average to calculate the overall composition. The average household arisings in kilograms per household per week (kg/hh/wk) were calculated for each material category by demographic group and as a whole.

The proportion of material in the residual waste which could be recycled at the kerbside was calculated, as well as the contamination levels of the recycling streams, according to the Cardiff Council material acceptance policies for each material stream. Nappy waste has not been included as recycling in the analysis as this waste stream is not currently sent for recycling.

2.3.1 Capture rates

Capture rates is defined as how much targeted recyclable material is found in the recycling as opposed to the residual (%). For example, if we measured 10kg of newspaper in the residual waste and 90kg in the recycling, this would result in a 90% capture rate.

2.3.2 Extended Producer Responsibility and Deposit Return Scheme

Future legislation such as Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) is currently under consultation and is likely to come into play in the next few years, with potentially significant impact for local authority services.

There are currently two options being considered for the implementation of DRS: 'All In' – included items such as glass, plastic and metal beverage containers of all sizes

'On the Go' which only includes single (<750ml) size plastic, metal and glass beverage containers.

There are immediate and future plans for EPR schemes. The imminent proposal includes packaging waste. The future scheme could cover items such as textiles and building waste.

The material analysed was classified in a way which allowed an estimation of the potential impact of these schemes to be calculated. Full details of materials included in these schemes can be found in Appendix 2.

Please note that figures are accurate to one decimal point and where the table or chart sums do not add to 100% this is due to rounding in MS Excel.

3.0 Kerbside waste results

In total 5,574 kilograms of waste was collected from 210 kerbside households over 10 days, including 2,316 kg residual waste (of which 42kg was separately collected nappy and hygiene waste) 2,138 kg mixed dry recycling and 1,120 kg food waste.

3.1 Sample achieved

All collections were undertaken as planned, including waste from 210 households in the desired proportions.

3.2 Set out rates

The set out for week one and week two for each waste stream included in the analysis is shown in Table 3 below.

Table 3: Set out rates

Set out rate	Residual waste	Recycling	Food waste
Week 1	100.0%	94.8%	72.9%
Week 2	N/A	86.5%	71.9%

As shown in the table above there is variation in usage of both recycling service and food waste service between the first and second week of the collection cycle. Although the participation remained high, the recycling and food waste service was slightly less well used in the second week of the collection cycle.

3.3 Composition and arisings of kerbside collected residual waste

The average kerbside household residual waste arising was 5.51 kg/household/week.

Full detailed findings at demographic group and sub-category level are shown in the accompanying MS Excel files.

The composition and arisings from the analysis are shown in Table 4 and Figure 3.

Table 4: Residual waste composition by percentage weight and arisings in kg/hh/wk

Material category	Composition (%)	Arisings (Kg/HH/wk)
Number of households in sample	210	
1. Paper and Card	9.6%	0.53
2. Plastic Film	6.9%	0.38
3. Dense Plastic	4.7%	0.26
4. Textiles	6.6%	0.36
5. Other Combustible	17.6%	0.97
6. Other Non-Combustible	4.8%	0.27
7. Glass	3.1%	0.17
8. Putrescibles	39.4%	2.17
9. Ferrous Metal	1.7%	0.09
10. Non-Ferrous Metal	1.0%	0.06
11. WEEE	2.0%	0.11
12. Potentially Hazardous	0.9%	0.05
13. Fines	1.6%	0.09
14. Council Issued Sacks	0.1%	0.00
Total	100.0%	5.51

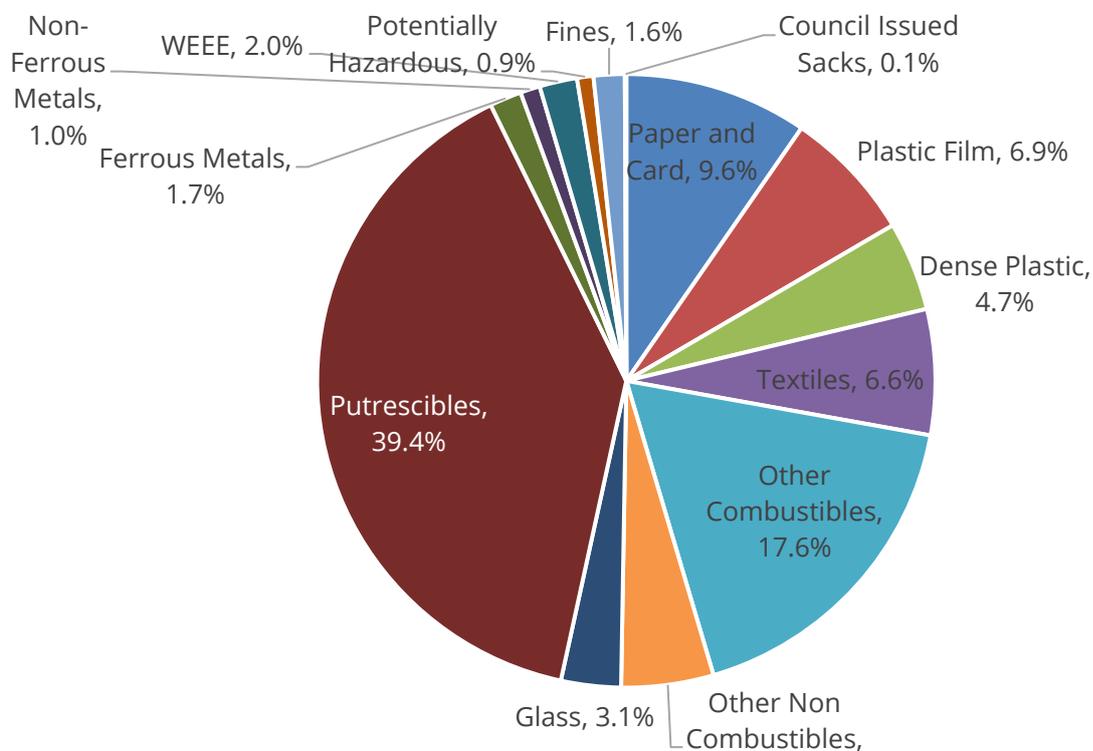


Figure 1: Residual waste composition in Cardiff kerbside properties (%)

Putrescible waste made up the largest proportion of the residual waste by weight, 39.4% of residual waste analysed or 2.17 kg/hh/wk. The majority of this material was food waste

(23.6%, 1.30 kg/hh/wk), of which 16.1% was classified as edible, 1.8% as potentially edible and 5.6% as inedible. Cooking fats and liquids found within food and drink containers accounted for 1% of residual waste and other organic material (mainly pet excrement) accounted for 4.6% of residual waste. Garden waste and soil accounted for 3.8% and 6.4% respectively.

Other combustible materials accounted for 17.6% and included items such as nappies (5.4%), other absorbent hygiene products (2.4%) as well as wood and cork (3.6%).

Paper and card accounted for 9.6% (0.53 kg/hh/wk) of residual waste analysed. While the majority of the material was tissues, paper towels and kitchen roll (4.6%), 3.7% could have been recycled at the kerbside had it been placed in the correct container by residents.

The total proportion of material by percentage weight which could have been recycled using the existing kerbside services (mixed dry recycling, food waste and garden waste collections) was 42.5%. The average weekly household arisings of kerbside recyclable material in the residual stream was 2.34 kg/hh/wk.

The overall proportion and arising of kerbside recyclable materials found within the kerbside residual waste stream are shown in Table 5 and Figure 4.

Table 5: Arising of material targeted by existing recycling service within residual waste

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Dry Recycling	8.7%	0.48
Food Waste	23.6%	1.30
Garden Waste	10.2%	0.56
Non-recyclable at the kerbside	57.5%	3.17
Total	100.0%	5.51

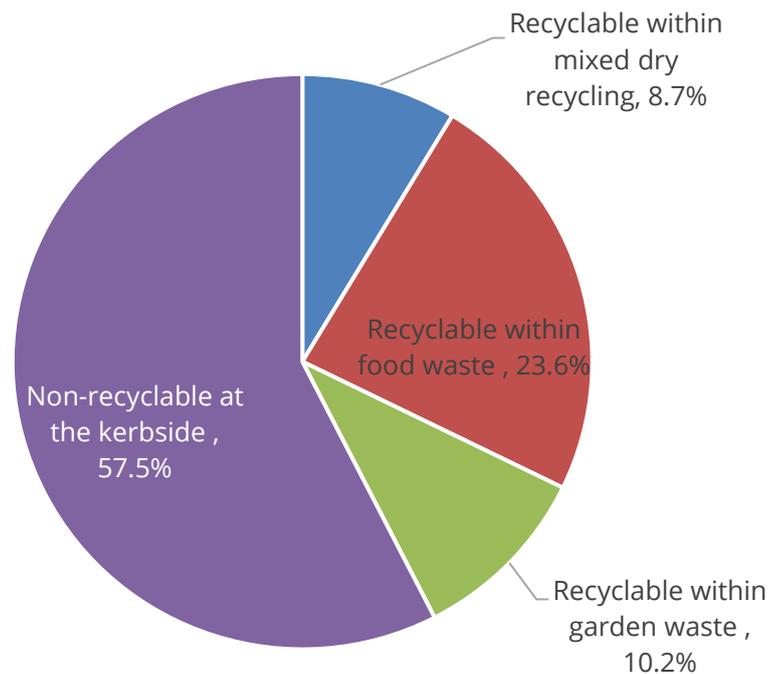


Figure 2: Recyclable material within residual waste

3.3.1 Absorbent Hygiene Product Waste

Cardiff Council offers residents a kerbside collection for absorbent hygiene products (AHP) waste on the second week of the collection cycle to allow residents to dispose of these materials weekly. The material was separately collected and analysed on the second week of the analysis to quantify its arising. As the AHP waste is not currently sent for recycling, it has been included within the residual figures in Table 4 above.

The arising of separately collection AHP waste in the Cardiff Council area was 0.20kg/hh/wk, of which the majority was nappies, 0.16 kg/hh/wk. It should be noted that this service was only used by residents in OAC 6, 7 and 8.

3.3.2 Other potentially recyclable material

A number of materials with recycling potential but not currently recyclable within the kerbside recycling service were also found within the residual waste. Overall, 7.3% of residual waste analysed (including textiles and WEEE) was recyclable through other routes.

Recyclable textiles, which include clothing, shoes, bags and household linens made up 5.3 % or 0.29 kg/hh/wk. This material could have been recycled either at the HWRC or through other textile recycling or reuse options such as textile banks, charity shops and door to door charity collections.

WEEE across all categories account for 2.0% of residual waste or 0.11 kg/hh/wk, should not be disposed of within the residual waste stream and could have been recycled at the HWRCs.

3.3.3 Estimated impact of future legislation

Future legislation such as Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) is currently under consultation and is likely to come into play in the next few years, with potentially significant impact for local authority services.

There are currently two options being considered for the implementation of DRS:

- 'All In' – included items such as glass, plastic and metal beverage containers of all sizes
- 'On the Go' which only includes single (<750ml) size plastic, metal and glass beverage containers.

There are immediate and future plans for EPR schemes. The imminent proposal includes packaging waste. The future scheme could cover items such as textiles and building waste.

Table 6 below summarises the potential impact of these schemes.

Table 6: Summary of potential impact of EPR and DRS schemes on residual waste

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Materials potentially impacted by EPR (packaging)	14.2%	0.78
Materials potentially impacted by EPR long term (Textiles & building materials)	11.7%	0.64
Materials potentially impacted by 'All in' DRS scheme	1.3%	0.07
Materials potentially impacted by 'On-the-go' DRS scheme	0.8%	0.04

The table above shows that up to 1.3% of residual waste could fall within the proposed DRS scheme – 1.3% for the 'All in' scheme or 0.8% for the 'on the go' scheme.

The table above shows that 14.2% of the residual waste is packaging and could be impacted by the packaging EPR scheme. The future, broader scheme could potentially apply to a further 11.7% of the residual stream.

3.4 Composition and arisings of kerbside collected recycling

The composition findings and arising calculations from the analysis are shown in Table 7 and Figure 5

Table 7: Recycling waste composition by percentage weight and arisings in kg/hh/wk

Material category	Composition (%)	Arisings (Kg/HH/wk)
Number of households in sample	210	
1. Paper and Card	37.2%	1.90
2. Plastic Film	3.5%	0.18
3. Dense Plastic	13.7%	0.70
4. Textiles	0.8%	0.04
5. Other Combustible	3.3%	0.17
6. Other Non-Combustible	0.5%	0.03
7. Glass	27.6%	1.41
8. Putrescibles	5.0%	0.26
9. Ferrous Metal	3.3%	0.17
10. Non-Ferrous Metal	3.2%	0.16
11. WEEE	0.2%	0.01
12. Potentially Hazardous	0.3%	0.02
13. Fines	0.4%	0.02
14. Council Issued Sacks	1.1%	0.05
Total	100.0%	5.11

Paper and card accounted for the highest proportion of the mixed dry recycling analysed, 37.2%, of which 31.6% was recyclable paper and card. Of the remaining 5.6% which was not targeted for recycling, 2.5% was tissues and kitchen roll.

Glass accounted for 27.6% of the mixed dry recycling analysed, of which all but 0.5% was recyclable glass bottles and jars. On average, 21.8% of the recycling analysed was glass beverage containers.

Dense plastic accounted for 13.7% of the mixed dry recycling analysed this included 6.9% plastic bottles, 4.6% plastic pots, tubs and trays (PTTs) and 2.3% other dense plastic items not targeted by the recycling scheme. A further 3.5% of plastic film was also found within the mixed dry recycling.

The overall contamination level of the recycling analysed was significant - 23.7% or 1.21 kg/hh/wk of the material analysed was not targeted by the scheme. As well as the non-recyclable items mentioned above, the contamination included 4.0% solid food waste and 4.9% liquid food and drink waste.

Full detailed findings at demographic group and sub-category level are shown in the accompanying MS Excel files.

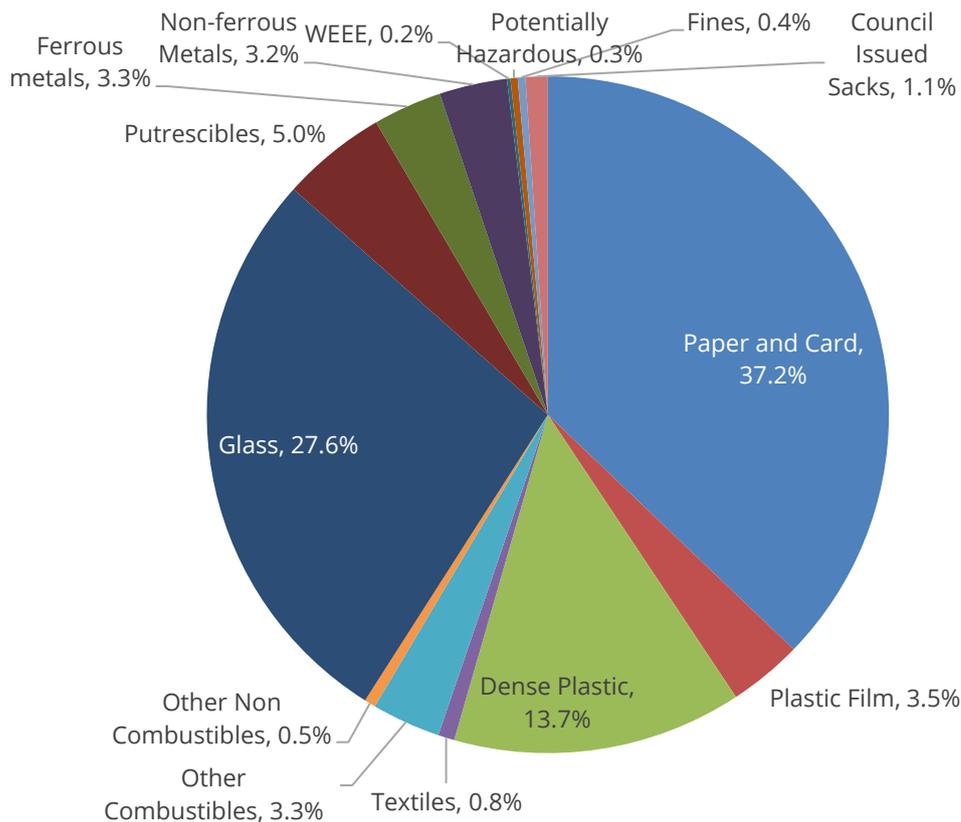


Figure 3: Recycling composition by percentage weight

3.4.1 Estimated impact of future legislation

As mentioned in Section 3.3.3 above, the impact of upcoming EPR and DRS legislation on local authority collected waste has been estimated and is shown in Table 8 below.

Table 8: Summary of potential impact of EPR and DRS schemes on mixed dry recycling

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Materials potentially impacted by EPR (packaging)	71.6%	3.66
Materials potentially impacted by EPR long term (Textiles & building materials)	1.5%	0.08
Materials potentially impacted by 'All in' DRS scheme	27.1%	1.38
Materials potentially impacted by 'On-the-go' DRS scheme	16.2%	0.83

The table above shows that up to 27.1% of mixed dry recycling could fall within the proposed DRS scheme – 27.1% for the 'All in' scheme or 16.2% for the 'on the go' scheme.

The table above shows that 71.6% of the mixed dry recycling analysed was classified as packaging and could be impacted by the packaging EPR scheme. The future, broader scheme could potentially apply to a further 1.5% of mixed dry recycling.

3.5 Composition and arisings of kerbside collected food waste

The composition and arisings of kerbside collected food waste in Cardiff are shown in Table 9 below.

Table 9: Food waste composition by percentage weight and arisings in kg/hh/wk

Material category	Composition (%)	Arisings (Kg/HH/wk)
Number of households in sample	210	
Inedible food waste	43.0%	1.15
Potentially edible food waste	12.3%	0.33
Edible food waste	37.8%	1.01
Cooking fat	0.0%	0.00
Liquids	0.0%	0.00
Other organic	3.0%	0.08
Other putrescibles	0.3%	0.01
Other waste	0.9%	0.02
Fines	2.7%	0.07
Total	100.0%	2.67
Contamination	7%	0.19

On average 93.0% of the food waste analysed was categorised as food waste– inedible food waste accounted for 43.0%, edible food waste accounted for 37.8% and potentially edible food waste accounted for 12.3% of material analysed.

A further 7.0% of the material analysed was not food waste. Other organic matter (mostly pet excrement) was also found within the food waste, as well as a small amount of garden waste (0.3%).

Other materials were found which were probably used to contain the food waste such as kitchen roll and tissues (0.6%), paper and card-based food packaging (0.1%) or carrier bags (0.1%). On average 2.7% of food waste was smaller than 10mm and classified as fines.

3.6 Capture rates

The capture rate (see 2.3.1 for description) for materials targeted by the food waste and mixed dry recycling services are shown in Table 10 and Figure 6.

Materials targeted by the dry recycling service were well captured overall, with 89% of items targeted by the service being found within the mixed dry recycling.

Glass was captured in 94% of cases – this included beverage containers, with 97% of recyclable material ending up in the mixed dry recycling and non-beverage glass bottles and jars which were slightly less well captured, 87%.

The overall capture rate for paper and card categories was 89% - corrugated card and food and drink cartons were best captured (94% and 90% respectively), while thin card (for example cereal boxes) was least well captured (84%).

The overall capture rate for metals was 66%. Non-ferrous drink cans were the best captured material (90%), while aluminium foil (which also included foil trays) was poorly captured at just 32%.

Overall, 62% of food waste was captured by the food waste service. Inedible food waste, and potentially edible food waste were all well captured, edible food waste had the lowest capture rate.

Table 10: Capture rates by target material (%)

Category	Subcategory	Capture Rate
Paper and Card	Recyclable paper packaging	85%
	Recyclable paper non-packaging	89%
	Thin card packaging	84%
	Thin card non-packaging	83%
	Corrugated card packaging	94%
	Food and drink cartons	90%
Dense Plastic	Plastic bottles	90%
	Plastic pots, tubs and trays	77%
Glass	Glass beverage containers	97%
	Glass non-beverage bottles and jars	87%
Food Waste	Inedible food waste	78%
	Potentially edible food waste	75%
	Edible food waste	49%
Metals	Ferrous tins	87%
	Ferrous aerosols	66%
	Non-ferrous drinking cans	90%
	Non-Ferrous aerosols	73%
	Aluminium foil	32%
	Mixed dry recycling capture rate	89%
	Food waste capture rate	62%

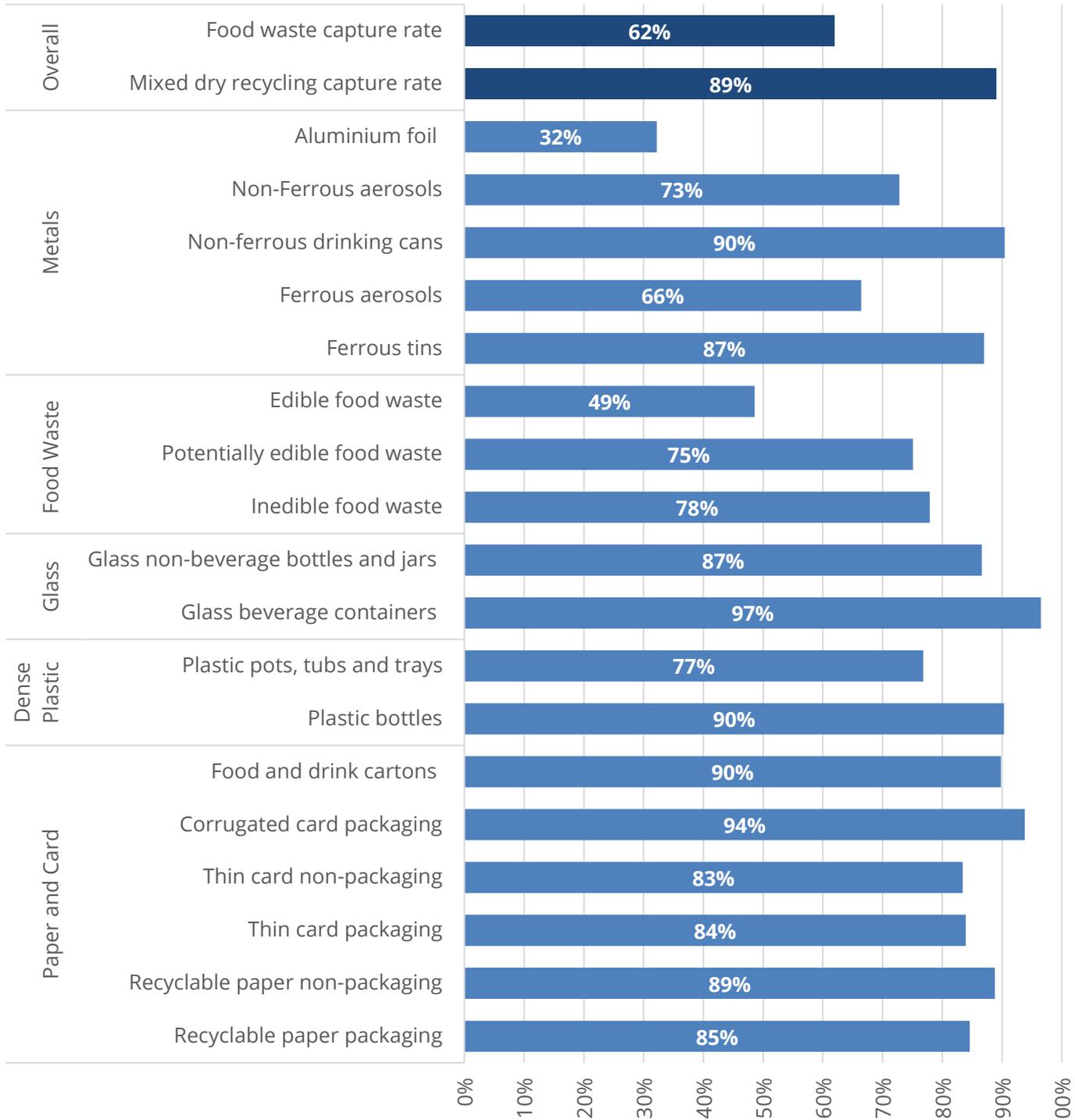


Figure 4: Capture rates of recyclable material (%)

4.0 Communal waste results

In total 4,229 kilograms of was collected from 209 communal properties over 10 days, including 2,436kg residual waste, 1,630kg recycling and 163 kg food.

4.1 Sample achieved

During collections, the Resource Futures collections supervisor identified that some of the blocks selected for inclusion in the analysis shared their waste containers with other neighbouring properties. Where this was identified, all waste containers were collected, and the number of properties adjusted to ensure that the collected waste came from a known number of households and enable accurate arising calculation.

The above led to some variation in the sample achieved compared to the planned sample, as shown in Table 11 below. As waste from each demographic group was sampled and analysed separately, the results were weighted to ensure they were representative of Cardiff's overall flats population.

Table 11: Sample achieved

OAC Super group	OAC Supergroup title	Target household numbers	Achieved household numbers
1	Rural Residents	0	0
2	Cosmopolitans	48	48
3	Ethnicity central	24	27
4	Multicultural metropolitans	25	42
5	Urbanites	39	39
6	Suburbanites	0	0
7	Constrained City Dwellers	64	53
8	Hard pressed living	0	0
	Total	200	209

4.2 Composition and arisings of communal properties residual waste

The composition and arisings of communal properties residual waste in Cardiff are shown in Table 12 and Figure 7 below.

Table 12: Residual waste composition by percentage weight and arisings in kg/hh/wk

Material category	Composition (%)	Arising (kg/hh/wk)
Number of households in sample	209	
1. Paper and Card	13.1%	0.82
2. Plastic Film	4.5%	0.28
3. Dense Plastic	7.1%	0.44
4. Textiles	4.1%	0.26
5. Other Combustible	17.2%	1.08
6. Other Non-Combustible	3.6%	0.22
7. Glass	7.2%	0.45
8. Putrescibles	35.0%	2.19
9. Ferrous Metal	3.1%	0.19
10. Non-Ferrous Metal	1.8%	0.11
11. WEEE	0.6%	0.04
12. Potentially Hazardous	0.6%	0.04
13. Fines	2.0%	0.12
14. Council Issued Sacks	0.2%	0.01
Total	100.0%	6.26

The average communal waste household's residual waste arising was 6.26 kg/household/week.

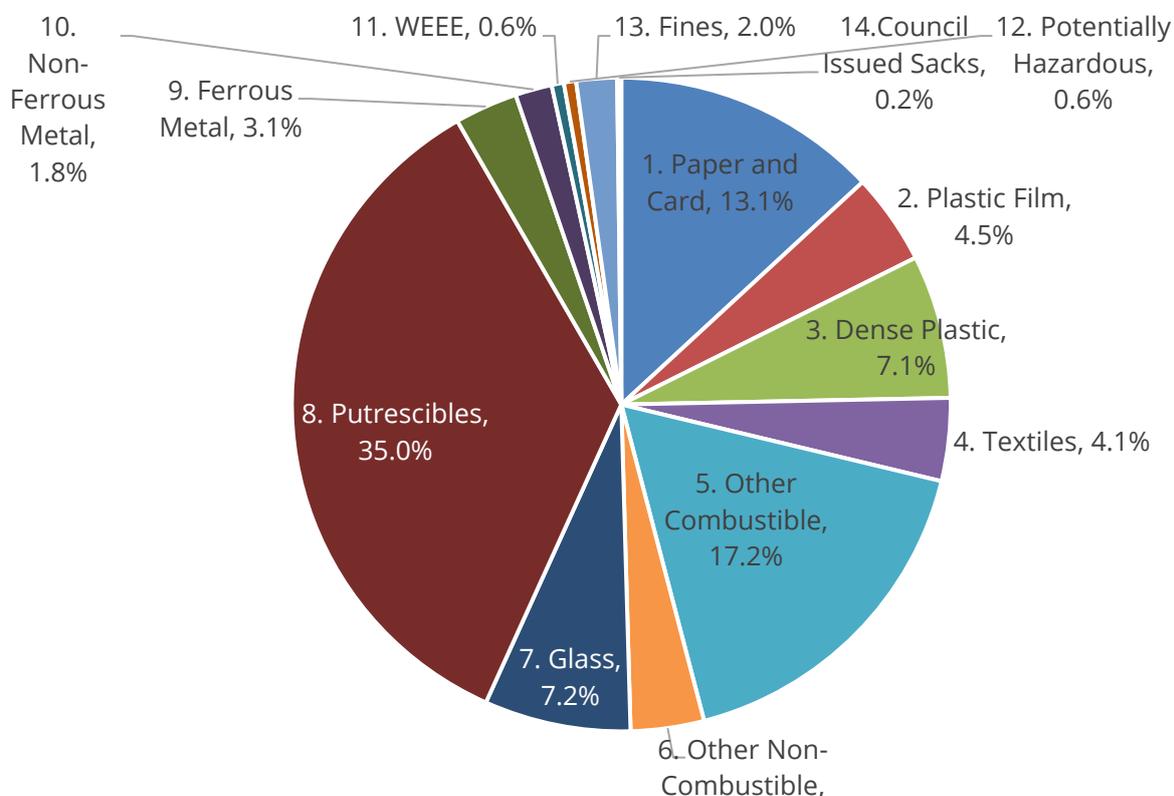


Figure 5: Residual waste composition in Cardiff communal properties (%)

Putrescible waste made up the largest proportion of the residual waste by weight, 35.0% of residual waste analysed or 2.19 kg/hh/wk. The majority of this material was food waste (27.4%, 1.72 kg/hh/wk), of which 18.9% was classified as edible, 1.6% as potentially edible and 7.0% as inedible. Liquids found within food and drink containers accounted for 1.9% of residual waste and other organic material (mainly pet excrement) accounted for 2.4% of residual waste. Garden waste and soil accounted for 1.6% and 1.7% respectively.

Other combustible materials accounted for 17.2% and was mainly composed of carpet and underlay (6.7%). The vast majority of this carpet was found in a single bin store where it weighed over 100kg. Though this is not typical behaviour and maybe skewing results, it is not uncommon to see bulky items disposed of with communal bins. Other combustible materials also included items such as nappies (1.7%), other absorbent hygiene products (1.1%) as well as wood and cork (1.7%) and furniture (1.0%).

Paper and card accounted for 13.1% (0.82 kg/hh/wk) of residual waste analysed. While the majority of the material could have been recycled using the existing recycling facilities (7.4%), the category also includes non-recyclable elements such as 3.7% of non-recyclable paper towels and kitchen roll.

The total proportion of material by percentage weight which could have been recycled using the existing kerbside services (communal mixed dry recycling, communal food waste and communal garden waste collections) was 51.9%. The average weekly household arisings of kerbside recyclable material in the residual stream was 3.25 kg/hh/wk.

The overall proportion and arising of communal properties collected recyclable materials within the residual waste stream are shown in Table 13 and Figure 8 below.

Table 13: Arising of material targeted by existing recycling service within residual waste

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Dry Recycling	21.2%	1.33
Food Waste	27.4%	1.72
Garden Waste	3.3%	0.21
Non-recyclable at the kerbside	48.1%	3.01
Total	100.0%	6.26

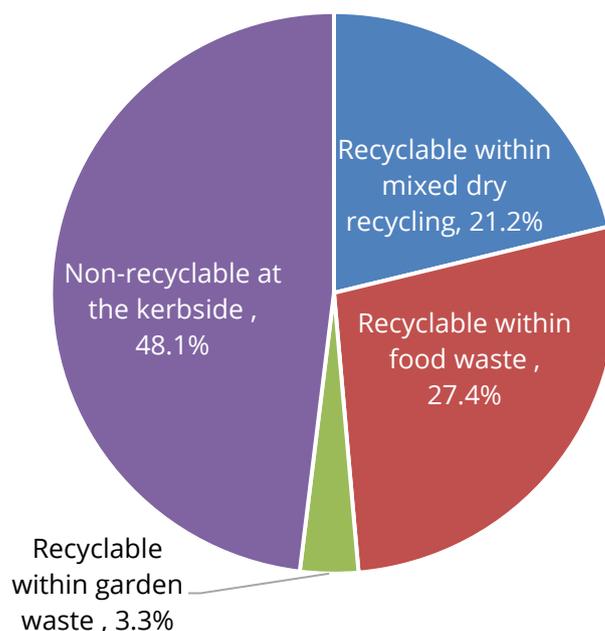


Figure 6: Recyclable material within communal properties residual waste

4.2.1 Other potentially recyclable material

A number of materials with recycling potential but not currently recyclable within the kerbside recycling service were also found within the residual waste. Overall, 2.6% of residual waste analysed (including textiles and WEEE) was recyclable through other routes.

Recyclable textiles, which include clothing, shoes, bags and household linens made up 2.0% or 0.13 kg/hh/wk. This material could have been recycled either at the HWRC or through other textile recycling or reuse options such as textile banks, charity shops and door to door charity collections.

WEEE across all categories accounted for 0.6% of residual waste or 0.03 kg/hh/wk, should not be disposed of within the residual waste stream and could have been recycled at HWRC.

Full detailed findings at demographic group and sub-category level are shown in the accompanying MS Excel files.

4.2.2 Estimated impact of future legislation

Future legislation such as Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) is currently under consultation and is likely to come into play in the next few years, with potentially significant impact for local authority services.

There are currently two options being considered for the implementation of DRS:

- 'All In' – included items such as glass, plastic and metal beverage containers of all sizes
- 'On the Go' which only includes single (<750ml) size plastic, metal and glass beverage containers.

There are immediate and future plans for EPR schemes. The imminent proposal includes packaging waste. The future scheme could cover items such as textiles and building waste.

Table 14 below summarises the potential impact of these schemes.

Table 14: Summary of potential impact of EPR and DRS schemes on residual waste

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Materials potentially impacted by EPR (packaging)	25.2%	1.58
Materials potentially impacted by EPR long term (Textiles & building materials)	13.6%	0.85
Materials potentially impacted by 'All in' DRS scheme	6.8%	0.42
Materials potentially impacted by 'On-the-go' DRS scheme	1.6%	0.10

The table above shows that up to 6.8% of residual waste could fall within the proposed DRS scheme – 6.8% for the 'All in' scheme or 1.6% for the 'on the go' scheme.

The table above shows that 25.2% of the residual waste is packaging and could be impacted by the packaging EPR scheme. The future, broader scheme could potentially apply to a further 13.6% of the residual stream.

4.3 Composition and arisings of communal properties recycling

The composition findings and arising calculations from the analysis are shown in Table 15 and Figure 9.

Table 15: Recycling waste composition by percentage weight and arisings in kg/hh/wk

Material category	Percentage composition	Arising kg/hh/wk
Number of households in sample	209	
1. Paper and Card	28.0%	1.15
2. Plastic Film	3.1%	0.13
3. Dense Plastic	11.0%	0.45
4. Textiles	7.1%	0.29
5. Other Combustible	6.0%	0.25
6. Other Non-Combustible	0.9%	0.04
7. Glass	21.4%	0.88
8. Putrescibles	13.4%	0.55
9. Ferrous Metal	3.0%	0.12
10. Non-Ferrous Metal	2.5%	0.10
11. WEEE	1.2%	0.05
12. Potentially Hazardous	0.4%	0.01
13. Fines	1.0%	0.04
14. Council Issued Sacks	1.1%	0.05
Total	100.0%	4.10

The overall contamination level of the recycling analysed was very significant – 41.4% or 1.69 kg/hh/wk of the material analysed was not targeted by the scheme. One of the samples analysed contained 64.8% non-target material, including nearly 25kg of furniture and 48kg of clothing. Though this is not typical behaviour and maybe skewing results, it is not uncommon to see bulky items disposed of with communal bins.

Paper and card accounted for the highest proportion of the mixed dry recycling analysed, 28.0%, of which 24.4% was recyclable paper and card. The remaining 3.6% was not targeted for recycling.

Glass accounted for 21.4% of the mixed dry recycling analysed, of which all but 1.2% was recyclable glass bottles and jars. On average, 15.9% of the recycling analysed was glass beverage containers.

Putrescible waste was a major contaminant of the mixed dry recycling – 13.4%. The contamination included 11.4% solid food waste and 1.0% liquid food and drink waste.

Dense plastic accounted for 11.0% of the mixed dry recycling analysed this included 5.8% plastic bottles, 3.2% plastic pots, tubs and trays (PTTs) and 1.9% other dense plastic items not targeted by the recycling scheme. A further 3.1% of plastic film was also found within the mixed dry recycling.

Full detailed findings at demographic group and sub-category level are shown in the accompanying MS Excel files.

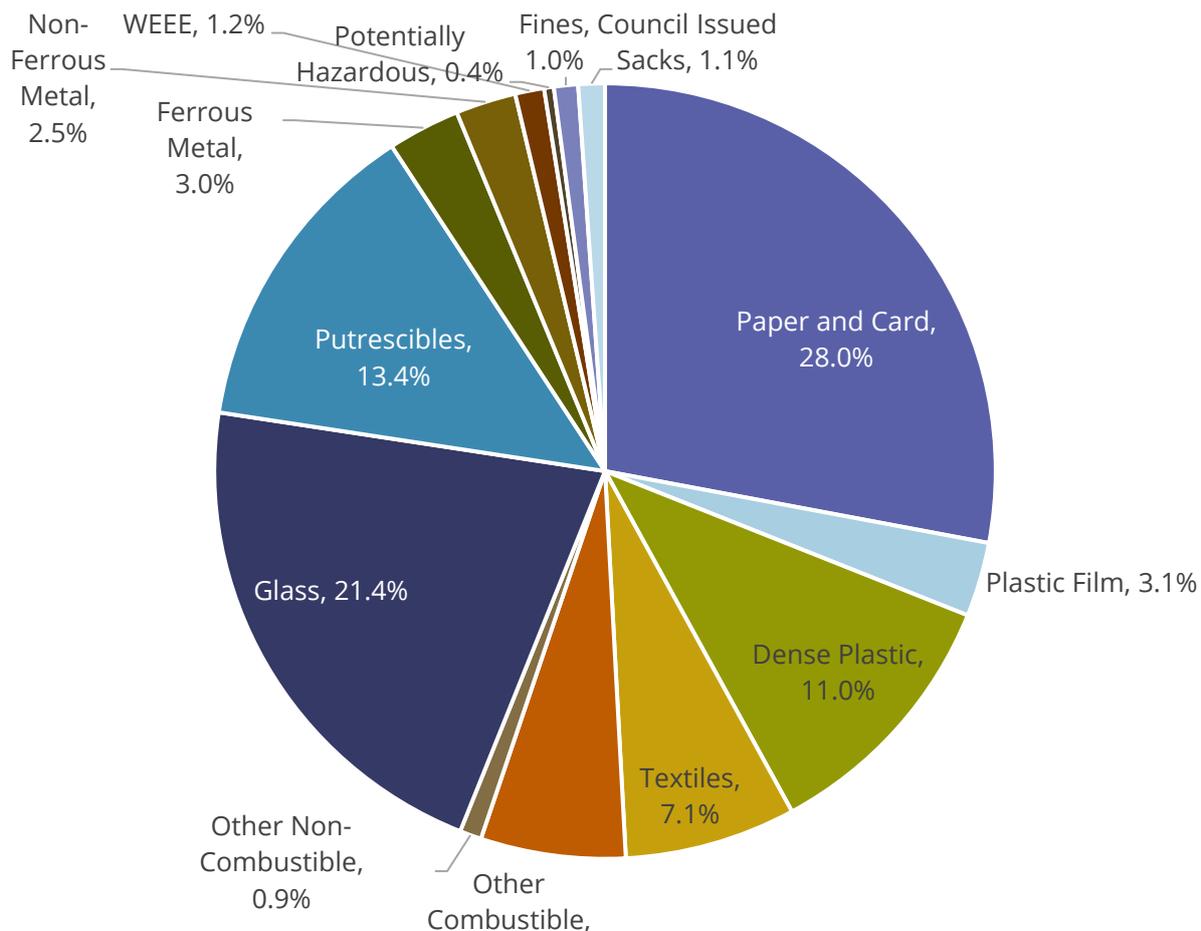


Figure 7: Recycling composition by percentage weight

4.3.1 Estimated impact of future legislation

As mentioned in section 4.2.2 above, the impact of upcoming EPR and DRS legislation on local authority collected waste has been estimated and is shown in Table 16 below.

Table 16: Summary of potential impact of EPR and DRS schemes on mixed dry recycling

Composition of residual waste	Composition (%)	Arisings (Kg/HH/wk)
Materials potentially impacted by EPR (packaging)	56.7%	2.32
Materials potentially impacted by EPR long term (Textiles & building materials)	9.4%	0.39
Materials potentially impacted by 'All in' DRS scheme	20.5%	0.84
Materials potentially impacted by 'On-the-go' DRS scheme	4.3%	0.18

The table above shows that up to 20.5% of mixed dry recycling could fall within the proposed DRS scheme – 20.5% for the 'All in' scheme or 4.3% for the 'on the go' scheme.

The table above shows that 56.7% of the mixed dry recycling analysed was classified as packaging and could be impacted by the packaging EPR scheme. The future, broader scheme could potentially apply to a further 9.4% of mixed dry recycling.

4.4 Composition and arisings of communal properties food waste

The composition findings and arisings calculations from the analysis are shown in Table 17 below.

Table 17: Food waste composition by percentage weight and arisings in kg/hh/wk

Material category	Percentage composition	Arising kg/hh/wk
Number of households in sample	209	
Inedible food waste	43.7%	0.24
Potentially edible food waste	10.7%	0.06
Edible food waste	35.6%	0.20
Cooking fat	0.0%	0.00
Liquids	0.7%	0.00
Other organic	2.6%	0.01
Other putrescibles	0.4%	0.00
Other waste	6.3%	0.04
Fines	0.0%	0.00
Total	100.0%	0.55

On average 90.0% of the food waste analysed was categorised as food waste – inedible food waste accounted for 43.7%, edible food waste accounted for 35.6% and potentially edible food waste accounted for 10.7% of material analysed.

A further 10.0% of the material analysed was not food waste. Other organic matter (mostly pet excrement, 2.6%) was also found within the food waste, as well as a small amount of garden waste (0.4%).

Other materials were found which were probably used to contain the food waste such as kitchen roll and tissues (0.9%), paper and card-based food packaging (0.5%) or carrier bags (0.6%).

4.5 Capture rates

The capture rate (see 2.3.1 for description) for materials targeted by the food waste and mixed dry recycling services are shown in Table 18 and Figure 10.

Materials targeted by the dry recycling service were fairly well captured overall, with 64% of items targeted by the service being found within the mixed dry recycling.

Glass was captured in 67% of cases – this included beverage containers, with 69% of recyclable material ending up in the mixed dry recycling and non-beverage glass bottles and jars which were slightly less well captured, 60%.

The overall capture rate for paper and card categories was 68% - corrugated card and non-packaging thin card were best captured (80% and 78% respectively), while recyclable paper packaging was least well captured (38%).

The overall capture rate for metals was 40%. Non-ferrous drink cans and ferrous tins were the best captured metals (58% and 59% respectively), while aluminium foil (which also included foil trays) was poorly captured at just 19%.

Overall, only 19% of food waste was captured by the food waste service. Inedible food waste was best captured (29%), while edible food waste had the lowest capture rate (12%).

Overall, 18.5% of food waste was captured by the food waste service.

Table 18: Capture rates by target material (%)

Category	Subcategory	Capture Rate
Paper and Card	Recyclable paper packaging	38%
	Recyclable paper non-packaging	70%
	Thin card packaging	59%
	Thin card non-packaging	78%
	Corrugated card packaging	80%
	Food and drink cartons	65%
Dense Plastic	Plastic bottles	63%
	Plastic pots, tubs and trays	50%
Glass	Glass beverage containers	68%
	Glass non-beverage bottles and jars	60%
Food Waste	Inedible food waste	29%
	Potentially edible food waste	31%
	Edible food waste	12%
Metals	Ferrous tins	59%
	Ferrous aerosols	52%
	Non-ferrous drinking cans	58%
	Non-Ferrous aerosols	55%
	Aluminium foil	19%
Overall	Mixed dry recycling capture rate	64%
	Food waste capture rate	19%

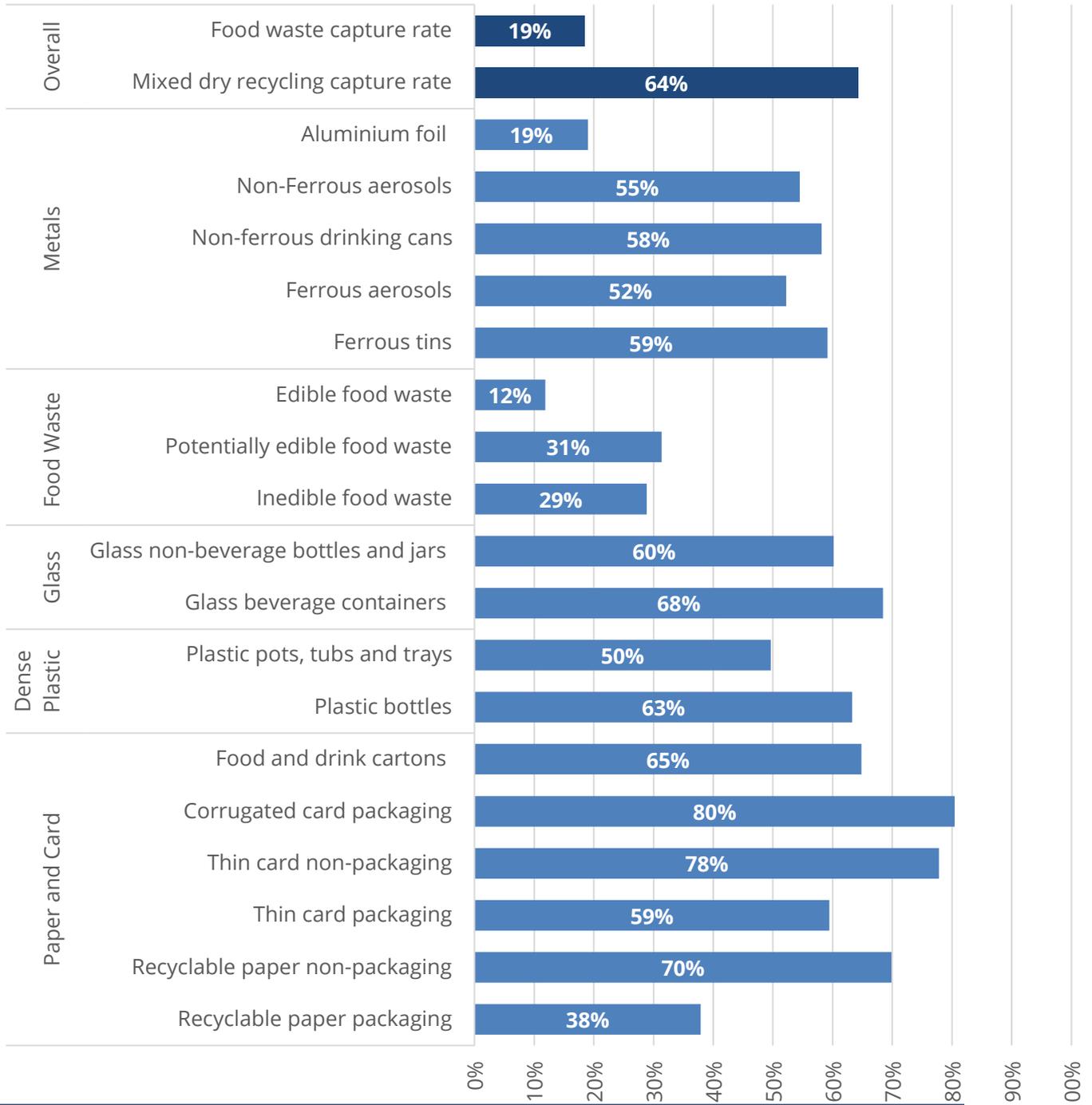


Figure 8: Capture rates by target material (%)

6.0 Conclusion

The overall arising of waste from the average household receiving a communal waste service was lower than the average property receiving a kerbside waste service – 10.91 kg/hh/week and 13.32 kg/hh/week respectively. However, there were clear differences in waste and recycling performance between the properties receiving a kerbside collection service and those receiving a communal collection service.

A higher amount of residual waste was produced by communal properties (6.26 kg/hh/wk) than properties receiving a kerbside service (5.51 kg/hh/wk). Communal properties residual waste contained a higher proportion of material targeted by the mixed dry recycling, food waste and garden waste collections (51.9% or 3.26 kg/hh/wk) than residual waste collected from the kerbside (42.5% or 2.34 kg/hh/wk). Encouraging residents to take full use of the services provided may improve recycling and food waste performance.

Despite the provision of food waste and garden waste services to all households included in the study, the proportion of putrescible waste within all samples analysed remained high for both services. Putrescible waste made up the largest proportion of the residual waste by weight – 39.4% or 2.17 kg/hh/wk at the kerbside and 35.0% or 2.19 kg/hh/wk for properties receiving a communal service. In both cases the most common kerbside recyclable material found was food waste. The arising of food waste present within the residual waste indicates was 1.30 kg/hh/wk at the kerbside and 1.72 kg/hh/wk for communal properties. The proportion of residual waste which could have been recycled by the garden waste service provided was 3.3% or 0.21 kg/hh/wk for communal properties and 10.2% or 0.56 kg/hh/wk at the kerbside.

Overall, 21.2%, or 1.33 kg/hh/wk of the material within the communal residual was targeted by the mixed dry recycling collection. At the kerbside, a lower 8.7% of residual waste analysed, or 0.48 kg/hh/wk, was targeted by the mixed dry recycling collection and could have been recycled. Within the kerbside residual waste, the main recyclable materials were thin card (1.5%), recyclable paper (also 1.5%), plastic pots tubs and trays (1.3%), glass jars (0.8%) and aluminium foil (0.7%). Recyclable paper and card categories accounted for 7.4% of communal residual waste and could have been recycled had it been placed in the correct container. Plastic bottles accounted for 2.2% and plastic pots tubs and trays for 2.1%, while glass beverage containers accounted for 4.8% and glass jars for 1.8%. Metal tins, cans, aerosols and foil accounted for 2.8% of communal residual waste composition.

Materials which were potentially recyclable through other routes, such as textiles or WEEE were also found within the residual waste analysed. They accounted for 0.40 kg/hh/wk within kerbside residual waste and for 0.16 kg/hh/wk within the communal residual waste.

Communal properties produced a lower arising of dry recycling (4.1kg/hh/wk) compared to kerbside properties (5.11kg/hh/wk). Materials targeted by the mixed dry recycling service were very well captured overall at the kerbside (89%), but less so when collected communally (64%). Higher contamination was found within the dry recycling stream for communal properties (41.4%, 1.69 kg/hh/wk), compared to 23.7% (1.21 kg/hh/wk) for kerbside properties.

In communal bins, putrescible waste was a major contaminant of the mixed dry recycling – 13.4%. The contamination included 11.4% solid food waste and 1.0% liquid food and drink waste. Anecdotal evidence from the fieldwork team also suggested that there may be some confusion among residents in flats about the correct procedure for recycling food. There

were several occasions where compostable bags full of separate food waste and whole packaged food items were found within the communal mixed dry recycling bins. A further 7.1% was textiles (including 4.6% clothing), and 6.7% other combustible material, which included bulky items such as rolls of carpets and furniture which do not tend to be found within kerbside residual waste, mainly because they do not easily fit in an individual wheeled bin. The dry recycling contamination of communal bins also included 3.6% non-recyclable paper and card, 3.1% plastic film (excluding council issues recycling sacks) and 1.9% other plastic items not targeted for recycling.

Within kerbside dry recycling, 4.0% of the contamination was food waste which could have been recycled at the kerbside had it been placed in the correct container. The dry recycling contamination of kerbside bins also included 5.6% non-recyclable paper and card, 3.5% plastic film (excluding council issued recycling sacks) and 2.3% other plastic items not targeted for recycling.

Looking across all waste streams, kerbside properties produced more food waste than those receiving a communal service – 4.2 kg/hh/wk and 2.74 kg/hh/wk respectively. Communal properties had a much lower capture rate for food waste - 19% compared to 62% for kerbside properties. Inedible food waste was best captured but edible food waste was most poorly captured. This suggests that residents who do not participate in food waste recycling are more likely to manage their food poorly and dispose of packaged food. Most of the waste found in the food waste stream at both kerbside and communal properties was target material, 93% and 90% respectively

At the kerbside the arising of separately collected food waste was 2.67 kg/hh/wk. Separately collected food waste arisings were significantly lower for communal properties, just 0.55 kg/hh/wk. Food waste was also found as a contaminant within the mixed dry recycling, where it accounted for 0.20 kg/hh/wk at the kerbside and 0.47 kg/hh/wk for properties receiving a communal service.

The overall picture shows that communal properties are performing to a much lower recycling standard than kerbside properties. This suggests that the anonymity of communal waste services, as well as the difficulties with moving waste from properties to bin storage, and understanding the different bin uses all significantly impact performance in communal properties. Improving the supervision, signage and labelling of the bins in communal bin stores, as well as ensuring all residents are regularly provided with service information could help improve performance going forward. Further information on improving recycling performance in urban areas and making recycling work for people in flats is available from [WRAP](#) and [ReLondon](#) (formerly LWARB).

Appendix 1 Cardiff kerbside and communal properties recycling service

Table 19: Kerbside and Communal properties recycling service

Main Categories	Sub-categories	Communal	Kerbside
		Recyclable in communal service?	Recyclable at Kerbside?
1. Paper and Card	Recyclable paper packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Recyclable paper non-packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Thin card packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Thin card non-packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Corrugated card packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Corrugated card non-packaging	Yes (Dry Recycling)	Yes (Dry Recycling)
	Drink cartons (Tetra Pak)	Yes (Dry Recycling)	Yes (Dry Recycling)
	Kitchen roll and tissues	No	No
	Food contaminated P&C	No	No
	Other non-recyclable paper and card packaging	No	No
	Other non-recyclable paper and card non-packaging	No	No
2. Plastic Film	Carrier bags	No	No
	Black bin bags	No	No
	Plastic film packaging	No	No
	Plastic film non-packaging	No	No
3. Dense Plastic	Plastic bottles-plain milk or not beverage	Yes (Dry Recycling)	Yes (Dry Recycling)
	Drink bottles > 750ml - single format	Yes (Dry Recycling)	Yes (Dry Recycling)
	Drink bottles > 750ml - multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	Drink bottles < 750ml - single format	Yes (Dry Recycling)	Yes (Dry Recycling)
	Drink bottles < 750ml - multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	PTTs	Yes (Dry Recycling)	Yes (Dry Recycling)
	Other dense plastic packaging	No	No
	Other dense plastic non-packaging	No	No
4. Textiles	Clothing	No	No

Main Categories	Sub-categories	Communal Recyclable in communal service?	Kerbside
		Recyclable at Kerbside?	
	Shoes, bags, belts	No	No
	Non clothing textiles	No	No
	Not recyclable or reusable textiles	No	No
5. Other Combustible	Carpet and underlay	No	No
	Furniture	No	No
	Mattresses	No	No
	Nappies	No	No
	Other Absorbent hygiene products (AHPs)	No	No
	Wood and cork	No	No
	Other combustible	No	No
6. Other Non-Combustible	Stones and rubble	No	No
	Plasterboard	No	No
	Other non-combustible	No	No
7. Glass	Glass beverage containers > 750ml - single format	Yes (Dry Recycling)	Yes (Dry Recycling)
	Glass beverage containers > 750ml - multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	Glass beverage containers < 750ml - single format	Yes (Dry Recycling)	Yes (Dry Recycling)
	Glass beverage containers < 750ml - multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	Glass bottles and jars -not beverage	Yes (Dry Recycling)	Yes (Dry Recycling)
	Glass non-packaging	No	No
8. Putrescibles	Garden waste	Yes (Garden waste)	Yes (Garden waste)
	Soil	Yes (Garden waste)	Yes (Garden waste)
	Inedible food waste	Yes (Food waste)	Yes (Food waste)
	Potentially edible food waste	Yes (Food waste)	Yes (Food waste)
	Edible food waste	Yes (Food waste)	Yes (Food waste)
	Cooking fat	No	No
	Liquids	No	No
	Other organic	No	No
9. Ferrous Metal	Ferrous drinking cans-single	Yes (Dry Recycling)	Yes (Dry Recycling)
	Ferrous drinking cans-multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	Ferrous tins	Yes (Dry Recycling)	Yes (Dry Recycling)

Main Categories	Sub-categories	Communal Recyclable in communal service?	Kerbside
		Recyclable at Kerbside?	
	Ferrous aerosols	Yes (Dry Recycling)	Yes (Dry Recycling)
	Other ferrous items	No	No
10. Non-Ferrous Metal	Non-ferrous drinking cans-single	Yes (Dry Recycling)	Yes (Dry Recycling)
	Non-ferrous drinking cans-multipack	Yes (Dry Recycling)	Yes (Dry Recycling)
	Non-ferrous tins	Yes (Dry Recycling)	Yes (Dry Recycling)
	Non-Ferrous aerosols	Yes (Dry Recycling)	Yes (Dry Recycling)
	Alu foil	Yes (Dry Recycling)	Yes (Dry Recycling)
	Other non-ferrous	No	No
11. Waste Electrical and Electronic Equipment	White goods	No	No
	Other electrical items	No	No
	Computers and televisions	No	No
	Other electronic items	No	No
	Mobile phones	No	No
	Other small electronic items	No	No
12. Potentially Household Hazardous Waste Items	Water based paint cans	No	No
	Other paint cans	No	No
	Batteries	No	No
	Other Hazardous Waste	No	No
13. Fine Material	<10 mm Fines	No	No
14. Recycling sacks	Recycling sacks	No	No

Appendix 2 Potential impact of EPR and DRS schemes

Table 20: EPR and DRS Impact

Main Categories	Sub-categories	Potentially included in DRS?	Potentially included in EPR?
1. Paper and Card	Recyclable paper packaging	No	Yes Packaging
	Recyclable paper non-packaging	No	No
	Thin card packaging	No	Yes Packaging
	Thin card non-packaging	No	No
	Corrugated card packaging	No	Yes Packaging
	Corrugated card non-packaging	No	No
	Drink cartons (Tetra Pak)	No	Yes Packaging
	Kitchen roll and tissues	No	No
	Food contaminated P&C	No	Yes Packaging
	Other non-recyclable paper and card packaging	No	Yes Packaging
	Other non-recyclable paper and card non-packaging	No	No
2. Plastic Film	Carrier bags	No	Yes Packaging
	Black bin bags	No	No
	Plastic film packaging	No	Yes Packaging
	Plastic film non-packaging	No	No
3. Dense Plastic	Plastic bottles-plain milk or not beverage	No	Yes Packaging
	Drink bottles < 750ml - single format	Yes (All in only)	Yes Packaging
	Drink bottles < 750ml - multipack	Yes (All in only)	Yes Packaging
	Drink bottles > 750ml - single format	Yes (Both options)	Yes Packaging
	Drink bottles > 750ml - multipack	No	Yes Packaging
	PTTs	No	Yes Packaging
	Other dense plastic packaging	No	Yes Packaging
Other dense plastic non-packaging	No	No	
4. Textiles	Clothing	No	Potential future scheme
	Shoes, bags, belts	No	Potential future scheme
	Non clothing textiles	No	Potential future scheme
	Not recyclable or reusable textiles	No	Potential future scheme
5. Other Combustible	Carpet and underlay	No	Potential future scheme

Main Categories	Sub-categories	Potentially included in DRS?	Potentially included in EPR?
	Furniture	No	Potential future scheme
	Mattresses	No	Potential future scheme
	Nappies	No	No
	Other Absorbent hygiene products (AHPs)	No	No
	Wood and cork	No	Potential future scheme
	Other combustible	No	No
6. Other Non-Combustible	Stones and rubble	No	Potential future scheme
	Plasterboard	No	Potential future scheme
	Other non-combustible	No	No
7. Glass	Glass beverage containers < 750ml - single format	Yes (All in only)	Yes Packaging
	Glass beverage containers < 750ml - multipack	Yes (All in only)	Yes Packaging
	Glass beverage containers > 750ml - single format	Yes (Both options)	Yes Packaging
	Glass beverage containers > 750ml - multipack	No	Yes Packaging
	Glass bottles and jars -not beverage	No	Yes Packaging
	Glass non-packaging	No	No
8. Putrescibles	Garden waste	No	No
	Soil	No	No
	Inedible food waste	No	No
	Potentially edible food waste	No	No
	Edible food waste	No	No
	Cooking fat	No	No
	Liquids	No	No
Other organic	No	No	
9. Ferrous Metal	Ferrous drinking cans-single	Yes (Both options)	Yes Packaging
	Ferrous drinking cans-multipack	Yes (All in only)	Yes Packaging
	Ferrous tins	No	Yes Packaging
	Ferrous aerosols	No	Yes Packaging
	Other ferrous items	No	No
10. Non-Ferrous Metal	Non-ferrous drinking cans-single	Yes (Both options)	Yes Packaging
	Non-ferrous drinking cans-multipack	Yes (All in only)	Yes Packaging
	Non-ferrous tins	No	Yes Packaging
	Non-Ferrous aerosols	No	Yes Packaging

Main Categories	Sub-categories	Potentially included in DRS?	Potentially included in EPR?
	Alu foil	No	Yes Packaging
	Other non-ferrous	No	No
11. Waste Electrical and Electronic Equipment	White goods	No	No
	Other electrical items	No	No
	Computers and televisions	No	No
	Other electronic items	No	No
	Mobile phones	No	No
	Other small electronic items	No	No
12. Potentially Household Hazardous Waste Items	Water based paint cans	No	No
	Other paint cans	No	No
	Batteries	No	No
	Other Hazardous Waste	No	No
13. Fine Material	<10 mm Fines	No	No
14. Recycling sacks	Recycling sacks	No	No

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CARDIFF'S DRAFT RECYCLING AND WASTE STRATEGY 2021-25

Consultation

Appendix B

Reaching
64% and
Beyond



CARDIFF'S DRAFT RECYCLING AND WASTE STRATEGY 2021-25





Cllr Michael foreword

Our draft recycling and waste strategy has been split into 7 key headline aims. These aims represent the range of actions that we need to take over the next 4-5 years, to achieve our statutory recycling targets and maintain Cardiff as a leading recycling City.

You may wish to provide your views within each section, or there may be certain aims that you're more interested in providing a comment on. You can choose which sections, and questions you'd like to answer.

These aims are:

- 1. Improve material quality** - we aim to improve the quality of the recyclable material collected, to provide high quality material to local re-processors. This could be achieved through an expanded recycling collection from kerbside properties, alongside increased support and education for residents.
- 2. Increase recycling participation and capture of priority materials** - we need to make sure that we're doing all we can to encourage recycling as a priority, through all services provided. We will also consider whether a further restriction on general waste collections will encourage increased use of food waste, recycling and hygiene collections.
- 3. Increase opportunities for communities and residents to recycle** - we will work to increase the range of materials we can recycle in Cardiff. Alongside this, we will look to provide convenient community locations to recycle smaller items.
- 4. Make use of all available data, to develop targeted actions** - Cardiff's vision is to be a smart, data led city. We will make seek ways to modernise the service, and ensure our data is available and accessible for all to view.
- 5. Reduce single use plastics** - in line with our vision to be a One Planet Cardiff, we will look to reduce single use plastics through our buildings, and through the collection services we provide.
- 6. Encourage and support the prevention, reuse and repair of materials** - this strategy will aim to provide an increased focus on the waste hierarchy, through partnership working with community groups and organisations, alongside the opening of a re-use shop.
- 7. Contribute towards developing a circular economy within Wales** - everything that we do aims to contribute towards the national objective of One Planet, Zero Waste by 2050. We are already doing some great work here, with the one of the first electric refuse collection vehicles within Wales and we want to expand on this work throughout the cycle of the recycling and waste strategy

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Section 1- Improve material quality

A recent analysis of the material collected from green bags within the City identified that:

- 23.7% of items placed into green bags, collected from the kerbside were incorrect
- 41.4% of items placed into green bags, collected from blocks of flats were incorrect

Whilst our process is able to segregate small items of contamination, for example the incorrect plastic type, the range of 'dirty' material being included in a real issue. For example, food waste, nappies and even medical waste.

For this reason, we lose 30% of the material we collect for recycling, and it is used as fuel to create energy rather than used as a resource and made into new products. To put scale to the issue, that's over 10,000t of material lost in 2019/20. That's the weight of 10,000 giraffes!

While educating residents and enforcing correct use by issuing £100 Fixed Penalty Notices can play a part in changing behaviour, we know that an overhaul and expanded recycling service is required. Staying as we are is not an option.

Further separating materials will improve the quality of items collected. Choosing a container that is not single use, and needs to be returned to a property, will encourage residents to use them correctly. It's also a more sustainable option.

Where collection crews leave recycling containing incorrect items currently, bags are often left on the pavement and attacked by pests. This leads to litter over the floor.

The container type chosen will assist our collection crews in being able to far easier identify if incorrect items have been included, whilst being more resistant

to attacks from pests.

We have considered 2 expanded recycling collection options that are available to us, which are briefly summarised as:

- Full kerbside sort- this option requires the full separation of all recyclable materials, with 4 separate containers provided for glass, paper, cardboard and tins/cans/plastic bottles, tubs and trays. All recyclable materials, including food, are collected on a single collection vehicle and sorted into their own individual compartments on the collection vehicle
- 'Three stream' collection- this option still requires the separation of material, but paper and cardboard is mixed together. Residents will have 3 separate containers for glass, paper/cardboard and tins/cans/plastic bottles, tubs and trays. Recycling is collected on one vehicle, and food waste is collected by a separate vehicle.

These options are explored in more detail on page xxxx of the recycling and waste strategy.

After considering these options, and on balance with the challenges faced within an urban City (more of these challenges can be found on page xxxx), we will be trialling a new collection and improved collection method across 4,000 properties across the City. This collection will involve 3 containers being provided, which is the 'three stream' collection option:

- A red re-useable sack for paper and cardboard
- A blue re-useable sack for tins/cans and plastic bottles, tubs and trays
- A glass caddy for glass bottles and jars

These will all be collected weekly.



Do you agree that this is the most suitable option for Cardiff?

- Yes
- No- a full kerbside sort collection should be considered
- No- there should be different options for different areas of the City
If no, please explain your reasons why



Do you agree that any proposed changes should be implemented on a trial basis?

- Yes
- No

If no, please explain your reasons why



Do you agree that Cardiff needs to improve the quality of material collected?

- Yes
- No

If no, please explain your reasons why



If we were to provide alternative containers for your recycling across the City, which would you prefer:

- Re-useable hessian sacks
- Recycling boxes
- Recycling caddies
- A mixture of all
- Don't know
- Other



How do you currently store your recycling before collection?

- Keep full bags inside until collection day
- Line a bin with a bag, and keep it in a bin until collection day
- Put items straight into green bags outside
- Store bags outside once they're full
- Other



Do you recycle every week?

- Yes
- No

If yes, rank the below, in order of your priority motivations to recycle

- It's more practical, with recycling collected every week
- I'm told I have to
- It's 'the norm'
- Materials should be used again
- Recycling saves energy
- Recycling brings in income to local authorities
- Recycling increases job opportunities
- To contribute towards reducing the impact of climate change



7

Thinking about the materials you recycle in your green bags, and how much you produce, how often do you think you would need a collection?

Material	Weekly	Once a fortnight	Monthly	Don't know
Paper				
Cardboard				
Tins, cans and aerosols				
Plastic bottles, tubs and trays				
Glass bottles and jars				

8

Where do you go to access information about the correct materials to put into recycling bags?

- Cardiff Gov app
- Cardiff Council website
- Look on the green recycling bags
- Contact Cardiff Council digitally
- Contact Cardiff Council over the phone
- Request advice from local community
- Don't know where to look for information

9

If you don't know whether an item can be recycled in your green bags, what do you do with it?

- Put it in the green bag anyway
- Put it in my black bin/red striped bag
- Make every effort to find out how to recycle it
- Take it to a Household Recycling Centre
- I don't know



10

Do you think the Council does enough to inform residents about how and what to recycle?

Yes No

If no, or if you have any comments, how could we improve this?
You can tick more than one answer

- Increased outreach sessions in community locations
- Work with communities and volunteers to help deliver messages
- Make better use of social media, and other digital platforms
- Improve the range of languages that information is available in
- Deliver more leaflets/letters to households
- Work with children, including schools and youth clubs
- More face to face door knocking
- Issue £100 Fixed Penalty Notices for repeated incorrect use, to act as a deterrent
- Other

11

Are you aware of what happens to your recycling and waste once it's collected?

Yes No

12

If no, would you like more information about this?

Yes No



Garden waste collections

Garden waste collections are not a statutory duty for local councils to provide free of charge. The pressures of COVID 19, and current availability of HGV drivers nationally, has meant a number of delays to collections over the past 18 months. We thank you for your continued patience.

In 2019/20, it cost £95,000 to process incorrect material from within our garden waste collections. We provide a garden waste collection for grass cuttings, non-invasive weeds, trimmings and foliage. However, we regularly find items such as general waste, green recycling bags, garden furniture and nappies when the garden waste load is being processed.

This means the load needs to be sorted, which costs us both financially and environmentally if we lose this material to the energy recovery facility.

From analysis, we know that on the whole, incorrect material is coming from areas that use green wheeled bins. Incorrect material is being 'hidden' at the bottom of the bins, so our collection crews are unable to reject the bin for collection.

We need to consider all options to improve this situation, and we would like to understand your views.



Do you use your garden waste collection?

- Yes No



Which of these do you use for your garden waste collections?

- Green wheeled bin I don't use a garden waste container
 White re-useable sacks



If you use your garden waste collection, how often do you put your garden waste out for collection?

Summer

- Every fortnight Once every couple of months
 Once a month I don't use garden waste collections

Winter

- Each monthly collection
 Just in October/November as the garden dies back
 Once every couple of months



Before the challenges of the past 18 months, we would move to a monthly collection in October. We recognise from feedback that this is often too early to accommodate leaf fall, and the end of the gardening season. **If we were to provide fortnightly garden waste collections up until the end of November, do you agree that you could cope without a collection in December, January or February? We would provide additional services to collect Christmas trees**

- Yes
 No
 I don't use garden waste collections

11 Councils in Wales currently charge for the collection of garden waste. By charging for the collection of garden waste, on a subscription basis, Councils are able to ensure they are only visiting the properties that need a collection. This makes collections more efficient, and provides a better service for residents with a reduction in potential delays to the service. In Cardiff, we visit 135,000 households over a fortnight, but we know that on average across the City, only 12% of properties put out their bin every collection. This reduces to 2% over the winter months.



Do you think we should introduce an annual charge of £35 for fortnightly garden waste collections, between March-November? This would be approximately £1.80 per collection. Residents would need to sign up and pay each year.

- Yes
 No

If you have said yes, why?

- I would rather pay for a kerbside collection than have to take my garden waste elsewhere
 Not everyone has garden waste at their properties, so those who do should pay for a collection
 It would make collections more efficient
 It's not a statutory service, so I'd like to see money invested in other services rather than garden waste collections

If you have said no, why?

- I don't have enough garden waste to pay for collections
 I would just use my black bin/red striped bags
 I would rather take my garden waste to a Household Recycling Centre for free
 The material should be collected for free, as it contributes towards recycling rates
 I could not afford this fee

18

Would you sign up for an annual subscription for garden waste collections, if they were provided free of charge? If you did not sign up, you would not receive a garden waste collection at the kerbside

- Yes No

19

Do you bring any garden waste to a Household Recycling Centre?

- Yes No

If no, why?

- I can't access a Household Recycling Centre, as I don't have a car
 I don't have any extra garden waste
 I feel it should be collected from the kerbside
 I can't take it in my wheeled bin, and don't have a different container to transport it
 I don't want to take the material in the car, as it can make the car dirty

20

If you weren't sure whether an item should be included in your garden waste collections, what would you do with it?

- Hide it in the green bin/white re-useable sack Take it to a Household Recycling Centre
 Put it in my black bin/red striped bag I don't know
 Make every effort to find out how to recycle it

21

Do you agree that the collection of garden waste should be temporarily removed from a property, if they are misusing the service? Education and advice would be provided first

- Yes No Don't know



Section 2 - Increase Recycling Participation and capture of priority materials

In Cardiff, we are currently recycling 58% of our material. This falls short of our statutory target of 64% and we are not seeing the year on year increases required to meet 70% recycling by 2025.

We know there is more we can do, improving recycling rates not just from households, but also looking at other operations. For example, our trade waste collections, household recycling centres and street cleansing.

We also need to look at food waste. Food waste is a key contributor towards climate change. 30% of the food we produce is wasted. If, as a planet we stopped wasting food, we'd eliminate 8% of our total emissions.

Yes, despite offering weekly collections of food waste, we know that almost 40% of the waste within black bins/

red striped bag is still made up of both avoidable, and unavoidable, food waste.

If your food waste is avoidable, we'd like to work with you to help you understand how to stop wasting food, working with partners like WRAP Cymru and their Love food Hate Waste Campaign.

But, where food waste is unavoidable, we need you to recycle it. Food waste is a resource, and when processed is used to create energy to power Cardiff homes!

If we could divert all food waste from our black bins/red striped bags into the weekly food collection, we could see a performance increase of around 2%!



FOOD WASTE COLLECTIONS



Do you participate in food waste collections?

- Yes No

If not, why not?

- Don't have the equipment I need
- I live in a flat, and there is no food waste collection
- I don't waste any food, and home compost
- I can put it into my black bin outside, where it won't smell
- It's dirty/unhygienic
- I wasn't aware there was a food waste collection
- Other



If you do participate in food waste collections, how often do you put your kerbside caddy out for collection?

- Every week Every fortnight
- I don't take part in food waste collections



If you recycle food waste, what motivates you to do this? Rank the below, in order of your priority motivations to recycle

- It's more practical, with food waste collected every week
- I wouldn't have space in my black bin/red striped bags if I didn't
- I'm told I have to
- To contribute towards reducing the impact of climate change
- It's 'the norm'
- Recycling food creates energy



What would encourage you to participate, or participate more regularly in food waste collections? (you can choose more than one answer)

- Nothing- I already take part weekly, and could do no more
- More information and education provided about how to take part in the service
- Risk of receiving a £100 Fixed Penalty Notice if I don't take part
- Reduced black bin/red striped bag collections e.g. moving to a 3 weekly collection/ reducing bin size/limiting to 2 red striped bags per collection
- Understanding the benefits of participating, for example the carbon impacts

IMPROVING RECYCLING PARTICIPATION IN BUSINESSES

Cardiff Council's trade team collects recycling and waste from over 3000 businesses in the City. The team offers collections of all recyclable materials, including food waste, paper, glass and cardboard. Despite this, recycling performance is at 40%.



Do you agree that the recycling performance of our trade waste collections needs to increase?

- Yes
- No



Do you believe businesses have a responsibility to ensure they are segregating material for recycling, even if it costs them more money?

- Yes
- No



Are you aware that businesses will soon have a legal obligation to separate all recyclable material for collection? (more information can be found at xxxxx)

- Yes
- No



What do you think may be the challenges businesses face, in separating material for recycling? (you can choose more than 1 answer)

- Lack of internal storage for separate bins
- Lack of external storage for separate bins
- High staff turnover, to explain the correct use of bins
- Costs
- I don't know

HOUSEHOLD RECYCLING CENTRES

We are now recycling over 80% of material at our Household Recycling Centres. This improvement is due to the improved controls, including the booking in system which has deterred traders from illegally disposing of material, and the strong no mixed waste policy now being applied to all users. We thank all residents for embracing these controls, and making our Household Recycling Centres one of the best performing within Wales.



Do you use Household Recycling Centres?

- Yes
 - No
- If yes, which centre do you most regularly use?
- Lamby Way
 - Bessemer Close



Households are currently limited to 30 visits per year (on average, 2 visits per month). Is this allowance enough for your needs?

- Yes
- No



Are there any further improvements you would like to see at the Household Recycling Centres?

- Improved customer signage
- Increased interaction with site attendants
- Removal of the pre booking system
- Improved layout
- Increased opportunities to donate items to be re-used



Do you agree the booking system has improved your experience at the Household Recycling Centres?

- Yes No

If yes, what improvements have you seen?

- Reduced traffic and waiting times
- More spaces to park safely
- Better quality of service from recycling attendants
- Other (please specify)

Do you have any further comments in relation to Household Recycling Centres?



Are you aware that we have a re-use shop, The Cabin, based at Lamby Way Recycling Centre?

- Yes



CARDIFF'S DRAFT RECYCLING AND WASTE STRATEGY 2021-25



Section 3 - Increase opportunities for residents and communities to recycle

In order to increase our recycling performance, we need to make recycling as easy and accessible as possible for our communities. WRAP's National Recycling Tracker survey 2020 identified that 15% of respondents believed that local council's do not collect enough things for recycling.

We'd also like to be able to support the ability to recycle, without the use of a car. We'd like to increase the provision of local recycling outlets, to prevent barriers and support active travel across the City.



Would you like to see additional materials collected from the kerbside for recycling?

- Yes No Don't know

If yes, what collections would you like to see offered? (you can choose more than one)

- Household batteries
 Tetra Pak (cartons)
 Textiles
 Small electrical items
 Coffee pods
 Nappy recycling
 Other (please specify)



Would you like to be able to recycle smaller items, for example small electrical items & household batteries, locally within your community. For example, within local Hubs?

- Yes No Don't know

If yes, which items would you like to be able to recycle?

- | | |
|---|--|
| <input type="radio"/> Household batteries | <input type="radio"/> Small electrical items |
| <input type="radio"/> Tetra Pak (cartons) | <input type="radio"/> Coffee pods |
| <input type="radio"/> Textiles | <input type="radio"/> Other (please specify) |



Are you aware of Terracycle initiatives, to recycle 'hard to recycle' items such as crisp packets, cleaning products, food pouches (link to Terracycle website)

- Yes No



Local external recycling banks, for items such as glass bottles and paper have been removed in recent years, due to incorrect usage and fly-tipping. When these recycling facilities were available, did you use them?

- Yes No



Would you like to see the re-introduction of local external recycling banks, within your community?

- Yes No Don't know



When you no longer have a use for a large household item, for example a dining table/sofa, how do you remove it from your house?

- Book a Council bulky waste collection
- Take it to a Household Recycling Centre
- Try to donate it to a charity
- Advertise for free on social media platforms
- Attempt to sell online, and on social media platforms
- Arrange a collection from the company I'm buying a new item from



If the Council could offer a re-use collection for large household items, is this something you would be interested in using?

- Yes No Don't know





Section 4 - Make use of all available data, to develop targeted actions

Through our Capital Ambition, Cardiff has identified its vision to be a Smart City. One of our missions is to be a 'data-driven city' using data to improve decision making, provide better services and promote innovation in the City. We will also work to identify sources of data, within the recycling services operation, that we can further publish in line with the open data strategy. This includes

areas such as education and enforcement action statistics, as well as promoting the open data available in relation to recycling and material destinations including stats wales and information published from waste data flow at www.myrecyclingwales.org.uk



Do you think it's important to more openly share data about recycling and waste services?

- Yes No Don't know

If yes, what sort of information would you like to see in the public domain?

- Recycling performance
- Where recycling materials are sent to be processed, and their end destination
- The breakdown of material collected e.g. what material is within green recycling bags, black bins etc
- Contamination levels
- Education and enforcement activities
- Street cleansing statistics
- Number of household collections provided
- Other



Do you agree that there should be regular on street analysis, to determine which households are taking part in recycling services? This would help target residents who may require additional education

Yes

No

Don't know



Where it is identified a household is not taking part in a recycling collection service, do you agree that education and support should be provided to find out why?

Yes

No



Where education and support has been provided, and a property continues to not participate, do you agree that formal enforcement notices should be issued requiring the household to take part?

Yes

No

Don't know



Do you agree that the Council should embrace new technologies, to improve our services. This could include technologies such as litter bin sensors, mobile working devices, on vehicle bin weighing equipment etc

Yes

No

Don't know



Section 5 - Reduce Single Use Plastics

Cardiff's One Planet Strategy proposes a wide range of ambitious actions that will begin to form the basis of a delivery plan to achieve Carbon Neutrality. Within this, there is a commitment to reduce the Council's use of Single Use Plastics, and the recycling and waste service is integral in developing and implementing an action plan for Single Use Plastics.

We currently issue 24 million single use green recycling bags across the City, for the kerbside collection of dry recyclables. As mentioned within Section 1, we recognise the recycling collection service needs to be reviewed not only to improve material quality and increase recycling rates, but to also significantly reduce our carbon impact in terms of single use plastics.



Do you agree that the Council should not be reducing its single use plastic impact, by moving to re-useable recycling containers?

- Yes No Don't know



Do you feel suitably informed about how to recycle different types of plastic?

- Yes No Don't know



The Council has responded in favour in the consultation, to provide deposit return schemes for single use items (you can find out more about this xxx). Would you return your items if a deposit return scheme is introduced within Cardiff?

- Yes No Don't know

If no, what would you do with your items?

- Continue to use kerbside recycling schemes
 Move towards re-useable containers, to avoid increased fee on purchases
 Continue to use litter bins for 'on the go' items
 I don't know



Are you aware of Re-fill Cymru, and its app/website identifying locations that provide re-fill across the City? (link to website)

- Yes No I am now



Would you like to see increased re-fill zones throughout Cardiff, for example water stations in key public locations

- Yes No Don't know



Has the covid-19 pandemic made you more reluctant to re-fill, with a preference to move towards single use, disposable items?

- Yes No Don't know



How do you think the Council could reduce, or support initiatives that reduce single use plastic across the City?



Section 6 - Encourage and support the prevention, reuse and repair of materials

Welsh Government's Beyond Recycling strategy states 'In order to move to a circular, low carbon economy we will need to reduce the amount of waste produced by households, businesses and the public sector so that unnecessary waste is prevented, products are re-used and repair and remanufacturing are a core part of our society'

Our vision is that the actions from Cardiff waste strategy will not just be about achieving statutory recycling targets. Whilst this is a clear priority for Cardiff, we do not want to lose focus of the fact that this performance needs to be generated in a sustainable way. This will be achieved through aims and objectives that not only generate recycling performance, but also those that support waste prevention, reuse and a circular economy.



Do you take participate in any of the following, which aim to prevent waste? You can choose more than one answer

- Use real nappies
- Love food, hate waste initiatives such as only buying what you need, finding a use for left overs, storing food correctly to enhance lifespan
- Home compost
- Shop in zero waste stores
- Take re-useable shopping bags, and refuse single use bags
- Choose 'pre loved' for items such as clothes, furniture
- Take re-fill containers, for drinks, food supplies etc
- Borrow rather than buy
- Other (please specify)



Would you like to see the Council doing more to promote waste minimisation initiatives?

- Yes No Don't know

If yes, what options do you think we should explore?

- Offering incentives to encourage use of real nappies
- Offering incentives to encourage home composting
- Increased promotion of waste minimisation initiatives
- Consider re-usable recycling containers, rather than single use plastics
- Work with partners, to increase the number of re-fill locations in Cardiff
- Other (please specify)



Were you previously aware of the repair options available within Cardiff? Repair Cafes will soon be restarted across the City, and there is a repair directory available at www.repairefficiencywales.co.uk

- Yes No



The Council is currently working with Repair Café Wales, and Benthycymru to increase mobile repair/borrowing events across the City. Is this something you would be interested in attending?

- Yes No Don't know



Do you think the Council should develop a Zero waste map, identifying recycling/re-fill locations across the City?

- Yes No Don't know



In partnership with Wastesavers, the Council has launched a re-use shop 'The Cabin' at our Lamby Way Recycling Centre. You will be able to donate items that are too good to waste, which will be sold back to communities at a small cost. As well as creating 30 jobs within the South East Wales region, the operation is also supported by 100 volunteers. Will you donate items, and/or shop at The Cabin?

- Yes - I'll do both
 Yes - I will shop there
 Yes - I will donate there
 No
 Don't know



CARDIFF'S DRAFT RECYCLING AND WASTE STRATEGY 2021-25



Section 7 - Contribute towards a circular economy within Wales

As stated in Beyond Recycling 'The Government cannot bring about the transition to a circular economy alone.' We recognise the individual actions play a big part in this transition, and will work with our residents and other stakeholders to recognise their contribution.

As a Council, we also have a clear responsibility to work towards this goal, with much of our corporate

vision outlined within our One Planet Cardiff strategy. One of the areas we are working on is reducing carbon emissions, by considering the use of electric vehicles within our vast collections and cleansing fleet. We currently have 17 electric vehicles across the service, and are one of the first Welsh local authorities to have an electric Refuse Collection Vehicle (RCV).



Do you agree that the Council should look to move the electrical vehicles, where the relevant infrastructure is available?

Yes

No

Don't know

Cardiff is committed to being a child friendly city, and we are already working with our child friendly city teams, in making young person's ideas a reality. We are doing this by expanding Terracycle points throughout the City and painting a community mural at the Recycling Centre designed by children.



Do you agree that it's important to tap into the enthusiasm of young people, to make long term changes? For example, through offering recycling and waste minimisation talks to schools

Yes

No

Don't know



Cardiff Council is a partner of Caru Cymru, a Keep Wales Tidy initiative which aims to inspire everyone to take action and take care of the Environment. The vision is for Caru Cymru to be interwoven into life in Wales, so it becomes second nature to 'do the right thing'. This could mean taking litter home, recycling 'on the go', cleaning up after your dog.

We are so lucky in Cardiff to have a comprehensive network of passionate volunteers through the Love where you Live campaign.



Have you volunteered to improve the local environmental quality of your area in the past?

- Yes No Don't know

If yes, how did you take part in the volunteering?

- I'm a Love where you live Litter champion
 I'm a Keep Cardiff Tidy Litter champion
 I'm part of a community group e.g. Keep Grangetown Tidy
 I just saw the opportunity and got involved



Would you like to learn more about volunteering in Cardiff?

- Yes No Don't know



Do you agree that a deposit return scheme should be launched in Wales, to reduce the impact of litter on the Local Environment. As part of this scheme, you would receive money back if disposable bottles were returned to a deposit return point. Please remember, this is a scheme that would need to be introduced by the Government in Westminster, and not Cardiff Council

- Yes No Don't know

MUSIC STRATEGY UPDATE

CULTURE AND LEISURE (COUNCILLOR PETER BRADBURY)

AGENDA ITEM: 5

Reason for this Report

1. To update Cabinet on progress on the development of the music ecosystem for Cardiff.
2. To update Cabinet on proposals for trialling a set of voluntary guidelines for buskers in the city to both support busking and respect the needs of residents and businesses.

Background

3. In April 2019 a *Music Ecosystem Study* report was presented to Cabinet to consider the *Sound Diplomacy Music City Report - Informing a Music Strategy for Cardiff: Music Ecosystem Study and Strategic Recommendations*.
4. The report noted the Sound Diplomacy report and committed to the establishment of a Music Board that would oversee the implementation of the recommendations of the report. Subsequently a further report was presented to Cabinet in October 2019 that established the Music Board, appointed Board Members, and established the terms of reference as to:
 - Promote the development of and champion Cardiff's music scene.
 - Lobby for investment in Cardiff's music scene.
 - Promote fairness, access and diversity in Cardiff's music scene and champion diversity initiatives.
 - Support a partnership approach to the development of Cardiff's music scene.
 - Explore ways to increase the resilience and sustainability of grassroots music sector and venues; and
 - Support developers and communities to protect existing music spaces and develop new music venues and workspaces.
5. The October 2019 report also delegated authority to the Director of Economic Development to work with partners to develop proposals for a signature music event for the city that would both support the

development of the sector, as well as establish a new annual event in the calendar to attract staying visitors to Cardiff.

6. This report provides an update on the work of the Music Board as well as other activities that support the development of Cardiff as a 'Music City'

Issues

Cardiff Music Board

7. The Cardiff Music Board met for the first time in Dec 2019. This board was recruited through an open selection process and appointed 22 members from Cardiff's Music and public service sector to the board. Chaired by the Leader of Cardiff Council, Cllr Huw Thomas supported by the Cabinet Member for Culture and Sport, Cllr Peter Bradbury, board members were chosen to reflect the diversity of the sector and stakeholders in Cardiff. Expertise includes planning policy experts, grassroots venue owners, independent event producers, music educationalists, journalists, promoters, music industry experts, musicians, public service broadcaster DJ, Musicians Union and Public Service workers including South Wales Police. Since December 2019, the Cardiff Music Board has met 8 times, with a ninth meeting scheduled in January.

Pandemic Support

8. The Cardiff Music Board continued to meet throughout the pandemic, to deliver important work to support the music sector in Cardiff throughout this time, including assisting the development and promotion of Covid-support grants provided to the sector. This included the distribution of £4.2m of support to the city's freelance community, a significant proportion of who were either musicians or part of the music industry supply chain.

Replacement LDP

9. The Cardiff Music Board are working with the Cardiff Council Planning Department to form a working group to directly engage with the Replacement Local Development Plan consultation. The aim is to explore opportunities for sustaining music and culture related infrastructure in Cardiff through the planning policy framework. The Head of Planning and Cabinet Member for Strategic Planning and Transport are personally committed to directly and regularly engaging with the Cardiff Music Board as the LDP progresses.

Planning Application Considerations

10. The Cardiff Music Board are also working closely with the Planning Department and members are sent planning applications on a weekly basis to provide sight and enable consideration of any development applications that might have an impact on existing music venues in the city.

11. In some cases, a response will be provided by the Music Board to the city's Planning Authority. This has led in one case to further restrictions being imposed on a planning application in order to ensure the future of a nearby venue.

Live Music Enquiry for Wales

12. Following engagement with the Music Board, the Leader of the Council presented to the Senedd Welsh Language and Communications Committee on a Live Music Enquiry for Wales, including responding to the consultation on behalf of the Cardiff Music Board. The enquiry subsequently supported the establishment of similar vehicles across Wales noting "Cardiff Council's establishment of a music board, and the degree of ambition it has demonstrated in this area is to be welcomed."

Parking and access issues

13. The Music Board also acts as a convenor for practical issues, this has included sub-groups established to develop optimal parking arrangements for venues, whilst also reflecting the practical issues of dealing with traffic and safety in city centres.

Live and Unlocked

14. To support Cardiff's grassroots music venues recover when the sector was permitted to reopen, Cardiff Council organised four nights of live music in Cardiff Castle, curated by Cardiff's grassroots music venues. This took place over the August bank holiday weekend, as part of a plan developed with Cardiff Music Board, to support live music and put culture at the heart of the city's recovery from Covid-19. Three acts performed each night, and independent venues Clwb Ifor Bach, Porters, Fuel, and The Moon curated the music, sold the tickets, and paid the musicians involved, providing much needed support for an industry that has been hit hard by the pandemic restrictions. In total circa 3,000 people attended the event over the four days. The project was also supported by the Welsh Government's Transforming Towns Business Fund, that supports towns and city centres in their pandemic recoveries.

Delivering a Music Hub in Cardiff City Centre

15. The Old Library and Norwegian Church Cabinet Report considered at the 18 November Cabinet meeting approved the transfer of use of the Old Library building via long lease to the Royal Welsh College of Music & Drama. The intention of the agreement was to facilitate the introduction of performance, academic, exhibition and rehearsal spaces into the city centre.
16. In the report it was outlined that the College aims to make "RWCMD at Old Library" a focal point for the performing arts in the city centre, and that it aims to bring the space to life with music, drama and a range of live performance as a magnet for local people and to draw people in, as

a space for the public to enjoy immersive experiences and a diverse range of talents. This will also include performances in the public realm in the immediate vicinity to the building, providing daytime music and animation in the Hayes sensitive to and in keeping with the surrounding area. This was all aimed at supporting the delivery of the city's Music Strategy.

Norwegian Church

17. At the same 18 November Cabinet meeting plans were also approved to transfer the lease of the Norwegian Church to a new charitable body, The Norwegian Church Cardiff Bay. As part of its business plan, the new charity expressly outlined the need to link with the city's Music Strategy. To that end the venue will continue to be used for music events, and an active promotion of the church as a live music venue will be taken forward.

Indoor Arena

18. The Cardiff Music Board are engaged and support the development of the new Indoor Arena, which remains an integral part of the city's ability to host and attract the world's biggest artists. Live Nation, Oak Vale Group and Robertson's have presented and engaged with the Cardiff Music Board and Officers as part of their pre-planning consultation on the development of the new 15,000 capacity arena. The Cardiff Music Board will continue to work on developing projects and activity with Live Nation that will support the wider music ecology in Cardiff.

Visioning for Womanby St

19. Work is taking place to ensure that Womanby St is recognised as one of the city's primary music destinations. Cardiff Council are undertaking a visioning exercise to look at how we can enhance Womanby St, to support the grassroots music venues and sustain the cultural offer on the street and in the Castle Quarter district.
20. This work includes supporting the redevelopment of Clwb Ifor Bach, who have undertaken a feasibility study to explore the expansion of their existing venue into an 800 capacity, fully accessible music venue. Subsequently Clwb Ifor Bach are now working with renowned architects Nissen Richards to develop a planning application for the redevelopment and hope to move into their fundraising phase in the new year.
21. In order to facilitate the development, Cardiff Council has agreed to enter an 18-month option to take on the long-leasehold of an adjoining property. This will allow time for the completion of the business plan for the development by Clwb Ifor Bach. Once all necessary funding is in place, the intention is to enter into a back-to-back lease for 125 years for use as a live music venue and nightclub.

Cardiff Signature Event Development

22. Cardiff Council is at the design stage of developing an annual major international music festival for the Capital of Wales. Working closely with Welsh Government colleagues to develop and deliver this major annual event. The plan is to launch the first festival in Autumn 2023, working with partners to grow the festival in line with music infrastructure developments in the city, such as the delivery of the 15,000 capacity Atlantic Wharf arena.

Other Events

23. Cardiff continues to work to attract music related immersive projects to present in the city. In spring next year Cardiff will host a significant Festival UK* 2022 sonic installation. Dreamachine is a powerful new kind of collective experience exploring the limitless potential of the human mind, inspired by artist Brion Gysin's pioneering 1959 invention. The installation is created by Collective Act in collaboration with Turner Prize-winning artists Assemble, Grammy- and Mercury-nominated composer Jon Hopkins, leading technologists, and a team of pioneering scientists and philosophers from the University of Glasgow and University of Sussex.

Busking Guidelines

24. Sound Diplomacy's Music Ecosystem Study and Strategic Recommendations report that underpins the city's approach to music recommended that Cardiff seeks to 'create a voluntary busking guidance for Cardiff that reflects residents, businesses and musicians needs. The intention is that the Council supports busking within the city centre by encouraging behaviour that respects the needs of all stakeholders, including both the performers and the users and residents in the city centre.
25. Subsequently research was undertaken of best practice with regard to developing a busking policy. This included reviewing the policies of other councils considered best practice, including Bath, Birmingham, Bristol, Camden, Liverpool, Oxford and Westminster.
26. An initial set of voluntary guidelines was developed in consultation with the Musicians Union, FOR Cardiff, Keep Streets Live and the city's City Centre Management team. Once this set of guidelines was established further engagement took place with members of the city's busking community.
27. Following this, a set of guidelines has been established that seeks to support busking by establishing a set of principles to ensure that the needs of all stakeholders, including both the performers and the users and residents in the city centre, are considered in supporting on-street performance. These guidelines are attached as Appendix 1.

28. These guidelines will be used as a means of communication with performers and city centre stakeholders and is not a means of enforcement. The guidance acknowledges that there can be some issues relating to busking that apply to a small number of performers and typically relate to volume, location, repetitive performances or obstruction. These guidelines aim to reduce the potential for conflict and to support a culture of community, compromise, consideration for others and negotiation.
29. These guidelines are intended to be used as part of a trial, and further engagement will take place over forthcoming months with city centre stakeholders, including buskers, businesses and residents, to test and consider their effectiveness.
30. Any enforcement issues would remain subject to current powers and legislation. Should the further engagement with city centre users raise the need for changes in the powers and policies these will need to be considered in due course.

Reason for Recommendations

31. To update Cabinet on progress on the development of the music ecosystem for Cardiff.
32. To update Cabinet on proposals for trialling a set of voluntary guidelines for buskers in the city to both support busking and respect the needs of residents and businesses.

Financial Implications

33. The recommendations in the report have no direct financial implications. The monitoring and enforcement of the busking guidelines will need to be managed from within existing City Centre Management Resources. The report highlights various projects and proposals taking place which will be met from existing budgets or schemes already approved by the Council as part of existing governance processes where financial implications will have been already considered. Where new projects are proposed to be taken forward which have unfunded financial implications, these will need to be considered for external funding or along with other priorities as part of the development of the budget framework.

Legal Implications

34. The report provides Members with an update on various initiatives being progressed in accordance with the approved Music Strategy and previous Cabinet decisions, referred to in the report. Legal advice on specific projects will continue to be provided, upon request, as projects are progressed.
35. As noted in the body of the report, the Busking Guidelines will not be legally enforceable, but may give rise to a legitimate expectation that

they will be taken into account by the Council when considering the exercise of its statutory powers.

36. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. 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 and must be able to demonstrate how it has discharged its duty.
37. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.
38. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its proposals will contribute towards meeting its well being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Property Implications

39. There are a number of property transactions around the Music Strategy which requires strategic estate input and support.
40. The Old Library has been subject to a full marketing campaign and the recommendation was sanctioned by Cabinet in November 2021 and Estate will support the transaction to handover of the building in the new year.
41. Negotiations to acquire additional land for the expansion of Clwb Ifor Bach have been ongoing and agreement has been reached on the best way forward to support Clwb Ifor Bach on a commercial basis.

HR Implications

42. The recommendations in the report have no direct human resources implications

RECOMMENDATIONS

Cabinet is recommended to note the update on the development of the music ecosystem for Cardiff and the proposed trial for the voluntary guidelines for buskers in the city centre.

Director of Economic Development	Neil Hanratty Director of Economic Development
	10 December 2021

The following appendix is attached:

Appendix 1: Draft Busking Guidelines

Voluntary Busking Guidelines

What is Busking?

Busking and street entertainment are an integral part of Cardiff's City Centre Experience. They create a pleasant and vibrant atmosphere for everyone who visits the city.

Buskers are sharing the streets and open spaces with everyone else who lives, works, trades and takes their leisure in the city centre. It is important if busking is to thrive in the city centre it does so in a way that respects residents, businesses and other performers.

Voluntary Busking Guidelines

These Voluntary Busking Guidelines looks to establish a trial arrangement to support a positive relationship between performers and their surrounding environment, guidance that reflects residents, businesses and musicians needs, supporting performance opportunities for talent in the city.

Why do we need guidelines?

We acknowledge that most complaints about busking apply to a small number of performers and usually relate to volume, location, repetitive performances or obstruction. These guidelines aim to reduce the potential for conflict and to support a culture of community, compromise, consideration for others and negotiation.

Using the Guidelines

These guidelines have been produced by Cardiff Council in consultation with South Wales Police, local businesses, the Cardiff busking community, The Keep Streets Live network and The Musician's Union and Equity.

The guidelines will be used to communicate good behaviour in the city centre and will be used on a trial basis during which time engagement with buskers, residents and businesses will take place to consider the effectiveness of the guidelines.

Voluntary Busking Guidelines

- i. Select your pitch carefully to respect local residents and businesses and consider the impact of your performance on those who live and work nearby.
- ii. Also be respectful of places of worship, performance spaces and areas where official ceremonies take place. Any performances should not take place near these areas when activity is taking place.
- iii. Street performance and busking should not exceed a maximum of 90 minutes at a pitch. Performers should be prepared to move after this time period and not return to the same pitch.
- iv. Performance times for buskers will operate from 10am to 7pm.
- v. Amplification levels should only be slightly above ambient street levels. As a guide, if amplified music can be heard significantly above other noises more than 20 metres away it is too loud.
- vi. Keep your level in keeping with the surroundings, for example at certain times when streets are quieter you should adjust your volumes to a level where you can still be heard but are not overpowering for other city centre users.
- vii. Backing tracks must be at a level below the lead instrument or vocal.
- viii. Buskers should not repeat the same material during any pitch tenure.
- ix. Members of the public and business owners should be courteous and wait for gaps in the performance before approaching buskers to raise issues. Buskers should also exhibit politeness in response.
- x. Pitches must be cleared after use, taking care to dispose of any items used for the purposes of your performance or consumed between sets.
- xi. Please be mindful of all those using the city centre when busking.

Your agreement to maintain the community spirit and consideration of others within the City Centre is appreciated and vital to the cohesive existence of residents and visitors to Cardiff.

Where this fails to contribute to ensure the welfare of others and behaviour that falls outside of these guidelines, there is legislation that will allow where reasonable, proportionate and justified, positive action to be taken. This will include the removal from the City Centre and the potential for action taken under the Antisocial Behaviour, Crime & Policing Act 2014.

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 16 DECEMBER 2021

**ADULT COMMUNITY LEARNING REVIEW / APPROACH TO FUNDING
FOR INTO WORK ADVICE SERVICES**

**EDUCATION EMPLOYMENT AND SKILLS (COUNCILLOR SARAH
MERRY)
FINANCE, MODERNISATION AND PERFORMANCE (COUNCILLOR
CHRIS WEAVER)**

AGENDA ITEM: 6

Reason For This Report

1. To set out proposals for the future of Adult Community Learning service delivery in Cardiff in light of the reductions in Welsh Government grant funding.
2. To seek endorsement of the approach to future funding bids for the Into Work Service and to highlight the reduction in current funding as the European Social Fund comes to an end.

Background – Adult Learning

3. The Welsh Government allocates funding (the Community Learning Grant) to Local Authorities across Wales to provide Adult Community Learning to eligible learners.
4. The Welsh Government published the Adult Learning in Wales Policy in 2017, which lays out the five priorities that this grant-funded provision for Adult Learning should focus on. These are:
 - i. Engagement activity
 - ii. Digital skills
 - iii. Employability skills
 - iv. Essential skills
 - v. Welsh language
5. Cardiff Council, the Vale of Glamorgan Council, Adult Learning Wales and Cardiff and Vale College make up the Cardiff Learning Partnership. The three organisations work together to provide the best outcomes for learners; ensuring robust progression pathways and referral routes into further education or work, and also reducing duplication of the courses delivered.

6. In December 2018, the Welsh Government carried out a consultation and decided to change how the Community Learning Grant is distributed across Wales. This was despite strong representation from the Cabinet Member for Education, Employment and Skills. As a result of this redistribution, Cardiff Council's funding allocation will be reduced by a total of £694,386. This will be transitioned over five years, from April 2020. The past, present and estimated future Community Learning Grant allocation for Cardiff is illustrated in the table below.

Academic Year	Funding Allocated
2019 / 2020	£1,092,079
2020 / 2021	£1,037,475
2021 / 2022	£985,061
2022 / 2023	£788,049*
2023 / 2024	£630,440*
2024 / 2025	£504,352*
2025 /2026	£397,693*

**estimated future grant*

7. In addition, Welsh Government have advised that they plan to have in place a national strategic body for community-based Adult Learning by 2025. Therefore, local authorities may not manage any learning from this date.
8. Currently, £658,073 of the Community Learning Grant is budgeted for direct delivery costs. Management, IT, and administration costs equate to £197,458. £130,070 is spent on buildings and associated staff costs. Adult Learning was fully aligned with the Into Work Advice Service in 2017. This has helped to reduce management and administration costs.
9. Cardiff Council's Adult Community Learning supports learners achieve up to Level Two qualifications and delivers Digital Skills, Employability Skills and Engagement Activity courses. Cardiff and Vale College prioritise their Adult Learning on Essential skills which includes literacy, numeracy, Welsh and English for Speakers of Other Languages (ESOL).
10. Cardiff Council has three distinct programmes of learning within Adult Community Learning:

- i. Learning for Work - this is fully funded by the Welsh Government Community Learning Grant. These courses are free to learners if they are out of work or in part time work.
- ii. Disability Inclusion in Community Education (DICE) - this is partly funded by the Community Learning Grant for those who are eligible. These are entry level courses for learners with specific additional learning needs to help prepare for work. There is also a cost recovery model for recreational or engagement courses for those that are not eligible for the free courses.
- iii. Learning for Life - this is a full cost recovery model and funds recreational courses. These courses will not be affected by these changes.

Background – Into Work Advice Services

- 11. In addition to the reduction in the Community Learning Grant, there are also reductions in funding pending for the Into Work Advice Service. The Into Work Advice Service is funded through nine different funding streams. The service hosts fourteen employability projects. Four of these projects are funded through the European Social Fund. These projects support those who are furthest away from the job market and have the most barriers to entering employment. With the UK now having left the European Union, the European Social Fund will no longer be available for these projects from Autumn / Winter 2022. It is not yet known whether the UK Government's replacement for European Union funds (the Shared Prosperity Fund) will support employability activity, or whether this will continue to be separated into objective-led projects; nor is the amount or delivery mechanism known currently.
- 12. The Into Work Advice Service will have received over £6 million of funding between 2016 and 2022 from the European Social Fund; equating to a loss to the service of £1.1 million income each year. To date, this fund has supported 2,650 people with employment activities, over 900 people into employment and 1,226 people gain qualifications.

Issues

- 13. Currently the Into Work Advice Service receives over £1.1m a year from the European Social Fund to support individuals with the most barriers to employment and are furthest away from the job market. The dates that these ESF funded projects are currently expected to cease with their annual funding allocated are ;
 - 1. Communities for Work – March 2023 (£596k per annum)
 - 2. Journey 2 Work - September 2022 (£230k per annum)
 - 3. Skills@Work - September 2022 (£192k per annum)
 - 4. Inspire to Work - September 2022 (£124k per annum)
- 14. There is a significant risk to the service if any new funding allocation is below the £1.1m that Cardiff's Into Work Advice Service currently receives from the

European Social Fund. Any reduction could result in up to 500 less people being supported by the service each year as well as reduced employability mentors in the service overall.

15. There is still much uncertainty regarding the Shared Prosperity Fund which is to succeed the European Social Fund. Announcements with more detail on the Shared Prosperity Fund are expected by Central and Welsh Government on 20th December 2021.

Into Work Advice Services – Regional Approach to Employability

16. To help mitigate some of the impact in the reduction of funding for the Into Work Advice Service, the Regional Skills Partnership Local Authority Cluster Group has been working collaboratively to produce a new Regional Framework to guide how employability activities are delivered in the region in the future. With the ending of the European Social Fund funding in 2022, it is proposed that this framework will form the basis of regional applications for post-EU funding for employability. The Into Work Advice Service has previously made bids for external funding collaboratively with other local authorities in the Cardiff Capital Region, and this framework would further support this funding arrangement, while retaining local delivery through the Council's services.

Adult Learning Current Service and Proposed Delivery Model

17. Bidding regionally for any new funding that becomes available may help to mitigate some of the impacts on the funding reduction for the Into Work Advice Service, however, a full-service review was required for the Adult Learning service to understand how efficiencies could be made in light of the reduction in the Community Learning Grant. In the 2020/2021 academic year, 593 courses were funded through the Community Learning Grant. 4,166 people enrolled onto these courses. 95% of those who attended accredited courses passed and 45% of learners were from the most deprived areas of the city.

Current Delivery of Courses

18. Most courses have traditionally been delivered in weekly two-hour sessions for 10 weeks across the academic term only. For those attending recreational courses and Disability Inclusion in Community Education this works well. However, for people looking for work this is not swift enough. Obtaining a qualification for a new job could take up to 3 months. Also, if the learner wanted to join a class mid-term, this would not be possible and therefore they would need to wait until the start of the next term to attend. In previous years, there were many learners who were attending several Learning for Work courses with no clear progression into employment. As the Adult Learning team is now fully aligned with the Into Work team, clear progression routes have now been established.

Proposed Delivery of Courses

19. Some progress has been made with the introduction of shorter work skills

training over one or two full days. In addition, more sector-specific work skills training has been rolled out over a 5 day period, for example 'Get Into Care' and 'Get into Administration' courses. These courses provide all the qualifications required in a condensed period of time, but still produce very good pass rates illustrating the quality of the course is not compromised. There is an opportunity to expand this model further, thereby reducing costs and keeping courses accessible to as many people as possible. The hours of the service could be expanded too, into the evening and weekends right across the year rather than on a term-time only basis; again, being as accessible to as many people as possible.

Current Training Delivery

20. There is one generic Learning for Work team that delivers all of the grant funded courses. The tutors who currently deliver these courses are often part-time and sessional and deliver courses for just a few hours each week. This model of delivery is not responsive and there is more demand for more up to date digital courses to meet current requirements. To meet the needs of learners, and to develop the service, in line with funding reductions, the use of sessional tutors will no longer be required. Therefore, it is proposed to replace the part time / sessional Learning for Work tutor posts with specialist trainer posts that work throughout the year. The total number of tutors affected by this change is 14. Each tutor works between 2 hours and 21 hours a week on a term time only basis.

Proposed Training Delivery

21. It is proposed to create a work skills training team and a specialist digital team. This would allow all courses to be delivered over a shorter period of time, whilst still guaranteeing a high standard of training and accreditation. This would ensure that as many people as possible would be able to access the training they required, when they needed it. Specialist work skills and digital trainers would deliver these courses, allowing the flexibility required to meet new demands. To deliver this model, it is proposed to create a number of temporary trainer posts, in line with the funding allocation year on year.

Current Location of Courses

22. All courses have previously been delivered face-to-face in community settings including Hubs, libraries and schools. There is a standalone Adult Learning Centre in Severn Road, above Severn Road school, in the Riverside ward of Cardiff. This centre has been closed since March 2020, as a result of the first national lockdown, and has not reopened since. During lockdown, some courses have been delivered online, with tutor and trainer support. These have proved popular with some learners and there is an opportunity to expand this method of course delivery, for those that prefer to learn in this way.

Proposed Location of Courses

23. To ensure that funding is used on direct delivery costs, rather than on buildings,

it is proposed that all face-to-face grant funded courses are provided through existing community buildings. The proposed, newly adapted service would be delivered city wide and the current Severn Road Adult Education Centre would be retained by the Council's Education department for alternative use. This will reduce the associated costs with running a standalone building from Adult Learning budgets. Increasing the number of venues where training is provided would also help to improve the service in a way that makes it more accessible and convenient, bringing learning closer to people in the community. For learners that would prefer to access classes digitally, formal online supported courses, as well as YouTube Tutorials, would also be offered.

24. To understand the public views on these proposals, and to ask for their comments to help steer future delivery, a public consultation was carried out.

Public Consultation Results

25. The period of the consultation was between the 23rd of August 2021 and the 26th of September 2021. The consultation was available online and paper copies were available in Hubs and Libraries. The Advice Line supported individuals who needed help to complete the form. It was promoted on the Council website, as well as through various social media channels. Over 4,000 previous learners were also sent a direct online link to complete the consultation. In total, 1,312 responses were received. The consultation asked questions on how the future of the service should be delivered, taking into account the reduction in funding.

Headline Responses

26. 73.3% of those that responded to the survey had attended Adult Learning training. Of these:
 - a. 80% of individuals lived in the Southern Arc of the city
 - b. 81% were from an Ethnic Minority background
 - c. 70% of respondents that attended training were aged 35 or under.

It is pleasing to note that the consultation reached these groups of people who can sometimes be underrepresented.

Service Delivery of Courses

27. For learners that had attended Learning for Work courses, the most popular were First Aid, Manual Handling and Food Safety. These courses are held over one or two days. These results are encouraging as it demonstrates that people prefer these shorter work skills courses. This reflects our proposal for providing these shorter courses rather than over the traditional 10-week period.
28. 70% of those that had attended training had only attended between 1 and 3 courses and 2.5% had attended more than 5 courses. The low number of learners carrying out several courses is also encouraging. These courses are helping people to get the right skills for the job they want, more quickly.

29. 47.3% of respondents wanted to access learning face-to-face, while 36.2% and 30.9% respectively wanted to access learning in a hybrid model or online. These results also support the new proposal, whereby the option of learning online or in a hybrid model will be offered to learners who would prefer this.
30. The most popular time that respondents wanted to attend courses was on a Saturday morning and in the evenings. Again, this reflects our proposal which would allow the team to expand the times and days of training to better suit the needs of the learners.

Location of Classes

31. As part of the change to provision, it is proposed that the delivery would be city wide and that Severn Road Adult Learning Centre would be repurposed and retained by the Council's Education department for alternative future use. Respondents were asked how they felt about this proposal 83% were favourable, 7% were not favourable and the remaining 10% were indifferent. Therefore, an overwhelming majority of respondents agreed that funds should be utilised for direct service delivery and not on buildings wherever possible.
32. 43% of respondents had previously attended training at Severn Road, of which 73% of those that had attended used public transport or their own vehicle to access this training. 15.9% had walked. This demonstrates that the majority of learners are having to travel some distance to access the training at Severn Road, and therefore courses would be more accessible if they were held within more community settings.
33. 94.4% of respondents would like to see Adult Learning provision provided in their local area. The most popular wards where respondents would like to attend training were Canton, Grangetown, Ely and Cathays. This also aligns with the proposal where training could be provided in more locations to ensure that there is provision right across the city.
34. Overall, the survey was supportive of the proposed way forward, although some changes have been made to respond to the comments received.

Proposed Way Forward

35. To increase community-based learning available in local areas using existing community buildings across the city This will improve accessibility and will focus the use of the reduced Community Learning Grant funding on direct service delivery, rather than buildings. Severn Road Learning Centre will be retained within the Councils Education department.
36. To replace the Learning for Work Tutor posts with new specialist Trainer posts that would be more reactive to the changing needs of the job market and 21st Century digital knowledge.
37. To continue to provide virtual learning, as well as online tutorials, alongside

face-to-face courses so learners can access training in the way that best suits their needs.

38. Course delivery will be expanded to include Saturday and evening learning.

Local Member consultation

39. Local Ward Members for Canton and Riverside wards were invited to attend a consultation in March 2021 with Officers and the Cabinet Member for Education Employment and Skills. Ward Members were disappointed with the proposal to repurpose the use of Severn Road Adult Learning Centre. However, it was understood that in order to keep more of the reduced funding aimed at direct service delivery, costs needed to be reduced elsewhere across the service. Eight other community locations and six schools were suggested where courses could be provided in the Riverside / Canton wards. Ward members were advised that refurbishment work had recently been carried out in Canton Library to enhance and expand existing facilities. This created two new training spaces and upgraded the existing training room, providing an additional twenty public access computers. Ward Members requested the exploration of the possibility of using space in Canton Library, occupied by the Police. Officers met with the Police, but unfortunately due to accessibility issues, this space was not a conducive location for learning. Ward Members were keen for the Adult Learning Centre building to be utilised and not to be left empty and requested Officers to contact the Estates and Schools team to ensure the building was put to best use, should the proposals be agreed.

Scrutiny Consideration

40. The Economy and Culture Scrutiny committee considered this report on 13 December 2021. Any comments received will be circulated at the Cabinet meeting.

Reason for Recommendation

41. To put in place new arrangements to meet the changing requirements of Adult Community Learning, ensuring that the reduced funding from the Community Learning Grant is used for direct service delivery across the city.
42. To continue to work with other Local Authorities to bid for funding for employability services post European Social Funding; ensuring that Cardiff can continue to support those that need help to look for work.

Financial Implications

43. As illustrated in Paragraph 6, the distribution allocation of the Community Learning grant will reduce available funding by 20% each year through to 2025/26 when grant funding levels will be at 36% of the 2019/20 allocation. Continued, careful consideration needs to be given to the resource required in order to ensure costs remain within the funding provided.

44. Looking forward, consideration would need to be given to the impact on future funding for local authorities in the event of any future proposals in respect to a national strategic body for community based adult learning by 2025.
45. The report also outlines the service response to uncertain grant arrangements such as European Social Fund. As these proposals are developed any financial impacts need to be identified so that they can be managed within the overall funding available

Property Implications

46. Strategic Estates note the intent to declare Severn Road surplus to service requirements. SED will work with the service and will, subject to approval, review future options for the property through the established asset management governance. SED understands the intent to focus delivery of services in existing assets and will work with the service to understand any relevant investments or property improvements, aligned with Council's ongoing asset review process.
47. Education have indicated that they would wish to retain the Severn Road Adult Centre building to ensure the flexibility to reorganise education provision is retained to support the planning of school places. The adult centre is located at Severn Primary School which is a constrained urban school site. The release of the facilities would afford various opportunities that would support improved community focussed primary organisation and/or provide scope to develop further Additional Learning Needs provision through a Specialist Resource Base which is a key priority for the city currently. The building would need some investment in order to be utilised for these purposes in future.

HR Implications

48. Initial consultations with the trade unions and affected staff have taken place, and this will continue following Cabinet's decision. Any restructure proposals, including the deletion of current posts and creation of new posts will be carried out in line with all corporately agreed processes, and take due notice of any legislative requirements.

Legal Implications

48. These proposals have been subject to a consultation process. Therefore, members must ensure that they have considered the consultation responses, and taken them into account, before a decision is made.
49. The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender

reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and statutory notices are published, the Council will have to consider further the equalities implications and an Equality Impact Assessment may need to be completed.

- 50. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language.
- 51. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

RECOMMENDATIONS

Cabinet is recommended to:

- 1. Agree the approach to the future delivery of Adult Community Learning as set out in this report. This includes the repurposing of Severn Road Adult Learning Centre, which would be retained within the Councils Education department, allowing a greater provision of training in existing community settings across the city.
- 2. Endorse the principle of a regional approach of bidding for funds for the Into Work Advice Service, post-European Social Funding.

SENIOR RESPONSIBLE OFFICER	Jane Thomas Director Adults, Housing and Communities
	10 December 2021

The following appendix is attached:

Appendix 1 - Adult Learning Consultation Report Findings.

Adult Learning Consultation

REPORT FINDINGS



“Delivering effective research and consultation and first class research and information services”

Cardiff Research Centre delivers key research, information and multimedia services for Cardiff Council and other key organisations in Cardiff and Wales.

Core services include:

- Collection, analysis, and interpretation of primary survey data.
- Analysis and interpretation of a wide range of secondary demographic and socio-economic statistical data.
- Specialised studies on a wide range of topics including social, economic and demographic subjects.
- Quantitative and qualitative research and consultation projects.
- Management Cardiff Citizens' Panel.
- Focus Group and meeting facilitation.
- Advice and support on all aspects of research and consultation.
- GIS mapping services
- Professional multimedia support in relation to presentations, conferences, meetings, graphic design services and internet development.

For further information please contact

Cardiff Research Centre

- research@cardiff.gov.uk
- consultation@cardiff.gov.uk



#gweithiogydangilydd
#workingtogether

Adult Learning Survey

Introduction

Cardiff Research Centre (CRC) were commissioned by the Schools and Education department of the Council to undertake a consultation around proposed changes to the way Adult Learning is delivered within local communities across the City.

The proposals set out were around reshaping the grant funded programmes along with gaining views on fee paid, recreational classes.

There are currently 4 different Adult Learning programmes:

1. Learning for Work; helping people to gain the skills they need to start work, as well as Digital courses. These courses are free to attend for eligible learners as they are funded by a Welsh Government grant.
2. Learning for Life; recreational courses which include art, music and pottery. A fee is charged to access these courses.
3. DICE (Disability Inclusion in Community Education); a mixture of courses where a fee is paid and some which are funded by a Welsh Government grant.
4. Youth courses; recreational courses for young people to attend in the evenings as well as school holidays. A fee is paid to access these courses.

The Welsh Government grant that funds Learning for Work and some of the DICE courses is facing significant budget cuts over the next 3 years. Despite this, Cardiff Council is committed to improving the service in a way that makes it more accessible and convenient, bringing learning closer to people in the community.

To achieve this whilst also making the required savings, by changing how we deliver our service, we will be able to:

- Use most of the funding on the direct delivery of courses, rather than on buildings or administration.
- Increase the number of venues and reduce cost by delivering learning in existing community buildings such as our Hubs. These will make courses more accessible to everyone.
- Increase the hours of the service, by delivering training in the evenings and weekends right throughout the year rather than on a mostly term time basis.
- Provide shorter courses that will help people get the right skills for the job they want, quicker.
- Providing a mixture of online and face to face learning.

Methodology

Adult Learning and the Cardiff Research Centre worked in collaboration to develop an online / paper survey, gathering people's views / opinions on each of the 4 Adult Learning programmes outlined above.

Both the online and paper versions of the surveys were available bilingually.

Paper versions of the survey were made available at each of the 19 Hubs / Libraries across the City.

Additionally, posters / flyers were left at each Hub / Library that contained a unique URL.

(www.cardiff.gov.uk/adultlearningsurvey) where residents could access the online version of the survey.

The survey was promoted on the 'Homepage Scrolls' of the Council website and also made available on the CRC 'Live Consultation' page.

There was a dedicated Social Media push using the Council's Facebook and Twitter accounts.

Responses to the survey were cleansed and validated, giving an overall sample of 1,312.

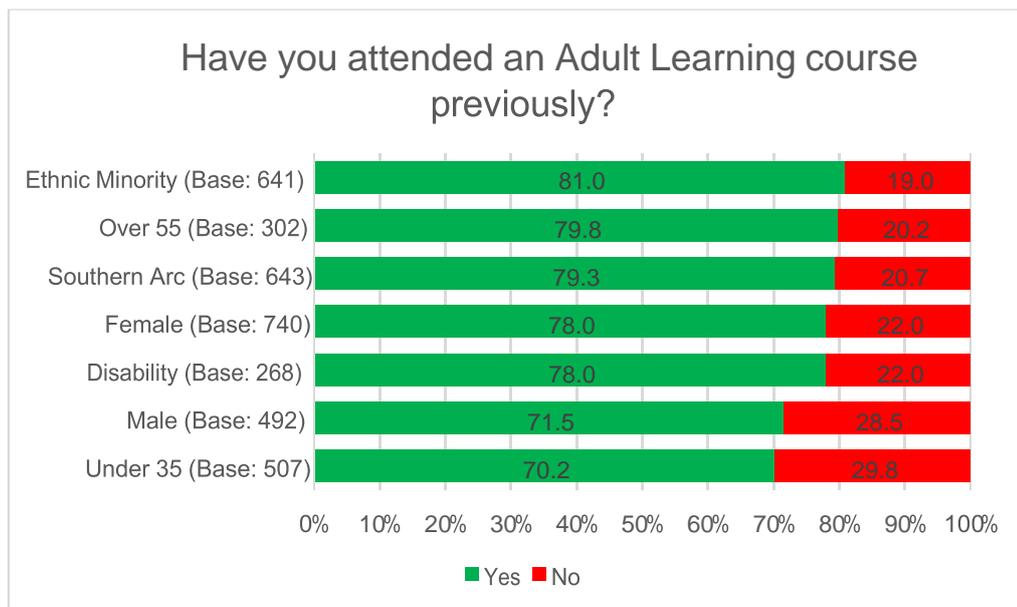
Research Findings

Have you attended an Adult Learning course previously?

Around three in four (73.3%) respondents had previously attended an Adult Learning Course.

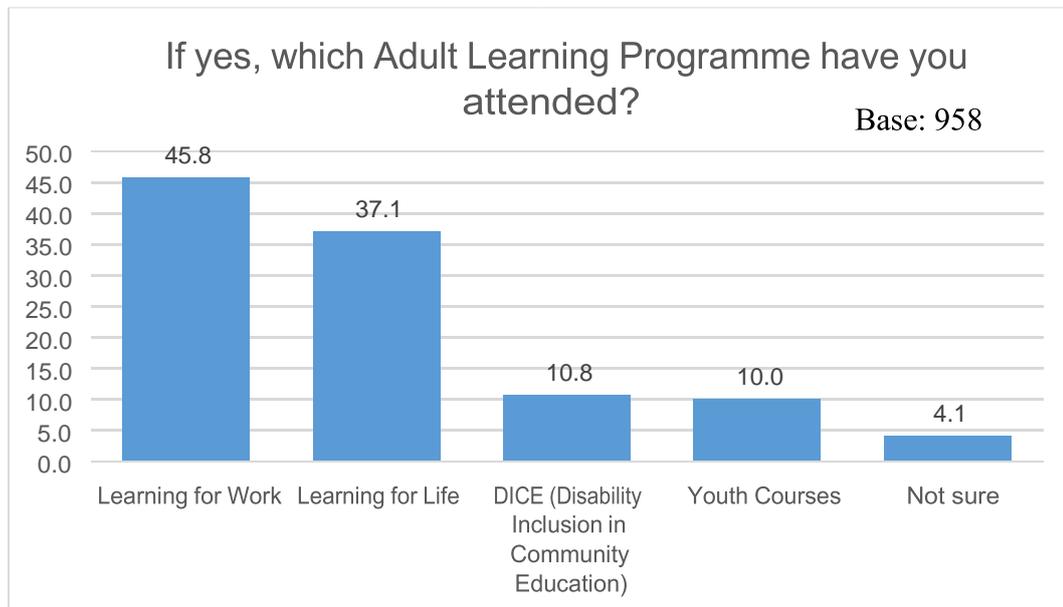
	No.	%
Yes	959	73.3
No	349	26.7
Total Respondents	1,308	100.0

Respondents from an Ethnic Minority background were most likely to have previously attended an Adult Learning course (81.0%). This was followed by respondents aged 55+ (79.8%) and those residing in the Southern Arc (79.3%). Previous attendance drops to seven in ten (70.2%) when viewed by respondents aged under 35.



If yes, which Adult Learning Programme have you attended?

'Learning for work' was viewed as the most popular Adult Learning programme attended by respondents with over two in five (45.8%) citing this option, this was followed by 'Learning for life' (37.1%).



NB. Percentages do not total 100% as respondents could select multiple options.

Those aged under 35 were most likely to attend a 'Learning for Work' Programme (53.0%), this falls to three in ten (29.5%) when viewed by those aged 55+

Respondents aged 55+ were almost three times as likely to have attended a 'Learning for Life' Programme as those aged under 35 (64.3% and 22.3% respectively).

One in seven (14.5%) male respondents have attended a DICE Learning Programme, this was followed by those with a disability (13.9%).

Respondents aged under 35 and those from a Minority Ethnic background were most likely to have attended a Youth Course Programme (16.9% and 11.6% respectively).

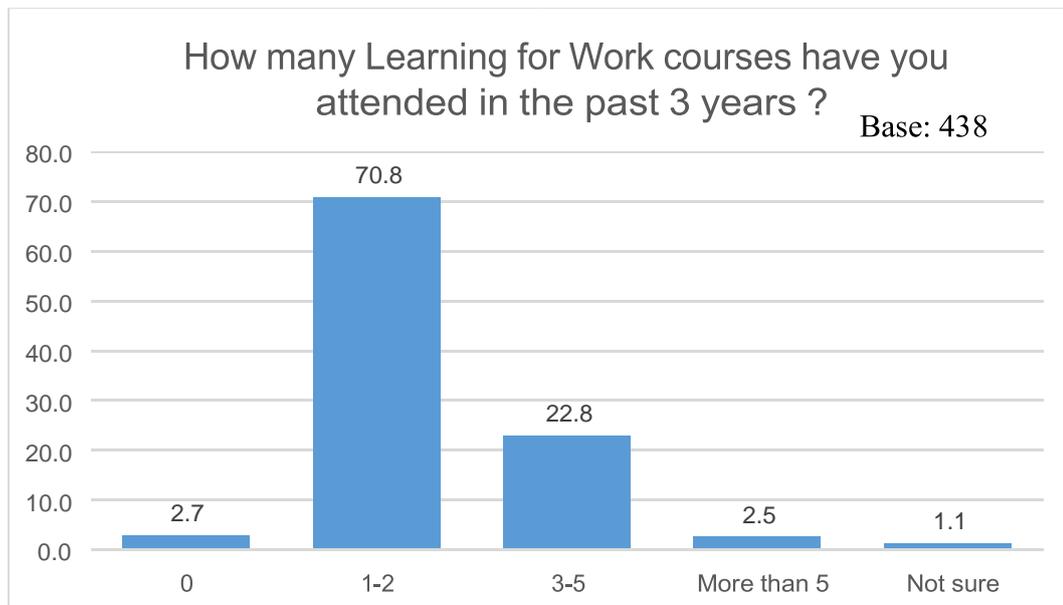
	Male (Base: 351)	Female (Base: 577)	Under 35 (Base: 355)	Over 55 (Base: 241)	Southern Arc (Base:509)	Disability (Base: 209)	Ethnic Minority (Base: 518)
Learning for Work	47.3	45.4	53.0	29.5	46.0	44.0	49.2
Learning for Life	30.5	41.1	22.3	64.3	35.4	40.2	34.9
DICE (Disability Inclusion in	14.5	8.5	9.6	8.3	13.4	13.9	11.0

Community Education)							
Youth Courses	8.8	10.9	16.9	1.7	10.0	6.2	11.6
Not sure	4.0	3.6	4.5	3.3	2.8	7.2	1.9

Learning For Work

How many Learning for Work courses have you attended in the past 3 years?

438 respondents left a response to this question. Of these, seven in ten (70.8%) had attended 1-2 courses, whilst a further one in four (25.3%) had attended at least 3 courses.



If you have attended a Learning for Work course, please tick all of the courses you have attended:

'First Aid' was viewed as the most popular 'Learning for work' course attended by respondents, with around one in six (16.4%) selecting this option. This was followed by 'Manual Handling' (16.2%), 'Food Safety' (15.0%) and 'Interview Skills' (13.8%).

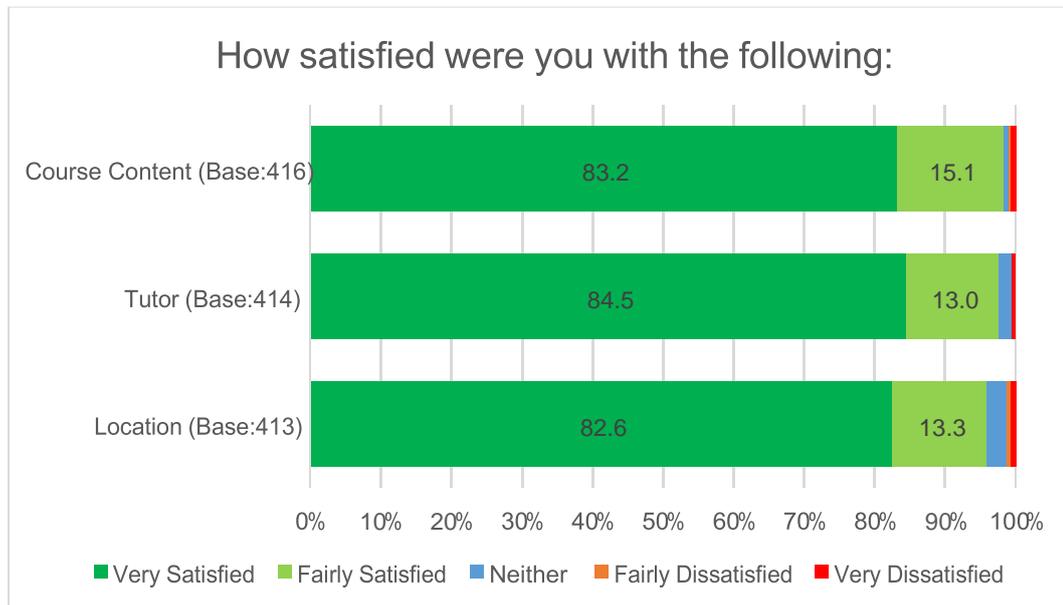
	No.	%
First Aid	69	16.4
Manual Handling	68	16.2
Food Safety	63	15.0
Interview Skills	58	13.8

Health & Safety in the Workplace	56	13.3
Customer Service	56	13.3
Get into Care	43	10.2
Mental Health & Wellbeing	41	9.8
Get into Hospitality	38	9.0
Counselling Skills	36	8.6
Safeguarding Level 1 / 2	31	7.4
Digital Employability Skills	28	6.7
BT Skills for tomorrow	28	6.7
Dementia Awareness	27	6.4
Digital Skills – beginners/intermediate	27	6.4
Photography / Film making	27	6.4
ECDL	26	6.2
Smartphone/tablet help	24	5.7
Introduction to Health & Social care	23	5.5
Microsoft applications for beginners	23	5.5
Managing Children's Behaviour	21	5.0
Child Psychology	20	4.8
Animation	20	4.8
Role of the receptionist	20	4.8
Introduction to Childcare	18	4.3
Supporting Teaching and Learning in Schools	14	3.3
Improving Conversational English	12	2.9
Sewing	12	2.9
Managing Conflict	11	2.6
Buying & Selling online	8	1.9
Using PIXLR	6	1.4
Not sure	1	0.2
Other	4	1.0
Total Respondents	420	-

NB. Percentages do not total 100% as respondents could select multiple options.

How satisfied were you with the following:

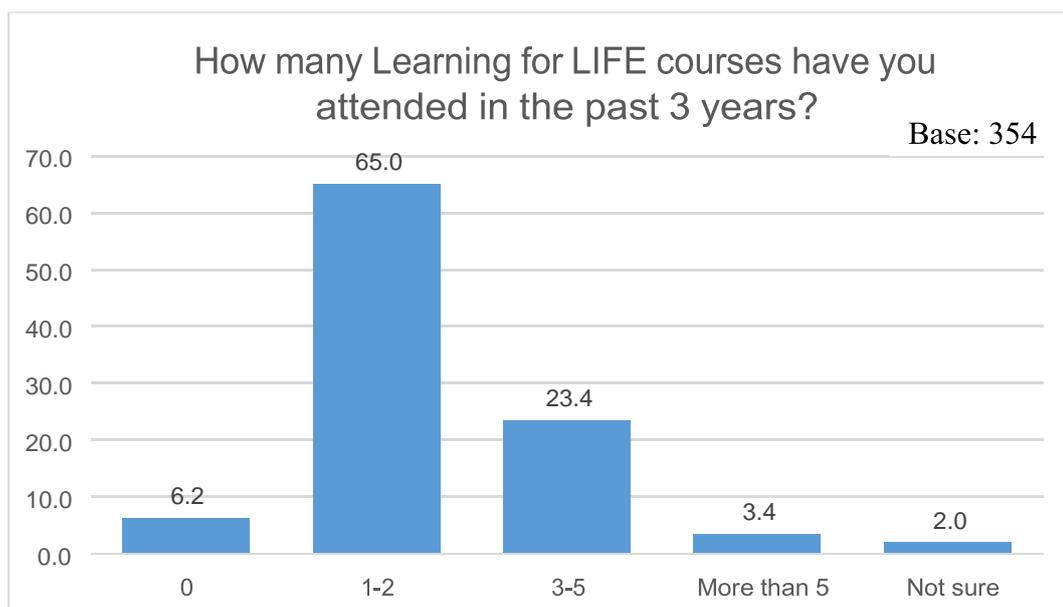
Over nine tenths of respondents were 'Satisfied' (Very and Fairly combined) with each of the 3 course elements listed below.



Learning For Life

How many Learning for Life courses have you attended in the past 3 years?

354 respondents left a response to this question. Of these, around two in three (65.0%) had attended 1-2 courses, whilst just over one in four (26.8%) had attended at least 3 courses.



If you have attended a Learning for Life course, please tick all of the courses you have attended:

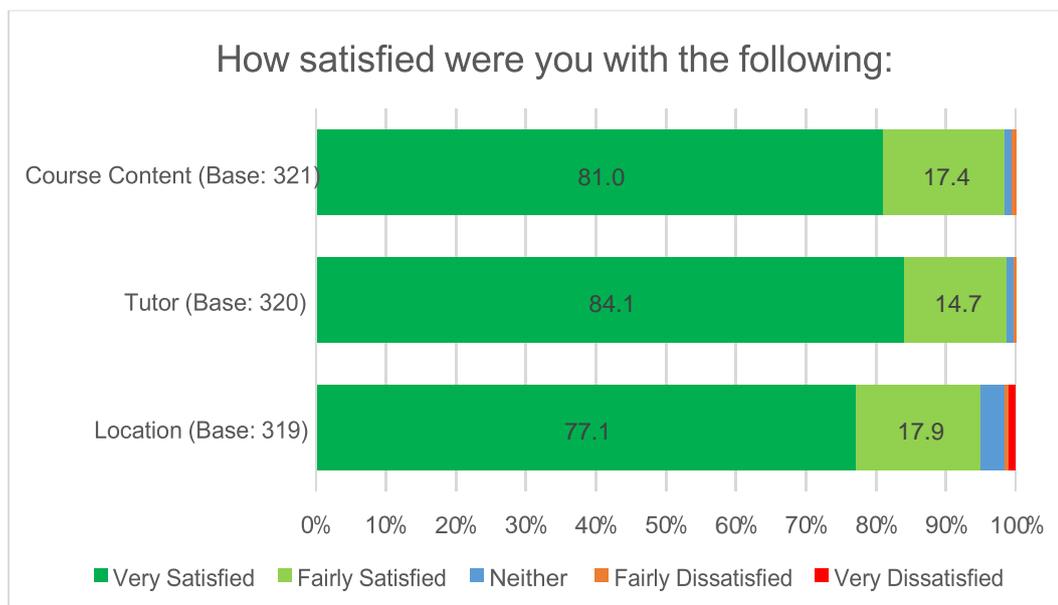
'Painting' was viewed as the most popular 'Learning for Life' course attended by respondents, with around one in six (17.6%) selecting this option. This was followed by 'Watercolour' (16.4%), 'Basket Making' (13.9%) and 'Gardening' (13.9%).

	No.	%
Painting	57	17.6
Watercolour	53	16.4
Basket Making	45	13.9
Gardening	45	13.9
Dressmaking/Soft Furnishing/Upholstery	44	13.6
French	43	13.3
Floristry	42	13.0
Drawing	41	12.7
Cake Decorating/Sugar Craft	38	11.7
Sculpting/Pottery	36	11.1
Cooking	36	11.1
Writing	34	10.5
Jewellery/Silversmithing	29	9.0
Yoga	29	9.0
Italian	24	7.4
Stained Glass	23	7.1
Ukulele	21	6.5
Spanish	21	6.5
Photoshop	21	6.5
British Sign Language	20	6.2
Piano/Keyboard	19	5.9
Guitar	15	4.6
Not sure	5	1.5
Other	7	2.2
Total Respondents	324	-

NB. Percentages do not total 100% as respondents could select multiple options.

How satisfied were you with the following:

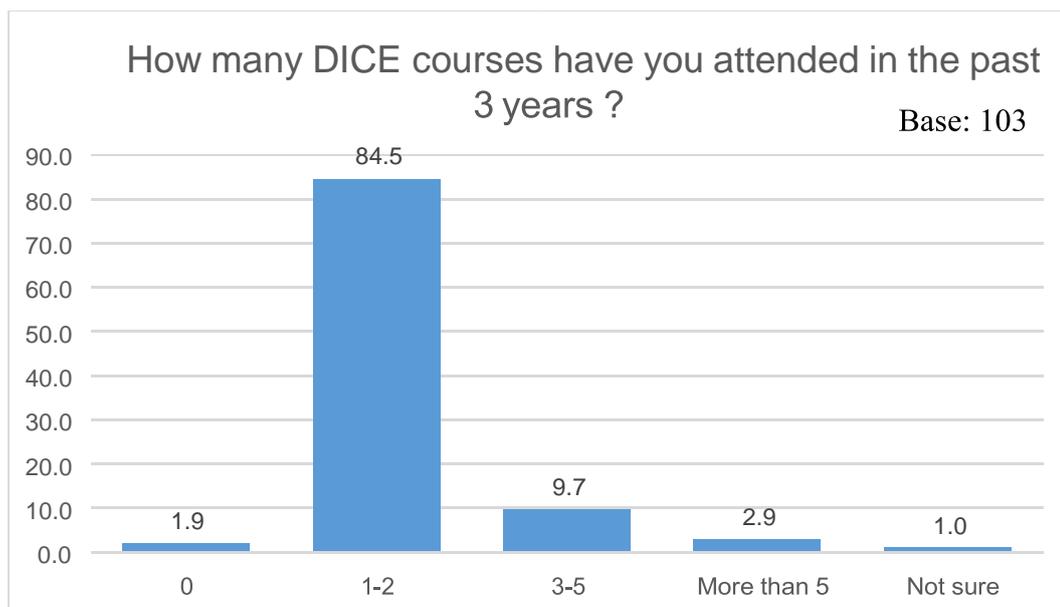
Over nine tenths of respondents were 'Satisfied' (Very and Fairly combined) with each of the 3 course elements listed below.



DICE

How many DICE courses have you attended in the past 3 years?

103 respondents left a response to this question. Of these, over four in five (84.5%) had attended 1-2 courses, whilst a further one in eight (12.6%) had attended at least 3 courses.



If you have attended a DICE course, please tick all of the courses you have attended:

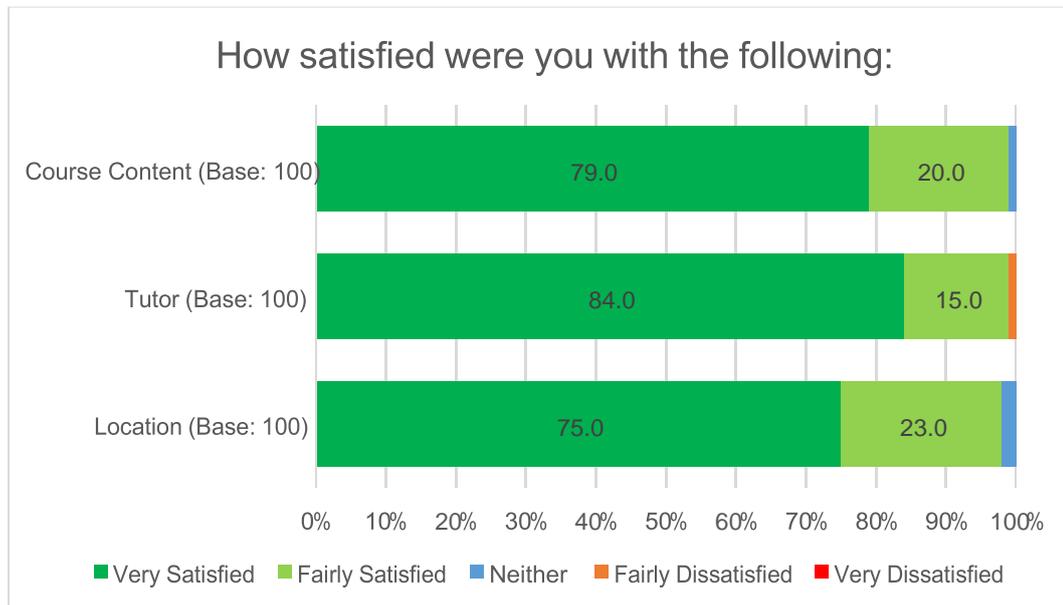
'Woodworking skills' was viewed as the most popular 'DICE' course attended by respondents, with over one in three (37.0%) selecting this option. This was followed by 'DIY' (31.0%), 'Literacy' (21.0%) and 'Creative writing' (20.0%).

	No.	%
Woodworking Skills	37	37.0
DIY	31	31.0
Literacy	21	21.0
Creative writing	20	20.0
Digital Skills	17	17.0
Craft Pottery	14	14.0
Wellbeing	12	12.0
African hand Drumming	9	9.0
Dance	6	6.0
Other	2	2.0
Total Respondents	100	-

NB. Percentages do not total 100% as respondents could select multiple options.

How satisfied were you with the following:

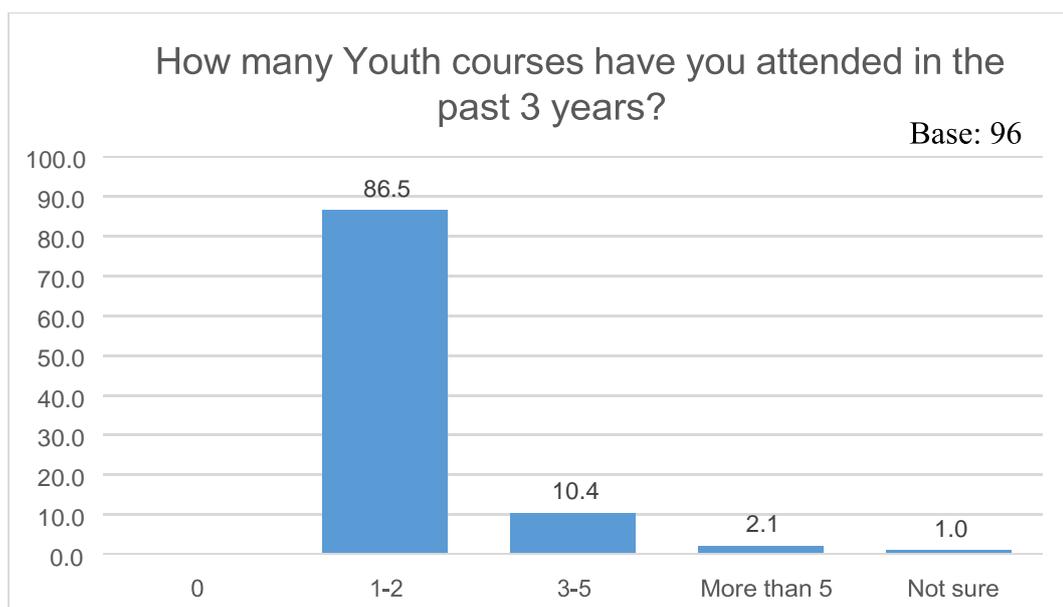
Over nine tenths of respondents were 'Satisfied' (Very and Fairly combined) with each of the 3 course elements listed below.



Youth Courses

How many Youth courses have you attended in the past 3 years?

96 respondents left a response to this question. Of these, over four in five (86.5%) had attended 1-2 courses, whilst a further one in eight (12.5%) had attended at least 3 courses.



If you have attended a Youth course, please tick all of the courses you have attended:

'Visual Arts' was viewed as the most popular 'Youth' course attended by respondents, with around one in five (21.1%) selecting this option. This was followed by 'Little Potters' (12.6%), 'Harry Potters' (12.6%) and 'Mini Pottery Throwdown / 'Get Set Sew' / 'Lets Act (each 10.5%).

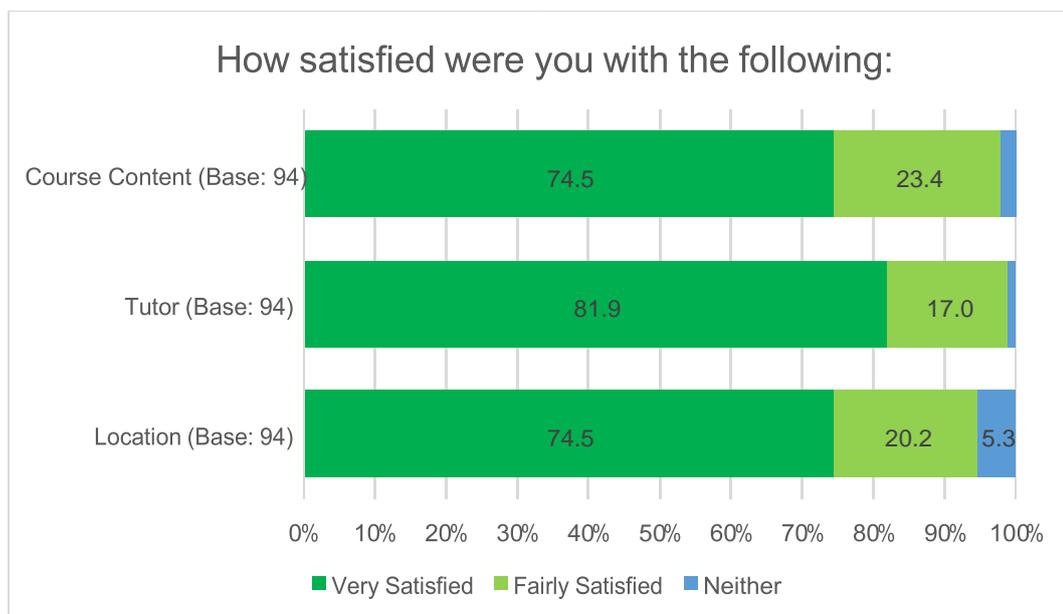
	No.	%
Visual Arts	20	21.1
Little Potters	12	12.6
Harry Pottery	12	12.6
Mini Pottery Throwdown	10	10.5
Get Set Sew	10	10.5
Let's Act	10	10.5
Fashion & Style	9	9.5
A Play in a Day	9	9.5
Clay Club	8	8.4
Creative Illustration	8	8.4
Batik	8	8.4
Actors Workshop	8	8.4
Lights, Camera, Action	8	8.4
Fun with Felt	7	7.4
Clay Dinosaurs	6	6.3
Throwing on the wheel	6	6.3
Anime Drawing	6	6.3
Around the world crafts	6	6.3
Teatime Pottery	5	5.3
Puppets	5	5.3
Watercolours	5	5.3
Ukulele	5	5.3
Glee Club	4	4.2
Treasure boxes	3	3.2
Total Respondents	95	-

NB. Percentages do not total 100% as respondents could select multiple options.

How satisfied were you with the following:

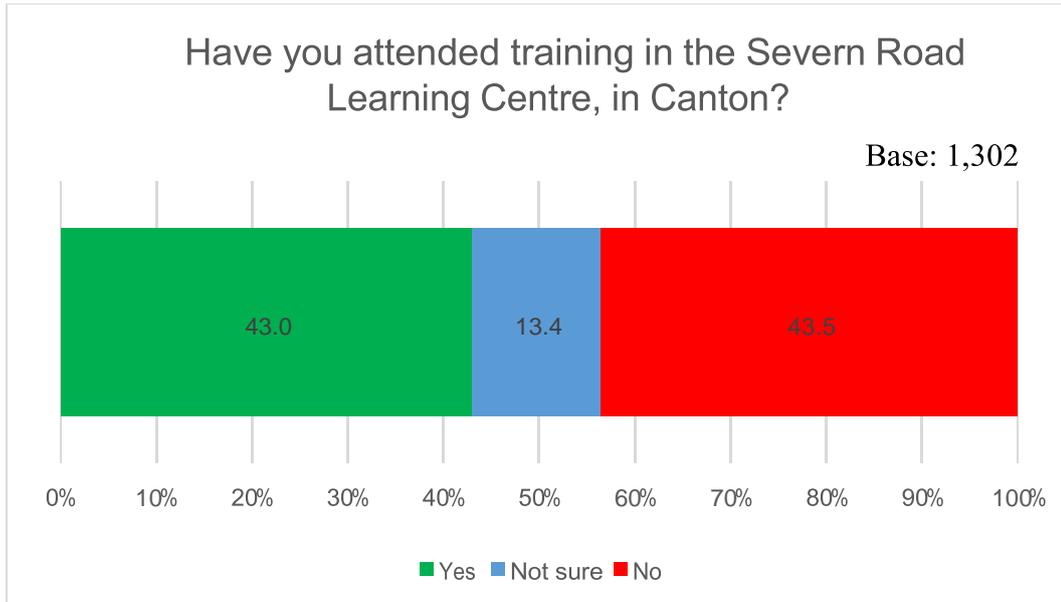
Over nine tenths of respondents were 'Satisfied' (Very and Fairly combined) with each of the 3 course elements listed below.

There were no respondents that were dissatisfied with any elements of the Youth courses.



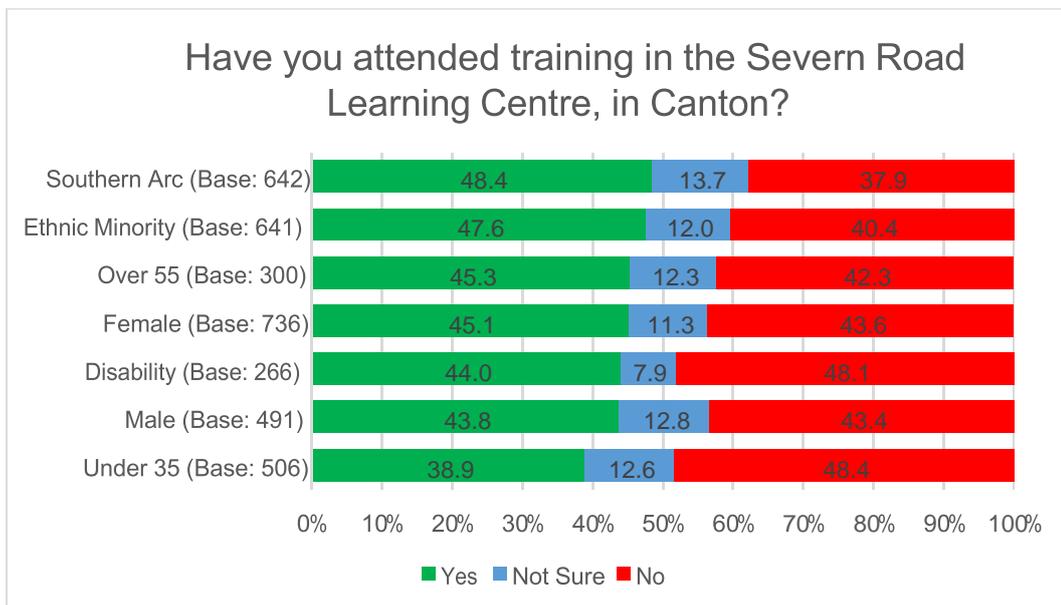
Have you attended training in the Severn Road Learning Centre, in Canton?

The amount of respondents that had / hadn't previously attended training in Severn Road Learning Centre in Canton was split (43.0% and 43.5% respectively).



Respondents residing in the Southern Arc and those from an Ethnic Minority background were most likely to have attended training previously (48.4% and 47.6% respectively).

Almost a half of both under 35s and those with a disability claimed not to have attended any training at the Severn Road Learning Centre (48.4% and 48.1% respectively).



If yes, how did you travel to the centre?

Two in five (41.8%) respondents that had previously attended training in Severn Road travelled to the centre by Car, this was followed by three in ten (30.6%) that got a bus. A further one in eight (12.5%), got there by cycling.

	No.	%
Car	233	41.8
Bus	171	30.6
Walk	89	15.9
Cycle	70	12.5
Other	27	4.8
Total Respondents	558	-

NB. Percentages do not total 100% as respondents could select multiple options.

If yes, what other services did you use in the centre?

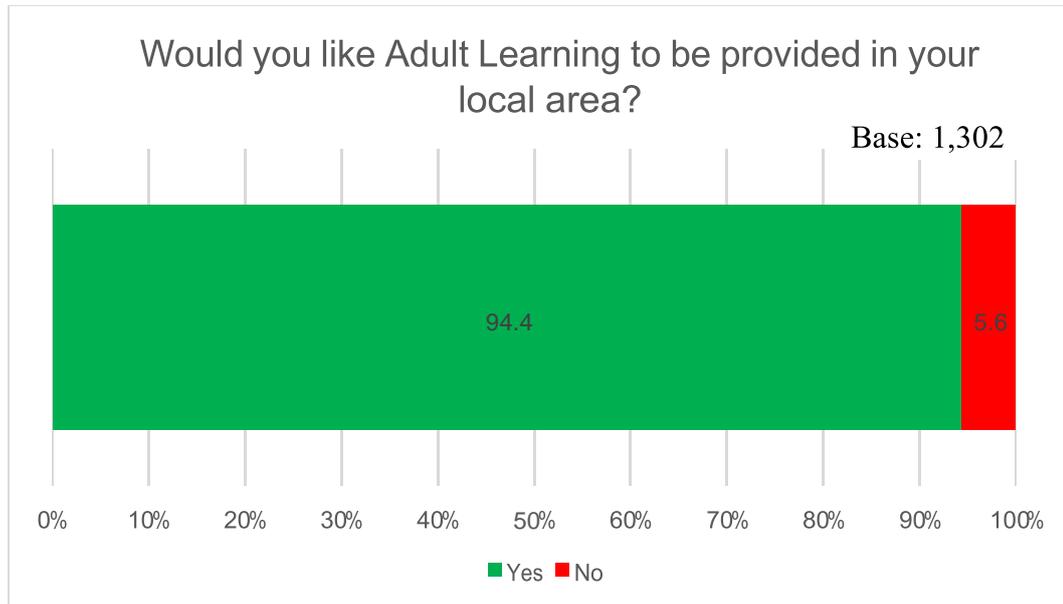
'Internet Access' was viewed as the most popular other service used by people attending Severn Road Centre for training, with over two in five (45.4%) using this service whilst there, this was followed by 'Free wifi (43.7%) and 'Café' (38.5%).

	No	%
Internet Access	229	45.4
Free Wifi	220	43.7
Café	194	38.5
Digital Support	156	31.0
Other	9	1.8
Total Respondents	504	-

NB. Percentages do not total 100% as respondents could select multiple options.

Would you like Adult Learning to be provided in your local area?

Over nine in ten (94.4%) respondents would like to see Adult Learning provide in their local area.



If yes, which area?

Respondents that had indicated they'd like Adult Learning to be provided in their area were asked to identify which of the 29 Wards in Cardiff where they'd like to see this provided.

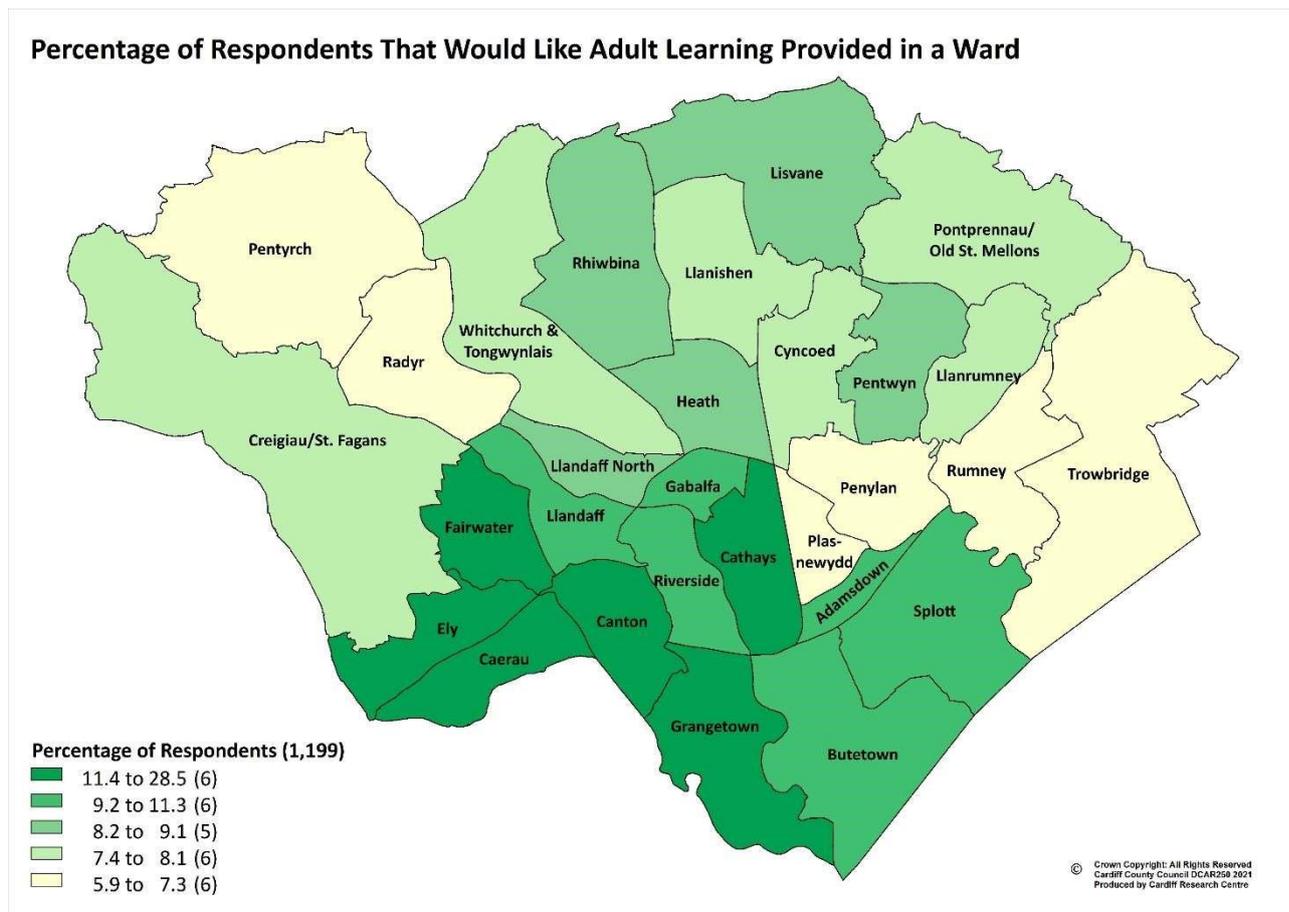
Canton (28.4%) was cited as the most popular Ward where respondents would like to see Adult Learning provided, this was followed by Grangetown (17.5%), Ely (16.8%) and Cathays (12.1%).

	No.	%
Canton	341	28.4
Grangetown	210	17.5
Ely	201	16.8
Cathays	145	12.1
Fairwater	143	11.9

Caerau	142	11.8
Butetown	135	11.3
Adamsdown	130	10.8
Riverside	124	10.3
Splott	118	9.8
Gabalfa	117	9.8
Llandaff	111	9.3
Heath	108	9.0
Lisvane	106	8.8
Llandaff North	102	8.5
Pentwyn	101	8.4
Rhiwbina	100	8.3
Creigiau/St. Fagans	96	8.0
Whitchurch and Tongwynlais	95	7.9
Pontprennau/Old Mellons St.	94	7.8
Cyncoed	91	7.6
Llanishen	91	7.6
Llanrumney	89	7.4
Penylan	87	7.3
Radyr	83	6.9
Plasnewydd	79	6.6
Rumney	78	6.5
Pentyrch	73	6.1
Trowbridge	71	5.9
Total Respondents	1,199	-

NB. Percentages do not total 100% as respondents could select multiple options.

Percentage of Respondents That Would Like Adult Learning Provided in a Ward



As part of this change we are moving away from standalone buildings, as part of this Severn Road would close, this would protect courses and reduce costs. Do you have comments on this change?

Theme	No.	%	Example Comments
Don't Mind if Severn Road Closes	164	29.7	<ul style="list-style-type: none"> • If needs to close so courses can be funded then let it be sacrificed. We lose something, we win something. • Don't mind, but building should be used in some way that benefits community. • I'm local to canton so would be ok if somewhere that's still easy to access is opened. • Needs to be done so I don't mind. • This isn't a problem as there are lots of other places for courses to be held.

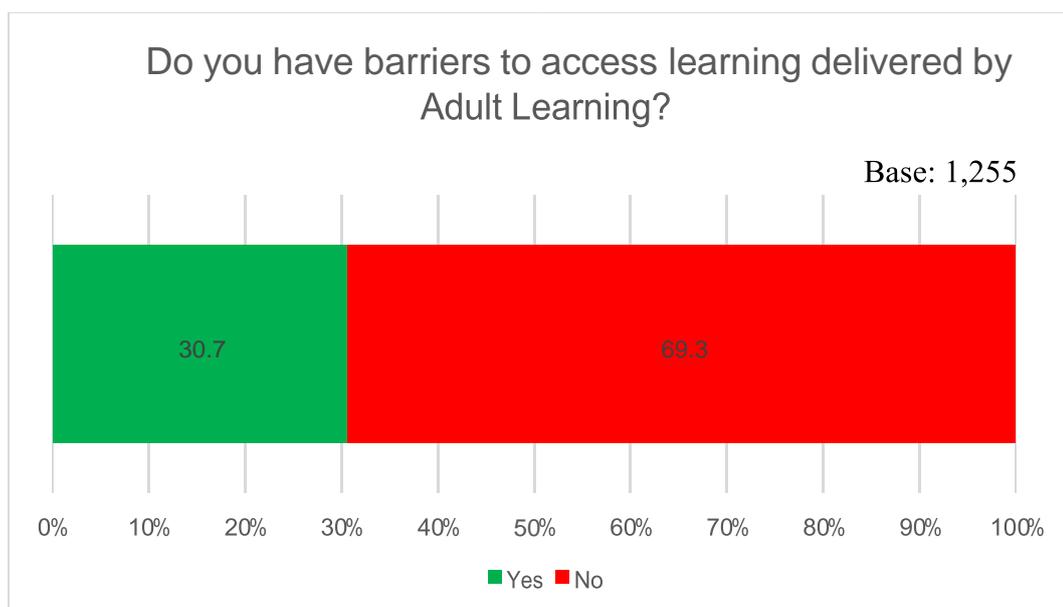
Good Idea	132	23.9	<input type="checkbox"/> Not a bad idea there are other places for me to do a course.
			<input type="checkbox"/> I agree, utilising local hubs and community buildings would be beneficial. <input type="checkbox"/> It makes sense as long as similar courses are offered elsewhere. <input type="checkbox"/> It is a good idea - make it more local - people can then walk there so also helping with our carbon footprint.
Saves Money	103	18.7	<p>This is ok as costs need to be reduced.</p> <input type="checkbox"/> Anything that reduces cost must surely be beneficial. <input type="checkbox"/> Great way to save money.
Prefer to learn in a classroom environment or another location within Cardiff	90	16.3	<input type="checkbox"/> There are better places near me for courses to be held. <input type="checkbox"/> It's ok as lots of venues closer to me. <input type="checkbox"/> Other places near me that I could go to.
The Money saved should be reinvested into course material and / or lower course fee	59	10.7	<input type="checkbox"/> Can use money to improve quality of courses. This can be a good thing as if <input type="checkbox"/> money isn't wasted it could improve quality of adult learning services. <input type="checkbox"/> Don't mind as it could reduce prices of courses.
N/A or indifferent	52	9.4	<input type="checkbox"/> Never been but been told it's not the best location so not bothered. <input type="checkbox"/> I do not mind as i have never attended any training or courses there.
Bad Idea	48	8.7	<input type="checkbox"/> I don't think that's a good idea as place like this are a lot better for people who suffer from social anxiety as going into town for the main colleges can be very hard. So unless you're going to offer more course in the Hub I think you're making a mistake. <input type="checkbox"/> Huge mistake great centre, accessible transport links, great stuff, the biggest mistake you made was removing the childcare facilities, I know many parents doing the courses myself included would've paid a small fee to use them!

Accessibility Issues, Parking, Disabled Facilities & Childcare	39	7.1	<p>Not the most accessible so don't mind.</p> <ul style="list-style-type: none"> <input type="checkbox"/> I think a lot more people may take part in the courses if they are more available in the community. A childcare offer so adults can learn would also be a great help. I hope by moving away from standalone buildings that people will not lose their jobs.
Courses online	19	3.4	<ul style="list-style-type: none"> <input type="checkbox"/> Travelling can be difficult so if this happened it would be ideal if courses then went online. <input type="checkbox"/> I would prefer courses online as it works around me and childcare.
Misc.	17	3.1	<p>I am not quite sure what you mean by this question.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Where will I attend all future courses?
Total Respondents	552	-	

NB. Percentages do not total 100% as respondents' comments could fall into multiple themes.

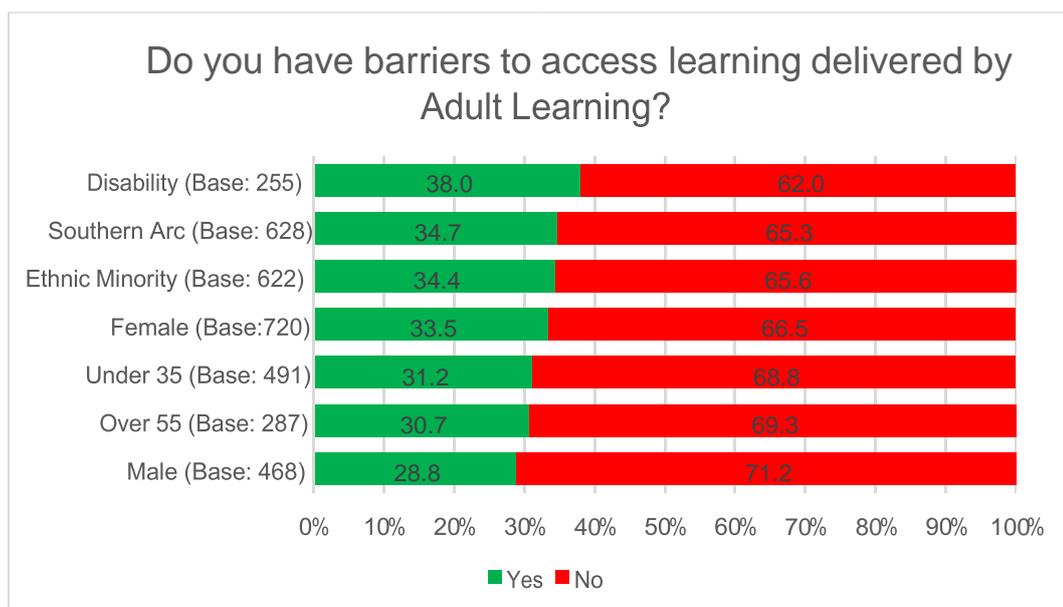
Do you have barriers to access learning delivered by Adult Learning?

Three in ten (30.7%) respondents claimed to have some form of barrier to accessing learning delivered by Adult Learning.



Almost two fifths (38.0%) of respondents that identified as disabled / had a health condition stated they have barriers to access learning delivered by Adult Learning. This was followed by Southern Arc respondents (34.7%) and Ethnic Minority respondents (34.4%).

One in three (33.5%) female respondents claimed to have barriers to access, this is 4.7 percentage points higher than that of male respondents (28.8%).



If yes, please tick all that apply to you:

Respondents that had indicated a barrier to accessing learning delivered by Adult Learning were invited to explain what the barrier/s were.

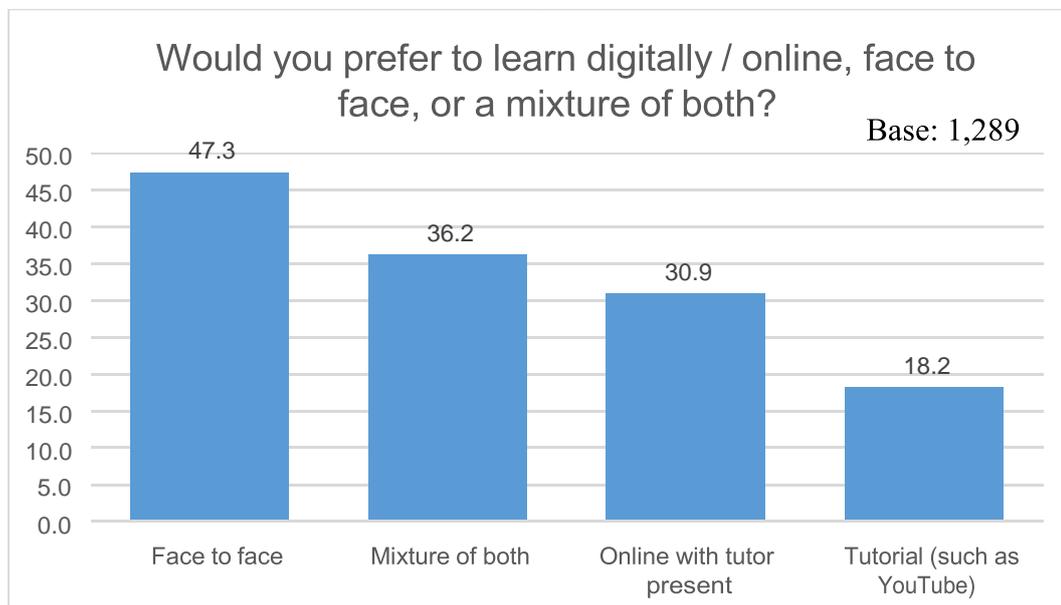
'Childcare / Caring responsibilities' was viewed as the biggest barrier with over one in three (36.2%) citing this option, this was followed by 'Travel' (25.2%) and 'Employment' (22.3%). A further one in 20 (5.2%) highlighted 'Language Skills' as a barrier to accessing Adult Learning.

	No.	%
Childcare/Caring responsibilities	138	36.2
Travel	96	25.2
Employment	85	22.3
Hours of delivery	56	14.7
Location of courses	42	11.0
Financial	40	10.5
Digital Skills	31	8.1
Language Skills	20	5.2
Total Respondents	381	-

NB. Percentages do not total 100% as respondents could select multiple options.

Would you prefer to learn digitally / online, face to face, or a mixture of both?

Just under a half (47.3%) would prefer to learn face to face, this was followed by over one in three (36.2%) that would prefer a mixture of online / face to face. Just under one in five (18.2%) stated they'd be happy with a Tutorial (such as YouTube).



NB. Percentages do not total 100% as respondents could select multiple options.

All demographic groups analysed indicated a preference for face to face learning. This was most prevalent in those aged 55+ with over a half (54.5%) from this age group citing this option, this was 10.3 percentage points higher than that of respondents aged under 35 (44.2%).

Female respondents were most likely to prefer a mixture of both (39.2%), this figure drops to around three in ten (31.3%) when viewed by male respondents.

Around two in five (38.4%) of under 35's would like on-line trainer with a tutor, this is almost double of that of the findings reported by over 55's (21.3%)

Respondents residing in the Southern Arc were most likely to want learning done via a tutorial, with one in five (21.2%) choosing this option.

	Face to face	Mixture of both	On-line with tutor present	Tutorial (such as YouTube)
Male (Base: 485)	47.6	31.3	31.1	19.0
Female (Base: 733)	45.6	39.2	31.4	17.3
Under 35 (Base: 500)	44.2	33.8	38.4	19.0
Over 55 (Base: 301)	54.5	34.2	21.3	16.9
Southern Arc (Base: 638)	44.2	37.1	29.9	21.2
Disability (Base: 266)	46.6	38.7	32.7	15.4
Ethnic Minority (Base: 635)	41.1	32.9	31.8	19.2

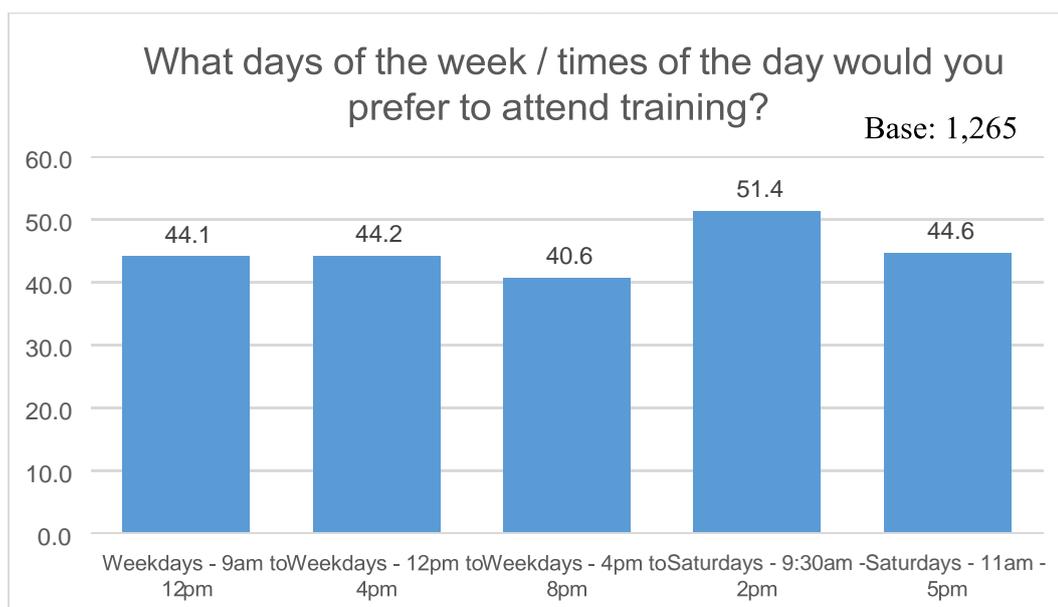
NB. Percentages do not total 100% as respondents could select multiple options.

What days of the week / times of the day would you prefer to attend training?

Respondents were provided with a set of pre coded responses and asked which day / time of the week they would prefer to attend training.

Slight preference was for Saturdays between 9:30am and 2pm (51.4%), this was followed by Saturdays between 11am and 5pm.

Weekdays between 4pm and 8pm was viewed as the least popular but this option was still selected by two in five respondents (40.6%).



NB. Percentages do not total 100% as respondents could select multiple options.

Preference for weekday training was highest amongst respondents aged 55+ for each of the three midweek options; Weekdays 9am to 12pm (55.9%), Weekdays 12pm to 4pm (56.3%) and Weekdays 4pm to 8pm (45.4%).

Saturday training between 9:30am to 2pm was favoured most by Southern Arc respondents with over a half (54.1%) citing this option, this falls to around two in five (41.5%) when viewed by those with a disability / health condition.

A half (49.3%) of under 35s would prefer training on a Saturday between 11am to 5pm, this is 7.9 percentage points higher than that of the findings from those aged over 55 (41.4%).

	Weekdays - 9am to 12pm	Weekdays - 12pm to 4pm	Weekdays 4pm to 8pm	Saturdays 9:30am to 2pm	Saturdays 11am to 5pm
Male (Base: 472)	40.5	41.5	43.2	51.3	46.0
Female (Base: 723)	47.0	47.4	40.0	51.3	43.3
Under 35 (Base: 487)	37.4	39.6	38.2	53.2	49.3
Over 55 (Base: 295)	55.9	56.3	45.4	51.2	41.4
Southern Arc (Base: 627)	44.7	46.6	40.5	54.1	47.5
Disability (Base: 258)	45.3	49.2	37.2	41.5	40.7
Ethnic Minority (Base: 623)	42.9	42.4	40.8	50.1	40.4

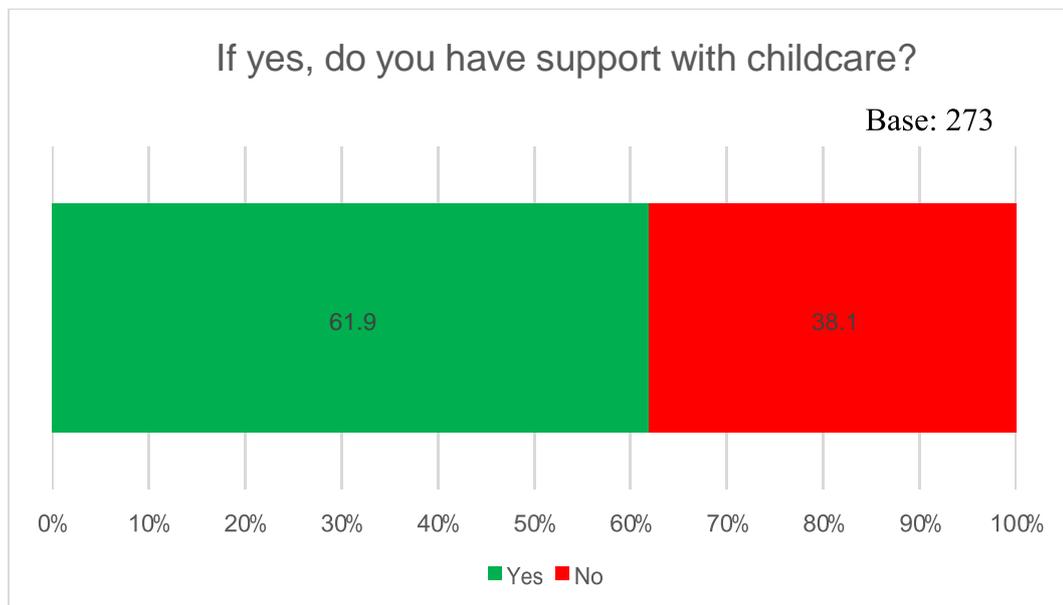
Do you have childcare responsibilities

Around one in five (21.4%) respondents indicated that they have childcare responsibilities.

	No.	%
Yes	278	21.4
No	1,022	78.6
Total Respondents	1,300	100.0

If yes, do you have support with childcare?

Of those that do have childcare responsibilities, three fifths (61.9%) reported that they have support with childcare.



Would you access Adult Learning training if childcare was available as part of the course?

Over two in five (45.2%) respondents claimed they would access Adult Learning if childcare was available as part of the course.

	No.	%
Yes	440	45.2
No	533	54.8
Total Respondents	973	100.0

Is there any specific training you would like to see Adult Learning deliver that is not currently offered?

Respondents were provided with a list of pre coded training courses that are not currently offered and asked to indicate which of the courses they would like to see delivered by Adult Learning.

'Basic Skills' was viewed as the most popular course respondents would like to see offered with two in five.

(39.8%) respondents citing this option. This was followed by 'Teaching Assistant' (29.3%), Accounting / Bookkeeping (23.8%) and HGV Drivers Licence / other driving qualifications (20.2%)

	No.	%
Basic Skills	299	39.8
Teaching Assistant	220	29.3
Accounting/Bookkeeping	179	23.8
HGV Drivers Licence / other driving qualifications	152	20.2
Personal Trainer	147	19.6
SIA Training	143	19.0
CSCS Construction Card / other construction qualifications	133	17.7
Moving & Handling (All Wales Passport)	96	12.8
Other	69	9.2
Total Respondents	751	-

NB. Percentages do not total 100% as respondents could select multiple options.

Of the 69 people that chose 'Other', 38 of these specified the course they'd like to see offered. These 38 comments have been coded into themes, which can be viewed below:

Theme	No.
Digital / IT Skills	8
Language Skills	8
Caring Skills	6
Arts / Craft	3
History	3
Catering / Cookery	3
First Aid	2
Music / Drama	2
Counselling	2
Flower Arranging / Florist	2
Electrical Skills	1
Health & Beauty	1
Dental Nurse	1
Law / Criminology	1
Driving	1
Balloon Artist / Face Painting	1
Misc.	6
Total Respondents	38

NB. Combined figure is higher than Total Respondents as respondents' comments could fall into multiple themes.

Basic Skills training was viewed as the most popular type of training that people would like to see offered across each of the demographic breakdowns.

Females were more likely than males to want Teaching Assistant training (34.9% and 22.8% respectively).

Accountancy / Bookkeeping was most popular with female respondents (27.8%). This type of training falls to one in five (19.5%) when viewed by male respondents.

Over a quarter (27.2%) of male respondents would like to see HGV / Driving Qualifications offered, this is 11.4 percentage points higher than that of female respondents (15.8%).

Under 35's were almost twice as likely to want to see Personal Training offered than that of those aged 55+ (23.4% and 12.0% respectively).

SIA Training was most popular amongst male respondents (26.5%), this falls to around one in seven (13.9%) when viewed by those with a disability / health condition.

Males (29.9%) were around three times as likely to want CSCS training offered than that of both females and those with a disability / health condition (9.8% and 9.4% respectively).

One in twelve (8.3%) of those with a disability / health condition would like to see Moving & handling courses offered, this rises to one in seven (14.1%) when viewed by male respondent.

	Basic Skills	Teaching Assistant	Accounting/ Bookkeeping	HGV Drivers Licence / other driving qualifications	Personal Trainer	SIA Training	CSCS Construction Card / other construction qualifications	Moving & Handling (All Wales Passport)	Other
Male (Base: 298)	36.2	22.8	19.5	27.2	23.2	26.5	29.9	14.1	5.4
Female (Base: 418)	44.7	34.9	27.8	15.8	17.0	14.1	9.8	11.7	9.8
Under 35 (Base: 299)	35.1	32.1	24.4	18.1	22.4	20.7	20.1	10.4	10.0
Over 55 (Base: 142)	50.0	21.8	21.8	21.8	12.0	14.1	19.0	17.6	11.3
Southern Arc (Base: 376)	41.2	29.5	25.0	19.7	19.1	21.3	17.0	10.4	7.2
Disability (Base: 180)	40.0	27.2	21.1	17.2	13.9	13.9	9.4	8.3	21.1
Ethnic Minority (Base: 381)	41.5	24.4	24.7	21.3	18.6	18.1	18.4	11.5	5.5

What other services would you like to access whilst you are in the building to attend training?

Respondents were again presented with a list of pre coded options, this time with a view to determine what other services they'd like to access whilst in the building attending training.

Over one in three (37.4) stated that they'd like nothing additional and were just happy with the training. Over one in four (27.9%) would like to access 'Self-service', whilst a further one in five (20.4%) would like to access 'Library services'.

	No.	%
Nothing additional, just training	475	37.4
Self-service; free wifi, free internet access, free phone, waste/recycling bags	354	27.9
Library services; storytime, borrow books, quiet place to learn/work, newspapers/magazines	259	20.4
Digital Support: access to digital devices (Tablet Gifting Scheme), Digital drop in surgeries, coding, Video Editing, Cyber Security, Web Design, Google Digital Garage, Microsfot Azure	230	18.1
Advice/information services; housing advice, consumer advice, benefit advice, health advice, advice about other council services, advice from other organisations such as Citizens Advice, budgeting and debt advice, advice about fuel/water bills.	229	18.0
Employment support; job club, CV workshop, jobsearch / applying for work	224	17.7
Youth services; Learning coach support, junior youth club, senior youth club etc.	119	9.4
Other facilities/events; community events, support group meetings, community meetings	235	18.5
Total Respondents	1,269	100.0

Would you like to volunteer to work within the Adult Learning team?

43 Respondents indicated that they'd like to volunteer to work within Adult Learning. Where respondents left valid contact details, this information has been passed onto the relevant department within the Council.

	No.	%
Yes	43	3.4
No	1,205	96.6
Total Respondents	1,248	100.0

Total Respondents	1,296	100.0
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Are you...?

	No.	%
Female	741	57.1
Male	492	37.9
Other	16	1.2
Prefer not to say	48	3.7
Total Respondents	1,297	100.0

Do you identify as Trans?

	No.	%
Yes	23	1.8
No	1,144	91.7
Prefer to self-describe	6	0.5
Prefer not to say	75	6.0
Total Respondents	1,248	100.0

Which of the following best describes what you are doing at present?

	No.	%
Working part time (less than 30 hours per week)	298	23.0
Working full time (30+ hours per week)	258	19.9
Wholly retired from work	140	10.8
Caring for a child or adult	136	10.5
Unemployed - Registered Job Seeker	103	8.0
On a zero hour contract	87	6.7
Looking after home	86	6.6
Unemployed - Unregistered but seeking work	55	4.3
In full time education	48	3.7
Permanently sick or disabled person	33	2.6
On a government training scheme	25	1.9
Other	25	1.9

Total Respondents	1,294	100.0
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Do you identify as a disabled person?

	No.	%
Yes	183	14.3
No	1,037	81.1
Prefer not to say	59	4.6
Total Respondents	1,279	100.0

Please tick any of the following that apply to you:

	No.	%
Mental health difficulties	70	25.3
Mobility impairment	49	17.7
Long-standing illness or health condition (e.g. cancer, diabetes, or asthma)	49	17.7
Learning impairment / difficulties	45	16.2
Deaf / Deafened / Hard of hearing	30	10.8
Wheelchair user	16	5.8
Visual impairment	12	4.3
Prefer not to say	64	23.1
Other	31	11.2
Total Respondents	277	-

Do you consider yourself to be Welsh?

	No.	%
Yes	782	62.8
No	463	37.2
Total Respondents	1,245	100.0

What is your ethnic group?

(Where the term 'British' is used, this refers to any of the four home nations of Wales, England, Northern Ireland and Scotland, or any combination of these).

	No.	%
White - Welsh/English/Scottish/Northern Irish/British	564	43.9
Asian/Asian Welsh/British - Indian	106	8.3
Asian/Asian Welsh/British - Bangladeshi	79	6.2
Black/African/Caribbean/Black Welsh/British - African	69	5.4
Asian/Asian Welsh/British – Pakistani	62	4.8
Black/African/Caribbean/Black Welsh/British – Caribbean	59	4.6
Arab	49	3.8
Mixed/Multiple Ethnic Groups - White and Black Caribbean	44	3.4
Asian/Asian Welsh/British - Chinese	40	3.1
Mixed/Multiple Ethnic Groups - White & Asian	32	2.5
Mixed/Multiple Ethnic Groups - White and Black African	29	2.3
White - Any other white background	27	2.1
White - Irish	20	1.6
White - Gypsy or Irish Traveller	10	0.8
Asian/Asian Welsh/British - Any other	5	0.4
Black/African/Caribbean/Black Welsh/British - Any other	5	0.4
Prefer not to say	78	6.1
Any other ethnic group (please specify)	6	0.5
Total Respondents	1,284	100.0

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CORPORATE RISK MANAGEMENT - QUARTER TWO 2021/22

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

AGENDA ITEM: 7

Reason for this Report

1. To update Cabinet on the risk management position at quarter two 2021/22 and to highlight any changes from the quarter four 2020/21 report.

Background

2. The Cabinet receives an update on the risk management position on a biannual basis, and an opportunity to raise comments. The last Cabinet review was on 23 September 2021, at which time the risk management position at the end of 2020/21 was presented. The Q2 Corporate Risk Register was considered by the Governance & Audit Committee on 23 November 2021.
3. Each Directorate holds a Directorate Risk Register (DRR) and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to SMT for collective ownership and review.
5. This reporting process allows SMT to determine if any changes are required to the CRR each quarter. The remaining escalated risks continue to be held on DRRs and are reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate.

Issues

6. Each Director has worked with their Risk Champion(s) to undertake their quarter two risk management review. The Risk Management Team has also provided advice and guidance on the measurement and reporting of risks. The quarter two risk assessments are presented on

the Corporate Risk Register Summary Snapshot (Appendix A) and the Detailed Corporate Risk Register (Appendix B).

7. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter two are detailed as follows.

Directorate Risks

8. At the quarter two position, 206 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on the 9th of November 2021.
9. It was agreed that nine directorate risks would be carried forward as SMT escalated risks at quarter two. Also included in the figure of 206 directorate risks are 72 Covid-19 specific risks that have been identified and are being managed within directorates as at the end of quarter two.

Directorate	Directorate Risks	Of which:	
		Risks at SMT Escalation Point	Covid-19 Specific Risks
Economic Development (inc Waste)	30	2	11*
Education	12	0	7
Housing & Communities	38	2	24
Performance & Partnerships	15	0	0
Social Services	22	3 (1 Shared)	19
Planning, Transport & Environment	23	0	2*
Resources	59	2	8
Governance & Legal Services	7	1 (Shared)	1
Total	206	9*	72

*Includes 1 shared

Corporate Risks

10. The escalated directorate risks and corporate risk updates have been collectively reviewed at the end of quarter two. This review included a review of the appropriateness of the risk descriptions and where necessary these were amended to reflect updated changes with an example of this being the financial resilience risk description.
11. The Corporate Risk Register maintains a continued focus on the number of actions / issues still outstanding in respect to Brexit. The council's lead officer for this risk, will continue to monitor the current/future Brexit situation, and engage with nominated officers within each Directorate, and inform Cabinet of any relevant issues as they arise alongside suggested mitigations.
12. Whilst all risks in the Corporate Risk Register remain unchanged for the current period, there are significant challenges in areas such as Social Care where mitigations are being put in place to ensure that

there are sufficient resources to meet the demand for care as the Winter approaches. The intensity of these mitigations plus the current controls provide a level of confidence that the demand pressures predicted will be managed as effectively as possible within the current climate and these will be regularly reviewed as we proceed through the Winter period.

Coronavirus (COVID-19)

13. The impact of Covid-19 on existing risks continues to feature as part of quarter two reporting arrangements and these risks will continue to be monitored for the rest of 2021/22 at the very least. During quarter one, directorates undertook a full review of their COVID-19 risks and have reviewed in quarter two the Covid-specific risks as set out in the table above.
14. The Council's response to the pandemic and its risk management is not restricted to delivering its own services, and there are clear links with Welsh Government and Health partners.
15. Continued oversight remains on preparations and actions of directorates in order to ensure that there is a level of business continuity and resilience built into service delivery plans. This robustness is supported by the existing Emergency Management processes in place and reliance is placed in this as an escalation mechanism.

Reason for Recommendation

16. To enable the Cabinet to monitor risk management activity and consider the Risk Management Review – quarter two 2021/22.

Financial Implications

17. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

Legal Implications

18. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether or reduced.

HR Implications

19. There are no HR implications for this report.

Property Implications

20. There are no specific property implications in the Corporate Risk Management – Q2 report. The Estates Department continues to work closely with relevant service areas in monitoring property related risks through the Corporate Risk register, including Covid-specific risks, including identifying any appropriate mitigation measures

RECOMMENDATIONS

Cabinet is recommended to note the content of the Corporate Risk Register.

SENIOR RESPONSIBLE OFFICER	CHRISTOPHER LEE Corporate Director Resources
	10 December 2021

The following Appendices are attached:

Appendix A - Corporate Risk Register Summary Snapshot – Q2 2021/22

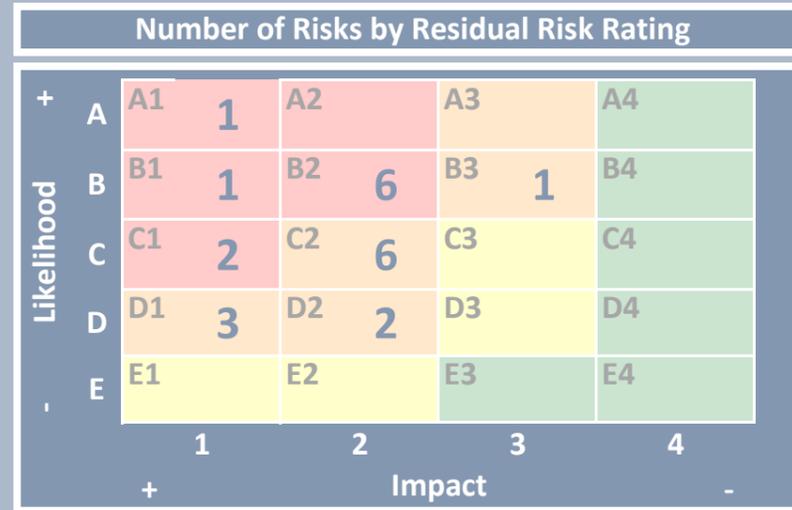
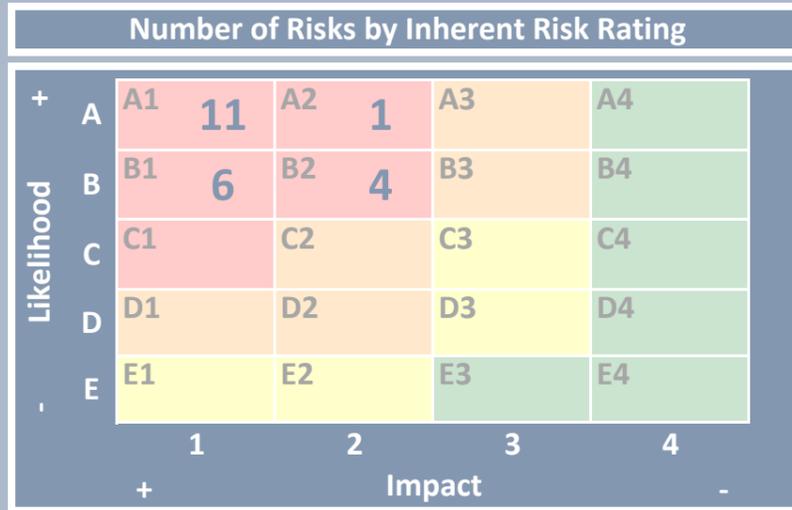
Appendix B - Detailed Corporate Risk Register – Q2 2021/22

The following background papers have been taken into account:

Directorate Risk Registers Q2 2021/22

Corporate Risk Register Summary Snapshot Quarter 2 2021/22

Appendix A



Inherent Risk Rating	Corporate Risk Title	Residual Risk		Target Risk	
		Rating	Movement from Q1	Rating	Movement from Q1
A1	Climate Change	A1	↔	B2	↔
	City Security	B1	↔	B1	↔
	Brexit		↔	B3	↔
	Financial Resilience	B2	↔	C2	↔
	Air Quality & Clean Air Strategy		↔	C3	↔
	Cyber Security	C1	↔	D1	↔
	Budget Monitoring (Control)		↔	D2	↔
	Schools Organisation Programme (Band B)	C2	↔	E3	↔
	Health and Safety		↔	D3	↔
	Non-completion of Stat Building Eqpt Maintenance		↔	D3	↔
	Information Governance	D1	↔	D2	↔
A2	Welfare Reform	B2	↔	B2	↔
B1	Coastal Erosion	B2	↔	C2	↔
	Waste Management		↔	C2	↔
	Increase in Demand (Children's Services)	C1	↔	D1	↔
	Education – Schools Delegated Budgets	C2	↔	D2	↔
	Business Continuity	D1	↔	D1	↔
	Safeguarding		↔	D1	↔
B2	Education Consortium & Attainment	B3	↔	C4	↔
	Legal Compliance	C2	↔	C2	↔
	Performance Management		↔	D2	↔
	Fraud, Bribery and Corruption	D2	↔	D3	↔



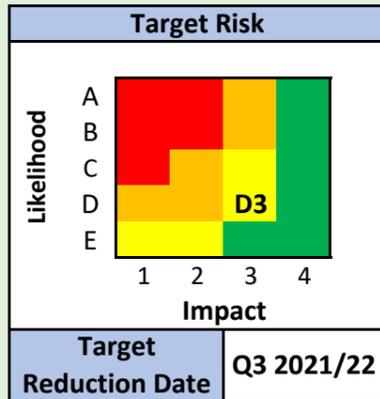
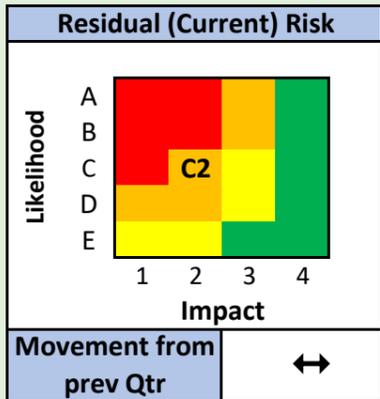
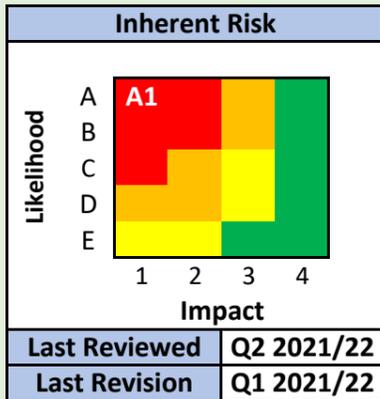
Key

High (Red)	Medium (Red-Amber)
Medium (Amber-Green)	Low (Green)
↓ Decrease from previous quarter	
↔ No change from previous quarter	
↑ Increase from previous quarter	

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Non-completion of Statutory Building Equipment Maintenance

Description
 Non completion of cyclical statutory inspections or the remedial works arising out of the inspections, required to maintain the premises and related installations in a safe and legally compliant condition.



Risk Owner(s)

Neil Hanratty (Donna Jones) Councillor Russell Goodway Investment & Development

What we've done/are currently doing to achieve the Residual Risk Rating

Contractor

- Building Services have appointed a competent contractor to undertake Statutory Planned Preventative Maintenance (PPM) for which it is responsible. Consequential remedial work identified on test certificates.
- Improved statutory maintenance contracting arrangements in place from Q1 2019/20 inc. use of SFG 20 as specification for statutory obligations testing and new risk based specification for legionella management supported by RAMIS.
- FM competent person(s) review all test certificates, remedial work captured and communicated to client as necessary/applicable
- Statutory Obligations Team has been established within Building Services to improve monitoring and supervision of statutory obligations contractor. Contractors have been trained in the use of RAMIS in order for test certs to be uploaded directly to the system by contractors.

RAMIS IT Software

- RAMIS implemented across the Council with bi-monthly reporting on statistics to SMT;
- 500 Building Managers have received training in their responsibilities and use for the RAMIS system, including schools estates staff and Headteachers.
- Full time officer Adminstrating RAMIS, providing training and issuing reports from the system to all service areas to push compliance ratings up to a minimum of 80% set by SMT.
- Condition surveys have been completed which represents an extensive piece of work to improve our understanding and knowledge base of all the Council's land and property holdings.

Corporate Landlord Programme

- County Estates senior management structure established supporting - Strategic Asset Management, Capital Delivery and Property Services, to manage and deliver all the Council's non-domestic property functions within one portfolio. County Estates - Assistant Director appointed October 2020.
- The occupancy agreement (Memorandum of Agreement) for Schools was issued with the Schools Handbook and 'one front door' established to assist implementation. An occupancy agreement for non-schools properties has been drafted and circulated to relevant OM's for comment. The document is being finalised in conjunction with the completion of the One Planet Strategy by end of Qtr1 21/22 ahead of the Strategy being considered by Cabinet in Qtr2.
- The 'One Front Door' approach was rolled out across the corporate estate by end of Q4 19/20.

Statutory Obligation Compliance

- Continue to commission work to undertake required compliance testing (and works required) where Building Services has responsibility to do so, as defined on RAMIS.

COVID-19

- Following initial restrictions on the type of statutory compliance testing being done in Council buildings, full testing resumed in Qtr 3 2020/21 (save PAT testing in schools in the latter stages on Qtr3 as requested by H&S) although there have been issues in gaining access to some schools.

What we plan to do to meet target

Statutory Obligation Compliance

- Continue to commission investigations / work to complete required compliance testing (and works required) in respect of 'gaps' in compliance identified by reports from RAMIS.
- Review the arrangements for the undertaking of statutory obligations testing across the non-domestic corporate estate.

Landlord / Occupancy Agreement

- Roll out Landlord/Occupancy Agreement as part of the Property Strategy across Corporate Estate in Q2 2021/22 (delayed from 2019/20 due to COVID-19). This will set out principle occupant and landlord permissions responsibilities and Permission for Works arrangements required.
- Landlord occupancy principles established and reviewed for inclusion in non-schools Buildings Handbook which has been circulated to relevant OM's for comment and is now available for reference through the One Front Door portal.
- This document will be subject to a further review following Cabinets consideration of the Property Strategy in Qtr 2 21/22.

COVID-19

- As the WG restrictions are lifted and building re-open statutory obligation contractor to resume statutory obligations testing.
- Further WG restrictions on construction and / or building maintenance work could delay statutory obligations testing and remedial works.
- Schools imposing access restrictions as a result of COVID-19 has caused some delays and additional costs.
- A number of buildings will open over the summer for the first time since March 2020, it is envisaged there will be condition and compliance issues involving these buildings, this will be monitored going forward.

Potential Impact(s)

Potential consequences of non-compliance with statutory maintenance:

- Fatalities or serious injuries
- Closure of part or whole of facilities with major disruption to service delivery
- HSE interventions and consequential actions including fines and prosecution;
- Significant additional expenditure requiring realignment of Corporate budgets;
- Temporary relocation of staff
- Temporary loss of operational service
- Invalidation of insurance policy
- Serious adverse impact on reputation
- Damage to fabric of building or other equipment

Type(s) of Impact

• Service Delivery	• Health & Safety
• Reputational	• Partnership
• Legal	• Community & Environment
• Financial	• Stakeholder

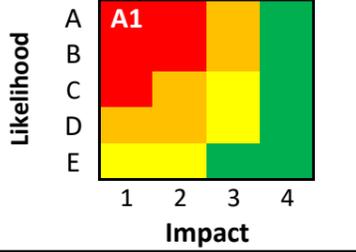
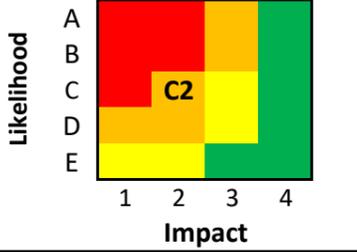
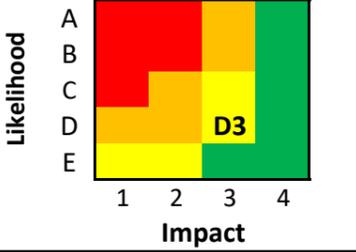
Linked Risks

Health & Safety

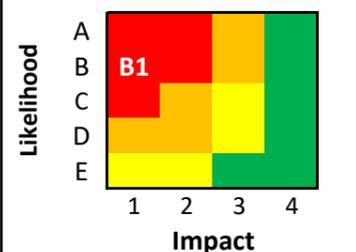
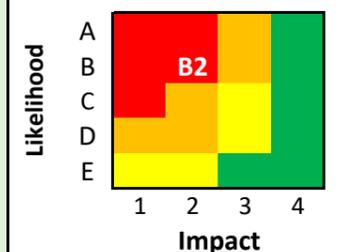
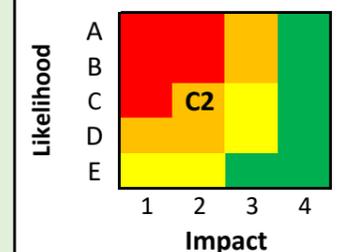
Key Indicators / Measures used to monitor the risk

Compliance stats from the Corporate Health & Safety Team.

Health & Safety

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Non Compliance with corporate Health and Safety arrangements to control key risks across the Council in line with statutory requirements.</p>				<p>Neil Hanratty (Donna Jones)</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q2 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q2 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Target Reduction Date</td> <td>2022/23</td> </tr> </table>	Target Reduction Date	2022/23		
Last Reviewed	Q2 2021/22												
Last Revision	Q2 2021/22												
Movement from prev Qtr	↔												
Target Reduction Date	2022/23												
	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
	<ul style="list-style-type: none"> RAMIS - reporting recommenced using the new platform, reports submitted to Corporate Health & Safety Forum and Senior Management Team. Condition Surveys School Buildings - Complete Dissemination of Condition Survey information to schools as and when COVID-19 restrictions permit. Continue Asbestos Training - online and face to face in line with COVID-19 Safety measures. Due to the continued pandemic H&S and OH resources will continue to be repurposed to support the workforce and limit the transmission of the virus in Council workplaces, as well as setting policy and guidance in relation to infection control and mental health and wellbeing support. From September the H&S Team will resume normal operations in addition to supporting issues related to COVID-19. HSE visited 10 Cardiff Schools to review COVID-19 arrangements, went well with positive feedback provided and no corrective actions required Procedures to support the safe operation of the fire suppression system in Lamby Way MRF completed and Fire Risk Assessment updated, closing out insurance fire safety improvements. Training webinars for building management for community organisations operating Council premises completed, to roll out when COVID-19 restrictions permit. 			<ul style="list-style-type: none"> The operation of Statutory Inspections is currently under review and a planned meeting has taken place with Audit Wales in Q1, recommendations for improvement to be reported to SMT in Q2, focusing on improvement of compliance on high risk inspections and fault rectification, making up lost ground due to the pandemic. A report has been received from Audit Wales but has not been presented to SMT as there are areas on compliance that are not covered. Condition Surveys School Buildings - Complete individual school reports with dissemination to take place before the end of the Summer Term as COVID-19 restrictions permit. Continue Asbestos Training - Online and face to face in line with COVID-19 Safety measures is currently taking place, the Asbestos Team recently gained approval from UKATA to deliver Non-Licensable Asbestos training. Due to the continued pandemic H&S and OH resources will continue to be repurposed, in Q1 and Q2 at least, to support the workforce and limit the transmission of the virus in Council workplaces, as well as setting policy and guidance in relation to infection control and mental health and wellbeing support. 									
Potential Impact(s) <ul style="list-style-type: none"> Fatalities Serious injuries Prosecution – fines for corporate body and/or fines/imprisonment for individual Civil Claims Negative Publicity 													
Type(s) of Impact <ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	Linked Risks Non-completion of Statutory Building Equipment Maintenance			Key Indicators / Measures used to monitor the risk RAMIS is used to monitor statutory risk in relation to premises safety, bi-monthly reporting to SMT, quarterly reporting to Health and Safety Forum. Compliance against annual Corporate H&S Objectives, used to monitor improvement secured in Service Areas, reported to Health and Safety Forum.									

Waste Management

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)
<p>Failure to deliver recycling performance to meet statutory recycling performance targets within waste directive</p> <p>On 26 November, the final validated 2019-20 Local Authority Recovery Target (LART) showed Cardiff achieved a recycling performance of 58.14% compared to the target of 64%</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p>Last Reviewed: Q2 2021/22 Last Revision: Q2 2021/22</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p>Movement from prev Qtr: ↔</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p>Target Reduction Date: 2022/23</p>	<p style="text-align: center;">Neil Hanratty (Matt Wakelam)</p> <p style="text-align: center;">Councillor Michael Michael Clean Streets, Recycling and Environment</p>

Potential Impact(s)
<p>Financial</p> <ul style="list-style-type: none"> Penalties and loss of grant support Continuing financial costs to service <p>Legal & Regulatory</p> <ul style="list-style-type: none"> Failure to comply with waste directive, leading to sanctions, penalties or interventions <p>Strategic/ Reputational</p> <ul style="list-style-type: none"> Reputational consequence with citizens and key stakeholders

What we've done/are currently doing to achieve the Residual Risk Rating
<p>Developing Cardiff's Recycling Strategy, demonstrating how Cardiff aims to improve recycling performance and meet statutory targets - to be published for consultation following Cabinet Meeting on 23 September 2021.</p> <p>Decisions for Cabinet:</p> <ul style="list-style-type: none"> Approve the Recycling Strategy to go to consultation on the principle actions to improve recycling, subject to supported business cases Approve the Pilot of 3-stream recycling collections and reusable bags Approve the booking system and 'no black' bag policy at Recycling Centres Approve the phasing out of the Council providing striped bags to residents and replace with residents presenting 3 standard size waste bags every 2 weeks (Single Use Plastics) <p>Wider Governance & Compliance</p> <ul style="list-style-type: none"> Working in partnership with WG, WRAP & WLGA to deliver new Recycling Strategy, Implementation Plan & individual business cases. Programme Board developed to review individual business cases prior to decision making process - Officer/ Cabinet/ Council decisions. Modelling of 3-stream recycling collections taking place, working alongside WRAP; <ul style="list-style-type: none"> includes bottle and glass collections in a single pass with containers (cans and plastics) and paper/card. Trade Waste and recycling performance review to improve performance in lieu of income (ongoing) <p>Supply Chain Issues</p> <p>This situation is also now being exacerbated by a national shortage of drivers - a number of suppliers on the frameworks used for supply of bins, caddies, bags etc have declared a state of emergency in the UK due to the shortage of drivers, with resultant failed or none delivery being classed under 'Force Majeure' to absolve any liability - the directorate will work with Commissioning & Procurement and Legal to ascertain the validity of this stance, however further cost increase and delays are anticipated.</p> <p>Workforce Issues:</p> <p>Shortage of HGV drivers to support delivery of recycling and waste collection services</p> <p>Long-term shortage of drivers nationally, which has been worsened by Covid-19 delays to training and testing, and EU drivers leaving the UK, as has the increased demand coming from the recent reopening of non-essential retail. National driver shortfall has been estimated at 70,000.</p> <p>Development of Recycling Plan for optimising resources including considerations of statutory fines</p> <ul style="list-style-type: none"> Review/ benchmarking completed on tonnages/ recycling levels/ costs of disposal compared to other Welsh Authorities and UK Media & communications across Cardiff with focus on key areas for recycling improvement (ongoing) New education & enforcement programme to reduce contamination in recycling and garden waste (ongoing) Targeted & tailored intervention to deal with contamination in hot spot areas across the City (ongoing) Activities supporting optimising resources through successful WG Circular Economy Fund (CEF) grant bids: <ul style="list-style-type: none"> Wastesavers re-use centre in Lamby Way (Opening Qtr 2) Trials in flats (co-mingled, re-useable sacks, aperture bins) Segregation of litter from community litter picks (split caged transits, dual hoop litter picking equipment) Support for re-use & repair community projects (Benthyg, and Llanrumney Hall) Community fridge (reduction of waste to Energy from Waste - but not claimable tonnage) Tetra Pak recycling (reduction of contamination in co-mingled recycling /reduced material to Energy from Waste) Recycling Centres now managed via booking system - the replacement of residual waste & recycling waste skips with a non-recycling skip, supported by new procedures, has meant recycling performance at centres has increased from 70% to 90%. Hygiene - Absorbent Hygiene Products (AHP) from Municipal Solid Waste to Recycling as of May 2021

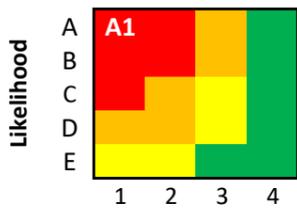
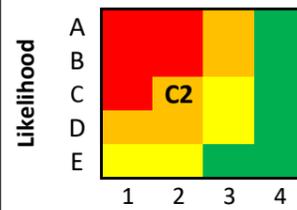
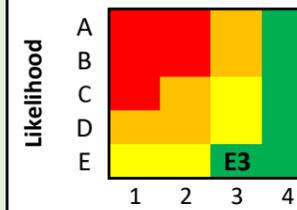
What we plan to do to meet target
<p>Cardiff's Recycling Strategy</p> <ul style="list-style-type: none"> Further develop the new Recycling Strategy for Cardiff. This will set out the Council's long-term objectives over the next 5 years and consider economic, social and environmental aspirations, to ensure Cardiff is one of the leading cities in the world for recycling (ongoing) Draft Recycling Strategy to go out to consultation following Cabinet approval in November 2021 Recycling Performance Targets set within the Strategy are: <ul style="list-style-type: none"> 2021/22 = 64% 2022/23 = 64% 2023/24 = 66% 2024/25 = 70% <p>Wider Governance & Compliance</p> <ul style="list-style-type: none"> Senior Management to have ongoing regular engagement and discussions with WG, WRAP and WLGA on Cardiff's Recycling Strategy and compliance with the WG Blueprint The outcome will be to deliver a road map for improving Cardiff's recycling performance supported by WG <p>Workforce Issues:</p> <p>Shortage of HGV drivers to support delivery of recycling & waste collection services</p> <ul style="list-style-type: none"> Media campaign to promote working for Cardiff Council Recycling and Waste collection services. Internal training of Officers wanting to become HGV drivers – 12 month programme.

Type(s) of Impact
<ul style="list-style-type: none"> Reputational Legal & Regulatory Financial

Linked Risks
<p>Workforce & supply chain issues linked to Brexit Risk</p>

Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Quarterly monitoring recycling % from waste data flow - 20/21 impacted by Covid-19: Q1= 43.67% Q2= 59.83% Q3= 58.36% Q4= 60.55% Total 20/21= 55.80% - to be validated Monthly tonnage monitoring Monthly financial monitoring in each area of waste

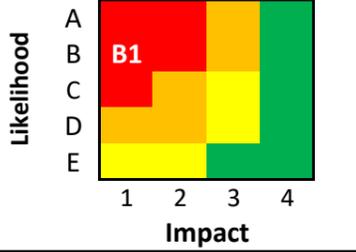
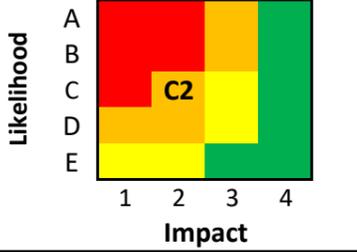
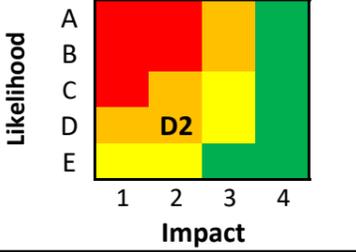
Schools Organisation Programme (Band B)

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)								
<p>Failure to deliver on aspects of the School Organisation Programme, which is significant in value and complex. The programme consists of Band B (£284m) 21st Century Schools, asset management improvement work, ICT and sufficiency projects. The programme of work spans across a number of directorates, requires significant capacity and has significant capital spend.</p>				<p>Mel Godfrey (Richard Portas)</p> <p>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</p>								
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Last Reviewed	Q2 2021/22											
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Target Reduction Date	Q4 2022/23											

Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating	What we plan to do to meet target
<ul style="list-style-type: none"> • Opportunities to enhance the school estate, and transform education will be missed • Insufficient secondary places in some central and north east areas of the city • Insufficient places in ALN settings across the city, leading to costly placement in out of county & private settings • School buildings that are not suitable for teaching and learning • Further degeneration of school buildings & rise in asset management backlog • Project cost and time overruns • Risk that school ICT infrastructure fails in the short to medium term and does not support the new curriculum • Risk that in the current situation, learners do not have access to ICT equipment to support distance learning 	<p>What we've done/are currently doing to achieve the Residual Risk Rating</p> <ul style="list-style-type: none"> • 21st Century Schools Band B funding bid was submitted to Welsh Government in July 2017 and the Strategic Outline Case for £284m was approved in November 2017. Two Cabinet Reports in October and December 2018 outlined the priorities for this second phase of funding. SOP reports for Fitzalan, Doyle Avenue, Cathays and St Mary the Virgin have been considered by Cabinet under Band B. Progression of these schemes was delayed as a result of COVID-19 but are now under way. A review of Band B has been completed and identified the priority projects to progress. Further work is required to establish Band C priorities. • A draft strategic plan for ALN provision has been submitted to Cabinet in October 2021. • Successfully negotiated COVID-19 clauses with contractors for ongoing projects such as Fitzalan. • Work is ongoing to make sure that all learners have access to digital devices, network and infrastructure to support mobile and distance learning. • Robust governance model, in line with Corporate Landlord approach is in place and is supporting consistent decision making. • Finance have re-profiled the capital and revenue budgets to assess the required budgets for each scheme. There are ongoing discussions with Welsh Government to assess the affordability of the programme in light of the current programme. The Council is considering additional asset funding in light of the pressing needs. • Implementing more robust management and monitoring processes for the asset improvement programme, including the three "D" category High Schools, Fitzalan, Cantonian and Willows. • Starting to develop the WESP for the Council to meet the policy requirements. • Investigation of market pressures creating material shortages and consideration of mitigations such as storage of materials, back up contractors, and revised programmes. 	<p>What we plan to do to meet target</p> <ul style="list-style-type: none"> • Develop a high level SOP Strategy that outlines the short/ medium and long term aims of the whole programme. The SOP Strategy will be underpinned by the ongoing Band B review. • Strengthening of the capacity of the SOP team critical to ensuring effective delivery of the different elements of the programme. Developing capacity includes ensuring that corporate colleagues in departments including legal, strategic estates, capital projects, ICT, planning and highways and transportation are available. • Ensure that SOP reports are progressed as planned so that consultation and engagement can progress ahead of the pre-election period. • Continued active dialogue with Welsh Government and other professional parties to support progress and development. • Prioritise population data development to underpin accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward. • Ensure consistent monitoring and reporting of all risks to Schools Programme Board. • Continue to move forward with digital projects to support distance and mobile learning and embed into a long term and sustainable model.

Type(s) of Impact	Linked Risks	Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> <li style="width: 50%;">• Reputational <li style="width: 50%;">• Health & Safety <li style="width: 50%;">• Legal <li style="width: 50%;">• Stakeholder <li style="width: 50%;">• Financial <li style="width: 50%;">• Health and Wellbeing <li style="width: 50%;">• Social <li style="width: 50%;">• Sustainability 	<p>Linked Risks</p>	<ul style="list-style-type: none"> • Spend against the asset programme in financial year, in accordance with the responsibilities of schools and corporate landlord (Corporate Plan).. • Timelines to deliver projects within the SOP programme. • New key performance measures which are being developed as part of the overarching SOP Strategy.

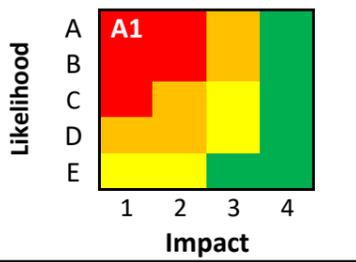
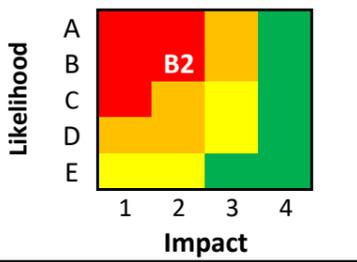
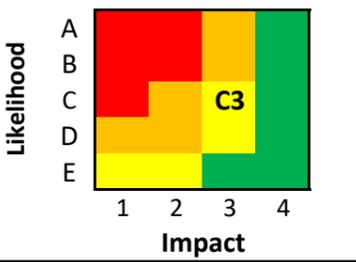
Education - Schools' Delegated Budgets

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>The number of schools with deficit budgets and/or the overall value of deficit budgets increases, or that those schools (particularly in the Secondary sector) with existing deficit budgets do not deliver agreed deficit recovery plans.</p>				Mel Godfrey (Neil Hardee)	Councillor Sarah Merry Deputy Leader & Education, Employment & Skills								
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	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
	<ul style="list-style-type: none"> As at 31st March 2021, two schools have a deficit balance. Both schools have long term plans to emerge from deficit. For the 2020/21 financial year, seven schools set deficit budgets. The Education Directorate receives regular detailed budget monitoring reports from the LA Financial Services team and manages its budgets within the parameters set by the LA. There is good engagement with schools on financial issues through the well established School Budget Forum arrangements with all papers and meeting agenda and minutes made available on the Council's website. There is an agreed protocol for dealing with schools in deficit and the LA has agreed local parameters for managing schools surplus balances. These were temporarily amended at the end of the 2020/21 financial year to take account of the increased level of balances following the distribution of grants from Welsh Government in March 2021. Officers from Education and Financial Services work with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible. Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure. For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school. A working group has been established to examine the impact of the recent budget settlement for schools, with the aim of reviewing the formula used to distribute school funding and the assumptions underpinning the medium term financial planning process. Financial position of schools as at Q2 is improved; there is a reduction in number of schools with a deficit, ; levels of surplus balances. 			<ul style="list-style-type: none"> Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan. This may involve removing delegation from a Governing Body. Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula. Working with CSC to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism Improve individual school risk assessment processes in order to provide an early indication of those schools who may be at risk of entering a deficit position 									
	Potential Impact(s)	Linked Risks		Key Indicators / Measures used to monitor the risk									
	<ul style="list-style-type: none"> An overall deficit arising from schools budgets would count against the funding available for the Council Schools with deficit budgets may struggle to adequately fund the resources required to achieve the desired levels of educational attainment Schools with deficit budgets may struggle to adequately fund maintenance of school buildings creating an issue for other budgets, eg Capital/SOP Band B Schools that continually fail to address deficit budgets may ultimately require LA intervention, with a corresponding increase required in centralised resources 	<p>Linked risk to Covid 19 issues particularly with regard to decrease in income, impact on grants and inability to manage staffing changes.</p>		<ul style="list-style-type: none"> School budget monitoring position Number of schools setting deficit budgets Final budget balances 									
	Type(s) of Impact												
	<ul style="list-style-type: none"> Reputational Legal Financial 												

Education - School Improvement & Attainment

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>The risk that school improvement is not delivered as planned, in light of changing accountability and assessment arrangements and National Reforms (Curriculum and Additional Learning Needs).</p>				Mel Godfrey (Mike Tate)	Councillor Sarah Merry Deputy Leader & Education, Employment & Skills								
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	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
	<ul style="list-style-type: none"> Ensuring the safe reopening of schools to all learners and re-engaging pupils; maintaining access to learning and building the well-being of children and young people has been a priority for the Council as lockdown restrictions are eased. All schools have maintained learning through blended learning options and now that pupils are back in the classroom, targeted support and intervention is being provided to enable pupils to progress their education and prioritise aspects of the curriculum as required. Welsh Government has advised that learning should include: <ul style="list-style-type: none"> Health and well-being Literacy, numeracy and digital competence Broad and balanced learning experiences that span the curriculum. There will continue to be a dependency on a blended learning offer as schools manage instances of pupil isolations when positive COVID-19 cases are reported, and ensure readiness for any future waves. Consortium Improvement Partners are continuing to support schools to develop and enhance approaches to blended learning. Learners undertaking GCSE, AS and A levels approved by Qualifications Wales will have their qualifications awarded through a Centre Determined Grade model in 2021 as in 2020. The Council will continue to work towards its target of equipping every learner with a digital device and connectivity. Since March 2020, 20,017 end user devices and 2,500 4G mobile broadband devices have been distributed to schools for their learners. A further 6,800 Chromebooks will be supplied over the next few weeks. 			<ul style="list-style-type: none"> Support schools through appeals processes following 2021 Centre Determined Grades. There is also some concern regarding the available options for learners who do not achieve the grades that they were capable of this summer due to the extended disruption of the pandemic since March 2020. There will be no resits for Centre Determined Grades as the process was not examination led. Options are being explored with Welsh Government to ensure that progression routes are available for all learners. Schools will be supported and encouraged to ensure that the progression of all their learners is used as a measure of success in their School Improvement Plans in line with the expectations of the emerging new Accountability and Assessment Framework from Welsh Government. The Improvement Partners at the Consortium will challenge and support schools in this respect and provide join up with the Youth Service as required to support the summer transition programme. Ensure that learning is co-constructed with parents, carers and learners building upon the progress seen during the pandemic. Focus on <ul style="list-style-type: none"> Health and well-being Literacy, numeracy and digital competence Broad and balanced learning experiences that span the curriculum. Continue to work towards Curriculum for Wales 2022. 									
	Potential Impact(s)	Linked Risks			Key Indicators / Measures used to monitor the risk								
<ul style="list-style-type: none"> Learners do not reach their full potential Schools are not supported to improve Schools are not able to deliver the new curriculum Impact on Estyn judgements Value for money - CSC 				KS4 2018/19 School Performance, Outcomes from Estyn Inspections up to 2020.									
Type(s) of Impact													
<ul style="list-style-type: none"> Reputational Legal Financial 													

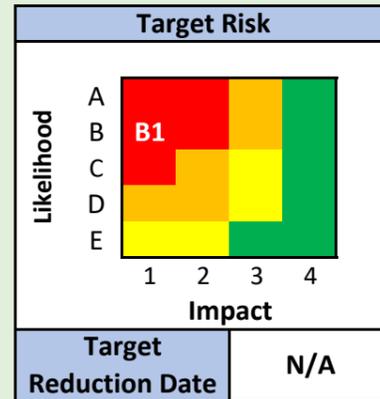
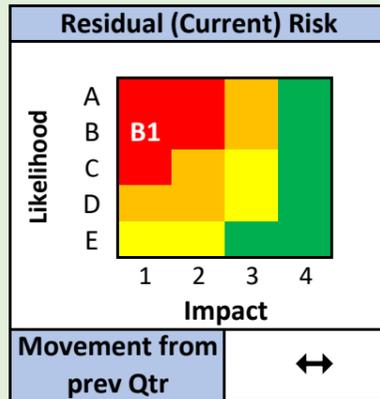
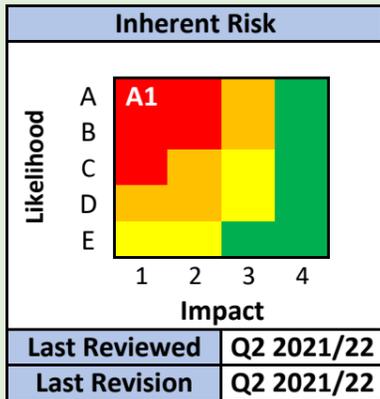
Air Quality & Clean Air Strategy

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Air quality in Cardiff does not meet statutory requirements set by legislation and continues to have a detrimental impact on health for residents and visitors to Cardiff.</p>	 <p style="text-align: center;">A1</p>	 <p style="text-align: center;">B2</p>	 <p style="text-align: center;">C3</p>	<p>Andrew Gregory (Jason Bale)</p>	<p>Councillor Caro Wild Strategic Planning & Transport</p>								
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What we've done/are currently doing to achieve the Residual Risk Rating													
<p>Monitoring</p> <ul style="list-style-type: none"> • Non-automatic nitrogen dioxide (NO₂) monitoring sites at 136 locations. • Data includes monitoring at schools as part of the TRO pilot projects at schools • There are three live 24/7 monitoring stations: <ul style="list-style-type: none"> - Cardiff Frederick Street: measuring levels of NO₂, PM₁₀ & PM_{2.5}, SO₂, CO and O₃ - Richard's Terrace, Newport Road: measuring levels of NO₂ & PM₁₀ - Castle Street measuring levels of NO₂ PM₁₀ and PM_{2.5} • 7 near real time indicative automatic analysers located predominantly in Cardiff's City Centre (5), one in Llandaff within the established AQMA and one in Canton on Landowne Road. These sites measure on a 24/7 basis, continuously monitoring for Nitric Oxide, Nitrogen Dioxide, Ozone, PM₁₀ & PM_{2.5}, and does so every 15 minutes • Funding secured via One Planet to implement Ph1 of wider realtime monitoring network - to be established Q3/4. <p>Air Quality Management Areas (AQMA's)</p> <ul style="list-style-type: none"> • Cardiff has 4 existing declared Air Quality Management Areas (AQMA's) all as a result of elevated NO₂ concentrations from road traffic emissions. • Ongoing recovery measures e.g., closure of Castle Street has enabled maintenance of reduced air quality concentrations. 2020 APR indicated compliance at all monitoring locations across Cardiff, but results are influenced by COVID impacts and overall reduced traffic volumes. • Construction of Ph1 City Centre West scheme (Wood St & Central Square) - ongoing. • Completion of Bus Retrofitting Programme of 49 buses – buses have been fitted with exhaust technology which reduces NO_x emissions from the buses by 90% • Ongoing discussions with WG on Castle Street Options, as contract for Interim arrangements has been awarded. <p>Taxi Scheme</p> <ul style="list-style-type: none"> • T&Cs for Scheme signed off from legal advisors and website being updated. • 5 WAV EV taxis delivered on going discussion with CTS regarding management of lease scheme - awaiting political decision for launch <p>Clean Air Strategy and Action Plan</p> <p>A wider Clean Air Strategy and Action Plan has been developed to satisfy the requirements of LAQM. The strategy includes measures that will likely provide further AQ improvements including AQMAs.</p>													
What we plan to do to meet target													
<p>Implement Clean Air Plan</p> <ul style="list-style-type: none"> • package of measures as detailed in Final Plan • Further assessment on Castle Street to undertake more detailed modelling on revised scheme - ongoing dialogue with WG re timescale and scope of measures • Finalisation of Evaluation Plan following comments from expert panel on existing proposals. • Work with Public Health Wales to quantify future health benefits and improvements from reduced emissions/ NO₂ concentrations <p>Clean Air Strategy and Action Plan</p> <ul style="list-style-type: none"> • Roll out of measures (subject to grant bids/ funding and COVID restrictions): <ul style="list-style-type: none"> - Pilot project - Non Idling Zones, targeted around schools - Living Walls and other Green Infrastructure - Progression of EV Infrastructure and Council Fleet working with CTS. - Air Quality Planning Guidance - Schools Active Travel - Behavioural Change Promotion, Car Free Day, Clean Air Day etc. 													
Potential Impact(s)		Linked Risks		Key Indicators / Measures used to monitor the risk									
<p>Health & Safety</p> <ul style="list-style-type: none"> - No improvement to health - Increased burden on health care - Further deterioration of related health conditions <p>Legal & Regulatory / Financial</p> <ul style="list-style-type: none"> - Breach of legal / statutory requirements - Potential significant financial penalty 		<ul style="list-style-type: none"> • Reputational 		<ul style="list-style-type: none"> • Implementation Plan for measures (funding dependent) • Monitoring and Evaluation Plan for Clean Air Plan • Ongoing monitoring and reporting under LAQM 									
Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk									
<ul style="list-style-type: none"> • Health • Regulatory • Financial • Strategic 		<ul style="list-style-type: none"> • Reputational 		<ul style="list-style-type: none"> • Implementation Plan for measures (funding dependent) • Monitoring and Evaluation Plan for Clean Air Plan • Ongoing monitoring and reporting under LAQM 									

City Security

Description

Major security-related incident in 'crowded places' as a result of international or domestic terrorism.



Risk Owner(s)

Chris Lee
(Gavin Macho)

Andrew Gregory

Councillor Huw Thomas
Leader

What we've done/are currently doing to achieve the Residual Risk Rating

- All existing identified high-risk, crowded places have been formally assessed
- Some crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge
- CONTEST Protect/Prepare Task & Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'
- The work done in the city to address security concerns has been predominantly focused on the provision of physical assets to mitigate against the threat of hostile vehicles
- Areas protected against the threat of hostile vehicles include the Principality Stadium, St Mary Street, Queen Street, St David's Dewi Sant and Cardiff Bay.
- The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters
- Cardiff has led the way in Wales in relation to adopting comprehensive security measures for its City centre. This has been recognised in the development of new Welsh national structures, the Protective Security Preparedness Group (PSPG), which follows our historic Protect Group.
- The Cardiff PSPG is chaired by the Chief Executive and meets every 3 months. It has commissioned a major strategic review of all City Centre Security matters with reference to how existing arrangements will fit into the new developments coming online. A draft of the Cardiff Infrastructure Report, how we currently manage security infrastructure in the city centre, has been put together. Next steps include incorporating recommendations/ prioritising interventions, as well as seeking input and feedback from key stakeholders. Further discussions will be necessary regarding the report and its findings. It is hoped that a summary of the report and its findings will be presented at the next PSPG meeting in January 2022.
- The development of the PSPG has constituted in a CONTEST Board review which with new governance is providing security a growing focus.

What we plan to do to meet target

- The PSPG Chair has commissioned a Director led review across all relevant Service areas to assess current operational and tactical arrangements for City Security to see if they are effective. All opportunities for improvement to captured and costed.
- The PSPG is broadening its remit by taking on a more comprehensive portfolio of security issues inclusive of Cyber Security ,Insider threat and personal security. Training and development being planned, projects managed at director level.
- Consideration to be given to incorporating structured and strategic conversations about security and counter terrorism into pre application stage of major developments.
- The PSPG will try to engage with Government to find funding to improve and develop Cardiff's security arrangement. Shovel ready projects ready to go.
- The Cardiff PSPG to reach out to Swansea and Newport so the 3 cities can support each other in the development of best practice.

Potential Impact(s)

Immediate / Short-Term

- Large numbers of fatalities, injuries to public
- Extensive structural damage and/or collapse of buildings
- Closure of roads having impact on transport network and access to businesses and properties.
- Damage/disruption to utilities (gas, electricity, water etc.)
- Immediate impact to core business, retail and sporting district in the centre of Cardiff

Ongoing / Longer Term

- Reputational risk due to a public perception Cardiff is an unsafe place
- Area viewed as a risk for potential future business investment.
- Inability to attract major future national and international events (political, sporting etc.)
- Increase in demand for Council services/support for all affected.
- Current economic climate to reduce the effectiveness of any recovery/regeneration of the area.

Type(s) of Impact

- Service Delivery
- Reputational
- Legal
- Financial
- Health & Safety
- Partnership
- Community & Environment
- Stakeholder

Linked Risks

Key Indicators / Measures used to monitor the risk

- National Threat Level and period at level
- No of 'Crowded Places' not protected to PAS 68/69 level

Climate Change & Energy Security

Description
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

Potential Impact(s)

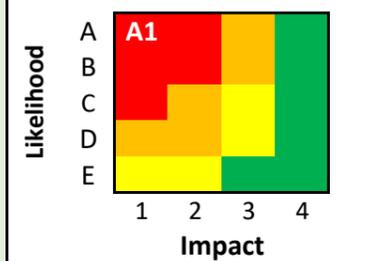
Flood & Storm

- Loss of life and risk to life
- Direct damage to property, utilities and critical infrastructure
- Blight of Land and Development
- Disruption to service delivery
- Contamination and disease from flood and sewer water and flood on contaminated land
- Increase in health issues
- Break up of community and social cohesion
- Increase cost of insurance
- Migration of ecosystems
- Inconsistent energy supply
- Increased costs
- Inability to deliver public services
- Decrease in economic output
- Disruption to the supply of utilities
- Increased fuel poverty

Type(s) of Impact

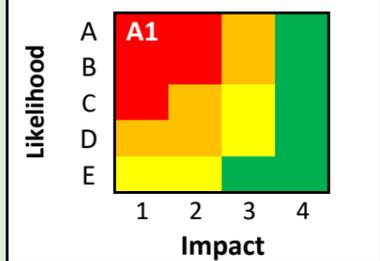
- | | |
|--------------------|---------------------------|
| • Service Delivery | • Health & Safety |
| • Reputational | • Partnership |
| • Legal | • Community & Environment |
| • Financial | • Stakeholder |

Inherent Risk



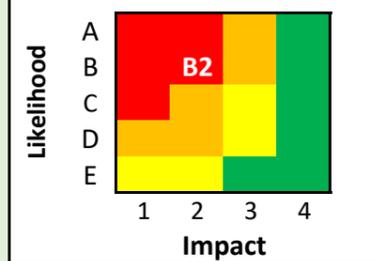
Last Reviewed	Q2 2021/22
Last Revision	Q4 2020/21

Residual (Current) Risk



Movement from prev Qtr	↔
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Target Risk



Target Reduction Date	2022/23
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Risk Owner(s)

Andrew Gregory	Councillor Michael Michael Clean Streets, Recycling and Environment
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What we've done/are currently doing to achieve the Residual Risk Rating

The Council has declared a Climate Emergency and instigated a One Planet Cardiff Strategy as its strategic response to this.

The following specific risk areas have been identified:

- COASTAL EROSION (see separate tab for details)
- FLOODING
- EXTREME WEATHER
- ENERGY SECURITY & DECARBONISATION
- BIODIVERSITY

What we plan to do to meet target

- Develop strategic response to the Climate Emergency Declaration to incorporate carbon neutral target.
- See separate tabs for details
- COASTAL EROSION
- FLOODING
- EXTREME WEATHER
- ENERGY SECURITY & DECARBONISATION
- BIODIVERSITY

Linked Risks

Coastal Erosion
Air Quality
Business Continuity

Linked Documents

<https://www.evaccardiff.co.uk/>
<https://www.cdp.net/en>

Key Indicators / Measures used to monitor the risk

Storm Events that meet silver & gold emergency intervention
Annual number of flooded properties and severity (statutory reporting)
Energy use / renewable energy production of Cardiff Council

Climate Change - Biodiversity

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.</p>				<p>Andrew Gregory (James Clemence/ Simon Gilbert/ Matthew Harris/ Jon Maidment)</p> <p>Councillor Michael Michael Clean Streets, Recycling and Environment</p>	
<p>Potential Impact(s)</p> <ul style="list-style-type: none"> Loss of biodiversity leads to reduction in ecosystem resilience, and reduction in ecosystem resilience will compromise the provision of ecosystem services. These are the services or benefits which we gain from the natural environment. Ecosystem services include climate change mitigation and adaptation. Climate change mitigation includes the sequestration and storage of carbon by plants, especially long-lived species such as trees. Reduction of this ecosystem service makes it harder to reduce net carbon emissions. Annually Cardiff's trees (not including other aspects of green infrastructure) provide ecosystem services worth £3.31 million, of which £1.9 million is in carbon storage and sequestration (iTree Study, Sept 2018). Climate change adaptation services include storm water attenuation by vegetation and reduction of surface water volume through evapotranspiration Trees, green walls and green roofs allow cooling and shading, thereby mitigating the urban heat island effect which may become more prevalent with a warmer climate. Hotter summers also increase risk of aerial pollution through air stagnation, and green infrastructure can remove certain pollutants from the air as well as having a cooling effect. The National Priorities of the WG Natural Resources Policy include 'Delivering Nature-based Solutions'. Failure to ensure protection of biodiversity and ecosystem resilience risks failure to deliver these nature-based solutions, which include climate change mitigation and adaptation. 	<p>Last Reviewed Q2 2021/22 Last Revision Q2 2021/22</p>	<p>Movement from prev Qtr ↔</p>	<p>Target Reduction Date 2022/23</p>		
	<p>What we've done/are currently doing to achieve the Residual Risk Rating</p> <ul style="list-style-type: none"> One Planet Report to Cabinet in October 2021 Developed a Biodiversity and Resilience of Ecosystems Duty Forward Plan, to implement the statutory duty to seek to maintain and enhance biodiversity and in doing so to promote ecosystem resilience. Undertaken an 'iTree-Eco' study to look at the value of trees in terms of the ecosystem services that they provide. Working with neighbouring Local Authorities through the Local Nature Partnership Cymru project to share ideas and best practise for enhancing biodiversity across the City and identifying opportunities for cross-boundary projects to improve habitat and species connectivity and increase ecosystem resilience. Contributed to the Central South Wales Area Statement recently published by Natural Resources Wales. Secured funding for Coed Caerdydd tree canopy programme to June 2023 (NRW, Woodland Trust and Welsh Government ENRAW funding). 			<p>What we plan to do to meet target</p> <ul style="list-style-type: none"> Implement Coed Caerdydd Programme to increase tree canopy cover within Cardiff to 25% of land area by 2030 - Seek funding to secure and sustain the programme until 2030 and beyond. Update the Cardiff Biodiversity and Resilience of Ecosystems Duty Forward Plan, including the Action Plan, in 2022 in line with legislative requirements Biodiversity Declaration to be signed as agreed in OPC report Seek opportunities for partnership working under the 5 main themes of the South Wales Area Statement (building resilient ecosystems, working with water, connecting people with nature, improving our health, improving our air quality). Develop the local Nature Recovery Action Plan through the Local Nature Partnership (LNP) Work towards securing the future of the LNP (funding currently ends March 2022) 	
<p>Type(s) of Impact</p> <ul style="list-style-type: none"> Service Delivery Reputational Legal Financial Health & Safety Partnership Community & Environment Stakeholder 	<p>Linked Risks</p> <p>Coastal Erosion Air Quality Business Continuity Energy decarbonisation</p>	<p>Linked Documents</p> <p>https://www.evaccardiff.co.uk/ https://www.cdp.net/en</p>	<p>Key Indicators / Measures used to monitor the risk</p> <p>Extent of Green Infrastructure in the City.</p>		

Climate Change - Energy Security & Decarbonisation

Description
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

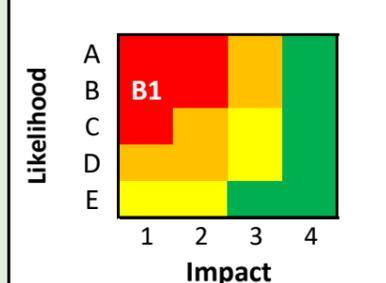
Potential Impact(s)

Energy security (energy efficiency & decarbonisation of supply)

- Inconsistent energy supply
- Increased costs
- Inability to deliver public services
- Decrease in economic output
- Disruption to the supply of utilities
- Increased transport costs
- Increased costs for heating / providing services to buildings
- Increased fuel poverty

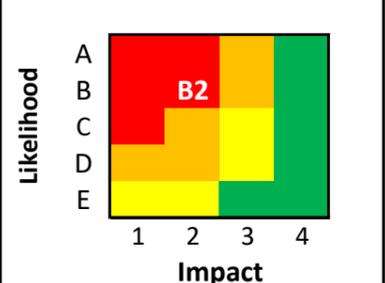
Page 303

Inherent Risk



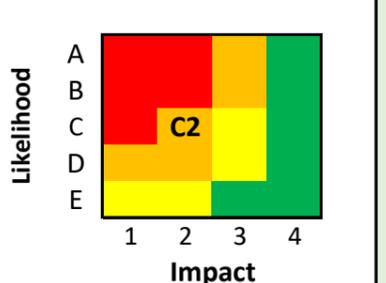
Last Reviewed Q2 2021/22
Last Revision Q2 2021/22

Residual (Current) Risk



Movement from prev Qtr ↔

Target Risk



Target Reduction Date 2022/23

Risk Owner(s)

Andrew Gregory
(Gareth Harcombe/ Liz Lambert)

Councillor Michael Michael
Clean Streets, Recycling and Environment

What we've done/are currently doing to achieve the Residual Risk Rating

Energy security (energy efficiency & decarbonisation of supply)

- Climate Emergency Declared by Council
- Council approved the final "One Planet Cardiff" Strategy on October 14th 2021 which addresses the Climate emergency and sets a pathway to a carbon neutral Council by 2030.
- Established internal and external partnership and governance boards to steer our response to the climate emergency.
- Energy efficiency measures being installed through Re-Fit and Salix projects - Now managed by FM
- Phase 2 of Re-Fit project finalised and going through due diligence with Salix funding organisations - Schools focus for this tranche
- NPS Consortium approach to purchasing energy to secure best prices - continuing by Economic Development
- Lamby Way solar farm complete.
- District Heat Network - Funding in place, contractor appointed and Special Purpose Vehicle for delivery established - construction planned to start in January 2022
- Carbon baselining and impact modelling process now finalised to assess progress against One Planet Cardiff Objectives
- Scoping additional carbon reduction projects for future action as part of the One Planet Cardiff project with key target areas confirmed in the OPne Planet Cardiff Action Plan
- Delivering Low Emission Transport Strategy - approved April 2018 and implementation of action plan underway
- Scope out and implement additional energy efficiency schemes in residential properties in the city
- OPC commits to a long term strategy for public engagement and behaviour change to build public resilience and positive action through advice and guidance and based on best practice and observed impact of initiatives elsewhere. This work is guided by advice from the Centre for Climate Change & Social Transformations (CAST) .
- Reporting on citywide and Council (scope 1 and 2) carbon emissions via the Carbon Disclosure Project to fulfil our Compact of Mayors commitment
- Electric Vehicle strategy:
 - first tranche of residential chargers delivered, and second tranche now finalised
 - WG funding secured to install EV chargers at council buildings for small fleet vehicles
 - ULEVTF funding secured to install charging infrastructure in car parks

What we plan to do to meet target

Energy security (energy efficiency & decarbonisation of supply)

- Implement and monitor the One Planet Cardiff Strategy with carbon reduction targets and associated action plan for delivery over the to 2030
- Implement "Mission Statements" to secure low/zero carbon development and retrofit in the Council's Estate
- Promote and implement the approved policy position to guide new private sector development in the city
- Implement the Cardiff District Heat Network
- Complete a Private Wire connection from the Lamby Way Solar Farm to the Welsh Water treatment works nearby to help decarbonise the city's waste water processing activities
- Work with WG Energy Services advisors to assess future renewable generation and carbon reduction schemes - ongoing as part of the One Planet Cardiff Project.
- Seek ways to accelerate housing energy efficiency and retrofit schemes across the city and possibly the region as part of the One Planet Cardiff project.
- Electric Vehicle strategy - Proposals to convert council fleet to electric being reviewed/ assessed to allow for impact of Covid-19 and changes to requirements/ working practices

Type(s) of Impact

- | | |
|--|--|
| <ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial | <ul style="list-style-type: none"> • Health & Safety • Partnership • Community & Environment • Stakeholder |
|--|--|

Linked Risks

Coastal Erosion
Air Quality
Business Continuity

Linked Documents

<https://www.evaccardiff.co.uk/>
<https://www.cdp.net/en>

Key Indicators / Measures used to monitor the risk

Energy use / renewable energy production of Cardiff Council

Climate Change - Extreme Weather

Description
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

Potential Impact(s)

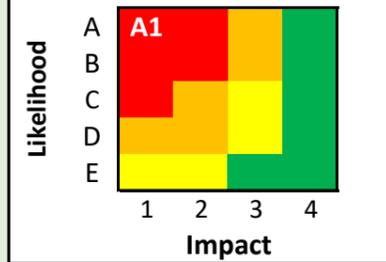
- Loss of life and risk to life
- Damage to infrastructure & utilities
- Service delivery
- Increase in health related issues including air quality
- Blight of development
- Migration of ecosystems

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Type(s) of Impact

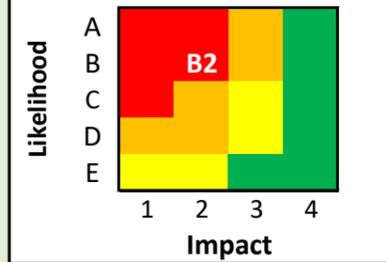
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| <ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial | <ul style="list-style-type: none"> • Health & Safety • Partnership • Community & Environment • Stakeholder |
|--|--|

Inherent Risk



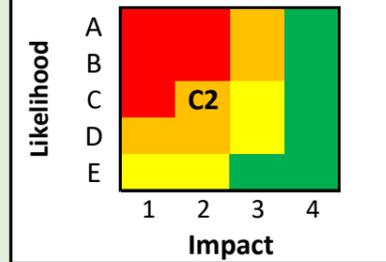
Last Reviewed	Q2 2021/22
Last Revision	Q1 2021/22

Residual (Current) Risk



Movement from prev Qtr	↔
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Target Risk



Target Reduction Date	2022/23
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Risk Owner(s)

Andrew Gregory (EMU/Gary Brown)	Councillor Michael Michael Clean Streets, Recycling and Environment
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What we've done/are currently doing to achieve the Residual Risk Rating

The Council has declared a Climate Emergency

Extreme Heat

- Working with Partners in the LRF to warn them of anticipated heatwave impacts upon vulnerable groups and support response to such a risk
- Supporting the enhancement of the public's own resilience through advice and guidance available from the EVAC Cardiff Website

Extreme Cold/ Snow

- Implementation of Council's Cold Weather Response Plans
- Winter Service review undertaken to consider the potential impact of Covid-19:
 - concentration made to build resilience into Winter Service as high risk to staff resource due to illness and the requirements of isolation
 - required training and staff rotas put in place, however there is a limited available resource with the required skillsets within the authority
 - investigations into feasibility/ availability of external assistance

Winter Service 20/21 outcome

- Despite challenging & sub zero weather conditions, plus resource pressures, service was delivered in line with statutory requirements. The winter service was extended by 2 weeks to the 18/4/21 due to unseasonably cold overnight temperatures.

What we plan to do to meet target

Extreme Heat

- Develop a 20 year heat mitigation strategy for the city. Working with partner agencies and commercial stakeholders to support development of heat reduction programmes.

- Engage with Welsh Government with in WLGA, and PSB to ensure consistent support in managing this risk ensuring the planning process works for all stakeholders to ensure we develop sustainable planning strategy's for future developments, planning the management of this risk

Extreme Cold/ Snow

- Investigate further whether external assistance can be utilised/is available to build future resilience - risk remains for disruption to the service next winter if the current pandemic continues/ other new external factors emerge.

Linked Risks

Coastal Erosion
Air Quality
Business Continuity

Linked Documents

<https://www.evaccardiff.co.uk/>
<https://www.cdp.net/en>

Key Indicators / Measures used to monitor the risk

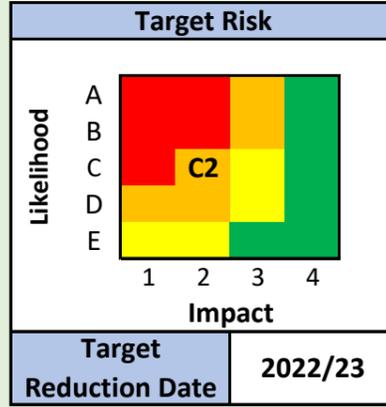
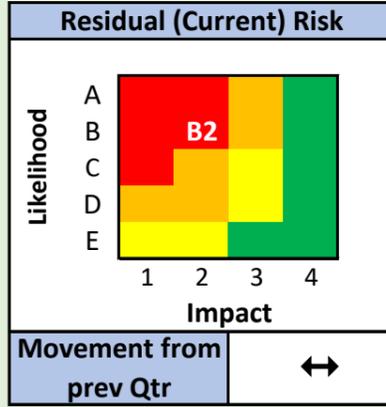
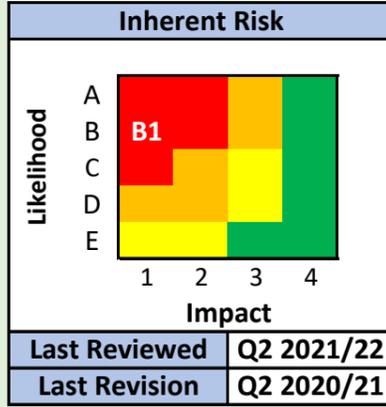
Climate Change - Flooding

Description
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

Potential Impact(s)

- Flood & Storm**
- Loss of life and risk to life
 - Direct damage to property, utilities and critical infrastructure
 - Blight of Land and Development
 - Disruption to service delivery
 - Contamination and disease from flood and sewer water and flood on contaminated land
 - Increase in health issues
 - Break up of community and social cohesion
 - Increase cost of insurance
 - Migration of ecosystems

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Risk Owner(s)

Andrew Gregory
(Gary Brown/ David Brain
James Clemence/ Stuart
Williams)

Councillor Michael Michael
Clean Streets, Recycling and
Environment

What we've done/are currently doing to achieve the Residual Risk Rating

- The Council has declared a Climate Emergency**
- Flood & Storm**
- Working with partners within the Local Resilience Forum (LRF) to support the management of this risk including supporting the emergency response to this risk
 - Supporting the enhancement of the public's own resilience through advice and guidance available from the EVAC Cardiff Website
 - Implementation of Schedule 3 of the Flood and Water Management Act 2010 requires all new development over 100m2 to implement sustainable drainage, resilient to flooding
 - Development of Flood Risk Management Strategy
 - We have introduced Flood Incident Management software to provide better understanding of spatial distribution of flood events filtered by source, and determine priority areas for future flood alleviation schemes to be implemented (subject to WG funding bid opportunities). Successful funding bids were submitted and funding awarded in 20/21 for Business Justification Cases for a number of these schemes, with grant funding also now awarded for 21/22 for continuation of these schemes.
 - Applications to WG have been successful for further grant funding in 2021/22 to support studies and implementation of localised flood preventions schemes.
 - Ongoing CCTV and asset capture work taking place in drainage networks to review high risk areas.
 - Asset management - Delivery of Flood Management and Coastal Improvement Schemes and rationalise/prioritise gully maintenance schedule based on the outputs of the Flood Incident Management software - Phase 1 of new gully maintenance schedule completed.

What we plan to do to meet target

- Flood & Storm**
- The following actions are ongoing :
- Seek funding to progress the development and delivery of a sustainable water, flood and drainage strategy for Cardiff
 - Develop new iteration of the Local Flood Management Strategy & Flood Risk Management Plan in conjunction with WGLA steering group - due for completion October 2023
 - Develop enhanced engagement programme with partners supporting the public in enhancing their own resilience - this will be a key aspect of the above Plan - initial discussions with Dwr Cymru/Welsh Water and Natural Resources Wales (NRW) have taken place
 - Improve communication on what to do in a flood and raise awareness of risk - as above - initial talks underway to produce a role & responsibilities video, as well as flood safety guidance in co-operation with Dwr Cymru/Welsh Water, NRW and Blue Light organisations
 - Improve the service provided by the SuDS Approval Body (SAB) - ongoing - improvements planned with additional resource
 - Deliver guidance to increase standards and ease of development - in development
 - Asset management - Phase 2 of new gully maintenance schedule to be delivered by EOY.

Type(s) of Impact

• Service Delivery	• Health & Safety
• Reputational	• Partnership
• Legal	• Community & Environment
• Financial	• Stakeholder

Linked Risks

Coastal Erosion
Air Quality
Business Continuity

Linked Documents

<https://www.evaccardiff.co.uk/>
<https://www.cdp.net/en>

Key Indicators / Measures used to monitor the risk

Storm Events that meet silver & gold emergency intervention
Annual number of flooded properties and severity (statutory reporting)
Energy use / renewable energy production of Cardiff Council

Coastal Erosion

Description

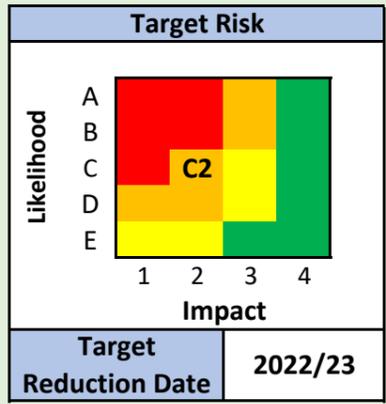
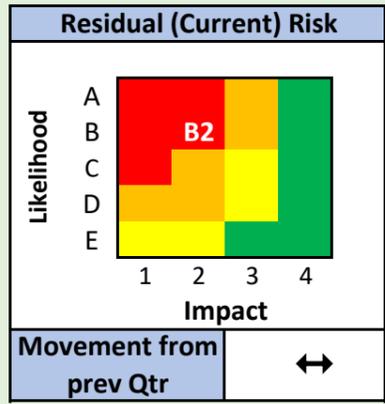
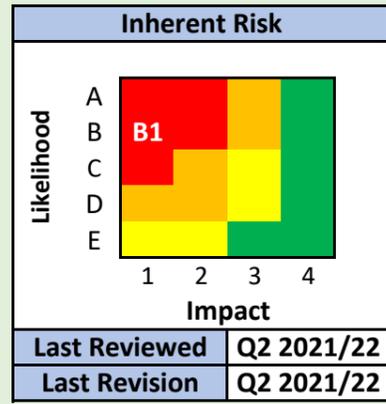
Breach of current defences resulting in widespread flooding (current defences are ad hoc and are in a very poor condition)

Potential Impact(s)

- Continued coastal erosion along the coast threatening the Rover Way Traveller site and critical infrastructure including Rover Way and the Rover Way/Lamby Way roundabout
- Erosion to two decommissioned landfill sites, with risk of releasing landfill material into the Severn Estuary and having significant environmental impacts
- Flood risk to 1,116 residential and 72 non-residential properties over 100 years, including risk to life, property, infrastructure and services
- N.B. the predicted rates of erosion threaten the Rover Way Travellers Site and the adjacent electrical substation within 5 years, and further release of large volumes of unknown tip material from the Frag Tip into the Severn Estuary.

Type(s) of Impact

<ul style="list-style-type: none"> Health & Safety Health Reputational Financial 	<ul style="list-style-type: none"> Strategic Service Delivery
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Risk Owner(s)

Andrew Gregory (Gary Brown/ David Brain)	Councillor Michael Michael Clean Streets, Recycling and Environment
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What we've done/are currently doing to achieve the Residual Risk Rating

- Incident management arrangements are in place, which whilst not preventative, represent a level of emergency management for a flood and coastal erosion risk event occurring in a significant storm event.

Coastal Defence Scheme:

- The Flood Risk Management Team are undertaking detailed design for the coastal defence scheme.
- The necessary works are holistic and cannot be phased. Therefore the residual risk rating cannot be lowered until the completed construction of the coastal defence scheme in its entirety.
- The inundation risk will be improved by implementing the coastal defence scheme. The scheme will provide defence for a 1 in 200 year severe weather event, plus an allowance for climate change influence of 40%.
- The total costs associated with the Design, Early Contractor Engagement and Construction phases have been estimated at £10.9m (Welsh Government 75% funding = £8.2m and CCC 25% funding = £2.7m)
- Formal application has been submitted to Welsh Government (WG) under the WG Coastal Risk Management Programme and development of the Detailed Design and Full Business Case (FBC) for the coastal defence scheme was programmed for completion in May 2020, however this has been impacted by Covid-19.
- Ground Investigation commenced February 2020. Due to Covid 19 restrictions, ground investigations were postponed during March 2020.
- Work ongoing with Emergency Management to formulate interim measures.
- Draft Full Business Case submitted to Welsh Government for review

What we plan to do to meet target

We will be designing & delivering an effective coastal flood protection scheme as a matter of priority.

Detailed design and full business case ongoing

Keysteps:

- Full Business Case (draft) submitted to WG & refined as necessary - final Welsh Government approval & funding confirmation anticipated by late 2021 /early 2022
- Tender scheme promptly following support from Welsh Government. Contract will be developed as part of detailed design process to support tender process.
- Extensions for timescales due to Covid 19 delays, and complexities of the ground conditions and therefore design, have been agreed with WG - funding for FBC has been increased to cover additional costs (plus WG grant % increase) and extended to 16 March 2022.
- Anticipated construction starting 2022, subject to the above, with completion 2024.
- The costs associated with the Outline and Full Business Cases and Design have been 100% funded by WG. To allow for the increase of the allowance for climate change to 40% and additional works required from the ground investigation results the construction phase is now estimated at £25m (Welsh Government 85% funding = £21,250,000 and CC 15% funding = £3,750,000)

A PQQ procurement process commenced in September with returns due mid October. Following assessment of returns the full tender process will begin with the successful PQQ candidates. The submission, assessment, selection and award process is forecast to be completed by early 2022.

The Marine Licence application has been submitted to NRW and has been advertised, as per licence requirements, in the local press on two occasions. The Flood Risk Management Team will now continue to work with NRW through their consideration and review of the application..

Linked Risks

Climate Change risks

Key Indicators / Measures used to monitor the risk

- Award of contract for detailed design and Full Business Case - achieved
- Completion of detailed design and Full Business Case by May 2020 & submitted to WG
- Delivery programme of coastal protection scheme

Brexit

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)								
<p>The risk that Brexit (and any subsequent decisions) will create severe disruption to the City and hinder its ability to continue to deliver effective services and maintain community cohesion.</p> <p>From 11pm on 31 January 2020, the UK legally ceased to be a member of the EU, with the Withdrawal Agreement entered into force and a transition period commenced up until the end of December 2020. The UK formally left the 11-month transition period on 31 December 2020, to begin trading on the terms outlined in the agreed Trade and Cooperation Agreement (TCA). This represents a significant change for the UK.</p> <p>Despite a deal being finalised, the UK's departure from the EU will bring change for organisations of every size and sector, and uncertainty remains regarding its impact. No major member state has ever left the EU before; there is little precedent for the situation in which we find ourselves and therefore it is important that we keep in place our relevant plans and mitigations for the foreseeable future.</p> <p>The Council will need to prepare for regulatory adjustment and economic disruption, as changes are phased in over time, which will impact how we do business, future growth and development and ultimately the role of the Council in meeting local need.</p>				<p>Paul Orders (Senior Management Team)</p> <p>Councillor Huw Thomas Leader (Brexit)</p>								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q2 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q2 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Target Reduction Date</td> <td>Dependent on external factors</td> </tr> </table>	Target Reduction Date	Dependent on external factors	
Last Reviewed	Q2 2021/22											
Last Revision	Q2 2021/22											
Movement from prev Qtr	↔											
Target Reduction Date	Dependent on external factors											

Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating	What we plan to do to meet target
<p>Watching Brief Required:</p> <ul style="list-style-type: none"> Impact on Council supply chains (including delays and price increases) Citizens and Community Cohesion <ul style="list-style-type: none"> Increases of tension/ hate crime Emergency Management <ul style="list-style-type: none"> Responding to civil contingencies/ major disruption (potential for food shortages, disruption to water supply (infrastructure) and fuel shortages) Shortage/ loss of key supplies Preparedness of local businesses for changes to trade (of both goods and services) with the EU/ economic disruption <p>Short-term Issues Identified:</p> <ul style="list-style-type: none"> Citizens and Community Cohesion <ul style="list-style-type: none"> Implementing the EU Settlement Scheme (the deadline to apply to the scheme is 30 June 2021) <p>Medium to Long-term Issues Identified:</p> <ul style="list-style-type: none"> Regulatory adjustment Labour Market and Council Staff Impact on Public Finances – Central Government and Welsh Government <p>Analysis suggests that as a result of Brexit, the economy is Wales likely to be up to around 10% smaller than otherwise over the long-term.</p> <ul style="list-style-type: none"> The future of regional funding (the future UK Shared Prosperity Fund) Investment, Trade and Industrial Strategies 	<p>General Activity: On 14 June 2021, the Council's Resilience Unit coordinated a Council-wide exercise to update the Council's Brexit Issues Register. Each Directorate reviewed its wider Brexit preparedness, noting the impact of COVID-19, along with refreshed mitigative actions.</p> <p>Each Directorate has a Brexit Liaison Officer who is responsible for monitoring Brexit/ the Brexit Issues Register in their area. A Cardiff Council Brexit Bulletin is provided to Brexit Liaison Officers every 2 weeks, to ensure that they are aware of the latest information and updates. Furthermore, regular meetings are held between the Council's Resilience Unit and Brexit Liaison Officers, to ensure any issues are raised.</p> <p>Supply Chain and Workforce Issues:</p> <p>Control and assurance processes have identified issues across the Council in relation to staffing, as well as supply chain shortages, delays, and cost increases.</p> <p>The drivers of these pressures remain unclear; however, the impact of Brexit, ongoing pandemic management and a UK-wide pipeline of recovery projects are all considered potential drivers.</p> <p>Initially, on 28 June 2021, a meeting was held with Project Leads in order to understand the impact on Capital Projects. A briefing noted was drafted to capture the position across the Council.</p> <p>On 23 September 2021, the Resilience Unit attended SMT to provide an update on the situation. SMT asked the Resilience Unit to produce a report, outlining the current and emerging risk picture that we face as we go into the autumn and winter.</p> <p>To inform the report, the Resilience Unit issued a questionnaire on 28 September 2021, for completion by all Silver Officers, to understand current pressures, particularly supply chain issues and staff shortages. The questionnaire also asked about access to fuel; however, the issue has since stabilised.</p> <p>Responses highlighted issues with the following goods:</p> <ul style="list-style-type: none"> Food (costs increases and decreases in the frequency of deliveries affecting food availability). Services Affected: Services to Schools, Inclusion Service, Functions Catering Team Construction and building materials (delays, shortages, and cost increases). Services Affected: Capital Delivery, Parks and Harbour Authority, Property Services, Building Improvement Unit, Development and Regeneration, Early Help, Housing Services Technology-based items, such as computer chips and nodes, affecting, for example, laptops, screens and lighting (delays and shortages). Services Affected: Highways Infrastructure and Operations, ICT Kerbside caddies for food waste (delays). Services Affected: Waste <p>Responses also identified staff shortages which are being experienced across the Council. This is largely due to vacant posts but in some cases is being compounded by high levels of staff sickness:</p> <ul style="list-style-type: none"> Staff across the Social Care Sector HGV drivers (impacting cleansing and waste) School meal staff Inclusion Service staff Agency staff (with shortages highlighted in terms of social care staff, waiting/hospitality staff and cleaning staff) Schools ICT Support Team staff Construction workers Housing Services staff Building Control staff Surveying and Contract Manager Teams staff (impacting building maintenance work) Internal Audit staff Childcare lawyers Shared Regulatory Services staff (40% of staff are currently working on TTP) <p>Workforce Issues: Shortage of HGV drivers to support delivery of recycling and waste collection services Long-term shortage of drivers nationally, which has been worsened by Covid-19 delays to training and testing, and EU drivers leaving the UK, as has the increased demand coming from the recent reopening of non-essential retail. National driver shortfall has been estimated at 70,000.</p> <p>EU Settlement Scheme: A programme of engagement in Cardiff has seen good uptake of the EU Settlement Scheme (EUSS). According to figures released in September 2021, 23,990 applications have been made to the scheme by EU nationals living in Cardiff (up to 30 June 2021). Of these, 21,730 have been concluded, with 11,680 granted Settled Status and 9,110 granted Pre-Settled Status. 950 had other outcomes.</p> <p>The Council has progressed the applications of both Children Looked After and Adults within Social Care.</p>	<p>Moving forward, work will continue to be undertaken to understand the implications of the UK-EU Trade and Cooperation Agreement. Brexit issues will continue to be monitored and mitigations updated, ensuring that the Council is alert and ready to respond to new arrangements/ any potential disruption.</p> <p>To report real-time Brexit disruption requiring an immediate response, Duty Silver Officers have been asked to use the command and control system already in place, as outlined in the Council's Major Incident Plan. The Council will continue to monitor the major developments and focus on areas where local action may be required:</p> <p>Citizens and Community Cohesion: As the deadline to apply to the scheme has now passed, moving forward, should late applications be required to the scheme, individual cases will be raised with the Council's Cohesion Team, who will see how the case fits in with Home Office late application guidance. The individual will be signposted to legal advice if required. Furthermore, engagement is ongoing with Welsh and UK Governments to ensure an alignment of messaging and of advice on support pathways available.</p> <p>Support for Local Businesses: In order to support businesses, the Council is implementing a three tiered communications approach (national, regional and local), alongside continuing to push a signposting service, including to UK Government/ Welsh Government support and guidance.</p> <p>Workforce Issues: Appropriate reporting arrangements have been put in place moving forward, to allow workforce and supply chain issues, as well as other issues related to Winter Pressures, to be escalated in a timely manner by the Council's Silver Officers.</p> <p>Reporting is on an exception basis – i.e., reports are only submitted to the Resilience Unit if there is something to report.</p> <p>Mitigation is being put in place by each individual Directorate/ Service Area, however, the reporting process allows areas to request further action/ support.</p>

Type(s) of Impact	Linked Risks	Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial Health & Safety Partnership Community & Environment Stakeholder 	<p>Business Continuity</p> <p>Workforce & supply chain issues linked to Waste Mgmt Risk</p>	<ul style="list-style-type: none"> High level economic indicators - GDP, GVA Unemployment levels, particularly in key services/sectors Hate Crime statistics Numbers enrolled in settlement scheme

Performance Management

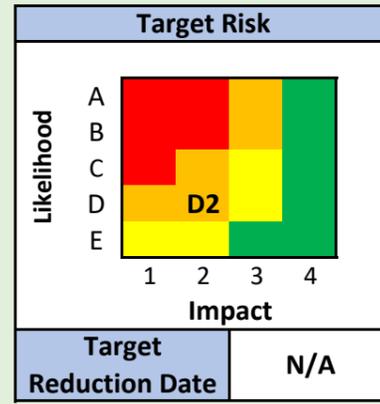
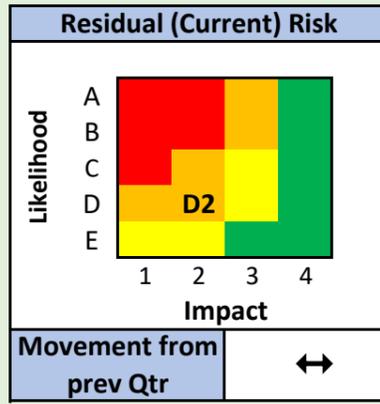
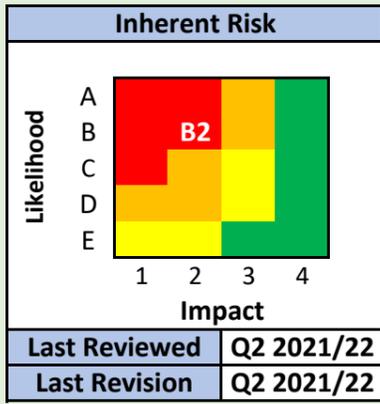
Description

The risk that the Council's Performance Management arrangements do not provide timely performance information to allow the Council's political and managerial leadership to effectively deliver corporate priorities, statutory services or performance improvement

Performance Management arrangements are essential for discharging statutory requirements, delivering the administration's priorities and ensuring Council core business is delivered effectively. Weak corporate performance management arrangements heighten the risk of poor performance, service failure, financial overspend or legal non-compliance going unidentified, unchallenged and unresolved.

The Council must therefore maintain a focus on the Key Performance Indicators it has identified within the Corporate Plan as a pointer to overall organisational success. The Council must also ensure that more granular indicators of performance- the Council's Core Data which is managed by individual Directorates- are established and monitored to provide more detailed insight into the drivers of corporate performance.

Changes to the Statutory Performance Requirements have been set out in Local Government Bill and work is being undertaken to ensure the requirements are embedded in the Council's performance regime.



Risk Owner(s)

Sarah McGill
(Gareth Newell)

Councillor Chris Weaver
Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

- Proposals to strengthen the Council's Performance Management Framework, specifically in response to the new Performance Duties included within the Local Government and Elections (Wales) Act 2021, were considered by Governance and Audit Committee on 28.9.2021 and Scrutiny Chairs Liaison Panel on 4-10-2021. The role of the Governance and Audit Committee and the Scrutiny Committees in response to the new performance requirements were discussed and a proposed approach was agreed. The revised framework will reflect the approach agreed and the Performance Management Framework will be considered by Cabinet in December, alongside a new Data Strategy, to enhance the use of data in performance improvement.

All but one action in response to the recommendations of internal audit have been completed, following an assessment of "effective with opportunity for improvement". This will be completed following the publication of the revised and updated Performance Management Framework.

What we plan to do to meet target

- Publish an end of year performance review by July 2021
- Develop an updated Planning and Delivery Framework, alongside a Data Strategy, that responds to the new requirements set out in the Local Government and Elections Bill and the recommendations of the internal audit work by Autumn 2021

Potential Impact(s)

- Council unable to effectively deliver corporate priorities, statutory services or performance improvement
- Failure to comply with performance duties set out in the Wellbeing of Future Generations Act and Local Government and Elections Act.
- Compliance failure leading to external sanctions and reputational damage.

Type(s) of Impact

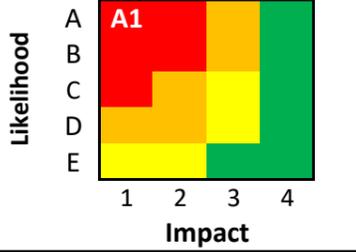
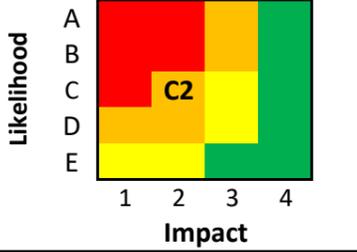
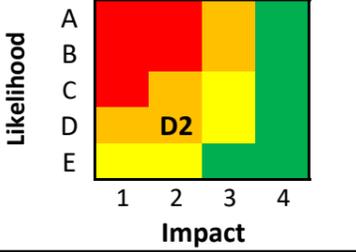
- Service Delivery
- Reputational
- Stakeholder

Linked Risks

Key Indicators / Measures used to monitor the risk

Quarterly monitoring of corporate plan indicators (108) provide a pointer to organisational health and corporate performance. Corporate Plan indicators are also risk assessed as part of the performance monitoring process.

Budget Monitoring (Control)

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the unplanned drawdown of reserves.</p>				<p>Chris Lee (Ian Allwood)</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q2 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q2 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Target Reduction Date</td> <td>Q4 2021/22</td> </tr> </table>	Target Reduction Date	Q4 2021/22		
Last Reviewed	Q2 2021/22												
Last Revision	Q2 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									
	<ul style="list-style-type: none"> Clear financial procedure rules that reduce the level of risk of financial commitments being identified late in the financial year. The rules clearly set out the roles and responsibilities for budget management and are an area of interest for internal audit The first six months has seen monthly WG Hardship claims for additional expenditure and the first quarter of lost income. Continued due diligence is in place to ensure that all claims are solely related to the pandemic and follow the terms and conditions of the claims process. Review of assumptions of the rate in which services will return to budgeted levels over the financial year and align it with assumptions on WG Hardship grant. These controls plus regular review with impacted service areas and a sign off process is in place to mitigate against the risk of any payback requirement at a future point. Loss of income claims are also reviewed to ensure they reflect the reality of the time claimed and where applicable adjustments to pay back are made in a timely fashion. The forecast for the latter six months is less uncertain as the year progresses but there remains a level of uncertainty due to incidence of the pandemic, financial and the economic climate. The Corporate Director of Resources, Chief Executive and Cabinet Members have held two challenge meetings in the first six months of 2021/22 in order to ensure there is a focus on understanding any impending financial matters and any mitigations needed to be put in place in order to improve / maintain the respective Directorate financial position where appropriate. Continued monitoring of exceptional price fluctuations in respect to Building, transport, energy and infrastructure materials in order to forecast the extent and duration of these pressures. Close working with Service areas in order to identify cost pressures and compensating mitigation strategies that impact on delivery of Capital Programme and repair schedules to ensure works remain within budget. Risk assessment process put in place for 2022/23 Capital Programme which will identify obstacles to cost and timescale thus encourage early mitigations. 			<p>2021/22 and the Medium Term</p> <ul style="list-style-type: none"> Develop with directorates the risk assessments and mitigations for each area of capital spend. Continue an appropriate level of due diligence in respect to Hardship Grant Claims in order to reduce the risk of significant under / over claiming In Early Q3, all Directorate Risk Registers will be reviewed in order to ensure the key financial risks are captured and mitigations are in place. 									
<p>Potential Impact(s)</p> <ul style="list-style-type: none"> Inability to balance spend against budget, for the financial year Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet Corporate Plan objectives Requirement to draw down from General Reserves at the year end 	<p>Type(s) of Impact</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"> <ul style="list-style-type: none"> Service Delivery Reputational Legal Financial </td> <td style="width: 50%;"> <ul style="list-style-type: none"> Stakeholder </td> </tr> </table>			<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Stakeholder 	<p>Linked Risks</p> <p>Financial Resilience</p>		<p>Key Indicators / Measures used to monitor the risk</p> <ul style="list-style-type: none"> Monthly Directorate Monitoring reports detailing likely outturn position and performance against savings accepted Review of use of earmarked reserves and balances - Half Yearly Amount of Hardship Support claimed successfully 					
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Stakeholder 												

Financial Resilience

Description

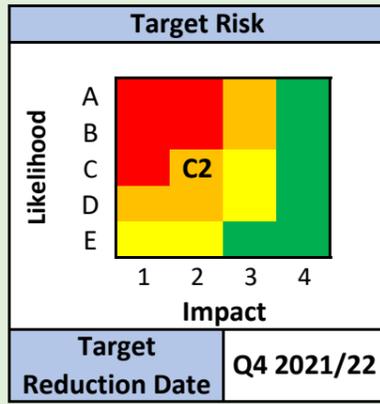
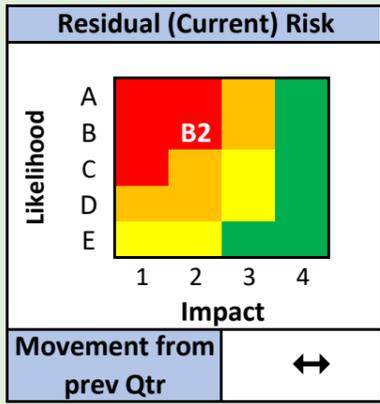
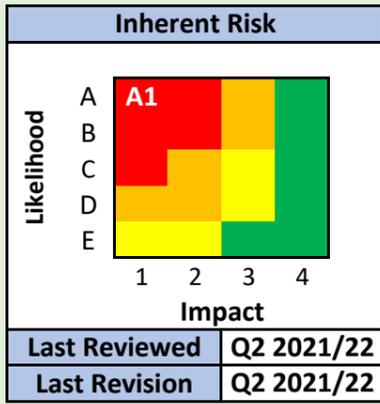
- Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan.
- Lack of appropriate mechanisms to identify and manage unexpected financial liabilities.
- The current outlook is that there is a Budget Gap of £81 million for the period 2022/23 to 2025/26.

Potential Impact(s)

- 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.

Type(s) of Impact

<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Stakeholder
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Risk Owner(s)

<p>Chris Lee (Ian Allwood)</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>
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What we've done/are currently doing to achieve the Residual Risk Rating

2021/22 and Medium Term

- 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.

What we plan to do to meet target

2021/22 and the Medium Term

- Autumn CEXEC Budget Challenge Sessions focussing on modelling work, COVID impact, 2022/23 savings work to date.
- Consider and take any opportunities to increase earmarked reserves in order to provide first line of defence against financial shocks.
- Review corporate approach to business case development, approval and post project monitoring to ensure expenditure assumed to pay for itself can do so over its expected life.
- Strengthening links between financial planning and asset management strategies, which consider the current condition of assets and future requirements.
- Identify clear, 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 Balance Sheet Review and develop implementation plan in respect of any findings or recommendations, which provide further financial resilience.
- Confirm approach and reporting of commercial investments as part of standard monitoring processes and reports.
- 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

Linked Risks

Budget Monitoring (Control)

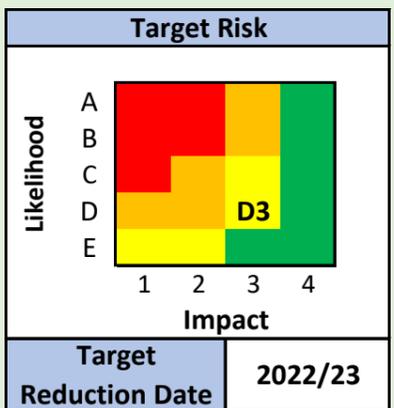
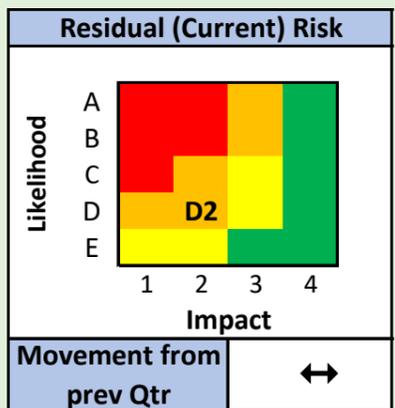
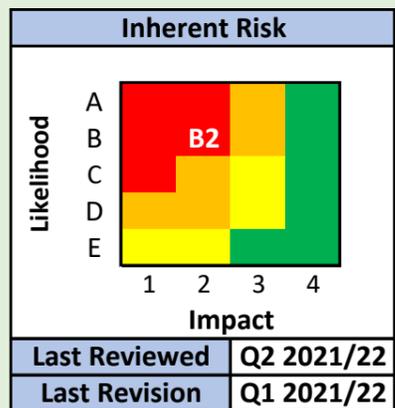
Key Indicators / Measures used to monitor the risk

- Financial Snapshot which highlights historical & current performance with regards budget monitoring, achievability of savings, levels of borrowing, and financial ratios.
- Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure.
- Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings.
- Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB.
- Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual).
- Borrowing: 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.

Fraud, Bribery & Corruption

Description

Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.



Risk Owner(s)

Chris Lee
(Ian Allwood)

Councillor Chris Weaver
Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

- The Council communicates a zero tolerance approach to fraud, bribery and corruption.
- Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy, Anti-Money Laundering Policy and Disciplinary Policy.
- Financial Procedure Rules and Contract Standing Orders and Procurement Rules and training.
- National Fraud Initiative data matching exercises in collaboration with the Cabinet Office and Audit Wales.
- Receipt and dissemination of fraud intelligence alerts from law enforcement agencies.
- Regular reports to the Section 151 Officer, Governance and Audit Committee, Portfolio Cabinet Member and the Chief Executive.
- Governance and Audit Committee review of the risk management, internal control and corporate governance arrangements of the authority.
- Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control.
- Briefings developed and disseminated to Schools on fraud and control risks.
- Provision of disciplinary management information on DigiGOV.
- Mandatory disciplinary e-learning module for all managers to complete and a programme of mandatory e-learning modules and training for Disciplinary Hearing Chairs, Investigating Officers and Presenting Officers.
- Fraud Publicity Strategy, to publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties.
- Counter-Fraud and Corruption Strategy approved by Cabinet in July 2019, with associated Fraud Awareness eLearning rolled out to all pc users commencing.
- Face-to-Face Fraud Awareness training delivered to officers and headteachers in quarter 3 and school governors in quarter 4 2019/20.
- Participation in International Fraud Awareness week commenced in November 2019, undertaken annually thereafter.
- Investigation Team participation in SMAS triangulation exercise, commenced in quarter 3 2019/20.
- Investigation Team provision of investigation and counter-fraud advice, guidance and support to Directorates as required.
- SMT participation in fraud tracker and assessment commenced January 2020, with commitment to full exercise at least annually.
- Revised 'Anti-Money Laundering Policy' approved by Cabinet in Q3 2020/21 and eLearning rolled out to officers with key roles and those working in high-risk areas.
- 'Authorisation and Protocol Requirements for Review of Work Activities' approved by Cabinet in Q4 2020/21.

What we plan to do to meet target

- Consultation of an Internet Investigation Procedure.
- Review the suite of Counter-Fraud Operational Policies alongside the review of the Council's Disciplinary Policy commencing 2021/22.
- Monitoring and reporting completion rates of mandatory fraud awareness training and anti-money laundering training.

Potential Impact(s)

- Increase in frauds and losses to the Council
- Reputational risk as more frauds are reported
- Increased time investigating suspected fraud cases impacting on capacity

Key Indicators / Measures used to monitor the risk

- Mandatory Fraud Awareness eLearning completion and face-to-face attendance rates
- Anti-Money Laundering eLearning completion rates
- Delivery of Fraud Awareness week campaign annually
- Delivery of Policy updates in accordance with associated targets
- Delivery of mandatory investigating officer training and the note taker training
- Timely completion of casework and investigations
- Provision of timely investigation and counter-fraud advice, guidance and support to Directorates
- Adherence to the NFI Security Policy and annual completion of compliance forms

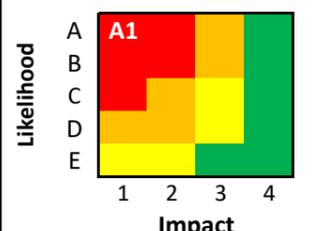
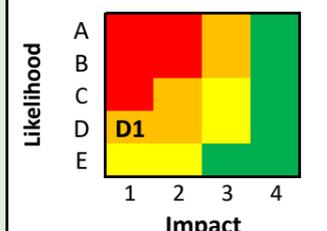
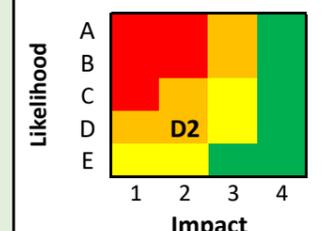
Type(s) of Impact

- Service Delivery
- Reputational
- Legal
- Financial

• Stakeholder

Linked Risks

Information Governance

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)								
<p>Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.</p>				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; vertical-align: middle;"> Chris Lee (Dean Thomas) </td> <td style="width: 50%; text-align: center; vertical-align: middle;"> Councillor Chris Weaver Finance, Modernisation and Performance </td> </tr> </table>	Chris Lee (Dean Thomas)	Councillor Chris Weaver Finance, Modernisation and Performance						
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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								
	<ul style="list-style-type: none"> Suite of Information Governance Processes, Policies and Strategies in place and annually updated for 2021. Gold level assurance has been achieved through the annual Cyber Security Plus ISAME Accreditation in September 2021, the next annual accreditation of this process will take place in September 2022. An established Information Governance & Security Board meets quarterly. A quarterly Information Governance Report and briefings of decisions or recommendations for Board are provided on a quarterly basis. Processes are established through procurement and ICT for ensuring Data Protection Impact Assessments are completed if personal data is being processed A corporate Information Asset Register is held which details personal data assets held by each Council directorate. This is annually reviewed with the next review scheduled for August 2022. Service Level Agreements in place where Cardiff Council is the Data Controller for regional services, including Rent Smart Wales, National Adoption Service and Cardiff Capital City Deal Advice, guidance and support is provided to all Cardiff Schools through Service Level Agreements. Corporate Retention schedule in place and updated annually in line with any legislative changes. Information Governance Maturity Model established to monitor risks against areas of information governance to feed into corporate risk status. The Digitalisation of Paper Records Strategy and associated business process changes are in place with alternative delivery contracts in place to support increased paper storage demands, with processes established to support corporate programmes. Data Protection e-learning training available for Council staff to complete before 31 December 2021. Managers are able to monitor compliance with information provided as part of the Information Governance Board Report. National and Regional Information Governance Agreements in place in respect of covid-19 data processes, including Cardiff & Vale TTP Information Governance agreements and National Joint Data Controller Agreements An updated data processor agreement, representing changes to UK laws post Brexit in place to support data processor arrangements and the Council's standard contract terms and conditions An Information Governance Champions Group has been established. The Group of IG Champions will be responsible for monitoring and reporting IG compliance into the Information Governance & Security Board Processes have been established to enable Information Governance & Security Board to have oversight of DPIA's completed against Procurement Contract Awards where personal data is processed A new streamlined surveillance system DPIA process is established to ensure services manage privacy responsibilities and link into corporate infrastructure solutions 			<ul style="list-style-type: none"> Support Information Governance Champions with a review of their directorates Information Asset Registers to ensure that these are accurate and up to date. Q3 Information Governance continue to support Legal Services and HR with ensuring that an appropriate agreement is put in place to manage data protection risks associated with employee information data transfers and handling with TCS. Q3 Monitor compliance with e-learning training in line with the revised target date for completion and work with the academy to create new content for 2022. Targeted support will be provided to Social Services during Q3 2021/22 to improve compliance within these high level risk areas. Q3 Work with Childrens Services and implement new service delivery model for management of social services requests. This will improve compliance, accountability and processes for managing social service disclosures. Q3 Continue to monitor directorate risk registers for information governance risks and reporting any concerns to Governance & Security Board. Q3 Continue to work with Schools to develop DPIA's on MyConcern and Skodel with support with relevant school. Q3 Establish processes and reporting of data protection breach claims. Q3 A project brief outline to be provided in respect of alternative service delivery models for the Council's Records Centre, linked to the Atlantic Wharf Regeneration, Core Offices and Recovery and Renewal Programmes. Q3 Conduct a review of the Council's Publication Scheme requirements through the Information Governance & Security Board. Q3 Review with the Head of Assurance how business data, not personal data, risks are managed and link into IG corporate processes, and determine who owns corporate risks for business data Q3 Release training and education communications to support schools with their Information Governance responsibilities Develop an Information Governance awareness week to link into national data protection day and FOI day. Q4 								
	Linked Risks			Key Indicators / Measures used to monitor the risk								
<p>Potential Impact(s)</p> <p>Leads to the Information Commissioner issuing notices of non-compliance</p> <p>These could consist of:</p> <ul style="list-style-type: none"> A "Stop Now" Order which would mean that no personal data could be processed by the Council in its entirety An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery A Decision Notice could be issued as a result of non compliance with an FOI/EIR request which would require information disclosure Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit Enforcement Notice requires immediate improvement action to be put in place Financial Penalty up to £17.5 million for Higher Level Tier and £8 million for Lower Level Tier breaches of the Data Protection Act. Compensation unlimited liability claims for damages as a result of a data breach from individuals. 				<ul style="list-style-type: none"> Suite of IG Indicators/Service Metrics No. of ICO complaints No. of FOI /EIR SAR Requests No. of individuals trained on Data Protection No of Data Protection Impact Assessments being undertaken No of data protection breach complaints/claims 								
Type(s) of Impact												
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Stakeholder 											

Cyber Security

Description

There are 11 areas of potential risk within the National Cyber Security Centre cyber risk model. Of these, nine are assessed as well controlled within the Council

Three of the eleven areas of a Cyber Security assessment underpinning the corporate risk have been identified as high risk as follows:

Monitoring - the volumes of systems, applications and audit logs do not lend themselves to easily assess how and when systems are being used, leading to an ineffective response to deliberate attacks or accidental user activity

Secure Configuration - Increased risk from malware and ransomware.

Corporate Cloud Security - 2018 Internal Audit identified contract, SLA and service management weaknesses in externally hosted services

Potential Impact(s)

The intent of cyber attackers includes, but is not limited to:

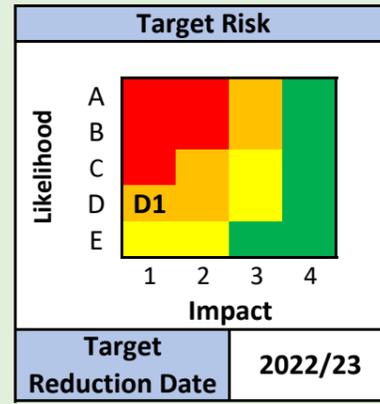
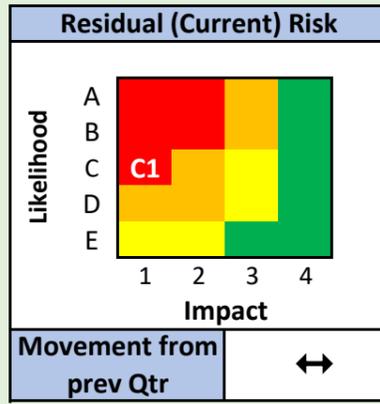
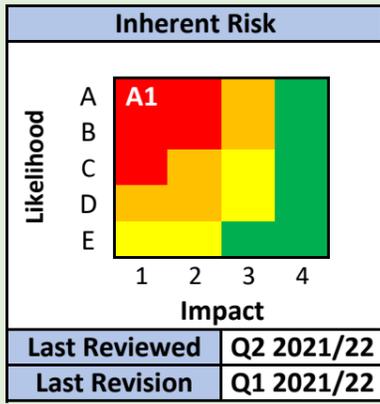
- financial fraud;
- information theft or misuse,
- activist causes to render computer systems intolerable and to disrupt critical infrastructure and vital services.

The impact of a cyber-attack / incident has the potential to involve the realisation of the risks associated with:

- An information governance breach (i.e. Stop Now Order, Information Notice, Enforcement Notice, Financial Penalty etc.)
- A business continuity incident – with a potential for major loss of service and legal, health and safety and financial implications.
- A financial / fraud related attack.

A malicious attack could result in loss of confidence from those transacting with the Council (reputation), as well as legal, asset, system, operational and financial implications.

Type(s) of Impact	
<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Health & Safety • Stakeholder



Risk Owner(s)	
Chris Lee (Phil Bear)	Councillor Chris Weaver Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

The principal controls for the high risk areas are as follows:

Monitoring

- Log analysis is undertaken on a prioritised basis with incident reporting to ISB and discussed with IAO - risk of vulnerabilities could be further mitigated with additional resourcing for log monitoring - this is under continual review

Secure Configuration

- Corporate - Procurement of replacement devices and outdated applications
- Above will facilitate management review of cost of replacement and enable greater planning of replacements.
- ICT: Early and clear notification to service and systems owners of when solution will need replacing or upgrading.
- ICT: Tougher stance on removing or blocking systems and services that are not fully supported by suppliers and as such may pose a risk to security and compliance.
- ICT Malware / Ransomware Risk Report has been submitted for review by ICT Management.

Corporate Cloud Security

- Maturing PIA & CIA process used to assess risks to data and technology solutions
- Independent assessment and certification of the council's IT security posture via the National Cyber Security Centre (NCSC) Cyber Essentials Plus scheme
- Independent assessment and certification of the Council's Information Governance (GDPR/Data Protection) posture via the ISAME Governance scheme, awarded at the highest level of Gold
- Staff Cyber Security training programme rolled out to all staff to give guidance on threats and how to spot

What we plan to do to meet target

- ICT and Information Governance (IG) Teams to continue to liaise with FM for physical security assurances and to promote an incident reporting culture.
- To ensure strong ICT security, monitoring and cloud security controls:
 - ICT lifecycle and notification targets are being monitored and managed through the 'ICT Platforms' risk actions
 - Collaboration between ICT and IG to develop and map current ICT system providers in phased development of an Information Asset Register
 - Privacy Impact Assessment / Cloud Impact Assessments to be reviewed to ensure compliance with the requirements of the General Data Protection Regulation (GDPR) Action Plan being managed by the Information Governance Team
 - Governance and management requirements to be formalised for periodic and systematic review of all ICT systems.
- SIRO to review / consider Cloud Infrastructure to ensure:
 - Assurance of effective governance and management
 - Resource, risk appetite and outcomes required
 - Education of business systems owners in risk and management of cloud based services.
- ICT Management to review Malware report and implement improvement actions

Linked Risks

Information Governance

Key Indicators / Measures used to monitor the risk

- Threat intelligence from National Cyber Security Centre (NCSC), including national posture and guidance via the National Cyber Security Strategy/Programme
- Threats and risks highlighted by NCSC Cyber Security Information Sharing Partnership (CiSP), Cymru WARP (Warning, Advice and Reporting Point) and Welsh Government/WLGA
- General UK posture and issues raised in national and local media
- Number of compromises - breaches are monitored, investigated and reported back via Information Security Board and where applicable the ICO
- Monthly reporting of number of virus attacks via email blocked

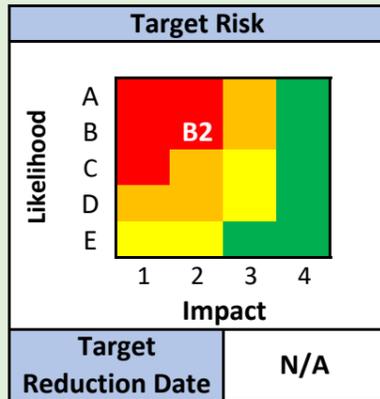
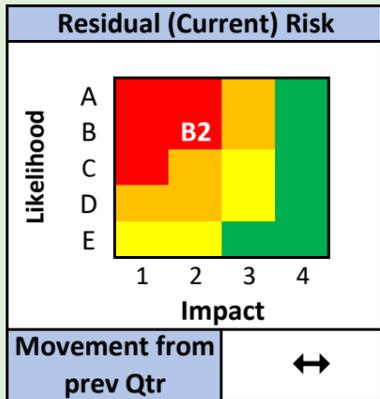
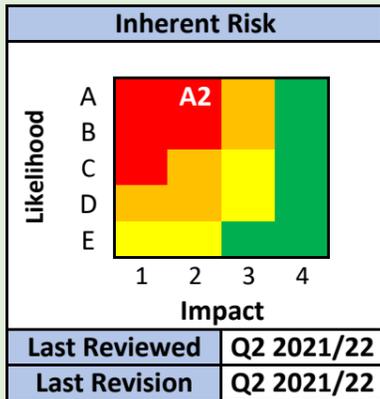
Business Continuity

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Large scale incident/loss affecting the delivery of services.</p> <p>The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident management structure, used in response to internal incidents and external emergencies, also fails in response to an incident.</p>				Chris Lee	Councillor Huw Thomas Leader								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q2 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q2 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Target Reduction Date</td> <td>N/A</td> </tr> </table>	Target Reduction Date	N/A		
Last Reviewed	Q2 2021/22												
Last Revision	Q2 2021/22												
Movement from prev Qtr	↔												
Target Reduction Date	N/A												
	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
	<ul style="list-style-type: none"> The Council has a BCM Champion who sponsors BCM at a strategic level We have an approved Business Continuity Policy which is aligned to ISO22301 BCM toolkit is now available on CIS The Council employs a Business Continuity Officer who is a qualified ISO22301 lead auditor The Emergency Management Unit has developed an Incident Management Plan (Cardiff Council's Emergency Management Plan) to ensure alignment with ISO22301. This was fully updated in March 2019. The Council has a 24 hour Incident Management structure for Gold and Silver Officers. Cardiff Council is a member of the Core Cities Business Continuity Group Internal Audit completed an audit of the Business Continuity Risk in September 2018 and the assurance statement was "Effective with opportunity for improvement" Q4 of 2019/2020 saw the council undertake a full review and update of the activities delivered across the council allowing us to focus on the resilient delivery of key functions as we planned and responded to the COVID19 threat. This review was delivered at the Strategic Level. Each Directorate was tasked with reviewing and updating their key business continuity plans in preparation for the emerging COVID19 threat. Each Director/Corporate Director was responsible for ensuring this work was undertaken fully and properly. The existing Business Continuity work provided a solid foundation to our response to the COVID19 threat. The full corporate incident management team was activated in early March. The Council worked positively at a Local Resilience Forum(LRF) level with partners supporting a wider Wales response to the COVID19 threat. This included daily reporting and escalation of key issues to the LRF. Areas were forced to change to a far more agile way of operating with our core ICT requirements changing to support far more agile/home working. The mode of delivery worked exceptionally well and provides the potential for longer-term resilient agile working in response to the ongoing COVID19 risk, in addition to positively supporting other aims and corporate risks. Staff across the council adapted at speed and have worked incredibly hard to deliver key services in new ways, in addition many staff changed roles to support the resilient delivery of key services and new asks on the council to keep the public safe. 			<ul style="list-style-type: none"> Work with ICT to ensure our core infrastructure is as resilient as possible and able to support additional agile working capacity. Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services. The BC Officer is working to develop and enhance individual Directorate response capability to ensure Directorates are in a stronger position to respond to incidents which could impact on the Council and our most time sensitive activities The BC officer is continuing a review of 4x4 resources across the council to support our response capability to deal with the potential of winter storms. The BC officer along with the Resilience Unit are continuing to ensure that corporately we are able to respond to the COVID19 threat and the ongoing risk including of a third wave until the threat of the pandemic has fully dissipated. The Resilience Unit will undertake a lessons learned review of key lessons from the first 2 waves of the pandemic and ensure that key risks/lessons/processes that feed into the councils resilience capability are incorporated into our ongoing planning to support us in being ready for ongoing risks. This will, where appropriate, involve a review and update of individual BC plans by Directorates and also a review and update of the councils Emergency Management Plan. The Resilience Unit will support Directorates in their Autumn/Winter 2021 resilience planning with targeted work and support around the councils most time critical activities. As the challenges the pandemic continues to pose for the council along with the other current and emerging risks this work will focus on a continual and sustainable delivery of key services. 									
Potential Impact(s) <ul style="list-style-type: none"> Health and Safety – potential impact on staff and on the public relying on our most, time sensitive, critical services Legal action -Failure of key services could lead to Legal action against the council Financial - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies, as well as individual legal action against the corporate body where service failure leads to legal action against us from private claimants Reputational - Impact on key services to the public could lead to significant reputational damage to the organisation Stakeholder – Impact on key stakeholders as result of failure Service delivery – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services 													
Type(s) of Impact <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"> <ul style="list-style-type: none"> Service Delivery Reputational Legal Financial </td> <td style="width: 50%;"> <ul style="list-style-type: none"> Health & Safety Stakeholder </td> </tr> </table>	<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Health & Safety Stakeholder 	Linked Risks <p>Brexit Risk</p>			Key Indicators / Measures used to monitor the risk <p>The Red activity BC plan status is reviewed on a quarterly basis via a report to SMT after the CRR submission. Additionally the risk is managed as part of the Corporate Risk Management process via the CRR returns and the BC risk is also audited by Internal Audit . The last Internal Audit of the Business Continuity Risk was in in 2018.</p>							
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Health & Safety Stakeholder 												

Welfare Reform

Description

That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap and size restrictions for social tenants. The potential impact of these changes on rent arrears, homelessness and child poverty make these changes a significant risk. The removal of the DWP funding that paid for digital and budgeting support across the city will potentially increase the problem, although currently council reserves are being used to mitigate this.



Risk Owner(s)

Sarah McGill
(Jane Thomas)

Councillor Lynda Thorne
Housing & Communities

What we plan to do to meet target

Further additional resource has been agreed for supporting council tenants following the implementation of Universal Credit Full Service as rent arrears have increased significantly, staff have been recruited to assist with this and the new team is working well. Rent arrears procedure has been reviewed to include a more preventative and flexible approach and more assistance for more vulnerable tenants. After an initial sharp increase in rent arrears, the rate of increase has stabilised. This will be monitored over the coming months.

- Work has been undertaken to cost the potential risks of Universal Credit to the HRA and this will continue to be updated as more information is known.
- Temporary funding has been allocated to the Money Advice Team for 1 year to increase staffing, which will help with the negative impacts of both Welfare Reform and the pandemic on citizens.
- Regular meetings are held with social housing providers to monitor and improve processes.
- DHP spend is being monitored carefully. Expenditure for 2021/22 will continue focusing on the most vulnerable individuals, helping people with the transition into work and mitigating the risk of homelessness.
- New task and finish group set up to join up work with various service areas to ensure there is a clear 'no wrong front door' into help for those who are in rent arrears or are struggling to pay their rent.
- Continue to work with WG to ensure that any new schemes are designed in consultation with us.
- Services for private landlords are being further developed to help prevent them withdrawing from the market including incentives and support.
- Increase in Homeless Prevention staff to work with clients at risk of homelessness at the earliest opportunity Service can be provided from a partner building, community hub or in a client's home to increase engagement.
- In depth assessments continue to be completed at point of presentation to include a financial statement which will allow discussion to be had around possible expenditure concerns
- Attendance at monthly meetings to discuss clients affected by Welfare Reform in order that early support can be offered.
- Increase in Private Rented Sector Housing Solutions Team to obtain affordable private rented sector accommodation in order to assist clients to move quickly to avoid accruing higher rent arrears.
- Expansion of the Private Rented Sector Housing Solutions Team to include a dedicated single point of contact for landlords. This will mean that any issues can be raised at the earliest stage and support provided to try to prevent any issues which may lead to homelessness.
- Dedicated phone line for landlords will mean easier contact with above team.
- A new Advice Team is now in place within the Housing Options Service to assist clients and landlords and to ensure that help available is promoted. This will include an online messaging service making the Service accessible to a wider range of clients.
- Digital and budgeting support available from Into Work and Money Advice on a Saturday for the first time for those who are claiming UC and in work
- Introduction of landlord portal so that HA's and in the future, private landlords can access information quickly about amount of and dates of payments due online
- Extensive publicity campaign to be relaunched in the winter of 2021 promoting the Advice Services to encourage people to seek advice sooner rather than later and to raise awareness of the service

Potential Impact(s)

- Benefit claimants are priced out of the private rented sector market
- Private landlords stop renting to benefit claimants
- Private landlords leaving the rental housing market
- Social housing rents become unaffordable to some claimants, in particular those with large families
- Increased homelessness and demand for temporary accommodation – increased numbers seeking help with homelessness due to loss of private sector accommodation has already been seen. This is expected to increase further with the end of the evictions ban.
- Increased rough sleeping
- Increased rent arrears, increased evictions - The impact on Council tenant rent arrears has already been considerable and is having an impact?? on the HRA, this will continue to increase as more tenants move onto Universal Credit.
- Redeployment / Severance for housing benefits staff
- Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties
- Increased council rent arrears could impact on HRA and lead on barriers to building additional affordable housing
- LA less likely to pre-empt those who may be affected by changes and therefore unable to put mitigation steps in place This has already had a negative impact as the number of families affected by the Benefit cap who the advice teams have been able to initiate contact has reduced.
- Increase in poverty and child poverty, potentially an increase on demand on social services

What we've done/are currently doing to achieve the Residual Risk Rating

Communities staff continue to work closely with private sector landlords and advice agencies to mitigate wherever possible the reduction in benefit income to help prevent eviction.

- Discretionary Housing payments are used to top up benefit awards and offer rent rescue packages to those most affected by the changes, and to pay rent in advance and bonds to help tenants to move accommodation where necessary.
- Housing Options have undertaken a review of staffing levels due to increased demand on the service with prevention of homelessness its core objective. A range of support interventions are offered to tenants and landlords to reduce those needing to access homeless services.
- Increased partnership working to ensure that specific groups are encouraged to access help at the earliest opportunity including prison leavers, asylum seekers and those with no recourse to public funds., young people and clients leaving hospital

Marketing the service to reach as many vulnerable clients as possible working with rent smart wales, community hubs, citizens advice bureau and Cardiff Credit Union. To ensure clients affected by reduced income due to the pandemic who may not be aware of homeless services an additional marketing drive has been delivered using social media.

- Housing Options service have developed additional support to help move families and vulnerable adults into private sector housing with a guarantor agreement to help mitigate the risk of financial loss that landlords fear.
- Housing Options service have created additional help for those on low incomes but not on benefits to access an interest free loan to pay for bond, rent in advance and moving costs. This also helps with financial inclusion as the clients are required to open a savings account with the credit union and will have a lump sum saved by the time the loan is repaid.
- Housing Solutions has moved to the Advice service. This will ensure that those who are homeless or threatened with homelessness can access advice and support in their own community and be triaged into the right help.
- The Housing Helpline has moved to the Advice Service. This will ensure that if demand increases as anticipated that additional resources can be utilised via the Adviceline to ensure that as many calls can be answered and cases triaged. Wraparound help with debts and income maximisation can also be provided.
- A new rent rescue pathway has been launched to support any clients who disclose rent arrears with Hub, Money Advice and Cardiff and Vale Credit union and HOC working together to support those identified. Letters have also been sent to landlords advising them of the support the HOC can provide if their tenants are in arrears.
- Housing Options service are working with third sector partners to help clients move into settled accommodation in the private rented sector, primarily for single people with low support needs who have lived in supported accommodation.
- Digital and budgeting Support is being given to claimants to help them respond to the changes, although funding has been stopped for this, the Council is therefore having to use its reserves to provide this service, the sustainability of this is therefore in question.
- A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move. Welfare Liaison team within the housing service is in place to assist tenants affected by the changes. Work has been carried out to identify those affected by the Benefit Cap and to advise them accordingly and to identify the most vulnerable families and award DHP.
- DHP process has been reviewed to ensure that all those who request a DHP are given budgeting, income maximisation and debt advice
- Universal Credit full service has commenced in Cardiff. Despite additional resources put in place rent arrears for council tenants have risen significantly since the change was implemented. Welfare Liaison team work with tenants to mitigate the impact of the change.
- The Money Advice Team is providing comprehensive advice services for those affected by Welfare Reform and this has been rolled out across the city in Community Hubs and foodbanks.
- The Inclusive Growth Board and subgroups are coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected. (Paused during Covid but Economic taskforce set up to support people affected by the economic downturn due to the pandemic.)
- Information Briefings continue to be provided to Members on Welfare Reform as appropriate.
- Digital inclusion training and Universal Credit Support has been rolled out across all the new Community Hubs.
- Into Work Services has been expanded to include Adult Learning and Cardiff Works, providing more pathways into work. The team can provide help and support to anyone in the city from light touch support to intensive one to one mentoring.
- Adviceline resource increased over since March 2020 so support can be provided throughout the pandemic. This has been vital to support residents during some very hard times
- New Money Advice Website launched providing local, up to date information in money related issues and help.

Type(s) of Impact

Linked Risks

Key Indicators / Measures used to monitor the risk

Number of customers supported and assisted with their claims for Universal Credit
Additional weekly benefit identified for clients of the city centre advise team

Increase in Demand (Children's Services)

Description

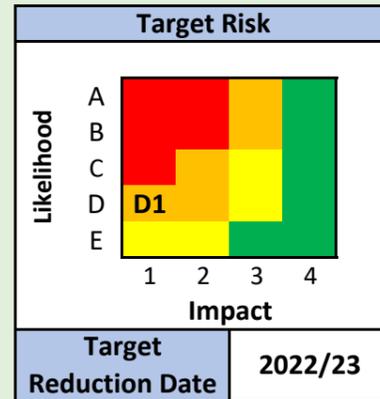
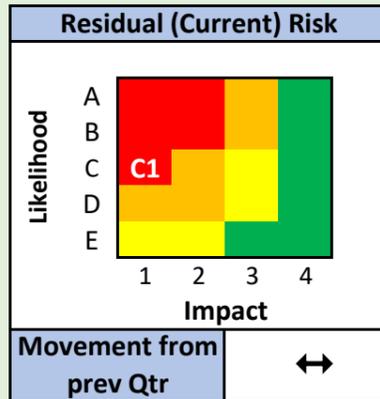
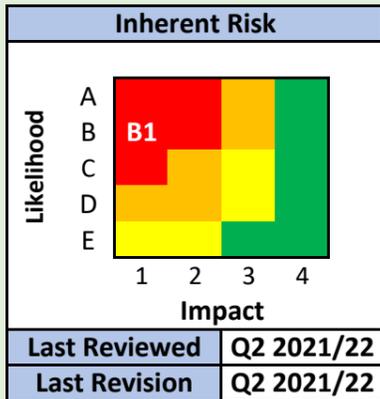
Failure to effectively manage demand (and respond to increasing demand due to Covid-19), resulting in increase in number of children requiring services and financial pressures this presents.

Potential Impact(s)

- Family breakdown leading to children becoming looked after.
- Growth in the number of children entering the looked after system and associated costs for the Authority.
- Insufficient placements to meet need resulting in increase in numbers living outside Cardiff.
- Challenges in improving outcomes for children leading to children being less likely to achieve their potential and to be fully participating citizens.
- Delays in issuing care proceedings because of existing capacity in Children's Services and consequential impact on budgets if work needs to be outsourced.
- Challenges in effectively managing service and financial pressures.
- Impact of high caseloads on staff and potential increase in social worker turnover.
- Welsh Government programme of work to eliminate profit from the care sector and potential impact on destabilisation of placements.
- Increase in use of unregulated placements.

N.B. All demand risks carry safeguarding implications.

Type(s) of Impact	
<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Community & Environment • Stakeholder



Risk Owner(s)

<p>Sarah McGill (Deborah Driffield)</p>	<p>Councillor Graham Hinchey Children & Families</p>
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What we've done/are currently doing to achieve the Residual Risk Rating

- Early Help - Cardiff Family Advice and Support Services.
- Interventions Hub being developed.
- Referrals to Safe Families.
- Referrals to Ymbarel.
- Dedicated worker to focus on young carers.
- Adolescent Resource Centre.
- Assessment Centre operational and at capacity.
- Direct Payments (review being undertaken).
- Signs of Safety / Reunification Framework / Family Group Conferencing / Safe and Together model.
- "Delivering Excellent Outcomes" Children's Services Strategy and Board to oversee progress.
- Refreshed workforce strategy being developed to address children's workforce issues
- Prudent social work / skill mix - ensuring social workers do what only social workers can do and recruitment to support staff / multi disciplinary staff. Additional temporary resource being recruited in support of this.
- Care & Support Plan Reviewing Officers.
- Implementation of 4th team in each locality to increase management capacity.
- Managed Team and 11+ social workers integrated into locality teams.
- Working hours flexible to meet service and personal needs.
- Provision and analysis of performance information being tailored to meet arising issues (e.g. monitoring domestic violence and development of PowerBi reports).
- Children's Commissioning Strategy and Market Position Statement.
- Appropriate use of COVID expenditure claims from Welsh Government and other funding streams; and financial planning around how longer term needs will be met.
- Temporary Resource Assistants recruited for OMs to test proof of concept.
- Vulnerability Change Project reviewing police mechanism for referrals to Children's Services - with the aim of reducing PPNs on low level cases.
- Reviewing Hub being developed.
- In house respite provision being reviewed to ensure it meets demand and need.
- Resource Panel to be implemented to oversee decisions regarding placements.
- Working closely with placement providers and work to grow in house provision.
- Work to shift the balance of care.

What we plan to do to meet target

- Business processes to be reviewed as part of implementation of Eclipse system.
- Family Drug and Alcohol Court pilot.
- Work with judiciary re: planned changes to private and public law.
- Implementation of Welsh Government Recovery Fund projects.
- Systems review and financial planning.
- Steps to ensure competitive recruitment offer compared with other local authorities in relation to terms and conditions.
- Work to shape and manage the market in relation to agency social workers.

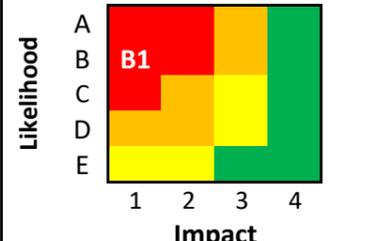
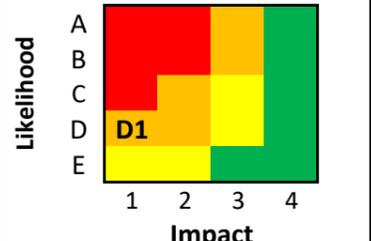
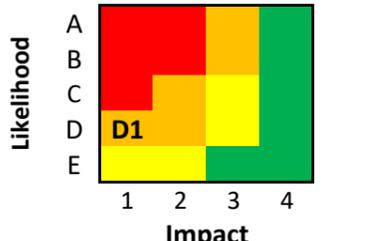
Linked Risks

- Workforce Planning (Social Services)
- Safeguarding

Key Indicators / Measures used to monitor the risk

- Children's Services:
- Early Help 1 - Number of people supported through the Family Gateway
- Early Help 2 - Number of people supported by the Family Help Team
- Early Help 3 - Number of people supported by the Family Support Team
- Contacts 1 - Number of Contacts / Referrals Received
- SSWB 24 - Percentage of assessments completed for children within statutory timescales
- CS LAC 3e - Number of children looked after

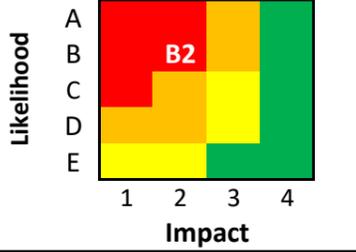
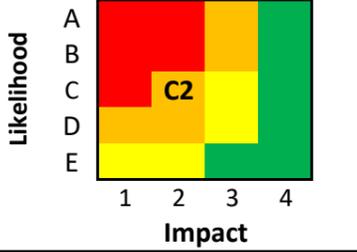
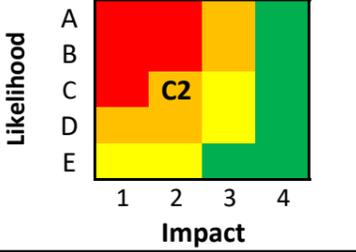
Safeguarding

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)								
Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	 <p style="text-align: center;">B1</p>	 <p style="text-align: center;">D1</p>	 <p style="text-align: center;">D1</p>	<p style="text-align: center;">Sarah McGill (Deborah Driffield)</p> <p style="text-align: center;">Councillor Huw Thomas Leader Councillor Susan Elsmore Social Care, Health & Well-being Councillor Graham Hinchey Children & Families Councillor Chris Weaver Finance, Modernisation and Performance</p>								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Last Reviewed</td> <td>Q2 2021/22</td> </tr> <tr> <td>Last Revision</td> <td>Q2 2021/22</td> </tr> </table>	Last Reviewed	Q2 2021/22	Last Revision	Q2 2021/22	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Movement from prev Qtr</td> <td style="text-align: center;">↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Target Reduction Date</td> <td>N/A</td> </tr> </table>	Target Reduction Date	N/A	
Last Reviewed	Q2 2021/22											
Last Revision	Q2 2021/22											
Movement from prev Qtr	↔											
Target Reduction Date	N/A											

Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating	What we plan to do to meet target
<ul style="list-style-type: none"> A child(ren) or adult(s) suffer(s) preventable abuse or neglect which may result in harm or death Reputation of Council and partners Severe adverse publicity Potential regulator intervention Loss of confidence by community in safety of children and adults Loss of confidence of staff in the overall "safety" of the service, impacting on morale, recruitment and retention Potential litigation with associated financial penalties Significant financial implications of formal intervention 	<ul style="list-style-type: none"> In terms of business continuity, our operational approach to child protection remains unchanged. Child protection procedures will continue to take precedence in our business continuity and children at the highest risk will be prioritised. Previous BRAG ratings will be reintroduced as part of business continuity planning if required. Regional Safeguarding Board oversee the safety and well-being of children and young people across the partnership. Corporate Safeguarding Board strengthened with development of Corporate Safeguarding Steering Group and focus on safeguarding in every Directorate Delivery Plan; lead OM with corporate oversight in place. Operational Manager Safeguarding Forum meets quarterly to ensure corporate oversight of safeguarding issues. Safeguarding issues included in Senior Management Assurance Statement. Delivering Excellence for Children's Service's Strategy being reviewed. Systems in place to learn lessons from and address recommendations from Child Practice Reviews, Adult Practice Reviews and multi agency practitioner forums. Recruitment and retention strategy in place to address children's workforce issues. Exploitation Strategy - to be lead corporately with community safety approach. Safeguarding Adolescents From Exploitation (SAFE) approach being piloted in North locality. Quality Assurance Framework in place; learning workshops introduced to complete feedback loop. Wales Safeguarding Procedures training held and systems updated. WAO review of corporate safeguarding. Regular review of operating model. Reviewing Hub being developed. High Risk Panel facilitate robust and timely multi-agency decision making at senior management level for our highest risk young people. OMs have oversight of all high risk cases and share decision making responsibility. Education provision secured for high risk children throughout the COVID-19 crisis. Surveys undertaken with staff, children and families / carers to determine what has / has not worked well during the crisis to shape services going forward, e.g. use of technology. Practice development group set up with leads allocated to workstreams to shape good practice. MISPER Strategy under development. Children's Services and Education working closely re-including in the development of locality working. Close partnership working (via Regional Partnership Board) in response to the emerging crisis regarding young people with serious mental health and emotional wellbeing issues. (i.e. increase in eating disorders, self harm, and attempted and actual suicide) Close partnership working in relation to serious youth violence, including with Violence Prevention Unit and Community Safety. Close partnership working in response to complex safeguarding concerns with providers. Revised Supervision process launched following feedback from pilot. Implementation of SAFE meetings to Safeguard Adolescents from Exploitation. Child Sexual Abuse practice leads training programme with Centre of Excellence. Review of escalating concerns process underway to strengthen arrangements and interface with safeguarding procedures and large scale enquiries. Development of an enhanced quality assurance process for care homes that includes monitoring visits undertaken by social workers in addition to Contracts staff and the commitment to undertake urgent (same day) on-site monitoring when serious concerns are raised. Advice / guidance is being produced for family members to inform them of what they should look for when choosing a care home for a loved one / when visiting a loved one in a care home and what they should do if they are worried / concerned about the quality of care. Quality Assurance Frameworks are currently in development for the new DAPL for care homes and domiciliary care. Strategic alignment of SWOT MARAC arrangements to deliver measurable outcomes to the population of street based sex workers, fixed base sex workers and internet based sex workers in the locality area. Development of MARAC arrangements for people who hoard and self-neglect and those presenting with the highest level of risk in society who may not necessarily meet other eligibility for services. Implemented processes for measuring quality in registered settings for Adults and improved response mechanisms for when quality in case is not to a standard expected, including strengthened links between Adult Safeguarding and commissioning based services. Strengthening of working relationships between Adult Safeguarding, Social Work, Health, Independent Living Services by regular monthly meetings and attendance at team meetings to feedback service updates. Amendment of Adult Safeguarding Duty arrangements to enable same day responses to concerns raised in line with the Wales Safeguarding Procedures (2019) and for provision of advice and information. Adult Safeguarding pathway for people subject to immigration and asylum restrictions in development in partnership with the Home Office and Ready Homes housing provider. 	<ul style="list-style-type: none"> Strengthen arrangements for responding to professional concerns. Strengthen contractual arrangements in relation to safeguarding. Review of thresholds and step up / step down arrangements.

Type(s) of Impact	Linked Risks	Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Increase in Demand (Children's Services) Workforce - Social Services 	<ul style="list-style-type: none"> SCC.014 Percentage of initial child protection conferences carried out within statutory timescales during the year SCC.034 Percentage of child protection reviews carried out within statutory timescales during the year SSWB 27 Percentage of re-registrations of children on local authority Child Protection Registers SSWB 28 Average length of time for all children who were on the CPR during the year Res 15 - Percentage of Council staff completing Safeguarding Awareness Training

Legal Compliance

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>Changes in services and staff roles across the Council resulting in:</p> <ul style="list-style-type: none"> gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: <p>In each case leading to increased risk of challenges.</p> <p>Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.</p>	 <p>Inherent Risk</p>	 <p>Residual (Current) Risk</p>	 <p>Target Risk</p>	Davina Fiore	Councillor Huw Thomas Leader
	Last Reviewed Q2 2021/22 Last Revision Q1 2021/22	Movement from prev Qtr ↔	Target Reduction Date N/A		
	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target	
	<ul style="list-style-type: none"> Professional internal legal and financial advice provided to a high standard Maintaining robust decision making process with legal implications on all Council, Cabinet and Committee reports and Officer Decision Reports at Director level Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience Dedicated teams in specialist areas e.g. equalities, FOI / DPA Sharing training/publications received Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early Decision Making Training to both the Senior Management Forum and the Managers Forum carried out in 2020 			<ul style="list-style-type: none"> Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions. 	
Potential Impact(s)	Linked Risks			Key Indicators / Measures used to monitor the risk	
<ul style="list-style-type: none"> Increase in number of challenges and complaints with consequences in terms of already stretched resources and impact of adverse decisions Implementation of decisions delayed due to challenges and potentially fatally disrupted Impact on projects if reputation for sound management and implementation of projects is damaged Major incident Adverse press/media reaction Involvement from Welsh Government in terms of performance standards or measures Increased costs Impact on capacity to deal with proactive legal work 				Number of Judicial Reviews and Number of Successful Challenges	
Type(s) of Impact					
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 					

CALCULATION OF THE COUNCIL TAX BASE

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR WEAVER)**

AGENDA ITEM: 8

Reason for this Report

1. The seek approval of the Council Tax Base for 2022/23, which the authority is required to calculate in accordance with the statutory provisions governing Council Tax under Part 1 of the Local Government Finance Act 1992.

Background

2. Section 33 of the Local Government Act 1992 requires each billing authority to calculate the Council Tax Base each year. The Local Authorities (Calculation of Council Tax Base)(Wales) Regulations 1995, as amended, contain rules for this calculation, which in essence, are as follows:
 - a) Determine the number of chargeable dwellings in each valuation band, taking account of exemptions and anticipated changes during the year.
 - b) Adjust the numbers in each band to take account of the disablement reductions.
 - c) Allow for discounts in respect of disregarded individuals and those occupied by one person only.
 - d) Adjust for premiums on long term empty properties and second homes
 - e) Weight the adjusted total for each band to equate it to band D.
 - f) Repeat the calculation for each of the six Community Councils that issue precepts.

Issues

3. The Council Tax Base calculation is a complex annual exercise that is used by the Welsh Government (WG) for the distribution of Revenue Support Grant. It is also used by the Council for calculating the Council

Tax charges for each year. Appendices A to G set out the detailed calculation. As the Appendices are in a format prescribed by WG the following points explain the details included in those Appendices.

- The number of domestic dwellings in the valuation list in force at the 31 October is used and adjusted to take account of anticipated new properties, demolitions, appeals and exemptions which is represented as chargeable dwellings (line A1 Appendix A).
 - Properties in receipt of disablement relief receive a reduction of 1 band in their amount payable. Lines A2 and A3 reflect these adjustments. For example, the number of properties in band B (at line A1) amounting to 18,622 is reduced by 82 for those that will receive the 1 band reduction and increased by 300 for those properties coming down from band C. This gives a new total of 18,840.
 - An estimate of the number of single person discounts (B2a), double discounts (B2b) and premium for long term empty properties (B3c) are also taken into account in the calculation. The total in line C2 takes the total (A3) and adjusts for the weighted number of discounts and second home premium.
 - To convert the total in each band to a band D equivalent the appropriate ratio, as set out in line C3, is applied to reach the total band D equivalents in C4.
4. The total band D equivalent properties calculated are then adjusted to take account of the estimated collection rate, as well as any contributions in respect of M.o.D. properties, as follows:

2021/22		2022/23
149,995.34	Total Discounted chargeable dwellings: band D equivalent (a)	151,328.61
98.5%	Estimated Collection Rate (b)	98.50%
147,745.41	(a) x (b)	149,058.68
48.55	M.o.D. exempt dwellings: band D equivalent	48.55
147,793.96		149,107.23
147,794	Council Tax Base for tax-setting purposes	149,107

The table above shows an increase in the Council Tax Base of 1,313 properties at band D equivalent.

5. At the time that the Council Tax Base was set last year, it was anticipated that an additional 1,421 properties would come into the Council Tax list during 2021/22. It is now anticipated that 1,572 will be included in the list by 31 March 2022.
6. In previous years there has been a significant increase in the number of properties in receipt of student exemptions. Whilst there was a reduced number of student exemptions 2020/21 due to Covid-19 we are projecting

an overall increase in the total number of student exemptions in 2021/22 and 2022/23.

7. The council tax base calculations have been reviewed to ensure that they reflect the current demographic makeup of properties and occupancy within the city. In future years due to the Local Development Plan and Cardiff Living (formerly the Housing Partnership Programme) it is anticipated the scale of development will continue to see increases in new properties and commensurate increases in the tax base.
8. Welsh Government assume 100% of the tax base for Revenue Support Grant, however, for Council Tax setting purposes it is necessary to assume an ultimate collection rate for 2022/23. Since 2016/17 we have used an ultimate collection rate of 98.5%. Whilst last year's collection rate was slightly lower than previous years, it is anticipated that as further recovery action including court work takes place, this rate will improve. The ultimate collection rate reflects the final position achieved after a number of years of collection rather than the in-year position. The most appropriate estimate of our ultimate collection rate is still 98.5%. This position will continue to be kept under review and closely monitored.

Schedule of precept payments

9. Regulations require that by 31 December each year the Council inform each of its precepting authorities of the proposed dates of monthly precept payments in the following year and determines a payments schedule by 31 January.
10. Currently instalment payments to The Police and Crime Commissioner for South Wales are paid on the last working day of each month and to the Community Councils on 1 April, and it is recommended that these arrangements should continue for 2022/23.

Reason for Recommendations

11. It is a statutory obligation for the Council to agree its Council Tax Base annually and this figure is used for Council Tax setting.

Financial Implications

12. The Council Tax Base will be used to set the specific Council Tax charges for 2022/23 when the budget is approved. There are a large number of variables that are included in this calculation such as new properties, demolitions, effect of appeals, changes to discounts and exemptions and it is important to ensure that the resulting estimate of properties is as accurate as possible. A small percentage variance could result in a large difference against the budget. The tax base calculation is also used by the Welsh Government for the determination of the distribution of Revenue Support Grant. The final financial settlement from the Welsh Government will include the redistribution impact of these figures across Wales.

13. Whilst the council tax premiums are quantified and included as part of the council tax base calculation the resultant adjustment ensures that local authorities retain any additional income generated by the premium and does not result in any compensating reduction to revenue support.
14. The increase in the tax base, as set out in this report, is estimated to generate an additional £2,105,934 in 2022/23 without raising the actual rate of tax. The £2,105,934 represents additional revenue for the Police and Crime Commissioner for South Wales of £377,777 whilst Cardiff Council will receive an additional £1,728,157. At present, this is not taken into account in the draft budget position. Established practice is to wait until the Final Financial Settlement from Welsh Government before taking any benefits from increased Council Tax Base. This is due to the fact that if a Council's Council Tax Base increases relative to the tax base of other Councils, then Revenue Support Grant will reduce as a direct consequence.

Legal Implications

15. The Council Tax Base is essentially the constituency of Council Tax payers having regard to the fact that some persons will be entitled to reductions in Council Tax and others will be eligible for exemptions from payment. The Council Tax Base is calculated in accordance with a complicated formula laid down in the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended ("the Regulations").
16. The central provision is regulation 3, which provides that the Council Tax Base is calculated by multiplying the total of the 'relevant amounts' by the authority's estimate of its collection rate for the year. It is therefore necessary to identify both the 'relevant amount' and the 'collection rate'.
17. Regulation 3 of the Regulations provides the formula for calculation of the Council Tax Base, using certain "relevant amounts", which are calculated, from April 2017, according to a formula set out in Regulation 5B. The relevant amount for each Council Tax band is a measure of the number of dwellings in that band after taking account of exempt dwellings, discounts and premiums.
18. The 'relevant amount' is the maximum sum which the authority would recover in respect of the dwellings in the particular band. However, the Regulations anticipate that this will not always be the case. Thus in order to ascertain the Council Tax Base, it is necessary to determine the collection rate, which is estimated in accordance Regulation 3 of the Regulations. The Council must estimate its collection rate for the financial year by estimating the aggregate of the amounts in respect of Council Tax for the year which are likely to be paid to the Council expressed as a proportion of its estimate of the total of such amounts which are payable to the Council taking into account certain discounts. In order to calculate the Council Tax Base, the authority then adds up the total of the relevant amounts previously calculated and multiplies this by the estimate of the collection rate. This leaves the 'Council Tax Base'.

19. The sum which the authority calculates must be raised locally in accordance with its approved budget is then divided by the Council Tax Base figure to give the 'basic amount of Council Tax' as defined in section 33 of the Local Government Finance Act 1992.
20. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting the well being objectives (set out in the [Corporate Plan
https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Pages/default.aspx](https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Pages/default.aspx)). Members must also be satisfied that the decision complies with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
21. Calculation of the Council Tax Base is a local choice function, allocated in Section 3 of the Scheme of Delegations to Council. At the Council meeting in December 2013, the Council agreed to allocate responsibility for calculation of the Council Tax Base to the Cabinet (Council minute 129(5)).
22. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Property Implications

23. The Strategic Estates Department have reviewed report in respect of the calculation of the Council's tax base and there are no particular issues identified, at this stage, from a property implications perspective for its non-residential estate. Any matters involving the Council's non-residential estate should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

HR Implications

24. There are no HR implications arising from this report

RECOMMENDATIONS

Cabinet is recommended to

- (1) Approve the calculation of the Council's tax base for the year 2022/23
- (2) agree that pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as

amended, the amount calculated by Cardiff Council as its Council Tax Base for the year 2022/23 shall be 149,107.

- (3) agree that pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as amended, the amounts calculated by the Council as the Council Tax Base for the year 2022/23 in the community areas subject to a precept shall be as follows:

Lisvane	2,697
Pentyrch	3,517
Radyr	3,983
St. Fagans	1,854
Old St. Mellons	2,321
Tongwynlais	822

- (4) Agree that the arrangements for the payment of precepts in 2022/23 to the Police and Crime Commissioner for South Wales be by equal instalments on the last working day of each month from April 2022 to March 2023; and to the Community Councils, be by one payment on 1 April 2022, reflecting the same basis as that used in 2021/22; and the precepting authorities be advised accordingly.

SENIOR RESPONSIBLE OFFICER	CHRISTOPHER LEE
	Corporate Director Resources 10 December 2021

The following appendices are attached:

- Appendix A: Calculation of the Council Tax Base for the City and County of Cardiff
Appendices B-G: Calculation of the Council Tax Base for the 6 Community Councils

The following background papers have been taken into account

Council report, 'Calculation of Council Tax Base', 19 December 2013; and minutes thereof

**CARDIFF COUNCIL
COUNCIL TAX BASE CALCULATION FOR 2022/23**

APPENDIX A

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing	0	4,387	20,022	33,843	36,353	30,503	21,606	10,256	2,757	1,453	161,180
All Chargeable Dwellings (A1)	0	3,756	18,622	31,043	34,336	26,999	20,075	9,911	2,695	1,424	148,861
Dwellings subject to disability reduction (A2)	0	8	82	300	382	364	338	191	46	55	1,766
Adjusted chargeable Dwellings (A3)	8	3,830	18,840	31,125	34,318	26,973	19,928	9,766	2,704	1,369	148,861
Dwellings with no discount or premium (B1)	2	704	8,171	16,833	20,413	18,148	14,702	7,772	2,242	1,186	90,173
Dwellings with one discount excluding long term empty and second properties (B2a)	6	3,084	10,442	14,006	13,601	8,611	5,106	1,932	450	166	57,404
Dwellings with two discounts excluding long term empty and second properties (B2b)	0	3	52	92	111	97	59	28	7	9	458
Dwellings with long term empty properties or second homes discount (B3b)	0	0	0	0	0	0	0	0	0	0	0
Dwellings with long term empty properties or second homes premium (B3c)	0	39	175	194	193	117	61	34	5	8	826
Total adjusted chargeable dwellings	8	3,830	18,840	31,125	34,318	26,973	19,928	9,766	2,704	1,369	148,861
Long term empty property & second home discount adjustment (B6)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Long term empty property & second home premium adjustment (B7)	0.0	19.5	87.5	97.0	96.5	58.5	30.5	17.0	2.5	4.0	413.0
Total dwellings including discounts (C2)	7	3,077	16,291	27,675	30,959	24,830	18,653	9,286	2,591	1,327	
Band D Relation (C3)	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent (C4)	3.61	2,051.33	12,670.78	24,599.56	30,958.75	30,348.08	26,942.50	15,476.67	5,181.00	3,096.33	151,328.61
Ultimate Collection Rate											98.50%
Adjusted for Class O exemptions											48.55
Council Tax Base for tax-setting purposes											149,107.23

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**CARDIFF COUNCIL
COUNCIL TAX BASE CALCULATION FOR 2022/23**

APPENDIX B

LISVANE

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	1	13	52	74	205	836	295	209	1,685
Exemptions	0	0	0	-2	-5	-1	-6	-14	-3	-3	-34
Chargeable dwellings Total	0	0	1	11	47	73	199	822	292	206	1,651
Disablement Relief	0	0	0	0	0	2	14	7	2	0	25
Adjusted Chargeable Dwellings Total	0	0	1	11	49	85	192	817	290	206	1,651
Dwellings with one discount	0	0	0	8	37	26	46	130	44	24	315
Dwellings with two discount	0	0	0	0	0	1	0	0	0	0	1
Dwellings with premium	0	0	0	0	0	1	1	0	0	0	2
Dwellings with no discount or premium	0	0	1	3	12	57	145	687	246	182	1,333
Total adjusted chargeable dwellings	0	0	1	11	49	85	192	817	290	206	1,651
Long term premium adjustment	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.00	0.00	0.00	1.00
Total dwellings including discounts	0.00	0.00	1.00	9.00	39.75	78.50	181.00	784.50	279.00	200.00	1,572.75
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.00	0.78	8.00	39.75	95.94	261.44	1,307.50	558.00	466.67	2,738.08
Estimated Collection Rate											98.5%
Tax Base											2,697.01

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CARDIFF COUNCIL

COUNCIL TAX BASE CALCULATION FOR 2022/23

APPENDIX C

PENTYRCH

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	2	96	301	335	434	917	450	174	92	2,801
Exemptions	0	-1	-6	-6	-5	-9	-8	-2	-3	0	-40
Chargeable Dwellings	0	1	90	295	330	425	909	448	171	92	2,761
Disablement Relief	0	0	3	8	2	9	5	0	3	0	30
Adjusted Chargeable Dwellings Total	0	4	95	289	337	421	904	451	168	92	2,761
Dwellings with one discount	0	1	60	160	133	108	185	68	19	8	742
Dwellings with two discount	0	0	0	0	2	0	1	1	0	0	4
Dwellings with premium	0	0	1	0	1	0	1	2	0	0	5
Dwellings with no discount or premium	0	3	34	129	201	313	717	380	149	84	2,010
Total adjusted chargeable dwellings	0	4	95	289	337	421	904	451	168	92	2,761
Long term premium adjustment	0.00	0.00	0.50	0.00	0.50	0.00	0.50	1.00	0.00	0.00	2.50
Total dwellings including discounts	0.00	3.75	80.50	249.00	303.25	394.00	857.75	434.50	163.25	90.00	2,576.00
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	2.50	62.61	221.33	303.25	481.56	1,238.97	724.17	326.50	210.00	3,570.89
Estimated Collection Rate											98.5%
Tax Base											3,517.33

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CARDIFF COUNCIL

COUNCIL TAX BASE CALCULATION FOR 2022/23

APPENDIX D

RADYR

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	8	121	372	504	875	841	197	91	3,009
Exemptions	0	0	-1	-4	-11	-14	-13	-5	-1	-1	-50
Chargeable Dwellings	0	0	7	117	361	490	862	836	196	90	2,959
Disablement Relief	0	0	0	0	8	9	9	3	1	0	30
Adjusted Chargeable Dwellings Total	0	0	7	125	362	490	856	834	195	90	2,959
Dwellings with one discount	0	0	4	74	183	179	196	129	23	8	796
Dwellings with two discount	0	0	0	0	1	2	2	2	0	0	7
Dwellings with premium	0	0	0	1	1	1	0	1	1	0	5
Dwellings with no discount or premium	0	0	3	50	177	308	658	702	171	82	2,151
Total adjusted chargeable dwellings	0	0	7	125	362	490	856	834	195	90	2,959
Long term premium adjustment	0.00	0.00	0.00	0.50	0.50	0.50	0.00	0.50	0.50	0.00	2.50
Total dwellings including discounts	0.00	0.00	6.00	107.00	316.25	444.75	806.00	801.25	189.75	88.00	2,759.00
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.00	4.67	95.11	316.25	543.58	1,164.22	1,335.42	379.50	205.33	4,044.08
Estimated Collection Rate											98.5%
Tax Base											3,983.42

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CARDIFF COUNCIL

COUNCIL TAX BASE CALCULATION FOR 2022/23

APPENDIX E

ST. FAGANS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	44	104	227	326	338	278	96	44	1,457
Exemptions	0	0	-2	-2	0	-4	-3	-1	-1	-1	-14
Chargeable Dwellings	0	0	42	102	227	322	335	277	95	43	1,443
Disablement Relief	0	1	1	3	6	4	2	2	0	0	19
Adjusted Chargeable Dwellings Total	1	0	44	105	225	320	335	275	95	43	1,443
Dwellings with one discount	0	0	29	43	58	72	57	39	17	10	325
Dwellings with two discount	0	0	0	0	0	1	0	0	0	0	1
Dwellings with premium	0	0	0	0	1	6	1	2	2	0	12
Dwellings with no discount or premium	1	0	15	62	166	241	277	234	76	33	1,105
Total adjusted chargeable dwellings	1	0	44	105	225	320	335	275	95	43	1,443
Long term premium adjustment	0.00	0.00	0.00	0.00	0.50	3.00	0.50	1.00	1.00	0.00	6.00
Total dwellings including discounts	1.00	0.00	36.75	94.25	211.00	304.50	321.25	266.25	91.75	40.50	1367.25
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.56	0.00	28.58	83.78	211.00	372.17	464.03	443.75	183.50	94.50	1,881.87
Estimated Collection Rate											98.5%
Tax Base											1,853.64

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CARDIFF COUNCIL
COUNCIL TAX BASE CALCULATION FOR 2022/23
OLD ST. MELLONS

APPENDIX F

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	104	158	373	391	429	405	141	82	65	2,148
Exemptions	0	-5	-8	-5	-4	-3	-4	-1	-3	-1	-34
Chargeable Dwellings	0	99	150	368	387	426	401	140	79	64	2,114
Disablement Relief	0	1	2	1	3	3	4	1	0	0	15
Adjusted Chargeable Dwellings Total	1	100	149	370	387	427	398	139	79	64	2,114
Dwellings with one discount	0	75	101	182	135	84	56	31	15	13	692
Dwellings with two discount	0	0	0	1	2	1	0	0	0	0	4
Dwellings with premium	0	0	0	0	2	0	0	1	0	2	5
Dwellings with no discount or premium	1	25	48	187	248	342	342	107	64	49	1,413
Total adjusted chargeable dwellings	1	100	149	370	387	427	398	139	79	64	2,114
Long term premium adjustment	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.50	0.00	1.00	2.50
Total dwellings including discounts	1.00	81.25	123.75	324.00	353.25	405.50	384.00	131.75	75.25	61.75	1,941.50
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.56	54.17	96.25	288.00	353.25	495.61	554.67	219.58	150.50	144.08	2,356.67
Estimated Collection Rate											98.5%
Tax Base											2,321.32

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CARDIFF COUNCIL

COUNCIL TAX BASE CALCULATION FOR 2022/23

APPENDIX G

TONGWYNLAIS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	1	111	167	198	202	91	47	6	9	832
Exemptions	0	0	-6	-2	-4	-2	-1	0	0	0	-15
Chargeable Dwellings	0	1	105	165	194	200	90	47	6	9	817
Disablement Relief	0	0	1	2	2	0	0	1	1	0	7
Adjusted Chargeable Dwellings Total	0	2	106	165	192	200	91	47	5	9	817
Dwellings with one discount	0	1	68	80	71	54	18	5	0	2	299
Dwellings with two discount	0	0	0	0	1	0	0	0	0	0	1
Dwellings with premium	0	0	0	0	2	2	0	0	0	0	4
Dwellings with no discount or premium	0	1	38	85	118	144	73	42	5	7	513
Total adjusted chargeable dwellings	0	2	106	165	192	200	91	47	5	9	817
Long term premium adjustment	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	2.00
Total dwellings including discounts	0.00	1.75	89.00	145.00	174.75	187.50	86.50	45.75	5.00	8.50	743.75
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	1.17	69.22	128.89	174.75	229.17	124.94	76.25	10.00	19.83	834.22
Estimated Collection Rate											98.5%
Tax Base											821.71

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MID-YEAR ASSESSMENT OF PERFORMANCE 2021/22

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

AGENDA ITEM: 9

Reason for this Report

1. The report enables the Cabinet to consider the Council's mid-year assessment of performance in 2021/22, and the progress made in the delivery of the administration's Capital Ambition priorities as set out within the Corporate Plan 2021-24.

Background

2. The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish Well-being Objectives and take all reasonable steps to meet those objectives. These duties are fulfilled through the Council's annual Corporate Planning process, with the Corporate Plan being approved by Council in late February or early March. The Well-being of Future Generations Act also requires the Council to publish an annual report of progress made in meeting its Well-being Objectives in each financial year.
3. The Local Government and Elections (Wales) Act 2021 establishes a new legislative framework for local government performance management, with an emphasis on self-improvement through a system based on self-assessment and a panel performance assessment. The purpose of the Act, in relation to performance, is *"to provide a framework which supports councils, through an ongoing process of review, to think about their performance and effectiveness now and for the future; to encourage more inquisitive organisations willing to challenge themselves to do more, to be more innovative and more ambitious in what they do"*.
4. As part of the Council's strengthened performance management arrangements, a mid-year self-assessment of performance is published. This ensures that performance is kept under regular review, there is collective understanding of progress as well as areas of challenge and, crucially, corrective action can be identified and agreed if necessary.

Issues

Overview of Corporate Performance: Mid-Year Assessment

5. The mid-year assessment of performance in 2021/22 is attached as **Appendix A** to this report. The assessment provides a performance update for each of the Council's eight Well-Being Objectives, as set out in the Corporate Plan 2021-24, with a focus on progress made, challenges and risks, and next steps. The assessment draws on a number of sources of performance information to assess progress against the Well-being Objectives, including:
 - Progress against the Steps under each Well-being Objective (**Appendix A**);
 - Progress against Key Performance Indicators (**Appendix B**);
 - Regulatory assessment;
 - Surveys and citizen feedback;
 - Complaints – these are also considered separately as part of an annual report to Cabinet;
 - Financial monitoring – the Council's Month 6 monitoring report 2021/22 serves to inform the Council's financial position;
 - Feedback from Scrutiny Committees and the Governance & Audit Committee – the Council responds to the issues raised and recommendations made by Scrutiny Committees, which help to inform performance improvement;
 - Risk – the Council's corporate and directorate risks are considered fully;
 - The Annual Governance Statement, supported by the Senior Management Assurance Statement.
6. Reviewing this range of performance information assists the Council in developing a balanced picture of the Council's improvement journey over the year and enables the Council to identify areas of improvement and performance challenge, which may require further attention.
7. The Council also has in place a performance and accountability regime, which involves the wider political governance of the Council. In developing the self-assessment of performance, the following steps have been undertaken to provide opportunities for challenge and to ensure a full and balanced assessment:
 - Directorate self-evaluation of service performance, governance & financial challenges and priorities;
 - Performance and budget challenge sessions with each Director that are convened by the Chief Executive and Section 151 Officer to consider the findings of the directorate self-assessment;
 - A progress and performance session with Cabinet and the Council's Senior Management Team;
 - Consideration by the Performance Panel, convened by the Chair of the Policy Review and Performance (PRAP) Scrutiny Committee, and involving the Chairs of each of the Council's Scrutiny Committees and members of the PRAP Scrutiny Committee;

- Consideration by the PRAP Scrutiny Committee.
8. The 2021/22 mid-year assessment of performance was considered by the Performance Panel on 6 December 2021, and the letter received by the Panel following the session is included as Appendix D. The Panel made a number of recommendations, suggestions and observations, the response to which is included in Appendix E. The panel made 6 formal recommendations, all of which were accepted. A further 11 observations made suggestions to amend the mid-year assessment, which were also all accepted.
 9. The PRAP Scrutiny Committee considered the various observations and recommendations/requests of the Performance Panel, together with the response to these, at its meeting on 14 December 2021. The Governance & Audit Committee will also consider the mid-year assessment at its meeting on 25 January 2022.

Ongoing delivery of Capital Ambition

10. The Council continues to evidence a broad pattern of year-on-year improvement across a range of Council services, with clear progress having been made in the delivery of key Capital Ambition projects:
 - Plans to build 1,000 new homes by December 2022 are progressing, with 591 houses having already been completed.
 - A new multi-disciplinary assessment centre, Falconwood House, opened in August 2021 as part of the approach to increasing in-house residential provision.
 - Despite significant challenges, rough sleeping is still low (20), with good progress being made on all the new homeless projects such as the assessment centre, family homeless centres and the leasing scheme.
 - 124 paid opportunities were made available for apprentice or trainees at the end of Quarter 2, against an annual target of 125.
 - All three targets from Cardiff's Living Wage City Action Plan were achieved ahead of schedule. The total number of workers employed by accredited real Living Wage employers in the city currently stands at 61,183 against a target of 48,000 by 2022, meaning that almost 8,000 workers have received a pay rise to at least the real Living Wage in Cardiff.
 - The Into Work Service has expanded to meet demand and employment mentors have assisted 700 people into secure employment since April 2021, many of which in high-demand sectors.
 - Comprehensive support was mobilised at pace to provide newly-arrived Afghan nationals with joined-up access to services, including health screening and education provision.
 - As part of the approach to secure the long-term sustainability of cultural venues, the New Theatre has been successfully transferred to a third party operator, with other venues having now re-opened and experiencing good patronage.
 - Major projects such as the Indoor Arena, International Sports Village (ISV), Central Quay and Canal Quarter are progressing well.

- One Planet Cardiff was launched in October 2021 following a comprehensive carbon audit of Council activities.
- Rapid expansion of the cycle network with over 11km of dedicated cycle lanes having been delivered. In addition, the Healthy Streets pilot and roll-out of 20mph speed limits in residential areas is making transport in Cardiff safer, cleaner and healthier.
- Over 50 million items of PPE have been sourced and distributed since the start of the pandemic to ensure that staff and service users are safe.
- Home and hybrid working continues to be supported effectively, with high levels of productivity and well-being reported.

Progress against the Recovery and Renewal Priorities

11. In May 2021, the Cabinet agreed an approach to recovery and renewal, which set out how the Council would adapt to the challenges and opportunities of the new operating environment as the city emerged from the Covid-19 pandemic. A comprehensive programme of work has been therefore progressed over the last six months, which has been focused on a Child Friendly Recovery, City Recovery and Organisational Development, as set out below.
12. **Recovery and Renewal: Child Friendly Recovery** – the Council recognises that the lives of all children and young people have been disrupted by the pandemic, with more vulnerable children particularly impacted. The Council is committed to putting the voice, needs and rights of children and young people at the heart of the recovery and renewal programme. A series of short, medium and long-term actions were therefore identified for delivery and key areas of progress include:
 - Supporting the safe restart of schools: Work has continued to maintain the health, safety and well-being of children and young people. Support for schools has enabled the continuity of learning, and communication and collaboration with partners has been strengthened.
 - ICT Investment Programme: £3.8m has been invested in 2021/22 to deliver an improved device ratio and enhance connectivity outside of school.
 - School Leavers: Cardiff Commitment partners and the Youth Service have collaborated to offer a range of support and virtual activities to support school leavers in the summer of 2021. Low levels of young people not in education, employment or training (NEET) have been sustained. Of the 2021 school leavers, a 2.1% rate for 'NEETs' is projected.
 - 'Summer of Smiles': The children and young people's summer festival was successfully delivered in July-August 2021 and funding has also been secured for the 'Winter of Well-being'.
 - School Organisation Programme (SOP): The largest schools investment programme in Wales has gained momentum with 13

Cabinet decisions taken over the past year, following a review of delivery pressures and demographic challenges. The value of spend on the asset renewal programme has also increased.

- Children's University: The Children's University has been launched with 12 schools and Cardiff University. An extensive range of opportunities are available, beginning with the 'Passport to the City'.
- Rights Respecting Schools: The number of Rights Respecting Schools in Cardiff has increased to 74. Preparation for UNICEF Child Friendly City accreditation is underway, with assessment due in late spring 2022.
- Vulnerable Learners: A programme of work is underway, in partnership with Children's Services, to support vulnerable learners.

13. **Recovery and Renewal: City Recovery** – the report to Cabinet in May 2021 identified the actions that the Council and its partners would take to ensure the safe and successful restart of the city economy. Key areas of progress include:

- 'Greener, Fairer, Stronger': Consultation has been completed with the public and stakeholders. A subsequent report is also being considered by the Cabinet on 16 December 2021.
- Reanimating the City Centre: City centre recovery has progressed well with footfall returning to pre-pandemic levels. The economic situation is stable, but remains vulnerable to shocks during the winter. The risks to be managed over the months ahead include:
 - cost of living increases (food, fuel, and staff);
 - recruitment issues in the foundational economy (including care, hospitality, and HGV skills);
 - events recovery – the events pipeline appears strong (in city and Council venues), but will require close monitoring;
 - the implementation of city centre transport schemes; and
 - the nature and impact of any further, yet unknown, Covid restrictions.
- Mobility & Movement: Bus and rail patronage is returning, albeit slowly, while car usage is at, or above, pre-pandemic levels.
- Major Projects: Progress is being made on the Indoor Arena, ISV, Metro Central/Central Square, Canal Quarter, and Westgate Street/Wood Street projects.
- Business Support Funding: Further short-term funding of £4.2m has been made to businesses, with support also provided for the Council's Into Work Service.

14. **Recovery and Renewal: Organisational Development** – the Council has recognised that local public services need to change in response to the new

operating environment created by the Covid-19 pandemic. Key areas of progress include:

- County Hall: A managed return of key members of staff to County Hall has taken place, with a focus on health and safety. Home working for most staff will remain until spring 2022.
- Hybrid Working: A programme of staff and Trade Union engagement has been completed and positive feedback has been received from Audit Wales. The courtyard in County Hall is currently being converted into a 'touch down space' in order to test and promote new ways of working.
- Digital Priorities: A programme of work on service automation has commenced.
- Assets & Accommodation: Work to develop a business case for the future of the Council's workplace accommodation has commenced, which includes the planned approach to core offices.
- Workforce Planning: A greater focus has been placed on more effective workforce planning, including identifying what key skills will be required post-pandemic. This links into the efficiency agenda and wider considerations around pay and grading options.

Managing the Impact of Covid-19

15. Over the past two years, the Council and its partners have led the response to the Covid-19 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.
16. With Covid-19 considered to be in a transition phase – from pandemic to endemic – the general policy direction is slowly moving towards accepting Covid-19 as a vaccine-preventable disease. The approach is complemented by isolation and testing of symptomatic individuals, surveillance and a risk-based response to incidents and outbreaks of the infection, meaning that the Test, Trace, Protect (TTP) service remains of critical importance.
17. Cardiff's TTP service, therefore, continues to play an essential role. Given the continued pressure on the service, the TTP service has adapted its operating model with tracing activity being prioritised to focus on those within high-risk settings. In addition, given the scale of the current pressures, the service must be kept under constant review to ensure that capacity can be maintained to respond to variants of concern or local outbreaks.
18. Work to deliver the mass vaccination programme continues, with the Council providing logistical support at vaccination centres in the city. As of 7 December 2021, 893,064 total vaccinations have been given in the Cardiff and Vale University Health Board area. The Council continues to investigate and manage sporadic cases and incidents of Covid-19, as well as other

communicable diseases, in care homes and domiciliary care providers across the region. PPE continues to be issued to staff and care providers, and PCR and Lateral Flow testing processes are in place for Council and partner staff.

19. Looking ahead, it is clear that the Council is facing a challenging winter period. With widespread community transmission, and social mixing returning to pre-pandemic norms, it is expected that 2021/22 will be the first winter in the UK when seasonal influenza virus and other respiratory viruses will co-circulate alongside Covid-19, adding substantially to the winter pressures faced by the Council and the NHS.

Areas of Strategic Challenge and Corporate Improvement Priorities

20. The Annual Well-being Report 2020/21 highlighted a range of performance challenges, which have remained the subject of corporate focus in 2021/22:

- Adult Social Care

Recent months have seen a surge in demand for social care. There has been a 15.55% increase in referrals for Domiciliary Care compared to pre-pandemic levels and, since June 2021, the number of referrals is over 28% higher than in 2019/20. This increase in demand is compounded by a national shortage of care workers. As a result, care providers who have provided much needed services throughout the pandemic are now struggling to provide the capacity that the system needs to support some of the city's most vulnerable people. Whilst this is a national challenge, the situation facing the Council in the winter of 2021/22 is as difficult as at any point during the pandemic.

Enhancing care and professional capacity in the immediate term will be challenging and, therefore, the Council has taken steps to safeguard and focus the care that is available on personal care only and on those people who are most vulnerable and in greatest need of support.

Looking to the months ahead, the possible closure of care homes and domiciliary agency failure over the winter period is now a real possibility. Contingency planning work is being undertaken to mitigate the risk and prepare for any such scenario.

An in-year financial allocation has been made by the Welsh Government to address the challenges facing adult social care; however, this must be spent by 31 March 2022. The funding will be used to improve resilience in the care market, grow the workforce and supporting people to stay independent at home.

- Children's Services and Outcomes for Vulnerable Children

Service improvements have progressed, including the embedding of the locality working approach across Children's Services and Education. Recruitment and retention of the Children's Services workforce has been a notable area of improvement. At Quarter 2, the vacancy rate was 22.1%, against a target of 26%; this demonstrates the positive impact

of the market supplement, though recruiting more experienced social workers remains a challenge.

The encouraging trends, which indicate a shift in the balance of care, have continued. For children looked after, a shift towards in-house fostering in pre-school and primary age children is being achieved, although issues remain in residential placements for teenagers with complex needs.

However, Children's Services continues to face high and increasing demand, as well as increases in case complexity. This demand is reflected in the caseloads from the first point of contact, through to the Child Protection Register and the number of children looked after, including increasing demand on services to address children's mental and emotional health (based on school and hospital referrals). This situation is likely to become more challenging over the months ahead.

The Council is reviewing business continuity plans in recognition of the scale of the challenges that it is facing, which are likely to create additional and sustained financial pressures. Work is underway to understand projections for future demand levels in order to inform future budget requirements.

- Waste Management and Street Scene Services

Strengthened operational management arrangements are now in place, providing greater internal control. The introduction of the four-day week has eliminated bank holiday disruption. Productivity has also improved, with each shift now working nine hours per day and collecting two pick-ups. Rounds are being completed five hours faster, so litter is being taken off the streets much sooner and the teams are now working 90-100% of their contracted hours.

The scale of the service change in waste, and the associated disruption, led to a significant rise in complaints. A reduction in complaints is anticipated as the service changes bed in. As has been the case across the UK, the national shortage of HGV drivers, which is expected to continue throughout the winter, is impacting the delivery of recycling and waste collection services. A media campaign has been designed to promote working for the service and internal training of officers wanting to become HGV drivers is ongoing.

Meeting the statutory recycling target set by the Welsh Government remains a significant performance challenge and financial risk. A new Recycling Strategy, which is also being considered by the Cabinet on 16 December 2021 ahead of public consultation, will set out a number of strategic measures to significantly improve recycling performance in Cardiff. Additionally, the glass recycling pilot is progressing and is anticipated to run on time. The service adaptations to the Household Waste Recycling Centres have increased recycling rates from 80% to 85%, amongst the highest in Wales.

Street cleanliness levels vary across the city, with inner-city wards most impacted. An approach to targeting street cleansing resources to the areas of greatest need will be implemented. The integration of waste, street cleansing and enforcement services will also strengthen the Council's ability to respond to this issue.

- Sickness Absence

Significant improvements were recorded in sickness absence levels throughout 2020/21. Over the past quarter, sickness has again increased, correlating with the Welsh Government's move to Alert Level Zero and subsequent easing of Covid restrictions in Wales. The Quarter 2 sickness absence result shows that the Council is currently above target at 10.76 working days/shifts lost per full-time equivalent (FTE) Local Authority employee, against a target of 9.5. Much of this increase relates to a large number of staff absent due to Covid-19, with the forecasted result dropping to 9.77 FTE days if Covid sicknesses are removed, only slightly above target.

Sickness absence is not uniform across the Council, with sickness particularly high in Street Scene and Adult Services. A targeted approach will continue to be applied to improve performance. Furthermore, a continued focus is being placed on reducing long-term sickness absence, with additional corporate support being provided for the management of complex cases.

- Financial Resilience

The Covid-19 pandemic continues to have a significant financial impact on the Council. This is being evidenced through both additional expenditure pressures and reduced income generation across services. In response to these financial pressures, the Welsh Government has continued to support Covid-19 impacts, through the Covid-19 Hardship Fund, and has committed to continue funding arrangements across Wales for 2021/22 in areas where the pandemic continues to demand additional expenditure or result in lost income.

Over and above the Covid-19 crisis, some service areas continue to face long-standing and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. There are particular pressures evident in Children's Services, Economic Development and Education & Lifelong Learning, with smaller, but not insignificant, overspends within Planning, Transport & Environment, and Governance & Legal Services. Enhanced service planning and tight budget monitoring is needed to ensure clear accountabilities, metrics and targets.

Regulator Assessment

21. Audit Wales has conducted a review of the Council's Modernisation Programme, providing a positive assessment of the shift to hybrid working and organisational recovery. The overall finding was that: *'The Council is harnessing the positive change in working practice arising from the pandemic to inform its future operating model for its workforce. In a short period of time*

it has developed a high level vision and has embarked on a wide ranging engagement programme to understand staff needs. At this early stage, it recognises that its governance arrangements are underdeveloped including strengthening the links to its medium-term financial plan and key decisions for change have yet to be made involving all staff, partners and service users.'

22. In addition, Audit Wales' Financial Sustainability Assessment Report, published in August 2021, concluded that *'the Council faces a number of key financial risks and has a significant medium-term budget gap but has arrangements in place to manage its financial sustainability'*.
23. Estyn undertook an inspection of education services between 29 November and 3 December 2021. The final report is expected to be published on 9 February 2022 and will form a substantive part of the Council's assessment of education performance. The Council also received a positive report on support for schools during Covid-19, citing its *"sustained strategic leadership"* and 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."* School inspections have been suspended until 2022.
24. The HM Inspectorate of Probation (HMIP) follow-on inspection of the Youth Justice Service (YJS) is expected imminently. Following improvements in strategic governance, partnership working, management and intelligence, the Youth Justice Board for England and Wales agreed in October 2021 to de-escalate the YJS in Cardiff from stage 3 to stage 1 priority, in recognition of the progress made in the improvement journey.

Reason for Recommendations

25. To provide Cabinet with a mid-year assessment of the Council's performance, including an update on the delivery of Capital Ambition priorities as set out in the Corporate Plan 2021-24.

Financial Implications

26. This report considers the current position regarding performance and action being taken to ensure the effective delivery of Capital Ambition. The 2021/22 budget allocated resources sufficient to deliver Capital Ambition and in the event where there have been changes in assumptions that require further financial resources, then these need to be identified before progressing with the intervention.

Legal Implications

27. The Local Government and Elections (Wales) Act 2021 ('the 2021 Act'), Part 6, Chapter 1 sets the new performance and governance framework for local authorities, which came into force in May 2021. Under these provisions, the Council is required to keep under review the extent to which it is fulfilling the 'performance requirements', that is, the extent to which: (i) it is exercising its functions effectively; (ii) it is using its resources economically, efficiently and effectively; and (iii) its governance is effective for securing the above. The information set out in this report enables the Council to discharge this duty.

28. The Council is required to consult at least once in each financial year about the extent to which it is meeting the performance requirements. The statutory consultees are: a) local people; b) other persons carrying on a business in the council's area; c) the staff of the council; and d) every recognised trade union.
29. A self-assessment report must be prepared in respect of each financial year, setting out conclusions on the extent to which the Council has met the performance requirements during that financial year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.
30. The performance and governance provisions of the 2021 Act are framed within the context of the well-being duty set by the Well-being of Future Generations (Wales) Act 2015. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions and actions will contribute towards meeting the well-being objectives set out in the Corporate Plan and to keep the well-being objectives under review. The Council must publish a report of the progress made in meeting its well-being objectives in each financial year, which may be included in the self-assessment report prepared under the 2021 Act (referred to in paragraph 28 above). Members must also be satisfied that the Council is complying with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
31. When considering its performance and governance duties under the 2021 Act, the Council must have regard to the statutory guidance issued by the Welsh Ministers: [Statutory guidance \(gov.wales\)](https://gov.wales/statutory-guidance)

HR Implications

32. There are no HR implications directly related to this report.

Property Implications

33. There are no specific further property implications in respect of the 2021/22 Mid-Year Assessment of Performance. It should be noted that the Strategic Estates Department has assisted and advised where necessary on any property issues and certain relevant matters referred to in this report will also be reflected in the Corporate Property Plan 2021-26.
34. The Strategic Estates Department will assist where necessary in supporting relevant property related delivery in areas such as the Covid Response, Hybrid Working, Heritage Buildings and One Planet Cardiff, as well as delivery of Capital Ambition, Major Projects and School Organisational Programmes. 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.

RECOMMENDATION

Cabinet is recommended to note the mid-year assessment of the Council's performance as set out in this report and Appendix A, including the delivery of key commitments and priorities at the end of Quarter 2 of 2021/22, and the actions being taken to ensure the effective delivery of Capital Ambition and the Corporate Plan 2021-24.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	10 December 2021

The following appendices are attached:

- Appendix A:** 2021/22 Mid-Year Assessment of Performance Report – High level summary by Well-being Objective
- Appendix B:** Update against Corporate Plan Key Performance Indicators, Quarter 2 2021/22
- Appendix C:** Update against Corporate Plan Steps, Quarter 2 2021/22
- Appendix D:** Performance Panel Letter
- Appendix E:** Response to Performance Panel Recommendations & Observations

Delivering Capital Ambition

Mid-Year Assessment of Performance
2021/22

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

The lives of all children and young people have been disrupted by the pandemic, with more vulnerable children particularly impacted. As the city emerges from the Covid-19 crisis, the Council committed to putting the voice, needs and rights of children and young people at the heart of the recovery and renewal programme. At the same time as safely reopening schools and regaining momentum there is a need to support curriculum reform, establish a new assessment framework and improve outcomes for identified groups of learners.

Protecting the city's most vulnerable children and ensuring the children in care experience the best outcomes remains the Council's priority. Whilst good progress has been made in addressing the workforce challenges and shifting the balance of care, the service faces significant pressure. The increase in demand and pressure on front door services are significant and translating into acute cost pressures.

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

Key Successes

Safely reopening schools and regaining momentum

- Responding to the Pandemic: The health and safety of children, teachers and all school staff has been a clear priority 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.*"
- Reopening Schools: Cardiff Schools opened full-time in early September 2021 for all learners. The relationship between schools and the Local Authority, as well as the Test, Trace, Protect Service and Health partners, has been a real strength of the approach, characterised by good communication levels. Whilst there have been instances where some year groups or classes have had to close due to staffing issues relating to Covid, Education Management Team Link Officers have continued to provide support for managing issues relating to staffing, confirmed cases and isolation, risk assessments and parental concerns.
- A Child Friendly Recovery: Good progress has been made in delivering the Child Friendly Recovery priorities which were approved by Cabinet in May 2021. As part of this work, the 'Summer of Smiles' re-engagement and well-being programme for children and young people was delivered over the summer holidays, which included targeted

activities for vulnerable learners. The programme was attended by over 20,000 participants during the course of the festival.

With a focus on the most vulnerable children and young people across the city, a Children and Young People Recovery Board has also been established to oversee key programmes of work, including Business Intelligence and Information Management, Integrated Youth Support Services, Tackling Youth Violence and Exploitation, and Locality Based Services.

- Child Friendly City: Cardiff is progressing work to become the UK's first Child Friendly City, with the UNICEF assessment due to take place in summer 2022. The Rights Respecting Schools initiative represents a key part of the Child Friendly approach and there has been an increase in the number of accredited schools after the pandemic significantly impacted this programme of work during 2020/21. The Council is now on track to achieve the corporate target and the number of schools that have achieved accreditation has increased by 11.9% – from 67 schools to 75 schools – since March 2021. To date, 47 schools have received the Bronze Schools award, 22 Silver and five Gold.
- Enhanced Support: Enhanced support and an expanded digital offer have been made available for young people through the Youth Service, resulting in improved emotional health and well-being for young people.
- Cardiff Commitment: The Cardiff Commitment, involving effective collaboration between the Youth Service and a range of city partners, provided virtual activities to support school leavers over the summer. As part of a wider programme of activities, it has helped sustain the low numbers of children identified as not in Education, Employment or Training (NEET), which is projected to be at 2.1% for summer 2021 leavers. The number of Children Educated Other Than at Home (EOTAS) who are projected to be NEET is 15.6%, and 12.5% for Children Looked After. Whilst the performance overall is positive, outcomes for some learners must be improved.

Continuing to deliver the Cardiff 2030 vision for education and learning

- Supporting Schools: In the absence of a National School Improvement Framework, Cardiff has established robust arrangements for providing challenge and support to schools. The relationship with the Central South Consortium is characterised by effective joint working with a clear agreement at the strategic level on areas of focus and priority activity. This means that there is a shared understanding of the performance issues facing each school in Cardiff, which informs risk management and improvement activity.

Further work will be progressed with the Consortium to consider, challenge and support the latest suite of School Improvement Plans produced by schools during the Autumn of 2021 for the academic year 2021/22. The Director of Education will ensure that Consortium Improvement Partners play a pivotal and consistent role in maintaining the continuity of learning in schools, and in securing positive outcomes for learners, and will further strengthen arrangements for the Consortium to report pupil progress and school

performance to the local authority whilst the new national accountability and assessment framework emerges.

- Cardiff 2030: Work is underway to reconsider the goals and commitments of Cardiff 2030 in view of the disruptive impact of the past 20 months, involving a range of stakeholders. A three-year plan will be published in the spring of 2022.
- Investment in Schools: The major programme of investment in Cardiff schools has made good progress, and 13 Cabinet decisions have been taken over the past year following a review of programme pressures and the demographic challenges. There is now real momentum behind Band B of the 21st Century Schools programme, with education-led designs improving the quality of tenders. Importantly, the value of spend on the asset renewal programme has also increased.
- Addressing Digital Deprivation: A transformative ICT programme has been implemented, building on the Education Technology funding made available through Welsh Government to address the digital deprivation experienced by some young people across the city. This work has involved a more sustainable, long-term, ICT Investment Programme supported by allocating a proportion of the total schools delegated budget into a dedicated investment fund. In the 2021/22 financial year, the annual contribution amounted to £3.8m.
- Additional Learning Needs Reform: Good progress has been made to prepare for the implementation of Additional Learning Needs (ALN) reform, including partnership working in relation to the extended 0-25 age range.
- Children's University: The Children's University, in partnership with Cardiff University, has been launched with 12 schools. An extensive range of opportunities are now available, beginning the 'Passport to the City'.

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

- Supporting Well-being: Schools, the Local Authority, and partners have implemented a range of effective measures to support well-being, particularly of vulnerable learners, and this has helped to mitigate the impact of the Covid-19 pandemic. In May 2021, the Local Authority set out universal and targeted approaches to supporting recovery. This also formed part of the highly successful 'Summer of Smiles' festival, 'Food and Fun' scheme, and an enhanced Youth Service programme to enhance pupil well-being.
- Joint Vulnerable Learners Panel: A Joint Vulnerable Learners Panel has been initiated and sustained in a modified form to ensure stronger collaboration between Education and Children's Services in response to contextual safeguarding, as well as young people experiencing significant mental health difficulties.
- Safeguarding Identification and Recording System: A safeguarding identification and recording system ('My Concern') has been implemented across all schools, the Pupil Referral Unit (PRU), the Youth Service and Education Other than at School (EOTAS)

provision. This system helps officers target support where need is most pressing through Central Services, such as Education Welfare Support, Specialist Teacher Teams, Inclusion Services, School-based Counselling and the Youth Service.

- Supporting Vulnerable Young People: Good progress has been made in relation to improving support for homeless young people; safeguarding of Elective Home Education (EHE) learners and school capacity to support emotional well-being and mental health. Exclusions in the primary phase are lower than previous years.
- Educational Outcomes of Children Looked After: Support to improve the educational outcomes of children who are looked after has improved significantly. A new Corporate Parenting Strategy is in place. Information sharing, particularly with Children's Services, has improved and capacity within the Looked After Children in Education (LACE) team has strengthened.
- Pre-16 Mentoring Capacity for Children Looked After: Three Youth Mentors have been appointed to support Children Looked After. Additionally, regular meetings have been set up between the Bright Futures Co-ordinator and Looked After Children Co-ordinator, to gather information on the destinations of care-experienced young-people who have recently left Year 11.
- Recruitment and retention: Continued progress has been made in relation to the recruitment and retention of the workforce. The level of Children's Social Worker vacancies has improved with the vacancy rate filled by agency staff now below the corporate target of 26% (at 22.1%). This reflects the co-ordinated programme of interventions taken forward, including the market supplement, enhanced training provision and recruitment campaigns.
- Residential Provision: The Council's new multi-disciplinary assessment centre, Falconwood, has been registered by Care Inspectorate Wales and the first three young people who will benefit from the new approach are currently in placement. The delivery of the new home is part of the Council's ambitious development plan to increase in-house residential provision, with the aim of reducing out of county placements and better meeting the needs of those on the edge of care or care experienced children.
- Shifting the Balance of Care: Savings of £3.3 million have been realised as a result of shifting the balance of care. Real gains have been made in relation to in-house fostering provision for pre-school and primary age children, but more work is required for older children, particularly for adolescents with complex needs.
- Supporting Children to Return Safely to Their Own Homes: The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, has been implemented and focus has now turned to embedding the approach across the service. As part of the process, a Reunification Team has been set, who will focus solely on the reunification of children with their families.

- Supporting Emotional and Mental Health: An Emotional and Mental Health (EMH) Group has been established to review internal and external pathways for working with children and young people who self-harm or have attempted suicide. This quarter, Family Help and Cardiff Parenting have reviewed EMH pathways; work is being completed to establish and improve pathways to respond to need.

A Mental Health Resilience Project has also been established which, since October 2019, has supported 177 families through direct intervention and requested support for 181 children and young people, who received a professional consultation as a result. Training has also been delivered to 938 education staff, including school nurses.

- Early Help Cost Avoidance Tool: A Cost Avoidance Tool is currently being piloted by three teams across Early Help. Officers involved in the pilot are reporting back on its ease of use and practical application as a standard part of casework, and a request has been submitted to incorporate the tool into the Eclipse Case Management System.
- Well-being Projects: The Youth Service have continued to deliver a range of well-being projects funded by the Youth Support Grant. Projects include a gaming club for socially-isolated young people to develop friendships, an inner strength programme and activities with young girls to promote emotional health and well-being through physical exercise. Other activities include emotional health support for children who are Educated Other than at School (EOTAS). The projects have engaged 168 young people, with 134 young people sustaining attendance and 119 reporting improved emotional health and well-being.
- Implementing the Corporate Parenting Strategy: The first Corporate Parenting Operational Group has been held to discuss how both external and internal agencies in Cardiff can contribute to the implementation of the Corporate Parenting Strategy. Each agency contributed to the Corporate Parenting Strategy Action Plan and made pledges on how they will help support and improve outcomes for Children Looked After and care leavers in Cardiff. A multi-agency performance dashboard has also been developed, showing a range of key performance indicators to track progress.
- Strengthening Youth Justice: Progress in strategic governance, partnership working, management and intelligence is now becoming evident. The Youth Justice Board for England and Wales agreed in October to deescalate the YJS from stage 3 to stage 1 priority in recognition of the progress made in the improvement journey. Improved performance in the number of first-time entrants (FTE) is also being recorded with 243 first time entrants in 2019 (per 100,000 population of 10-to-17-year-olds), which reduced to 80 in 2020.¹

Challenges and Risks

Education

¹ This data comes from the Police National Computer and is published by the Ministry of Justice.

As the Council continues to support schools to manage the pandemic and sustain learning, there are a number of challenges, including:

- Understanding the true impact of the pandemic on educational achievement: Medium-to-longer-term strategic responses will need to be facilitated in order to understand and respond to the impact of the pandemic on attainment and outcomes, particularly for the city's most vulnerable learners. At present there is no means of measuring learner regression at a local authority, regional or national level.
- Emotional and mental health of children and young people: More work is needed to understand the scale and nature of the impact of the pandemic on children and young people's emotional and mental health and well-being. In the immediate term, effective multi-agency responses will need to be in place to respond to recent spikes in demand for support services in relation to the emotional and mental health and well-being of pupils and ensuring capacity for Educational Psychologists in light of a national shortage.
- Accountability and Improvement: The new Accountability & Assessment Framework in Wales has not yet been announced and so there remains a lack of key performance indicators for education services in Wales at present to support school improvement. Equally, there is not yet clarity of the national arrangements for the examination cycle of 2021/22. A programme of work is underway in Cardiff which involves further developing challenge and support arrangements, strengthening collective intelligence around schools and embedding a systematic approach to school development plans and school improvement priorities for the 2021/22 academic year.

Further work is needed to understand and support school improvement priorities, whilst schools continue to manage resurging Covid-19 levels, maintain teaching and learning, and enable pupil progression. Locally, challenge and support meetings with schools will be further adapted and developed to build collective intelligence. Continued focus will be placed on securing improvement in those schools currently in an Estyn category – currently three schools are in a category: one primary, one secondary and one special – and for the schools receiving enhanced support.

- Supporting Vulnerable Learners: 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. The Council must also respond to a significant increase in the number of requests for statutory assessments of Additional Learning Needs/ Special Educational Needs that have arisen between July and September 2021. With an anticipated increase in free school meal eligibility, education in Cardiff, and the Council more broadly, must prepare for additional demand challenges and associated delivery pressures.
- Gap in outcomes for Year 11 Leavers: For summer 2021 leavers the number of children Educated Other Than at Home (EOTAS) who are projected to be not in Education, Employment or Training (NEET) is 15.6%, and 12.5% for Children Looked After against 2.1% for all Year 11 leavers.

- School Organisation: Give the changes to the projected demographic profile, work is needed to resolve localised sufficiency issues at primary and secondary level, demanding additional capacity in the short-to-medium-term. The available provision for ALN learners will need to be developed as part of the Band B work to meet the increasing demand pressures.

Children's Social Services

- Meeting increasing demand: Children's Services continues to face high and increasing demand and increases in case complexity. This demand is reflected in the caseloads from the first point of contact, through to the Child Protection Register and the number of children looked after, including increasing demand on services to address children's mental and emotional health (based on school and hospital referrals). This situation is likely to become more challenging over the months ahead. Alongside all other local authorities across Wales, the Council is therefore developing detailed risk-based business continuity plans. This increase in demand will also likely create additional and sustained financial pressures. Work is underway to understand projections for future demand levels in order to inform future budget requirements.
- Demand on Front Door Services: The increased level of referrals to the Council's front door services, which are responsible for triaging both broader safeguarding referrals as well as specific child protection concerns, are placing critical pressure on the service and on other Council and public services. A review of the referral and response process is required to ensure capacity is retained to meet first-order priorities. Additional resources are also required to support the Multi-Agency Safeguarding Hub (MASH) and the Intake and Referral Team given the current level of demand.
- Funding Sustainability: The end of Welsh Government Covid-19 funding poses a major risk to the sustainability of services. Over and above the hardship funding, and despite the Integrated Care Fund Grant Funding being made available for a further five years, it is not known if Welsh Government will make additional funding available to meet the demand pressures. Current demand projections suggest that there will be significant pressure on the Council's base funding beyond April 2022.
- Impact on Legal Services: Significant demand in Children's Services is placing pressure on legal services, with court fees and legal costs increasing as a result. The issue is compounded by backlogs created as a result of Covid-19.
- Recruitment and Retention of experienced Social Workers: Despite improvement in the Social Worker vacancy rate, challenges remain in terms of recruiting experienced Social Workers. Moving forward, the Council will need to consider the career progression and support arrangements for Social Workers.
- Re-shaping Respite Provision: Whilst work has progressed, for example, workshops have been held with stakeholders to look at services for children with additional needs

and disabilities, the Council's current overnight short break provision is being reviewed and the provision will not be fully reshaped by March 2022.

- Youth Justice Service Improvement: Whist work to deliver the Youth Justice Improvement Plan is progressing well, there are two areas of improvement which are at risk of exceeding the set deadlines for delivery. These relate to the operational restructure of the Youth Justice Service and the launch of a new Junior Attendance Centre.
- Improving the Timeliness of the Adoption Process: Work to improve the timeliness of the adoption process continues and a review of children on Placement Orders has been undertaken. Additionally, those children on Placement Orders, where the plan is adoption by foster carers, have been identified and are moving through the adoption process. Though the trend is improving quarter on quarter over the last 12 months, provisional figures for Quarter 2 show that 40.6% of children were not placed for adoption within 12 months of a Placement Order. There are also potential funding implications for Cardiff due to the number of children who are placed in the city by surrounding local areas with responsibility for funding adoption costs transferring to the host local authority three years after adoption.

Forward Look: Areas of Focus

Education

- Ensuring that all Cardiff schools can stay open and maintain safe learning environments for all pupils and staff, in line with the gradual lifting of Covid restrictions during 2021/22.
- Responding to spikes in demand for support services in relation to the emotional and mental health and well-being of pupils.
- Removing the three remaining schools from Estyn Monitoring and requiring Significant Improvement, whilst driving forward sustainable improvement in all other schools in enhanced support categories.
- Providing ongoing support for schools to deliver the objectives of the Welsh Government's 'National Mission', including the realisation of the Curriculum for Wales 2022 and strengthen the corporate oversight arrangements.
- Supporting those with Additional Learning Needs by ensuring the first year of ALNET implementation is successful and supports improved outcomes for learners with ALN. This includes reviewing and auditing the use of Pastoral Support Plans and the year 11 roll-out of the new processes from January 2022. Work will also be progressed to implement additional secondary school places and ALN places in the short-term to manage increasing demand during the next two years, pre-Band B.
- Progressing School Organisational Programme, including addressing considerations at Cathays, Pentyrch, Court/ Moorland, Fairwater and St Mellons.

- Undertaking a review of the Youth Service to support post-pandemic recovery, aligning provision with the priorities published in the report of the interim Youth Work Board for Wales.
- Building the 'Team Around the School' model to sustain partnerships in supporting the educational achievement and well-being of the city's most vulnerable learners.
- Ensuring digital inclusion by continuing to improve the pupil-to-ICT device ratio in all schools and enable Wi-Fi connectivity outside of school.
- Delivering the 'Winter of Well-being' programme, funded by Welsh Government, with Play Services, to build upon the extensive well-being programmes offered during the summer.
- Resetting the Cardiff 2030 goals and commitments, considering the experiences of the last 20 months with a view to publishing a three-year plan in the spring of 2022.
- Preparing the 'road to recognition' with UNICEF for assessment as a Child Friendly City in 2022.
- Undertaking audits of whole school attendance in the autumn term to identify if all non-returners have been referred or are being appropriately supported by schools.

Children's Social Services

- Allocate the Recovery Fund by the end of the financial year, which will be focused on responding to immediate pressures, as well as continuing to shift the balance of care.
- Progress workforce development by:
 - Maintaining momentum with improvements to practice, ensuring all vacancies are advertised and that shortlisting, and interviews are carried out as quickly as possible.
 - Supporting Social Workers to focus on direct contact and case work with children and families by recruiting additional qualified, but non-social work, staff.
 - Supporting experienced staff to take the most complex court cases and provide coworking and mentoring support for newly-qualified staff
 - Attracting more newly-qualified Social Workers to Cardiff through a range of initiatives, particularly given that the numbers of newly-qualified Social Workers next year will be the lowest for many years.
 - Ensuring that staff have the right work environment to work in, including supporting those wanting to return to the office.
- Ensure placement sufficiency by:
 - Continuing to increase in-house fostering provisions.
 - Increasing residential placements in Cardiff.

- Developing specialist foster carers for children with more complex needs.
 - Working proactively to shape the external provision to meet the needs in Cardiff.
 - Reducing demand for regulated placements.
 - Strengthening the reunification approach to safely returning children home to their families.
 - Implementing the Interventions Hub to both reduce and step-down cases requiring regulated placements.
 - Developing of multi-agency approach for children with complex needs.
-
- Enable all young people – who are known to social services – to play an active and central role in planning for their transition to adulthood by conducting a full review of their progress, which will include care leavers with Additional Learning Needs.
 - Support greater joined-up working between the Youth Justice Service and Education through the creation of a new post.
 - Embed the Reunification Framework across Children’s Services with a core group of staff trained to support the roll-out across the wider service.
 - Develop a meaningful feedback process by working with a group of children and young people identified by Family Help Advisors, which will provide the service with information, ideas, and suggestions on how it can develop and improve moving forward.
 - Open two external residential provisions in Cardiff before the end of the financial year. Additional Integrated Care Fund (ICF) funding has also been agreed for a range of residential provision, including a second assessment centre, edge of care provision and a further two residential units.
 - Progress locality working with a model of practice involving Health Visitors, the Police and Community Safety teams. The introduction of joint assessment teams will be piloted in one secondary school.

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

Covid-19 has had a major impact on the city's older people and brought into sharp focus the challenges facing adult social care. The pandemic has also underlined the essential value of social care in supporting people, particularly the most vulnerable, to live independently in the community.

Whilst the delivery of adult social care has been challenging throughout the pandemic, there has been an increase of over 28% in the number of people needing care at home since June 2021, with demand levels higher than at any other time during the last 20 months. Care providers, who have delivered vital services throughout the pandemic, are now struggling to meet the huge increase in demand for care and this surge will impact on the NHS, which is already facing acute winter pressures.

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

Key Successes

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

- Strategic Management and Service Integration: The incorporation of Adults Services into the Housing and Communities Directorate has enabled greater integration of services. The approach is characterised by the effective co-ordination of adult services with wider Council services – including housing, Hubs and libraries – as part of a community-based approach to delivery.

Joint working between the Hubs and Day Centres has introduced opportunities such as exercise classes to support citizens and promote well-being whilst hubs and libraries across Cardiff have implemented a programme of face-to-face events designed to help older people reconnect. This includes a range of activities such as Meet Up Mondays, Friends and Neighbourhood Groups, craft sessions as well as sporting activities that form part of the Falls Prevention Programme.

As part of this approach, a number of opportunities have also been identified to achieve better outcomes for clients whilst delivering a more cost-effective service. A projected balanced budget for the Adults, Housing & Communities directorate at year-end supports this assessment.

- Reducing The Number of People Accessing Acute, Residential or Nursing Care Across Cardiff: An established Occupational Therapy team provides both proactive and reactive reviews or care, and a Hospital Review team is in place to enable a speedy discharge

from hospital. This allows the package of care provided to be reviewed within five days of discharge, ensuring it meets the needs of the individual.

The ‘team around the individual’ project has been started, in partnership with Social Care Wales and Public Health Wales. This will work with residential homes to create the “as-is” profile with care providers to understand the challenges they face. Research on best practise – with a specific focus around dementia care models, dementia care and care homes to best meet needs – has also been commissioned

- Developing Independent Living and Aging Well Services: Work between Social Care and Health has progressed, with a focus on greater alignment between the hospital’s Single Point of Access (SPA) team and with the Council’s Community First Point of Contact (FPOC) teams. The SPA process will now take place in hospital for hospital discharges and within the community for step-up cases. Work is underway to agree the required new processes and system changes, and staffing requirements are being reviewed to support hospital and community teams to meet their needs and workload. In addition, a ‘Pink Army’ (FPOC) frontline triage will be trialled alongside an in-reach into the hospital.
- Implementing The New Way of Delivering Domiciliary Care: Phase 1 of the new domiciliary care approach has commenced, with the portal for the new Domiciliary Care Dynamic Purchasing System (DPS) going live in August 2021. This allows potential domiciliary care providers to join via the accreditation and enrolment process in order to have successfully joined by the November DPS launch date.
- Delivering The Older Persons Housing Strategy: Progress has been made across a range of sites to deliver the priorities set out in the Older Persons Housing Strategy:
 - Michaelston College proposals have been presented to Ward Councillors and engagement sessions will be held in November ahead of finalising the plans and drawings.
 - Work on the Community Living Schemes at Poplar House, Whitchurch and Broadlands House, St Mellons are progressing well with the detailed design for Worcester Court, Grangetown having been reviewed.
 - Community Living Schemes at Bute Street and Riverside (Canton Community Centre) have been submitted for planning approval, and both are scheduled for consideration by the Planning Committee in November.
 - The tender evaluation process for St Mellons and Maelfa have been completed.

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

- Dementia Action Week: A range of activities were undertaken during Dementia Action Week in May, to promote and raise awareness of services aimed at individuals affected by dementia, including a pen pal scheme linking care homes with local schools. An e-reader loan scheme was launched in June which expanded the availability of e-books. Housebound specific e-readers are set to be launched with training for customers to ensure that any digital exclusion concerns are resolved.

- Day Centres: Work is being undertaken with the Health Board to enable people with complex dementia to be supported at the Ely Day Centre.
- Dementia Friendly City: Over 400 digital Dementia Friendly City events have been held across the first half of the year, raising awareness and promoting the support available across Cardiff. The Cardiff's Dementia Friendly Website has also been the focus of extensive promotion.
- Age Friendly City: 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. Consultation events have taken place with the 50+ Forum – both virtually and in person. A work programme has also been approved by Welsh Government under the Age Friendly Nation strategic delivery plan and includes a new Age Friendly web platform for Cardiff.

Challenges and Risks

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

- Responding To Serious Social Care Challenges: Due to a surge in demand for social care in recent months, and compounded by a national shortage of care workers, the social care system in Cardiff is facing unprecedented challenges. Care providers who have continued to provide much needed services throughout the pandemic are now struggling to meet the increase in demand for care. Whilst this is a national challenge, the situation facing the Council's social care services as the winter months of 2021/22 approach is as difficult as at any point during the pandemic.

Enhancing care and professional capacity remains difficult and, given the scale of the challenge, the Council must take steps to safeguard those people who are most vulnerable and in greatest need of support. The Council has therefore made the difficult decision to focus the care that is available on personal care only, and on those who need it most.

The closure of care homes and domiciliary agency failure over the winter period is now a real possibility, with contingency planning work underway to mitigate the risk and prepare for any such scenario. This situation continues to be monitored daily, and regular meetings are in place with relevant associations and the wider sector to monitor the capacity in the system to meet demand.

- Critical Workforce Pressures: The impact of the pandemic continues to create workforce pressures across the social care sector. Business continuity plans are in place to consider a range of scenarios related to staff absences for externally commissioned services and enhanced on-call arrangements have been established to support service providers with staff cover.

- Community Resource Team: Workforce issues are impacting on the ability of the Community Resource Team to meet the demand for support and to provide the target number of hours support – this is leading to backlogs and additional work pressures on the health sector.
- Independent Living: The pandemic continues to impact on the ability of individuals to live independently following support from the Council’s Independent Living Service. Not all groups and activities have been restarted, and where they have, some service users continue to be apprehensive about participating in community-based activities. Social distancing measures continue to place restrictions on the number of individuals able to participate in community-based activities and work is ongoing to expand the number of opportunities available and to provide a blend of community- and online-based services.
- Joint Equipment Service: There is a national shortage of equipment aids which is impacting all equipment services across the country including the Joint Equipment Service (JES). The bulk of equipment aids are sourced from an all-Wales contract managed by the NHS Wales Shared Services Partnership (NWSSP) who are aware of the difficulties being faced by Welsh equipment services but are unable to provide a solution to this global challenge. Issues are attributed to Brexit due to the congestion at ports, slower sailing times (in some cases up to double the time of pre-pandemic); the worldwide shortage of shipping containers; the Evergreen (Suez Canal) incident; and a week-long closure of South China’s largest and busiest port at the end of May which is now starting to impact the UK.

Whilst these are global challenges, every effort is being made to mitigate the impact. For example, equipment is being sourced from all possible avenues and equipment that is no longer required is being actively collected, cleaned and re-used back into the community. The process continues to be monitored and managed daily.

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

- Dementia Friends: The percentage of Council staff completing Dementia Friends training is well below target. Significant progress will be required to meet the 85% compliance target. A new management dashboard – providing granular detail on team and staff compliance levels – has been developed and face-to-face sessions are being made available to teams without computer access.
- Dementia Friendly Businesses: The number of businesses pledging to become Dementia Friendly is also low, which is to be expected as they continue to respond to new demands and pressures from the pandemic. However, 32 businesses have submitted expressions of interest during this period and if this interest can be translated into business pledges, the annual target may be achieved.
- Social Isolation: The pandemic continues to have an impact on the services and opportunities the Council is able to offer to help people reconnect with their

community, both directly and digitally. Day centres have begun to reopen, and as individuals start to rebuild their confidence, it is anticipated that increasing numbers will be able to reconnect.

Forward Look: Areas of Focus

- **Recovery Fund**: An in-year financial allocation of £4.47m has been made by Welsh Government to address the challenges facing adult social care, though this must be spent by 31st March. The funding will be used to improve resilience in the care market, grow the workforce and supporting people to stay independent at home.
- **Develop Enhanced Proposals to Support the Winter Response Plans**: As demand increases there will be challenges to grow the existing care and professional capacity, with preparatory measures being put in place given the real risk of care home or domiciliary agency failure in the winter months. Business Continuity Planning is underway to prepare for care home / agency failure with collaborative arrangements being pursued with the local Health Board to expand volunteering capacity.
- **Investment In Prevention and Reablement**: It is clear that managing demand represents a key component of ensuring future services pressure can be mitigated. This will require a programme of investment in prevention and reablement based on detailed proposals. Robust business plans will therefore be developed to set out a major transformation programme in Adult Services to manage demand, improve service outcomes and reduce the running costs of the service.
- **Addressing Recruitment and Retention Challenges within the Care Sector**: Given the significant workforce shortage within adult social care, the Council will undertake a review to understand the local factors which are influencing the local labour market and develop proposals to create a stable social care workforce characterised by good career progression opportunities. The review will consider the impact on Adult Services budgets of increasing demand for services and increased costs. It is anticipated that costs will increase due to a number of factors including less market competition, increased staff costs as a result of staffing shortages, the need to attract additional workers to the sector, and increases in the real Living Wage.
- **Age Friendly City**: Cardiff's application to join the World Health Organization global network of Age Friendly Cities will be progressed, with Cardiff's application and associated action plan brought forward for Cabinet approval in Quarter 3.

Well-being Objective 3: Supporting people out of poverty – Summary

Some of the longstanding inequality gaps in the city will have been widened by the pandemic. The pandemic has also exposed how existing inequalities, such as deprivation, low income, and poor housing – and the interconnections between them, such as ethnicity, gender, and geography – are associated with an increased risk of becoming ill with Covid-19. This highlights the need to narrow the inequality gap and create more prosperous, healthier communities as recognised by Capital Ambition and the Council’s recovery and renewal strategies.

- 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

Key Successes

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

- Increase in Apprenticeships and Trainee Opportunities: 124 paid opportunities for apprentice or trainee roles were provided by the Council at the end of Quarter 2 against an annual target of 125. 28 Kickstart corporate trainees (funded by the Department of Work & Pensions with corporate funding top-up) have also been advertised.
- Into Work Service: Demand for the Into Work Service has risen dramatically in line with the end of UK and Welsh Government job support schemes. The Into Work Service has continued to expand to ensure that the increased demand on the service can be met. Mentoring projects have seen a sharp increase in numbers, with young people and those who have been recently made redundant making up the highest caseloads. The new pathway team supports clients through volunteering, work experience, Adult Community Learning, Cardiff Works and into employment, providing a complete wrap-around service. The service has adapted to specifically support those whose employment has been affected by Covid-19 by reskilling clients in demand employment sectors. Employment mentors have assisted 700 people into secure employment since April, many of which are in high-demand sectors.
- Into Work Support for Care-Experienced Young People: The Into Work Service has secured 29 possible Bright Start placements across various Council departments, with five care-experienced young people already completing their first three-month placements. An additional three young people are undertaking a mini-placement with the *Down to Earth Project*, a landscaping project at one of the local hospitals. The ‘not in education, employment or training (NEET)’ status for our care-experienced young people is reviewed on a daily basis and the Bright Futures team target those who have a NEET status and contact them directly.

- Universal Credit: During the first six months of 2021/21, 50% more people have approached the Council for support with their Universal Credit claim than anticipated; 1,546 versus a half-year target of 1,000. To increase the accessibility of the support available, the Money Advice Team now provide a digital support service, including help with Universal Credit claims, from foodbanks across the city as well as new outreach locations including Cardiff West Community High School.
- Onsite Construction Academy South-East Wales: The new Construction Academy opened in August 2021 on the site of the former Eastern High School off Newport Road, Rumney. The Academy will help tackle the skills gap within the construction industry and seeks to encourage many more people to consider construction as a career, including individuals from under-represented groups in the industry, such as women and individuals from a diverse range of backgrounds.

Continuing our Living Wage City ambition

- Increases in Living Wage Employers: At the end of Quarter 2, 146 employers are accredited as real Living Wage employers in Cardiff, only four short of the target of 150 by May 2022. The total number of workers employed by accredited real Living Wage employers currently stands at 61,183 against a target of 48,000 by 2022. Almost 8,000 workers have received a pay rise to at least the real Living Wage in Cardiff, and this is above the target set in Cardiff's real Living Wage target for 2022.
- Keeping Wages in the Local Economy: Cardiff University have 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.
- Living Wage Buildings: The first two Living Wage buildings in Wales are both in Cardiff, with more in the pipeline. The first was the new Cardiff University Sbarc|Spark building which was announced in July.

Embedding our new approach to tackling homelessness and ending rough sleeping

The vision for homelessness services, *No Going Back*, aims to prevent homelessness wherever possible, and where it is not possible, for the experience of homelessness to be rare, brief and not repeated.

- Family Homelessness Centres: Funded by Welsh Government capital grants, the first Family Homelessness Centre opened at Briardene in Gabalfa in May and all 38 units were available for use by the end of June. Two further centres are being delivered at Harrison Drive in Trowbridge and the Gasworks site in Grangetown and will be completed by winter 2021. All three centres will offer good-quality, family accommodation with staff on site during the day and other provision such as Early Help family services, health visiting and parenting support.
- New Single Person Assessment Centre: A new process for assessing the needs of single homeless people started at the beginning of June 2021 when the new Assessment

Centre opened. Clients are holistically assessed at the point of entry through a new wellbeing assessment. This assessment determines whether a client has complex or low needs. Clients with low needs are referred to the low-needs pathway which initially means they will be accommodated in the YMCA and from there, supported into an appropriate Private Rented Sector (PRS) property. Since April 2021 there have been 84 positive moves from the low-needs pathway into permanent accommodation with over half moved into PRS accommodation. The rate of positive move-on from the low-needs pathway supports the view that this new process has been effective in supporting clients to avoid the traditional ‘staircase’ approach and this supports rapid transition into permanent housing.

- Multi-disciplinary Team: Clients identified as having complex needs will be supported by the Multi-disciplinary Team and housed in suitable accommodation. Further development of the multi-agency approach has continued with GP services available at the Assessment Centre and Housing Options Centre since August. A one-off dental hygienist session has also been arranged alongside services from optometry and dietetics.
- Diversionary Activities: The Diversionary Activities (DA) initiative is dedicated to tackling the rise of negative street cultures, moving people away from the lucrative nature of street begging activity and building people’s skills and ability to move into independent living. The DA Service is operating a full curriculum across all six hostel sites. The Service has been working closely with Sport Wales, delivering physical activity sessions, for example walks in the Brecon Beacons and white water rafting. Discussions are also ongoing with ‘Learning for Life’ to help people gain new skills. A new peer mentoring service commenced in September 2021 in partnership with the mental health charity, Plattform. This gives people with lived experience an opportunity to work face-to face with service users as part of the wider DA project.

Challenges and Risks

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

- Increased Demand for Support: Cardiff has seen a dramatic increase of people claiming Universal Credit between March 2020 and June 2021, an increase from 19,000 to over 36,000. At the end of Quarter 2, this number has only slightly dropped to just below 36,000. Referrals to the Into Work Service are at an all-time high. There has also been a large increase in applications to the benefits assessment team for Free School Meals, increasing from 12,005 before the start of the pandemic to 15,476 in September 2021. 10,000 applications have also been made for the new Pupil Deprivation Grant (help to buy school uniforms) as people’s income has decreased and a change in eligibility criteria has increased the number of people entitled to claim. Currently the service area has sufficient capacity to deal with the increased demand.

Removal of European Funding: Grants of just over £1m are currently received from the European Social Fund which fund 26 full-time employees in the Into Work Service. The grants are ending over the next 18 months and it is not yet known whether the UK

Government's replacement for EU funds - the Shared Prosperity Fund- will support employability activity, nor is the amount of any funding known at this stage. Direct representations on this issue have been made to the Secretary of State for Levelling Up, Housing and Communities by the Leader of Cardiff Council and the WLGA. This issue is also fully recognised within the directorate Risk Register and Business Continuity Plans have been updated to set out the Service's response should the funding be removed.

- Council Tax Reduction Scheme: The Council Tax Reduction Scheme has seen a significant increase in expenditure due to the economic downturn. The caseload increased from 30,567 in March 2020 to 31,379 in June 2021, but in the months since has decreased to 30,694 as at end of September. At the midway point of the year, it is anticipated there will be sufficient budget to cover costs. It is anticipated that the strategy to manage the increase will accommodate the financial pressure, although volatility in the economy mean further monitoring of caseload and costs will continue to be undertaken to ensure early warning of further pressures are raised.
- Volunteering: Volunteering placements were temporarily suspended due to Covid-19 during the first half of this year and social distancing requirements have significantly impacted the number of people volunteering, particularly within hubs and libraries. Since libraries and hubs re-opened in June, they have seen a rise in footfall. Libraries and hubs continue to develop and build face-to-face activities (within social distancing guidelines) which will see an increase in number of people using these venues.

Despite the impact of social distancing restrictions on volunteering opportunities, volunteering continues to play an important role in supporting service delivery and, in certain circumstances, supporting the transition into work. Where volunteering places are available, the Council has robust health and safety measures in place to ensure the well-being of volunteers, staff and service users. In terms of promoting volunteering placements, the Council must strike an appropriate balance between preventing the spread of the virus and promoting safe opportunities. The call for support within the adult social care sector is a particular case in point with targeted communication work being undertaken in this area.

Embedding our new approach to tackling homelessness and ending rough sleeping

- Rough Sleepers: After the extraordinary efforts made during the pandemic which saw rough sleeper numbers fall to single figures, the number of rough sleepers in the city is beginning to increase. Maintaining the progress of the past 18 months will be a priority for the Council over the months ahead.
- Private Rented Sector: The cost of private sector housing in Cardiff represents an ongoing challenge, making it difficult to support service users into private rented accommodation. Although 81% of households threatened with homelessness were successfully prevented from becoming homeless in Quarter 2, Homelessness Prevention Services are under immense pressure. This is due in part to a lack of suitable private rented accommodation in the city. Many private landlords are selling properties as prices have increased whilst private rents have risen to a level that many people cannot

afford. The Housing Options Service currently has greater demand for clients at risk of homelessness, and the prevention team are finding it more difficult to find accommodation in the private sector.

Forward Look: Areas of Focus

- Managing increased demand and supporting those most impacted by the economic crisis into work, education or training:
 - In advance of any funding bids to the Shared Prosperity Fund, the ten Capital City Region Local Authorities have sought to create a single, clear, consistent framework for future employability programmes in the region. A report is due to be considered by Cabinet in December.
 - To address the shortage in the social care workforce, the Into Work Service has teamed up with Adult Services to create a new Cardiff Cares Academy. This Academy will identify and train new carers, ensuring that they have the knowledge and skills needed to work in the sector, and that they have undergone the necessary vetting.
 - A further six care-experienced young people will start Bright Start placements in October. Also during October, the Bright Futures team will review Year 11 leavers from summer 2021 to identify any looked after young people with a NEET status and will contact them to offer advice and support to access employment, education or training opportunities.
- Maintaining progress in homelessness: A Housing Support and Homelessness Strategy is due to be considered by Cabinet in January 2022. This will provide a single strategic view of the Council's approach to homelessness prevention and housing support services. The Strategy aims for the prevention of homelessness and the transformational shift required to move to a rapid re-housing approach. Key areas of work going forward will include
 - Developing additional emergency accommodation until new projects come online.
 - Developing a rapid rehousing plan in line with Welsh Government guidelines.
 - Developing leasing schemes and move-on provision.
- Living Wage City: The Living Wage City Action Plan is being reviewed to develop a list of target organisations for 2022. Work is also ongoing to explore how the Council can raise the profile of the real Living Wage across the Cardiff Capital Region given the wider economic and health benefits.

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

Crime and Community Safety data continues to make clear that Cardiff is a safe city. The Welsh capital has the second lowest crime rate of the UK Core Cities, where comparable data is available, and ASB offences are on the decline. Cardiff has also had the lowest rate of Violence against the person and the second lowest rate for Criminal Damage. Since the easing of restrictions in June 2021, levels of crime and anti-social behaviour have returned to pre-Covid levels. This has led to a significant increase in non-emergency calls to the Police, which has placed pressure on the 101 helpline and on A&E services through non-Covid related admissions.

Partnership working at a community level, across the public services and with communities, has been a feature of the work undertaken in response to the pandemic, in particular in health and social care services and in supporting older and more vulnerable people to live safely and independently in their community. Allied to this, the ‘stay home’ and ‘stay local’ restrictions in place as a result of the pandemic has led to greater appreciation amongst citizens for the local areas and a greater demand for easy access to local services.

- **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**

Key Successes

Building new Council homes and investing in community facilities

- **New Council Homes**: Work is ongoing to deliver 1,000 new homes by December 2022 as part of a £1 billion Council-led programme to deliver 4,000 homes over ten years. 591 homes have now been completed, with delivery set to accelerate towards the end of the programme.
- **Specialist and Supported Housing Schemes**: Progress continues on the ‘Cardiff Living’ and community housing programme delivering new specialist and supported housing schemes to help meet the needs of the most vulnerable. The Briardene homeless family scheme is now fully operational and planning permission for Meridian Court that adjoins this site will shortly be submitted. The Colum Road scheme providing single person support accommodation is now on site and is due for completion in January 2022.
- **Neighbourhood Regeneration**: The Council is working with its partners to design and deliver a wide range of development schemes across the city that will transform neighbourhoods, provide low carbon homes and boost local economies.

- *Maelfa redevelopment*: This transformational scheme in Llandeyrn is now complete, providing a modern new shopping centre, affordable new homes as well as better road infrastructure, parking and public realm improvements.
- *Channel View*: Outline planning has been approved for Channel View, a £65 million investment in more than 250 low carbon homes, replacing the homes of every existing resident in the area and providing improved access to green space.
- *Rumney*: Work is ongoing to deliver 200 high-energy performing homes at the site of the former Eastern High School, which will also provide residential accommodation to meet the needs of older people.
- *Environmental improvement schemes*: Consultation on final plans to make environmental enhancements to a number of estates were held over the summer and work on the Trowbridge Green and Pennsylvania schemes are being progressed. The Cowbridge Road East Neighbourhood Renewal Scheme (NRS) and Phase 1 of the Llanishen Park NRS have been completed as part of a three-year programme of smaller environmental regeneration projects. Survey results reveal that 89% of residents have been satisfied with completed regeneration projects to date.
- *Investment in the South Riverside Business Corridor*: This large-scale regeneration project, supported by Targeted Regeneration Investment Programme (TRIP) funding from Welsh Government, is progressing well with two phases of shop front improvements complete and work to the public realm taking shape. The scheme will see over £4 million invested in Tudor Street delivering improvements to the business environment, transport infrastructure, as well as the regeneration of 30 business premises.
- Hubs: Progress continues to be made on the development of the Hubs programme. The Cardiff Royal Infirmary (CRI) Chapel partnership project has now been completed providing a health and well-being facility for residents in the south and east of Cardiff. Work also continues with the University Health Board on the development of the Maelfa Health and Well-being Hub and Rhiwbina Hub, both due for completion during 2021/22. The most recent customer survey revealed that 96% of respondents agreed that their experience of using a Hub met their needs.

There has been a rapid increase in the use of the new website that provides information on Hub services across the city. The website now has 2,000 users per month and received over 40,000 hits in Quarter 2, three times the number received in Quarter 1.

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

- Strength-based Practice and Signs of Safety: To embed strength-based practice and Signs of Safety within frontline social work and preventative teams, a new training structure for the Social Care Training Unit has been developed for consultation. A new induction programme is also being developed including mandatory training for new care staff.

- Tackling Youth Violence and Exploitation: As part of the Child Friendly Recovery in response to the pandemic, a Children and Young People’s Safeguarding & Recovery Board has been established. A priority will be taking a proactive approach to tackling the causes and consequences of youth violence and exploitation through the development of a robust contextual safeguarding strategy. The SAFE (Safeguarding Adolescents From Exploitation) model is proactively mobilising the response to exploitation through strengthening the completion of screening tools to inform risk management plans and reduce the risk of exploitation to children in Cardiff. The Council is also strengthening contextualised safeguarding with a collaborative multi-agency approach to support risk within the community through risk management meetings.

Creating safe and inclusive communities

- Responding to the Afghanistan crisis: Cardiff successfully provided support to recently arrived Afghan evacuees at bridging accommodation sites, with a full range of support for those being temporarily accommodated. This included education, English and Welsh classes, employment support, access to health care and a range of activities provided by both partnership staff and volunteers. Several families from the original September arrivals have now been matched with their long-term homes across Wales and their move-on journey has begun. An additional group of Operation NewHope families, who have worked alongside Welsh Units of the British Armed Forces, were accepted in November as part of Wales’ continued resettlement efforts and will be initially supported in Cardiff following their arrival to the UK. Some of the additional NewHope families have already arrived, with the remaining families expected to arrive in December/January with the support of the Ministry of Defence.

Cardiff’s contribution to the Wales-effort has been recognised and two media pieces in February 2022 will showcase the work that has taken place in partnership with the Urdd, on Channel 4 News and as part of a Welsh language S4C documentary exploring the experiences of refugees and asylum seekers in Wales. Both items will be screened after families have been relocated to protect their privacy.

- Supporting EU citizens to Apply to the EU Settlement Scheme (EUSS): Through a very successful programme of engagement and digital support, 23,990 applications were made to the EU Settlement Scheme by its close in June this year. This was in line with the highest estimate for the number of EU nationals eligible to apply for the scheme in Cardiff. Following the end of the scheme, the Council has supported the resolution of open EUSS cases where additional evidence is required to demonstrate residency in the UK, particularly for child applicants.
- Street Based Lifestyles and Complex Needs group: As part of the Council’s work to address the needs of the homeless and some of the most vulnerable on our streets, this group has been established to take a public health approach to tackling street-based lifestyles including substance misuse, aggressive begging and sex work. Work will focus on finding sustainable solutions for individuals and communities.

- Community Safety Problem Solving Group pilot: A multi-agency problem solving group is being piloted and has brought over 30 organisations together to identify and address community safety issues across the city requiring a partnership response. This has already led to the quick resolution of issues in a number of areas of the city, through the introduction of diversionary and community safety measures and joined-up community engagement.
- Safer Streets Fund: Cardiff's bid to the Home Office for £432,000 for the latest round of Safer Streets funding has been awarded in full. The funding will be used to improve street lighting, CCTV and other security measures to address areas of the city with high levels of acquisitive crime.

Promoting the Welsh language

- Bilingual Cardiff: Diwrnod Shwmae Su'mae, the annual day to celebrate and promote the Welsh language, saw the launch of consultations on the Council's Bilingual Cardiff Strategy 2022-2027 and the Welsh in Education Strategic Plan 2022-2032. Both plans 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. 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.
- Council recruitment: "Welsh desirable" is now a minimum requirement for all Council customer-facing posts when advertising recruitment opportunities.

Working together to support a healthier and more active population

- Supporting a Healthier and More Active Population: As Cardiff looks to recover from Covid-19, supporting a healthier and more active population, which is more resilient to any future health crises, has been a key strand of work. Working with partners, the Council is supporting the delivery of the Cardiff and Vale University Health Board 'Move More, Eat Well' plan, through which a whole-system approach is being developed that will align key partner strategies relating to healthy weight, food, active travel and physical activity. As well as Food Cardiff's 'Good Food Strategy 2021-2024', a key partnership will be the 'Move More' Leadership Group, chaired by the Leader of the Council, which has been established to oversee the development of Cardiff's Physical Activity and Sport Strategy 2022-2027.
- Sport Club Recovery from Covid-19: Sport Wales introduced a number of grants to support clubs post Covid-19. Sport Cardiff has supported clubs with grant applications and clubs have seen membership returning to pre Covid-19 levels. To support Bowls Clubs at Council-run venues, the maintenance fees have been reduced by 50% taking account of the lack of opportunity to fundraise during lockdown.

- Council's Parks and Green Spaces: 15 Council parks and green spaces have been awarded Full Green Flag status with Waterloo Gardens meeting the international standard for the first time. All of last year's applicants have retained their awards. The awards are judged by independent green space experts against a range of strict criteria including biodiversity, community involvement, cleanliness and environmental management. 19 projects across Cardiff have also been awarded the Green Flag Community Award.
- Increasing Cardiff's tree canopy: As part of the response to the Climate Emergency, work is progressing on an overarching plan for the mass planting of trees to increase tree cover across the city from 18.9% to 25% by 2030. This will build on Coed Caerdydd, a major programme of tree planting already in development.

Challenges and Risks

- New Council Homes: Issues relating to the pandemic and availability of building material has caused disruption to delivery and progress will be closely monitored.
- Shared Regulatory Services: Shared Regulatory Services (SRS) continue to play a central role in Test, Trace, Protect (TTP) with officers seconded to support its delivery. Although actions in the SRS Business Plan are now being taken forward with several completed and many in progress, staff recruitment and retention remains a significant issue. A shortage of staff along with a significant increase in customer calls has had an impact on customer service. In response, work is being reprioritised and communication strategies are being implemented to manage customer expectations.
- High-Rise Cladding: The Council has committed to supporting residents of privately owned high-rise properties in Cardiff with unresolved cladding, building control and fire safety issues and to ensuring that developers are held responsible for their obligations through planning policy and by Shared Regulatory Services. Council officers are supporting the development of a national response and work is being taken forward with Swansea City Council to bring shared capacity to bear in support of funding and legislative measures being provided by the Welsh Government. The Council has also made representations to the UK Government on the urgent need to make the additional funding – arising from the £3.5 billion announced in February 2021 to support affected buildings in England – available to Wales immediately. The Council has been in ongoing dialogue with developers to encourage remedial works to be undertaken at no cost to leaseholders, such as the work being undertaken by Hartlands at Celestia in Cardiff Bay. Developers, however, still have a major role to play in contributing to addressing safety defects where they exist to protect leaseholders from having to bear these costs. Further proposals to provide any additional support where possible to leaseholders are also being developed by the Council but are critically dependent on support from National Government.
- Crime at pre-Covid-19 Levels: Since the easing of restrictions in June 2021, levels of crime and anti-social behaviour have returned to pre-Covid levels, leading to a significant increase in non-emergency calls to the Police - putting pressure on the 101

helpline and increasing pressure on emergency hospital services from non-Covid related admissions.

- **Domestic Abuse Referrals:** Following referral, contact is required to be made with the victim within one calendar day. This has been increasingly difficult due to a significant shortage of staff and a steady increase in high-risk referrals. Efforts to recruit staff are ongoing. In Quarter 2 contact was made within one calendar day for 85% of referrals compared to the 90% target, an improvement on 82% in Quarter 1.
- **Corporate Safeguarding:** The review of the Corporate Safeguarding Policy has been delayed ensuring that it aligns with the development of national guidance by Welsh Government. Cardiff Council has been invited to be part of a national working group that is to be established in January 2022. Training completion levels for Safeguarding remain below the corporate target of 85%. A new management dashboard has been developed which provides accurate and timely data on staff compliance levels, against all mandatory training modules included within the Corporate Plan. The work to establish more accurate and timely compliance data has, in some cases, led to a decrease in reported performance but an enhanced understanding of compliance levels will allow targeted interventions to drive up compliance.
- **The Continued Impact of Covid-19 On Local and Community Services:** Libraries and Hubs have seen an increase in footfall since restrictions were eased in June 2021. However, footfall in Quarter 2 was a quarter of the levels expected pre-Covid. Reduced use of local community services and face-to-face contact will continue to have a community-wide impact in terms of the health and well-being of residents. This will also have an impact on Council income from community events and activities. Ensuring recovery in footfall numbers within hubs and libraries forms part of the Council's longer-term recovery and renewal plans.
- **Sustainability of the Leisure Services Contract:** Lack of income due to Covid-19 has had a significant impact on leisure services providers and the Council has worked with GLL to ensure the sustainability of the service.
- **Playground Improvement Schemes:** A programme of playground improvement schemes has delivered over £500,000 in Quarter 2. This is below the anticipated progress of £1.7m reported at Quarter 1. This is primarily due to supply chain issues for materials and availability of contractors. However, the playground programme is on schedule for schemes completing in Quarter 3, with more in the pipeline for completion by the end of Quarter 4.

Forward Look: Areas of Focus

- **Invest In Homes and Communities:** Further progress developments across 60 sites as part of the 'Cardiff Living' partnership. Future schemes include the Gas Works in Grangetown that will deliver a new community of 500 homes.

- Review of the Leisure Services Contract: A review is to be undertaken of the current operating model, contract management and financial sustainability of the contract.
- Community Safety and Violence Prevention: The Community Safety Partnership has established a Violence Prevention Group which is focused on preventing and reducing serious violence by taking a public health approach to understand the causes and consequences of serious violence. The Group will create a profile of Cardiff using data and intelligence from partners to inform the development of a Violence Prevention Strategy. To strengthen Cardiff's approach to developing a strategy, three sub-groups have been created which focus on Night Time Economy; Serious Violence and Serious Organised Crime; and Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV).
- Support for Unaccompanied Asylum-Seeking Children (UASC): Work with Newport Council to develop enhanced support for Unaccompanied Asylum-Seeking Children.
- Promote the Welsh Language: Present the Council's Bilingual Cardiff Strategy 2022-2027 and Welsh in Education Strategic Plan 2022-2032 to Cabinet following the consultations. Launch a mandatory eLearning module for staff in Quarter 3 along with Welsh language courses that meet the needs of learners of all levels.
- Cardiff's Physical Activity and Sport Strategy 2022-2027: Work with partners to develop Cardiff's physical activity and sport strategy, contributing to the delivery of Cardiff and Vale University Health Board's 'Move More, Eat Well' plan.
- Regional Sports Partnership: The Task & Finish report for the Regional Sports Partnership will be submitted to Cabinet who will respond to the findings and recommendations.
- Increasing Cardiff's Tree Canopy: Develop an over-arching plan for mass planting of trees, building on the Coed Caerdydd programme as part of the city's response to the Climate Emergency.

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

The pandemic has had a significant impact on Cardiff's economy, causing the extended shutdown of key sectors employing high numbers of our residents, including hospitality, retail, leisure, cultural and events, thereby putting thousands of local jobs at risk. The Universal Credit claimant count rate in Cardiff doubled at the beginning of the pandemic; however, it has since declined. Despite the lockdown restrictions, high and sustained levels of unemployment in Cardiff have been avoided, with the unemployment rate in Cardiff standing at 3.8% at the end of December 2020, which is below the UK average and the average for most other Core Cities.

The UK Government's furlough scheme has also come to an end. Initial Office for National Statistics (ONS) data show that the number of UK workers on payrolls rose by 160,000 between September and October, however the full impact of furlough coming to an end is likely to take months to emerge. Whilst the most impacted sectors within Cardiff have taken major steps towards recovery, serious challenges remain. The hospitality sector is facing labour shortages and recruitment difficulties, as many workers previously employed in this sector made a permanent shift to other industries during the lockdown period. Attendance at cultural venues and events has yet to recover to pre-pandemic levels, although good progress has been made since the reopening of this sector over the summer and autumn. Furthermore, the major projects that will drive recovery and create jobs in Cardiff, though progressing well, are being impacted by the global shortages and cost inflation of construction materials.

- **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**

Key Successes

- The Council's city recovery and renewal strategy, 'Greener, Fairer, Stronger', was launched for consultation with constructive engagement from a range of stakeholders.
- City Centre Recovery is progressing with footfall back to pre-pandemic levels.
- Major Regeneration Programme for the City Centre:
 - Metro Central: Good progress has been made on the Metro Central development, which will deliver the improved transport connectivity needed to drive an inclusive pandemic recovery.
 - Canal Quarter: In June, the Council approved the Canal Quarter Development Framework, 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.

- New Office Developments: The Capital Quarter and John Street developments are progressing, which will expand the city’s ‘grade-A’ office space offer, helping to attract new businesses and create jobs during the recovery period.
- Indoor Arena: The delivery of the new 15,000-capacity Indoor Arena at Atlantic Wharf has taken an important step forward, with the Council’s appointment of the consortium of Live Nation, Oak View Group as operators and Robertson as the developer, as well as the completion of the Full Business Case.
- Incubation Workspace: The Council and FOR Cardiff, the city’s business improvement district, have undertaken a review of potential incubation workspace in the city centre to support the start-ups and entrepreneurs that will be key in delivering a strong economic recovery.
- Heritage Buildings: Work has progressed to secure the long-term future of a number of heritage buildings:
 - Merchant Place and Cory’s buildings: 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 heritage buildings, support the regeneration of the wider local environment, and progress the Council's aspirations for the area.
 - Norwegian Church: In November, Cabinet agreed proposals regarding the transfer of the Norwegian Church – including the current lease – to the Norwegian Society, a new charitable body led by the Welsh Norwegian Society. The approach will see the charity invest in the building and take control of the day-to-day operations, which will provide a sustainable future for the Church, whilst respecting its historical links with Norway.
 - Old Library: The Council considered a report proposing to transfer use of the Old Library via long lease to the Royal Welsh College of Music & Drama. This new model will transfer the full operational and maintenance costs to the College, ensuring the sustainability of this heritage building. The College’s plans include the restoration of the building, the introduction of a series of music and performance spaces in the existing rooms and the creation of a "city living room" on the ground floor with café and creative workspace.
- Business Rates Suspension: Welsh Government have suspended business rates for hospitality and retail businesses for the entire year, providing crucial relief to two of the sectors hit hardest by the pandemic and creating the conditions to accelerate recovery.

- Strength in Places Bid: 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.
- Supporting The Recovery of The Cultural Sector and Major Events Programme: The Council has continued to work with Welsh Government, event promoters and the city's cultural venues to safely rebuild the capital's event and cultural offer as part of a co-ordinated post-Covid events strategy. This included supporting the Welsh Government's test event programme over the spring and summer, allowing residents to safely enjoy public events for the first time since the onset of the pandemic.

Cardiff Castle was the host venue for a series of music events over the summer, and the Council also supported the Titan Event at Alexandra Head, which included three nights of music.

- Music City: The Council has worked with the Cardiff Music Board to establish new arrangements for monitoring planning applications with a focus on supporting venues. Furthermore, the Council has developed a new Busking Strategy, currently subject to consultation, to support street music and animate public spaces.
- Securing the New Theatre's Future: The Council has concluded the property lease for the New Theatre with HQ Theatres & Hospitality, enabling its reopening in September. A comprehensive programme has been made available with positive trends in ticket sales and attendance.
- Reopening of Key Venues: St David's Hall, The Museum of Cardiff, Cardiff Castle and City Hall have all reopened and are hosting events and activities in line with current guidelines. Bookings across all venues are encouraging, although not yet back to pre-Covid-19 levels.

Challenges and Risks

- Labour Shortages: Due to the extended lockdown of the leisure and hospitality sectors during the pandemic, many workers previously employed in these sectors have made a permanent move to other sectors, creating labour shortages in hospitality and leisure businesses in the city. To address this issue, the Council's Into Work Service is working with the hotel and hospitality sectors to address the industry's recruitment concerns, which involves highlighting work opportunities in the sector to large parts of our communities who have found it difficult to access employment.
- Material Shortages and Cost Inflation: In recent months, shortages and cost increases in key materials, including cement, timber and metal, have created a potentially significant risk for the delivery of the Council's major development projects, in terms of delayed timescales and project costs. The Council is reviewing all affected projects, and controls have been put in place to reduce further risk to the programmes, including

discussions with Welsh Government and negotiation of Covid-19 clauses with contractors.

- **Cultural Venues, Events & Tourism:** The local and international travel restrictions and the ongoing shutdown of the cultural and events sectors during the pandemic has had a significant impact on visitor numbers, the tourism economy and the associated benefits to the broader economy resulting in significant lost income to the Council. This income loss has been mitigated through effective working with Finance, as well as the Welsh Government's Hardship Fund. This fund has been extended to the end of the financial year but with no clarity on any provisions beyond this point, there is a risk of significant ongoing income pressures for the Council in terms of culture and events-related services.
- **End of Furlough Scheme:** Initial data released from the ONS shows that, despite the furlough scheme ending, the number of UK workers on payrolls rose by 160,000 between September and October to 29.3 million. While this is a positive sign, the ONS have stated that it could take several months to see the full impact of furlough coming to an end. Any changes to unemployment must be monitored, not least given the potential increase in demand for Council services. Referrals to the Into Work Service were already at an all-time high in October 2021 and the number of people claiming Universal Credit have increased by 19,000 in March 2020 to over 36,000 in June 2021, with the figure remaining relatively constant since. The number of customers supported and assisted with their claims for Universal Credit is already 75% above the projected target for the year.

Forward Look: Areas of Focus

Leading the economic recovery in Wales

- **City Centre Recovery Strategy:** Cabinet will consider the City Centre Recovery Strategy in December, which was informed by engagement sessions undertaken over the summer with key stakeholders.
- **Canal Quarter:** Over the coming months, the Council will continue to work with the landowners of the site to develop proposals for the Canal Quarter.
- **Central Quay:** The first phases of the Central Quay development are now being brought forward, which will deliver a vital link between the city centre and Cardiff Bay.
- **Indoor Arena:** The Indoor Arena will continue to be progressed in the coming months, with approval of the Full Business Case and submission of the planning application expected later this year.
- **International Sports Village:** The Council is currently negotiating the acquisition of land to deliver the next phase of the International Sports Village, which will include new sports, leisure and hospitality facilities. A report on this land acquisition, as well as an updated masterplan for the proposed velodrome, will be completed later in the year.

- Transforming Towns Fund Bid: A funding bid has been developed to submit to the Welsh Government's Transforming Towns Fund to invest in the marketing and promotion of the city centre.
- Corporate Joint Committee (CJC): The Cardiff Capital Region City Deal has been leading the development of arrangements to transition its current structure into the Corporate Joint Committee. A transition board has been established to facilitate this, and the Leader of Cardiff Council is represented on the board. A report was taken to the Cardiff Capital City Deal Region City Deal Cabinet in September 2021 that established the core principle that "There is no threat to LA services with the assumption that functions, services and resourcing are being pulled from the centre not local authorities".

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

- Fund for Business Growth: The Council is working with Welsh Government to establish a new fund to support business growth.
- New Office and Incubation Space: Proposals are being brought forward for new incubation 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 to provide office accommodation. Furthermore, a venture initiative is currently taking place that includes the establishment of a fintech foundry at the Tramshed. Active discussions are also taking place to establish a city-wide innovation space, as well as an incubation and start-up space in Millennium Plaza.

Supporting the recovery of the cultural sector and major events programme

- Signature Music Event: A revised plan for holding the Covid-delayed Signature Music Event is currently being established, with the event expected to be held in 2022.
- FIFA World Cup 2030 Bid: Over the coming months, the Council will continue to work in partnership with the Welsh Government, Principality Stadium and the Football Association of Wales (FAW) to inform the feasibility of a 2030 FIFA Football World Cup bid.
- Future of St David's Hall: The Council will continue discussions with stakeholders regarding the long-term sustainability of St David's Hall and detailed condition survey of St David's Hall has been undertaken. The Corporate Property Strategy 2021-26, which includes the condition survey, will be brought to Cabinet for consideration in December.

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

The Council recognises that the climate emergency remains the defining global challenge. The impacts of climate change are putting tens of millions of people across the globe at direct risk, and these issues are already impacting the Cardiff area and its population.

The One Planet Cardiff Strategy sets out a response to the Climate Emergency and the commitment to becoming to carbon neutral by 2030.

- **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**

Key Successes

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

- One Planet Cardiff Strategy: A Final One Planet Cardiff Strategy and Action Plan were approved by Cabinet in October 2021. The document contains a detailed analysis of the carbon footprint of both the city and the Council, assesses the carbon reduction impacts of current projects and strategies, and sets out target areas for action over the next decade.
- Achieving Carbon Neutrality: Since the draft One Planet Cardiff strategy was launched in October 2020, a number of key projects have been progressed that will support the Council in achieving the ambition of carbon neutrality, including:
 - Continuing the energy efficiency retrofit of the Council's estate.
 - Rationalisation of the Council fleet, with the start of a transition to electric vehicles underway.
 - Securing the first phase of a low carbon district heat network serving Cardiff Bay.
 - The allocation of Capital Funding to accelerate several new projects, such as Heat Source Pumps at Rhiwbina Library, Carbon Reduction and Heat Recovery at Thornhill Crematorium, an Electric Vehicle Charging Pilot, improved real-time air quality monitoring and improved food composting for nine schools.
 - A commitment to design all forthcoming new building to near zero carbon performance levels from 2024.
 - Developing a wide-reaching public engagement and behaviour change programme with the Centre for Climate Change and Social Transformation (CAST).
 - In addition, the 9MW solar farm at Lamby Way is now operational.

- Climate Emergency Board: A Climate Emergency Board has been established, with the Public Services Board, to identify and implement mutually beneficial projects in partnership, and to aggregate the effects of collective carbon reduction plans.
- Mapping Fresh Food Outlets: Following completion of the mapping of fresh food outlets in June 2021, discussions have been ongoing with Public Health Wales to feed the findings into projects that are being established to increase access to fresh food in areas that have been identified as deficient.

Ensuring High Quality Natural Environment

- Clean Air Plan: The Clean Air Plan continues to be delivered in collaboration with Welsh Government. As part of this, the Bus Retrofit Scheme, whereby 49 buses have been upgraded to meet the latest Euro 6 emission standard and improve Nitrogen Oxide (NOx) emissions by over 90%, is nearing completion. Additionally, using Clean Air Funding, an initial five Wheelchair Accessible Taxis have been acquired in advance of launching the taxi lease scheme later in 2021.
- Ferry Road Landfill: Work is being undertaken with Natural Resources Wales and specialist landfill contractors to identify the source of a leak and upgrade the existing infrastructure to ensure that the leachate management system is fully operational moving forward.

Transforming Cardiff's public transport and active travel systems

- Bus Strategy Consultation: The Council's consultation, which will inform the development of the Bus Strategy, opened in October 2021. The six-week consultation aims to engage with the public, key stakeholders, as well as hard to reach groups.
- Public Transport and Network Improvements: Projects are progressing well, in partnership with Welsh Government, Transport for Wales and other Local Authorities in the Cardiff City Region:
 - An Outline Business Case has been prepared for the Crossrail.
 - New stations are being developed in Cardiff Bay, Crwys Road and Butetown.
 - Further Metro studies are being undertaken to progress Phase 1 from the City Centre to Cardiff Bay.
 - WelTAG (Welsh transport appraisal guidance) 2 Phase 1 work for the Northwest Corridor is in progress.
 - The brief for the Eastern Corridor WelTAG Stage 2 study is being prepared.
 - The Park and Ride at Junction 33 is continuing to advance.
- City Centre (Loop) Network Improvements: Improvements are continuing to be progressed:
 - *Central Square*: Construction is progressing, and phase change has been implemented.

- *Castle Street*: The temporary scheme was completed in October 2021.
 - *City Centre East*: The scheme has been tendered and returned, with contractors on site.
 - *Boulevard De Nantes*: Whilst the scheme has been delayed due to Covid-19 and programme pressures, detailed design has restarted.
- Safe Cycling Network: The Council is continuing to expand its safe cycling network, with the Cross City Scheme nearing completion and the Bay Pop Up Cycleway now complete. The Cycleway 1 Scheme also entered on site in September 2021.
 - Promoting Safe and Active Travel in Schools: 127 schools have either produced or are progressing the development of Active Travel Plans, meaning almost all of Cardiff's schools have a plan in place. Additionally, using active travel funding, a number of small-scale infrastructure improvements, as well as larger schemes, are being progressed in schools across Cardiff.
 - Adopting a Healthy Streets Initiative: Healthy Street principles are being delivered through a number of schemes, with sustainable drainage being included as part of new cycleway schemes. New innovative design features have also been introduced across Cardiff such as blended footways within the Crwys Road Safety Scheme and regeneration improvements on Cowbridge Road East. An artist-designed zebra crossing has also been implemented on Cowbridge Road East.

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

- Replacement Local Development Plan (LDP): Consultation on the Replacement LDP draft Vision and Objectives is complete, as well as the draft Integrated Sustainability Appraisal Scoping Report and Call for Candidate Sites. The revised Vision and Objectives, as well as the Integrated Sustainability Appraisal Scoping Report, were approved following pre-decision Scrutiny in September 2021.
- Sustainable and Well-Connected Communities: Work continues to embed the master-planning and placemaking principles within major development proposals, including Strategic Sites identified in the adopted Local Development Plan.
- Green Infrastructure: Revised Replacement LDP Vision and Objectives prioritise the protection and enhancement of Green (and Blue) Infrastructure. Work to prepare a Green Infrastructure Assessment to support the preparation of the Replacement LDP is ongoing.

Building resilience into our highway network

- Resurfacing Roads: Approximately 28,000m² of resurfacing has been delivered on high-speed route, namely the A4232, A48 and A4234 (Central Link). The carriageway micro asphalt treatment programme has commenced, and the footway reconstruction works are ongoing. Localised resurfacing and patching works have continued throughout Quarter 2. Delivery rates and quality remain on track.

Making Cardiff a world-leading recycling City

- Programme of Service Improvement in Waste services: Strengthened operational management arrangements are now in place. Work has been progressed to establish a modern fleet, with digital systems that provide real-time information on delivery. The 4-day week has been introduced which has eliminated the bank holiday disruption. Productivity has also improved with each shift now working 9 hours per day, collecting two pickups. Rounds are being completed 5 hours faster, so litter is being taken off the streets much sooner and the teams are now working 90-100% of their contracted hours.
- Recycling Performance: The service adaptations to the Household Waste Recycling Centres have increased recycling rates from 80% to 85%, which is amongst the highest in Wales. A Reuse Shop opened at Lamby Way Recycling Centre in August 2021 and has sold over 5,000 items to date. Work is also ongoing to develop a new Recycling Strategy for the city, informed by collections modelling to understand the areas of improvement and interventions necessary to drive up performance.
- Education and Enforcement: Alongside the Pink Sticker Campaign, a dedicated Recycling Education Team has been established to target areas with the highest levels of contamination, to encourage improvements in recycling behaviour.

Working as one team to keep our streets clean

- 'Love Where you Live': The student campaign has commenced as planned, with activities so far including:
 - A letter has been sent to all 3,500 student-registered properties, welcoming them to Cardiff and enclosing a recycling one-step guide.
 - The Council has door-knocked over 4,000 properties and spoken to over 700 students.
 - The Council attended Fresher's Fairs across all three universities, speaking with 1,000 students.
 - Pop-up outreach sessions have been held in Cathays.
 - The Council has created a new suite of communication materials which are downloadable online.
 - Bags and recycling equipment have been delivered to over 1,000 student properties.

Challenges and Risks

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

- Cardiff Heat Network: An easement is required for the connection of the heat pipes between the Viridor Energy from Waste Plant and the back-up energy centre. The terms for the easement were agreed in the spring, however, the Council is still in the process

of gathering approval to proceed. Though the risk of failure to secure the easement appears to be low, the time delay and uncertainty is now exerting pressure on the project delivery timeline.

- Housing Retrofit Activity: The Council has recognised the need for a major upscale in housing retrofit activity, especially in privately owned housing, in order to address the city-wide carbon challenge. Issues and risks exist as a significant upscaling of activity may be inhibited by a potential skills and materials shortage, given the similar project ambitions across the UK. Additionally, building works are significantly increasing in costs due to a combination of Covid-19, Brexit, and customer demand.

Further to this, one of the Council's Housing Energy Retrofit Projects, a 250-unit Welsh Government grant-funded scheme, is delayed. This is due to Welsh Government's Arbed scheme ending on 3 November 2021. Alternative funding and delivery mechanisms are being discussed in order for the scheme to progress. If discussions are successful, there will be a significant delay to the project as a full procurement will need to be undertaken prior to the works taking place.

- Supporting the Transition to Clean Vehicles: Further work is required to ensure that the Council achieves its electric vehicle transition targets, and this forms part of a wider programme of service transformation work. Additionally, the number of Electric Vehicle Charging Points (EVCP) across the city has not increased since Quarter 1. However, the authority has been working with the Cardiff Capital Region to appoint a contractor to facilitate the increase in Electric Charging Points across the region and meet the corporate plan target. As part of this contract, 14 dual charge points are scheduled to be installed by the end of March. Further work is ongoing to facilitate the installation of EVCPs into existing Streetlights, with a further 35 EVCPs being installed by the end of March.

Transforming Cardiff's public transport and active travel systems

- Covid-19 and Public Transport: Lockdowns and the requirements of social distancing had a major impact on public transport, particularly municipal bus companies, with passenger numbers falling drastically and services reduced. Work is needed to understand the long-term trends of public transport post-Covid and effectively manage the impact on mobility and ensure passenger numbers recover across the wider public transport network.
- Castle Street: In June 2021, Cabinet took the decision to implement a Clean Air Scheme for Castle Street on an interim basis allowing data to be gathered that would inform a permanent scheme. The scheme reflects the original proposal approved by Welsh Government's independent expert panel and signed off by Ministers in December 2019. Officers are continuing to engage with Welsh Government to ensure that the delivery timetable and funding arrangements for a permanent option can be agreed and that air quality objectives are achieved.

- Strategic Transport Projects: The programme of future Metro improvements, as well as public transport network improvements, is subject to securing funding through the preparation of business cases with key partners. Additionally, the nationwide shortage of construction materials has the potential to affect the delivery of all strategic, capital transport projects. Ensuring scheme delivery is a key priority moving forward; programmes and projects are being prioritised and the Council is closely engaging with key stakeholders and partners.
- Rollout of the E-bike Fleet: Whilst six sites were installed in September 2021, and planning is underway for the installation of an additional nine sites subject to suitability, the September target date, of delivering 125 bikes in up to 15 rental stations, has not been met. This is due to Covid-19 impacting on contractor availability and the ability to complete this type of work on street. The e-bike scheme has also been temporarily suspended as damaged bikes are repaired, stolen bikes replaced and learning from other cities which have experienced similar issues is reviewed. Work is ongoing with partners, including South Wales Police, to target hotspots areas, strengthen bike security arrangements and review routes to safeguard the scheme.

Flood risk

- Managing Flood Risk in Cardiff: The frequency and severity of floods is increasing and is expected to further increase as a result of climate change. Welsh Government have recently released updated TAN 15 (technical advice note 15) guidance on planning for flood and coastal erosion, which recognises the varying degrees of flood risk, now and in the future. The guidance includes maps for planning which divide areas into flood zones and highlight the type of future development permitted. Welsh Government plan to implement the guidance in June 2023 after further consultation. The requirement for an effective approach to flood defence to mitigate the exposure to flooding and ensure as many new development sites as possible fall within areas of permitted developments represents a strategic priority.
- Coastal Defence Improvements in Cardiff East: Whilst a draft Full Business Case (FBC) has been submitted to Welsh Government, issues remain with the marine licence and getting full permissions from Natural Resources Wales (NRW) to work in the river and sites of special scientific interest (SSSI) within specified timescales. Meetings are ongoing with NRW, with the support of Welsh Government, to achieve the granting of licenses within time to allow commencement of construction in 2022.

Waste and street scene

- Achieving Statutory Recycling Targets: The result for Quarter 2 was 57.74%, which is below the 64% statutory recycling performance target. Meeting the target remains a significant performance challenge for the Council and continues to pose a financial risk. A new Recycling Strategy is currently under development to demonstrate commitment to achieving the target, and a programme of work to address under-performance is being developed in partnership with Welsh Government, WRAP and the WLGA. As part of this, the Council has implemented a new service model for waste and recycling

collections in the city, including re-modelled collections rounds and embedding a four-day working week across the service.

- Transforming Delivery within Waste Services: The shift to the four-day working week model has represented a significant operational challenge. Whilst the approach will deliver an improved service as well as productivity gains there has been disruption as over 500 collection rounds were redesigned. This disruption also accounted for an increase in the number of complaints received in relation to waste. However, as the new model becomes embedded, it is anticipated that any further missed collections will be minimal.
- Shortage of HGV Drivers: The national shortage of HGV drivers is impacting the delivery of recycling and waste collection services. A media campaign has been designed to promote working for the service, and internal training of Officers wanting to become HGV drivers is ongoing.
- Education and Enforcement Actions: The number of education and enforcement actions per month, relating to improving recycling behaviour by citizens, is currently significantly below target. Activity has been limited because of some of the constraints associated with managing the pandemic, but it is anticipated that education and enforcement action will increase over the next two quarters.
- Variation in standards of street cleanliness across the city: The number of wards in Cardiff where 90% of the highways land inspected is of a 'high' or 'acceptable' standard of cleanliness is currently below target; the Quarter 2 target was 29 but the result was 21. Wards that did not meet high or acceptable standards include:
 - Butetown, Ely, Grangetown, Pentwyn, Penylan, Plasnewydd, Splott and Trowbridge in July 2021.
 - Butetown, Caerau, Ely, Grangetown, Pentwyn, Penylan and Plasnewydd in August 2021, and
 - Llanrumney and Trowbridge in September 2021.

Forward Look: Areas of Focus

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

- As the final One Planet Cardiff strategy and action plan has been approved by Cabinet, moving forward, an annual monitoring report will be produced to document progress and to highlight the contribution of new projects and initiatives as they emerge. Work will be undertaken with corporate partners to map next steps, and focus will be placed on organisational development and staff engagement.
- The Taxi Lease Scheme is due to be launched in December 2021. The scheme, funded by Welsh Government, has involved the Council purchasing 5 Wheelchair Accessible, fully electric taxis, which will be leased to existing, licensed Hackney taxi drivers on a long-term basis. The scheme will support drivers to move towards using EV taxis, thus

helping improve the emission standard of the Cardiff taxi fleet. If the initial 5 vehicles show high demand, the Council has the opportunity to acquire a further 10 vehicles to enhance the scheme.

Transforming Cardiff's public transport and active travel systems

- Work will continue to progress the completion of cycleways:
 - Hailey Park: The Scheme is awaiting tender following consultation outcome.
 - Cycleway 5: The Scheme is out to consultation and awaiting tender launch. It is scheduled to be on site in Quarter 4.
 - Cycleway 1: The Controlled Parking Scheme is to follow in early 2022.
- In relation to rolling-out 20mph speed limits in Whitchurch & Tongwynlais, Llandaff North, Rhiwbina, and Heath, the Traffic Regulation Orders for the Welsh Government Phase 1 Pilot scheme are due to be sealed in early December 2021.
- Stakeholder and Member Engagement sessions to develop Boulevard De Nantes, as part of the City Centre (Loop) Network Improvements Upgrade, will be held in Quarter 3 and Quarter 4.
- A planning submission for the bridge crossing scheme at Llanrumney is expected in Quarter 3; final designs and consultation are being undertaken.
- The next five School Streets schemes are due to be implemented in Quarter 3 and further schemes will commence in Quarter 4.
- The Intelligent Transport System (ITS) Strategy is planned to be reported to Cabinet in 2022.

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

- Replacement Local Development Plan: A 10-week consultation on strategic options for the Local Development Plan (LDP) will be held between 30th November 2021 and 8th February 2022. The consultation will seek feedback on options for housing and jobs growth to 2036 and the possible ways for meeting this growth. Additional targeted consultation will be undertaken through focused workshops, public drop in face to face events and engagement with stakeholder groups and networks
- Strategic Development Plan: Dialogue is ongoing with Welsh Government regarding new regional strategic planning arrangements, under which Corporate Joint Committees (CJCs) will oversee the preparation of the new Strategic Development Plan.

Enhancing Cardiff's flood defences

- The construction of coastal defence improvements in Cardiff East is planned to commence in 2022. A Pre-Qualification Questionnaire (PQQ) has been issued, with

returns requested by mid-October 2021. This will form the basis for the contract tendering process for Quarter 3.

- Following Welsh Government's announcement that the proposed revision to TAN 15 has been delayed until June 2023, Local Authorities are preparing Strategic Flood Consequences Assessments (SFCAs) to inform the revised TAN 15, including flood risk "maps". Work is also being undertaken with Welsh Government officials on the wording of any revised policy. Cardiff, along with all other Local Authorities in the south-east Wales region, have commissioned a SFCA which is due to be completed in the summer of 2022 to inform the review of the Local Development Plan as well as the emerging Strategic Development Plan for the Cardiff City Region.

Making Cardiff a world-leading recycling city

- The Recycling Services Strategy will be presented to Cabinet in December. The glass bottles and jars collection proposal has been modified following work with WRAP as part of business case development work. The recycling collection model will incorporate a separate collection of bottles and jars, alongside containers and fibres, and will be delivered in 2022/23.

Working as one team to keep our streets clean

- In terms of delivering a comprehensive programme of improvement to the Council's Street Scene services, consultation with trade unions regarding the new model is planned for Quarter 3.
- A review meeting with community groups, to share best practice regarding 'Love Where you Live' and to identify opportunities to improve support, is planned for Quarter 3.

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

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

Key Successes

Developing a comprehensive programme of organisational recovery and renewal

- Organisational Recovery: The Council is continuing to adapt to the challenges and opportunities of its new operating environment as the city emerges from the current phase of the pandemic. Progress is ongoing in respect of organisational recovery, with focus placed on reshaping the Council's service model under the themes of People, Accommodation, Customer and Technology.
- Adopting a Hybrid Working Model: The Council is continuing to progress the development of a 'hybrid' working model for staff, which seeks to maintain the benefits of increased home and flexible working arrangements experienced since the onset of the pandemic, whilst mitigating risks identified, such as ensuring home environments are both safe and appropriate for work.
- Hybrid Working Staff Survey: A comprehensive programme of engagement was undertaken with staff as part of the work to develop a Hybrid Working model. The survey was launched in the summer, with a video setting out the rationale and principles for developing a Hybrid Working approach. The survey received 2,851 responses, with good representation from across the Council. Focus groups were also convened in October to engage with younger members of staff (particularly apprentices and new starters), Parents and Carers, those identifying as disabled, those living alone and managers. The focus groups were all fully subscribed, with good representation from across service areas.

The majority of respondents to the survey (80%) were either working hybrid or working from home. For those working from home there were high levels of satisfaction, circa 90%, whilst those working on site reported 75% satisfaction levels. The benefits of working from home included no commuting, increased flexibility, improved work-life balance, whilst the drawbacks primarily related to missing colleagues; finding it harder to differentiate home and work and IT problems. For those working from home:

- 70% reported increased productivity (70%),
- 63% a higher workload (63%),
- 66% improved wellbeing (66%),
- 57% less stress,
- 80% felt supported by their manager,
- 88% of managers felt they have had sufficient contact with their team,
- 80% of managers reported that they had been able to support their staff.

The majority (90%) of those working on site felt very “happy or happy/neutral” about colleagues working remotely, however 30% felt that it had made their job harder.

Additionally, Audit Wales have provided the Council with a positive assessment regarding the shift to hybrid working and organisational recovering, 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.”*

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

- Digital Media Footprint: Residents are increasingly connecting with the Council through digital media channels: the Council now has 45,500 followers on Facebook and over 9,000 followers on Instagram. Additionally, the number of residents viewing the Council’s webcasts (the Council’s streams Full Council, Planning Committee, Scrutiny Committees, Audit Committee and Cabinet meetings) is increasing; the Council had just over 7,700 total hits in Quarter 2.
- Cardiff Gov App: Cardiff Gov App downloads have exceeded 45,000. The Council has continued to see a high take up of new services introduced through apps, with 75% of address look-ups for missed waste collections taking place via the App and web.

Delivering fewer and better Council buildings

- Property Strategy: 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. An interim plan was adopted in 2020/21, given the disruptive impact of Covid-19 on long-term planning, which will be reported to Cabinet in December. The development of a new five-year Property Strategy will also be considered by Cabinet in December.
- City Hall: Property condition information has been collated to understand urgent and priority works. A detailed conditions survey has also been undertaken to inform proposals for the future of the building, aligned with the Council’s post-Covid workforce planning and One Planet Cardiff carbon reduction initiatives.

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

- Support Staff Wellbeing: Work to support staff mental wellbeing is ongoing:
 - Wellbeing information is provided to staff on a weekly basis.
 - The Health and Wellbeing Intranet set has been updated to be more user-friendly.
 - Virtual Awareness sessions are regularly held for staff, including sepsis and screening talks. Wellbeing sessions are also regularly held on topics such as improving sleep, anxiety and returning to work.
 - A Neurodiversity Guide has been created.
 - Carefirst support continues to be promoted, including webinars.
 - I-Act training is being provided to managers and employees.
 - One-to-one support is provided for employees suffering with anxiety, bereavement reaction, as well as depression.
- Gold Level Corporate Health Standard Award: Work to achieve the Gold Standard is also ongoing with monthly newsletters shared with staff and extensive engagement work with employee networks to ensure that information relevant to the networks is promoted. Healthy Travel information continues to be provided to support the delivery of the Healthy Travel Charter and to ensure that Cardiff meets in targets by April 2022.
- Addressing Barriers to Recruitment: 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. A specific survey has also been undertaken with the Black, Asian and Minority Ethnic Network, as well as the Women's Network, to identify barriers to recruitment and develop appropriate interventions. A programme of additional HR support has also been established to support Network members.
- Independent Recruitment Panel Process: The principle of an independent recruitment panel process has been agreed and the processes for implementation are being worked through.
- Cardiff Work Staff: Cardiff Works staff, who have been in long-term placements – of 4+ years – are now in permanent roles. Managers across the Local Authority have also been notified of their long-term placements' entitlements; long-term placements are being reviewed and managers are being challenged to advertise roles that are regular and continuous.

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

- Contract Management: Cardiff Council spends circa £450m each year on a diverse range of goods, services and works. In addition to controls within the ordering and payments process, spend data is extracted, cleansed and analysed to allow a quarterly report to be developed and presented to the Senior Management Team (SMT). These reports

provide SMT with an overview of all procurement spend and provide assurance in terms of adherence to the Council Contract Standing Orders and Procurement Rules. 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. In addition, the quarterly updates are used as an opportunity to report progress against wider policy priorities including decarbonisation and social value.

- Socially Responsible Procurement: At the end of Quarter 2, 49.2% of Council spend is with Cardiff-based organisations, against an annual target of 52%, whilst 65.3% of its spend is with Cardiff Capital Region based organisations and 69.3% is with Welsh-based organisations, alongside this 6.10% of those new contracts also include social value commitments.

Work is ongoing to accelerate the TOMs (Themes, Outcomes, Measures) 'Social Value' Portal (SVP) approach. The Contract Forward Plan is currently being utilised to identify tenders where TOMs/ SVP can be included within tender documentation. TOMs and SVP training has also been provided to Procurement staff, as well as to suppliers on the SEWSCAP Framework.

A review of the Socially Responsible Procurement Policy has been undertaken. A detailed analysis of spend data has been completed and work is ongoing to analyse organisations registered to supply Cardiff Council on the PROACTIS tool. This analysis will be used to finalise a Social Enterprise/ Third Sector action plan. The Council's 'Selling to the Council' Guide has also been updated and re-advertised to Cardiff's Third Sector organisations.

- Increasing Opportunities for Social Enterprises: A project with C3SC has commenced to identify options for increasing opportunities for social enterprises to secure council contracts.
- Procurement Strategy: A draft strategy, that promotes fair work, the Foundational Economy and One Planet Cardiff objectives, has been developed and targeted consultation has begun.

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

- Mid-Year Complaints and Compliments report: The Council has formally presented data on complaints and compliments, responding to the requirement to produce a half-yearly report, which has been considered by the Governance and Audit Committee. The number of complaints has increased, with the number received during Quarter 1 and Quarter 2 (2,248 complaints) suggesting the end of year position will be higher than the position reported in previous year (2,537). The majority of complaints received relate to the Council's Waste, Housing and Highways, Traffic and Transport services.
- Scrutiny Committee Recommendations: 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. During the first 6 months of the 2021/22 financial year, the Council's scrutiny committees made 30 recommendations. Of these recommendations 56% have been accepted or partially accepted and none have been rejected, though a decision is awaited on 13 recommendations. Engagement with the scrutiny process has also been high, with 100% attendance by officers and almost 98% attendance by Cabinet members invited to attend over the past 6 months. Further refinements in recording the output (recommendations) of scrutiny committees are planned and will enable effective annual comparison of the quality of output, and continued strengthening of governance arrangements, to support the self-assessment requirements of the Local Government and Elections (Wales) Act 2021.

Challenges and Risks

- **Financial Resilience:** The ongoing Covid-19 pandemic continues to have a significant financial impact on the Council. This is being evidenced through both additional expenditure pressures and reduced income generation across services. These additional expenditure pressures have varied in nature but have included both the need to change the way services are delivered and also the requirement to react to additional and different demand pressures being faced. In relation to income, losses have been experienced in a number of directorates and as the year progresses, there will be a need to track how those services are delivering against the income levels budgeted for in year.

In response to these financial pressures, Welsh Government has continued to support Covid-19 impacts, through the Covid-19 Hardship Fund, and has committed to continue funding arrangements across Wales for 2021/22 in areas where the pandemic continues to demand an additional expenditure or result in lost income.

Over and above the Covid-19 crisis, certain directorates continue to face long-standing and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. There are particular pressures evident in Children's Services, Economic Development and Education & Lifelong Learning, with smaller, but not insignificant, overspends within Planning, Transport and Environment, and Governance and Legal Services. Enhanced service planning and tight budget monitoring is needed to ensure clear accountabilities, metrics and targets.

Moving forward, there is also a need to ensure that demand pressures are picked up early, as well as where demand for services does not return to anticipated levels, particularly with respect to income generating services. Additionally, a sharper focus will need to continue to be placed on the capital position, as increases in costs and supply pressures are beginning to have consequences in terms of the delivery of the capital programme.

- **Maintenance Backlog:** The Council is facing a maintenance backlog for the city's most historic venues and buildings. A new approach has been outlined for Old Library and

the Norwegian Church and the Council has been exploring new and inventive ways of safeguarding the future of other historic venues. This includes exploring new delivery arrangements with third party operators who respect and value the heritage of the venues, are committed to delivering social value and help limit the Council's financial risks and commitments.

- **Sickness Absence:** Significant improvements were seen in sickness absence levels throughout 2020/21, with the increase in sickness absences correlating with the easing of pandemic restrictions. The Quarter 2 sickness absence result shows that the Council is currently above target, at 10.76 working days/ shifts lost, per full-time equivalent (FTE) Local Authority employee, against a target of 9.5. Much of this increase relates to a large number of staff absent due to Covid-19, with the forecasted result dropping to 9.77 FTE days if Covid sicknesses are removed, only slightly above target.

Sickness absence is not uniform across the Council, with sickness particularly high in Street Scene, Adult Services and Housing and Communities. A targeted approach will continue to be applied to improve performance. Furthermore, a continued focus is being placed on reducing long term sickness absence, with additional corporate support being provided for complex cases. Emphasis is being placed on active ongoing management action to improve performance in this area.

Forward Look: Areas of Focus

- Hybrid working: The Council will continue to develop its model for hybrid working, including assessing how a shift to hybrid and agile working will be managed in each service area and the office and technology requirements needed to support this new approach. With the requirement to work from home for many staff likely to stay in place over the winter month a continued focus will be placed on supporting staff wellbeing.
- The Council will continue to deliver the current year (2021/22) Budget Strategy, with a focus on key risk areas, including Social Care and general income achievability. The Council will also continue to develop the Budget Strategy for 2022/23 and a robust Medium Term Financial Plan (MTPF), including:
 - Budget Strategy agreement by March 2022
 - Financial sustainability beyond 1 April 2022, as well as beyond Covid Hardship support.
 - Focus on future capital plans in addition to revenue MTPF
- The Council's Planning and Performance Framework- which respond to the new performance requirements of the Local Government and Wellbeing Act (Wales) 2021- and Data Strategy will be considered by Cabinet in Quarter 4.
- The Corporate Property Strategy 2021-26 will be considered by Cabinet in December and will include an update on the interim Annual Property Plan set for 2021/22. The

new Corporate Property Strategy will set out the approach for managing the Operational, Non-Operational and Investment Portfolios. It will set the strategic direction, performance targets, key processes and governance relating to the management of the Council's land and property estate over the next five years. The strategy will focus on the modernisation of the operational estate to support service delivery and the transition to hybrid working. It will also support delivery of the One Planet Cardiff strategy by reducing the carbon impact of the Council's estate as part of the move to net zero by 2030.

- Cardiff Works' application process, including assessments, is to be placed completely online by introducing an online portal. This will significantly speed up the application process and ensure that candidates do not need to attend in-person to register. The job matching ICT solution is currently in the prototype phase with the software developer.
- The draft Socially Responsible Procurement Strategy is to be finalised and approved.

Well-being Objective 8: Managing the Covid-19 pandemic – Summary

Despite the success of the vaccination programme and the lifting of social distancing restrictions, there is a need to remain cautious, which has been highlighted by the recent emergence of the Omicron variant. The national policy position is cautiously recognising Covid-19 as a vaccine-preventable disease, where immunisation is the most critical first line of defence, complemented by isolation and testing of symptomatic individuals; surveillance and risk-based response to incidents and outbreaks of the infection.

The ongoing monitoring of new variants – most notably the Omicron variant - will remain critical and the Council will need to respond to any changes in national policy in order to keep citizens and staff safe, and continue to adapt and delivery local services, particularly to the city’s most vulnerable people.

Key Successes

- Delivery of the Mass Vaccination Programme: Delivery of the Mass Vaccination Programme continues, with the Council providing logistical support at vaccine centres. As of 9 November 2021, 841,332 vaccinations have been given in total² in the Cardiff and Vale University Health Board area.
- Outbreak Management: The Council continues to investigate and manage sporadic cases and incidents of Covid-19, as well as other communicable diseases, in care homes and domiciliary care providers across the region. Multi-agency Covid-19 management meetings are continuing fortnightly, and provider meetings continue to be held monthly.
- Work of Cardiff’s Ethnic Minority Sub-Group: The Sub-Group has completed their initial work plan and are now focusing on long-term work, particularly improving health outcomes for ethnic minority groups. A new full-time role has been created, with funding from the University Health Board, to deliver community engagement on issues such as immunisation and screening services. Work has continued to engage with communities and demographic groups with lower vaccine uptake. As part of this, leaflets, regarding Covid-19 vaccination in various community languages, have been produced and disseminated.
- Covid-19 Homeless Task Group: A Covid-19 Homeless Task Group has been established, for providers to share best practice regarding reopening services, as well as risk management. Meetings are also utilised to review Covid-related matters such as Personal Protective Equipment (PPE), vaccinations and testing.
- Corporate Covid-19 Policy: Corporate Covid-19 guidance continues to be updated in line with Welsh Government and Public Health Wales advice. More recently, the guidance

² The total is made up of 1st dose (395,438), 2nd dose (359,855), 3rd dose (5,490) and boosters (78,310).

has been updated to reflect the move to level 'zero', with information and support provided regarding the revised Covid-19 risk assessment, which now determines reasonable measures a service should implement to reduce transmission of the virus. When the corporate Covid-19 risk assessment is updated, a communication email is sent to all managers, requiring them to complete it.

- Staff Testing: Arrangements for council and partner staff to access PCR and Lateral Flow testing are in place and working well. The Covid-19 testing mailbox is monitored 7 days a week, with referrals sent to the University Health Board testing service as soon as all of the required information has been received.
- Covid-19 Pass: Discussions are underway with Welsh Government to support venues with Covid-pass/ Lateral Flow testing following the announcement relating to nightclub and event access. The Council will act as a local distributor where necessary.
- Enforcing Compliance with Covid-19 Regulations: The work of Covid-19 Enforcement Teams continues to ensure compliance with regulations, with detailed advice being given to individual businesses to support them in operating safely. The team issued 2 Premises Improvement Notices to businesses in Cardiff during Quarter 2.

Challenges and Risks

- Variants of concern: The ongoing monitoring of new variants – most notably the Omicron variant – will remain critical and the Council will need to respond to any changes in national policy in order to keep citizens and staff safe, and continue to adapt and deliver local services, particularly to the city's most vulnerable people.
- Test, Trace, Protect: Cases increased significantly in Quarter 2, particularly in schools, with numbers similar to case rates experienced in December 2020, putting pressure on the TTP service, which had no additional staff resource or service delivery tools to manage the increase. Significant challenges remain with timely recruitment, and retention, of temporary staff from agencies. The service is working with Welsh Government and Public Health Wales on the modelling of a new contact tracing service.
- Shared Regulatory Services: Public Protection services are under increasing pressure. The need to respond to the Coronavirus outbreak has created pressure on the service, not least through the secondment of significant Public Protection resource into the wider public health arena. That requirement is ongoing and has impacted business-as-usual given that aspects of Public Protection work have been suspended or adapted.

There are challenges relating to service delivery going forward. Much of the pandemic work is funded by Welsh Government and will end in March 2022. Existing staff levels and demographics also present concerns about future resilience, including a decline in specialist skills and knowledge not readily available within local government, or in the wider labour market. It is also becoming increasingly difficult to systematically recruit and train new environmental health and trading standards officers. A national report – "Public Protection Services in Wales Building for the Future" – published in November

2021 by the Directors of Public Protection Wales (DPPW) makes a series of recommendations to support the sustainability of the service.

- International Travellers: With increased volumes of international travellers, follow-up calls have ceased. Investigations are being undertaken into updating the customer relationship management (CRM) system, so that follow-up calls can be replaced by an automated text message. 'Red' list arrivals are managed via quarantine facilities, and 'Amber' and 'Green' list arrivals are prioritised through two levels: Level 1 is based on full vaccination and Level 2 is based on the positivity rate of the country the individual is arriving from.
- Cases in Schools: The Council continues to minimise disruption to education and childcare, whilst ensuring the safety of staff, pupils, and their families. All schools have been risk assessed and have reasonable Health and Safety measures in place and, whilst under-18s do not need to self-isolate if a close contact tests positive for Covid-19, robust testing arrangements are in place as a means of assurance, enabling children to stay in school.
- Cases in Care Homes and the Domiciliary Care Sector: Cases in care homes, as well as within the domiciliary care sector, are increasing. During Quarter 2, Shared Regulatory Services (SRS) managed 541 escalated referrals of confirmed cases of Covid-19 in care homes and the domiciliary care sector in the Cardiff and Vale University Health Board Area. The Service also managed 136 outbreaks of communicable disease in care settings across the SRS region.
- Personal Protective Equipment (PPE) in Social Care: A Demand Compliance Assessment Tool has been completed for Social Care; the tool looks at supply to settings over an eight-week period and models safe usage of PPE. Following scrutiny of the results, concerns have been raised regarding PPE compliance within Social Care. A survey has therefore been issued to all external care homes and domiciliary care providers, and results are being considered by the Contracts Team.

Forward Look: Areas of Focus

- The arrival of the more contagious Omicron variant is an increased threat to the wellbeing of communities. Key messaging on the overriding importance of the vaccine and the booster will continue to be emphasised, as well as compliance with all preventative measures such as adhering to social distancing guidelines, wearing a mask where required and continuing to maintain good hand hygiene. The variant will be monitored closely and, as evidence emerges and national policy changes, the Council will work with partners, to ensure appropriate response arrangements are in place.
- More broadly, the Council will continue to prevent the spread of Covid-19, ensuring the health and safety of staff, service users and citizens. Coronavirus continues to present challenges to society and the emphasis on vaccination, testing and good workplace risk assessments should help limit the impact of the virus this winter.

- The Council is undertaking a body of work, including modelling and sensitivity analysis, to project the level and type of PPE that will be required over the short and medium term. Whilst there is an inherently high level of uncertainty associated with any work of this kind, the assessment will help the Council ensure the continued availability of PPE as appropriate and its associated budgetary impact.
- Continue home-working wherever possible.
- Ensure key frontline services continue to function effectively in the face of urgent and pressing workforce challenges.
- Ensure the sufficiency and effectiveness of contact tracing capacity with the Cardiff and Vale Test, Trace, Protect service, including working with Welsh Government and Public Health Wales to develop a new contact tracing service.
- Continue to mobilise Council workforce, assets and processes in support of the mass vaccination programme (Covid-19 boosters and Influenza).
- Continue to support schools to manage Covid-19 risks and ensure minimal disruption to education and learning.
- Develop options to progress the recommendations of the Directors of Public Protection Wales (DPPW) report to support the sustainability of the service, where considered appropriate.

WBO 1 Cardiff is a great place to grow up PDF Version

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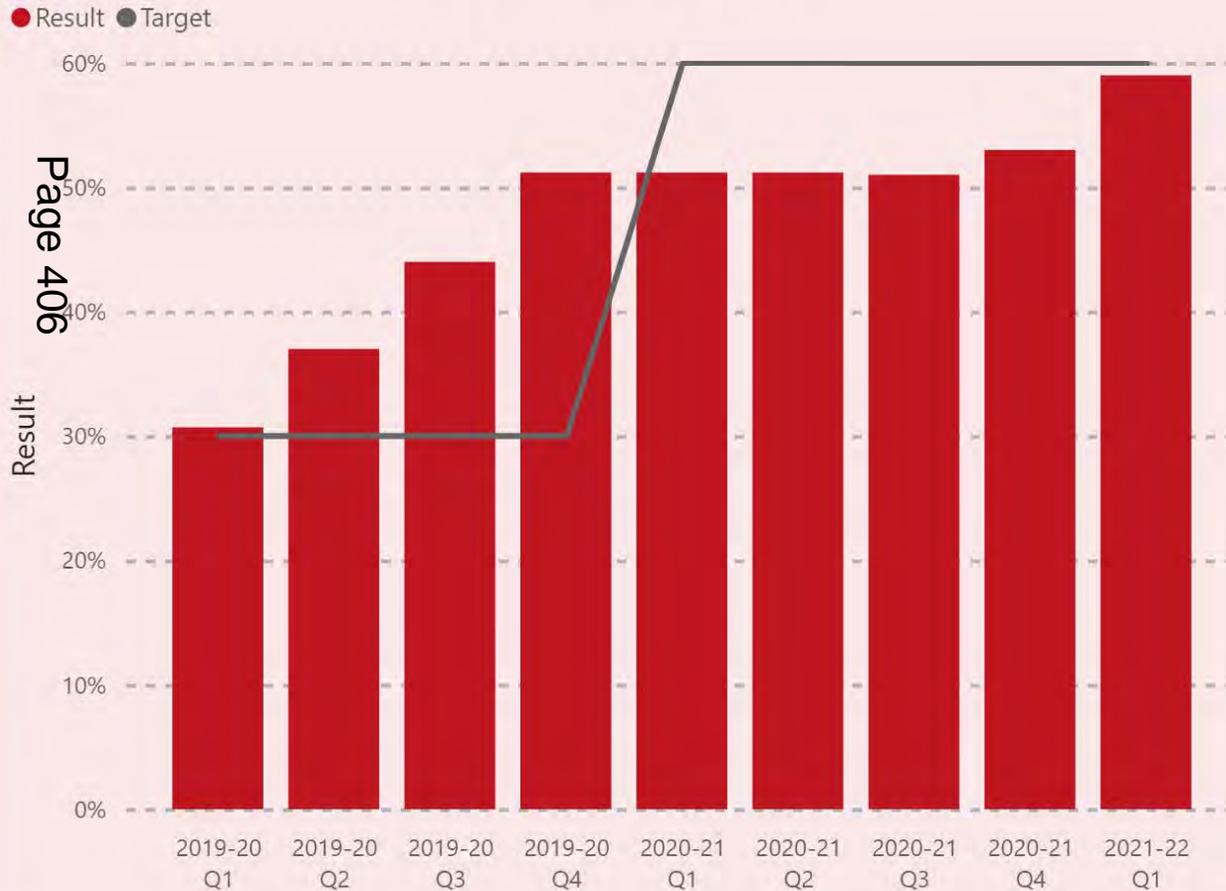
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Appendix B

Cardiff is a great place to grow up

The percentage of schools that are Bronze, Silver or Gold Rights Respecting Schools

Performance by Quarter



Latest Result

59%

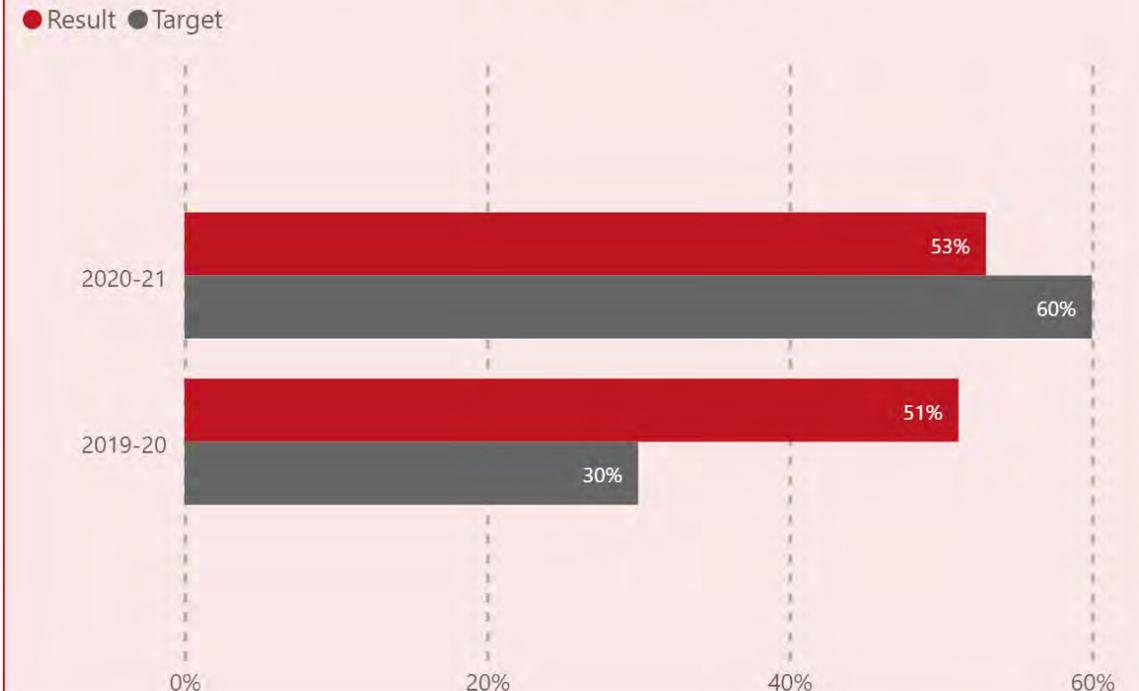
Current Year Target

60%

Latest Performance: RAG vs Target



Year End Result



The percentage of children and young people between the age of 8 and 18 who are aware of their rights

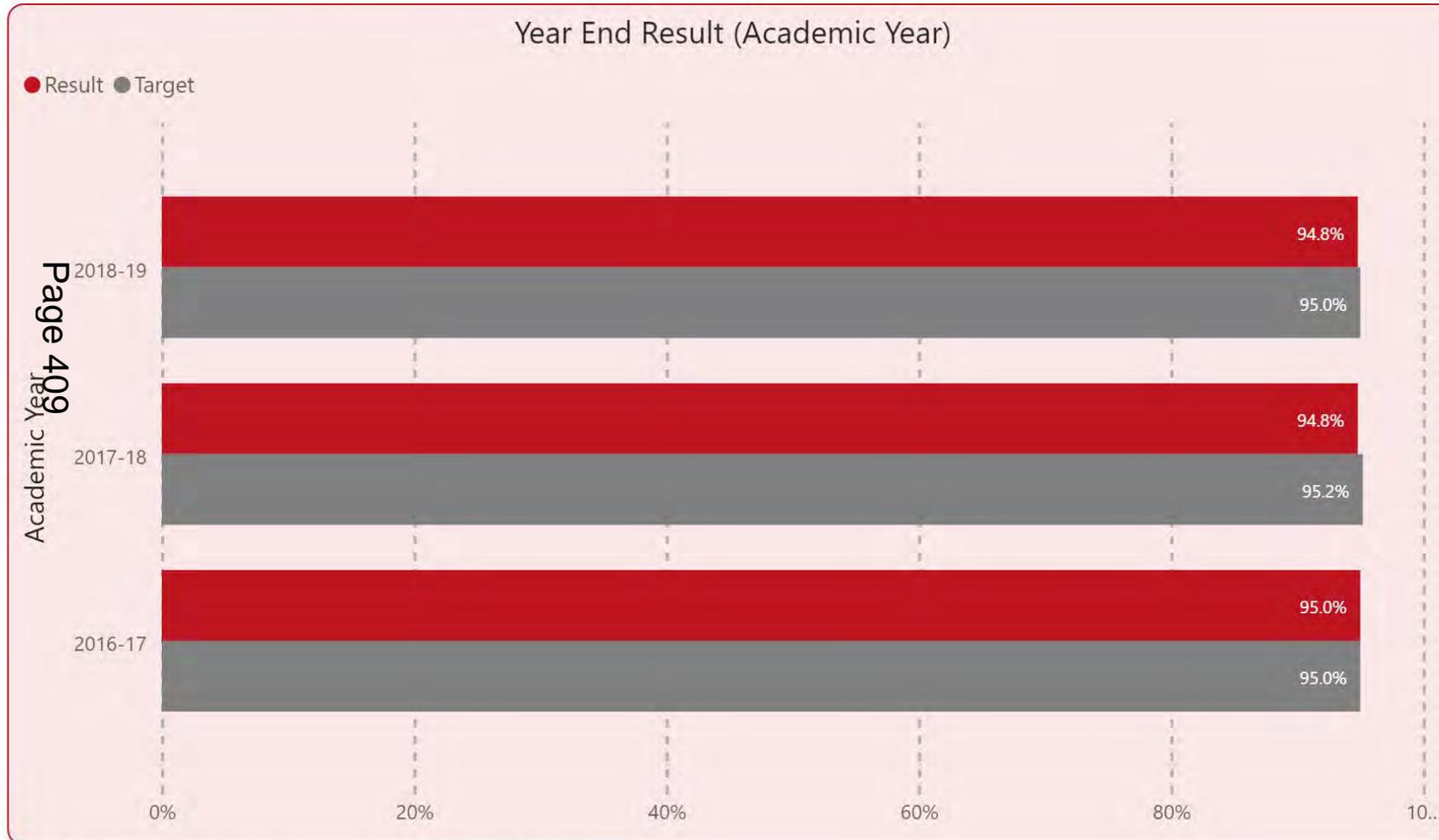
Page 407

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

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

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The percentage attendance: Primary

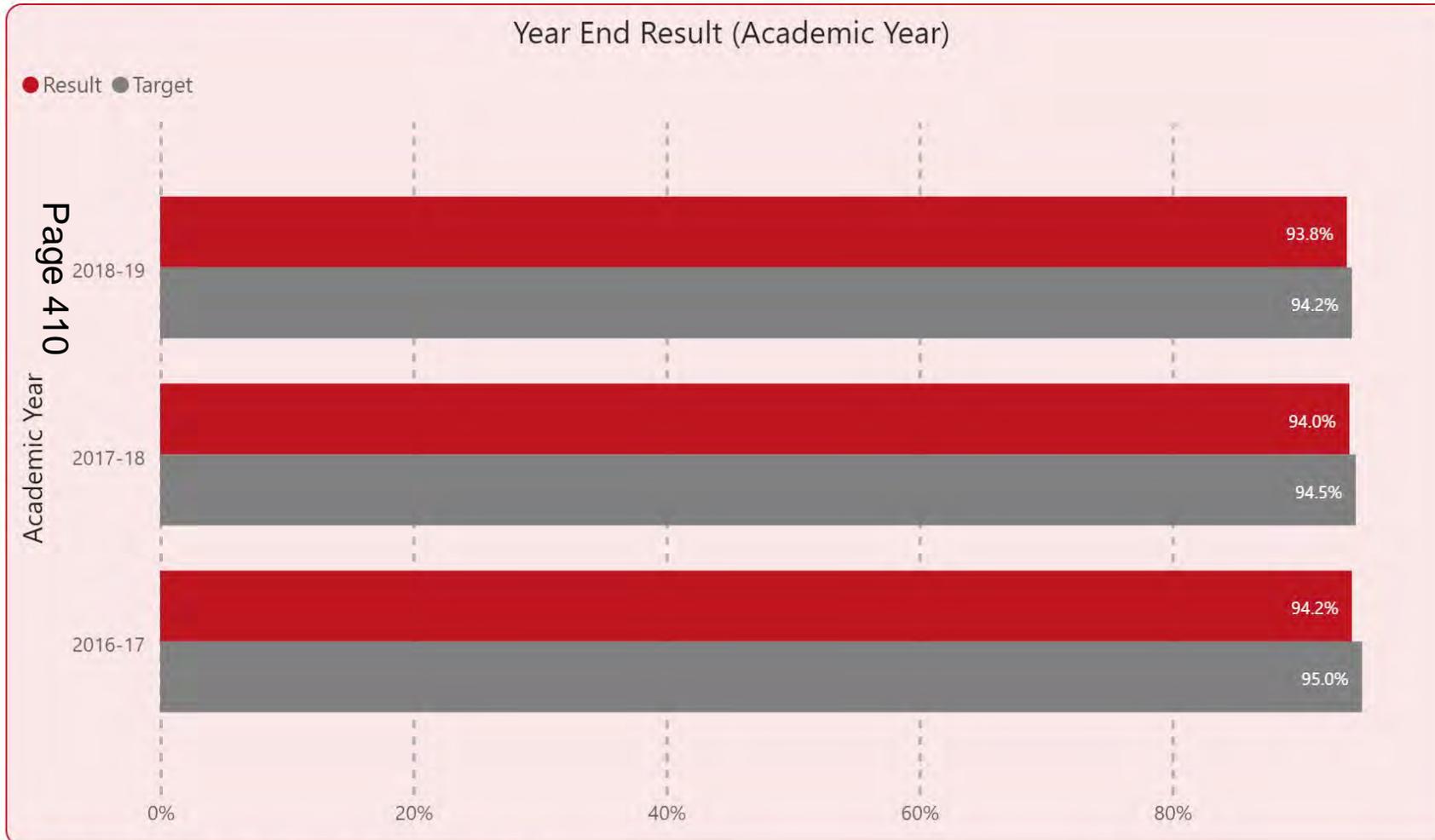


Latest Result

94.8%

Monitor KPI, no
target set

The percentage attendance: Secondary

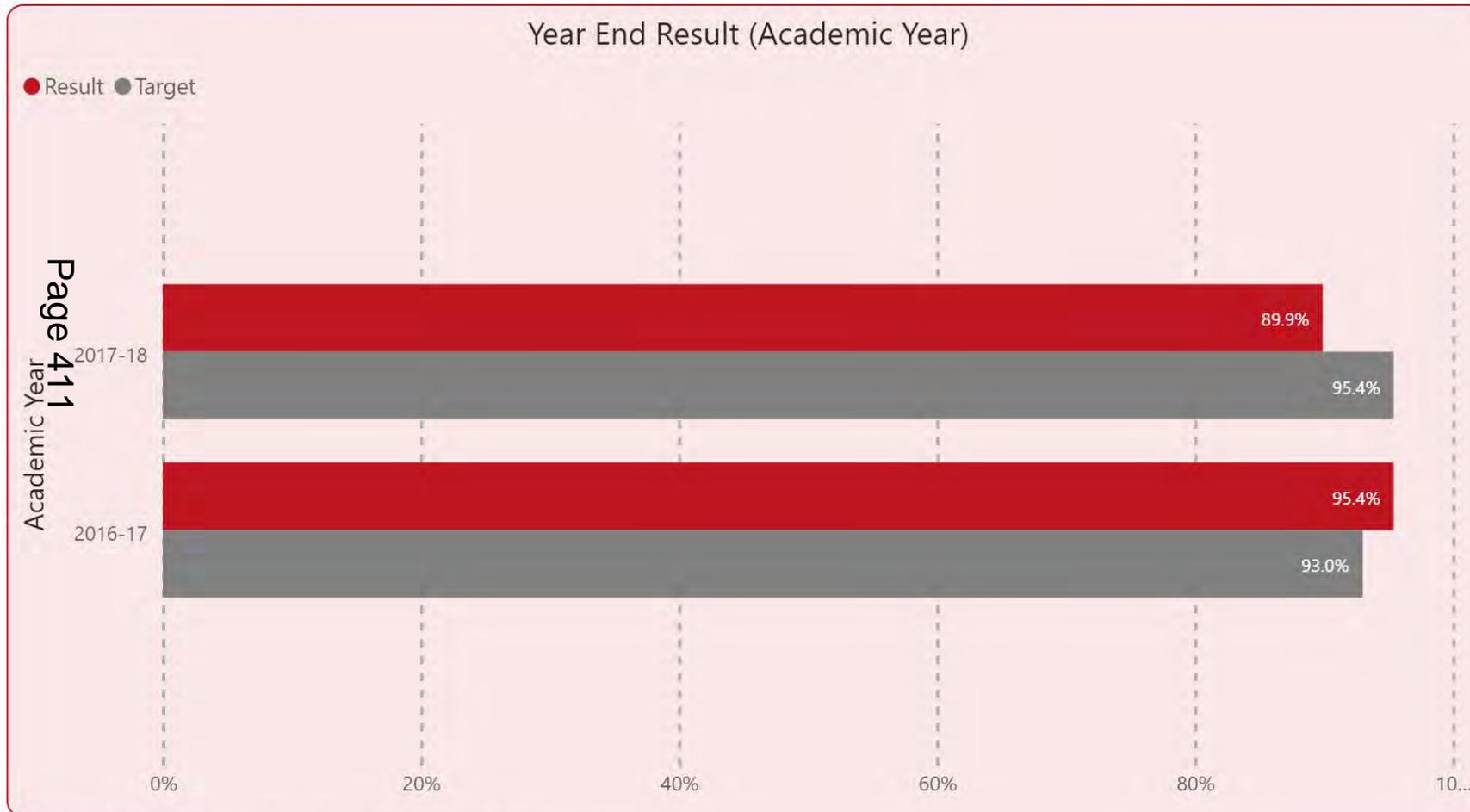


Latest Result

93.8%

Monitor KPI, no
target set

The percentage attendance of looked after pupils whilst in care in secondary schools



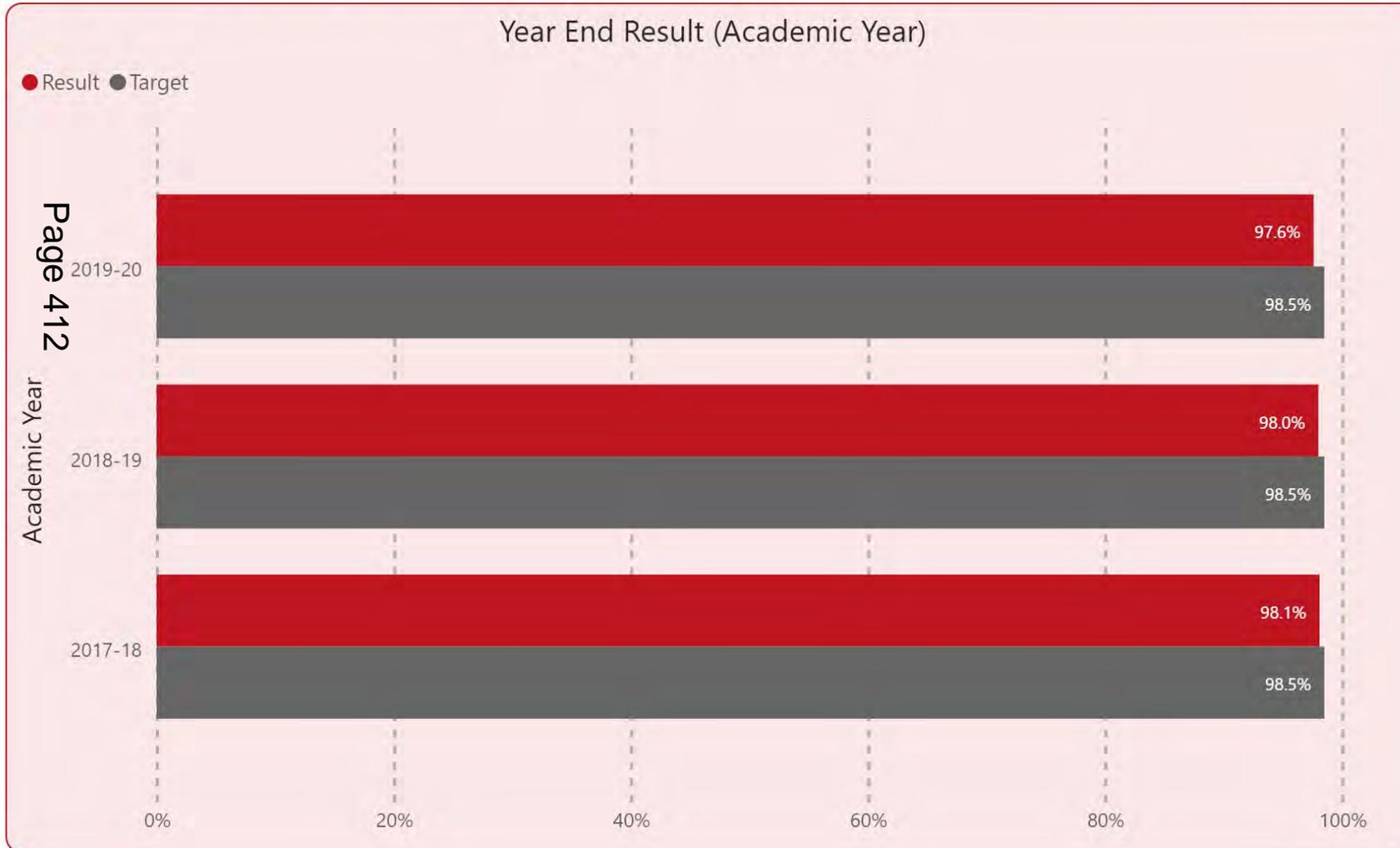
Latest Result

89.9%

Monitor KPI, no
target set

Cardiff is a great place to grow up

The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training.



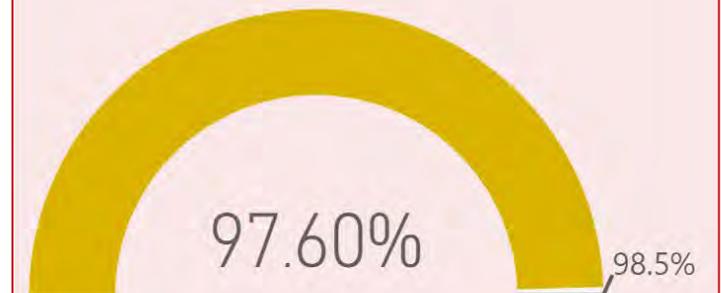
Latest Result

97.6%

Current Year Target

98.5%

Latest Performance: RAG vs Target

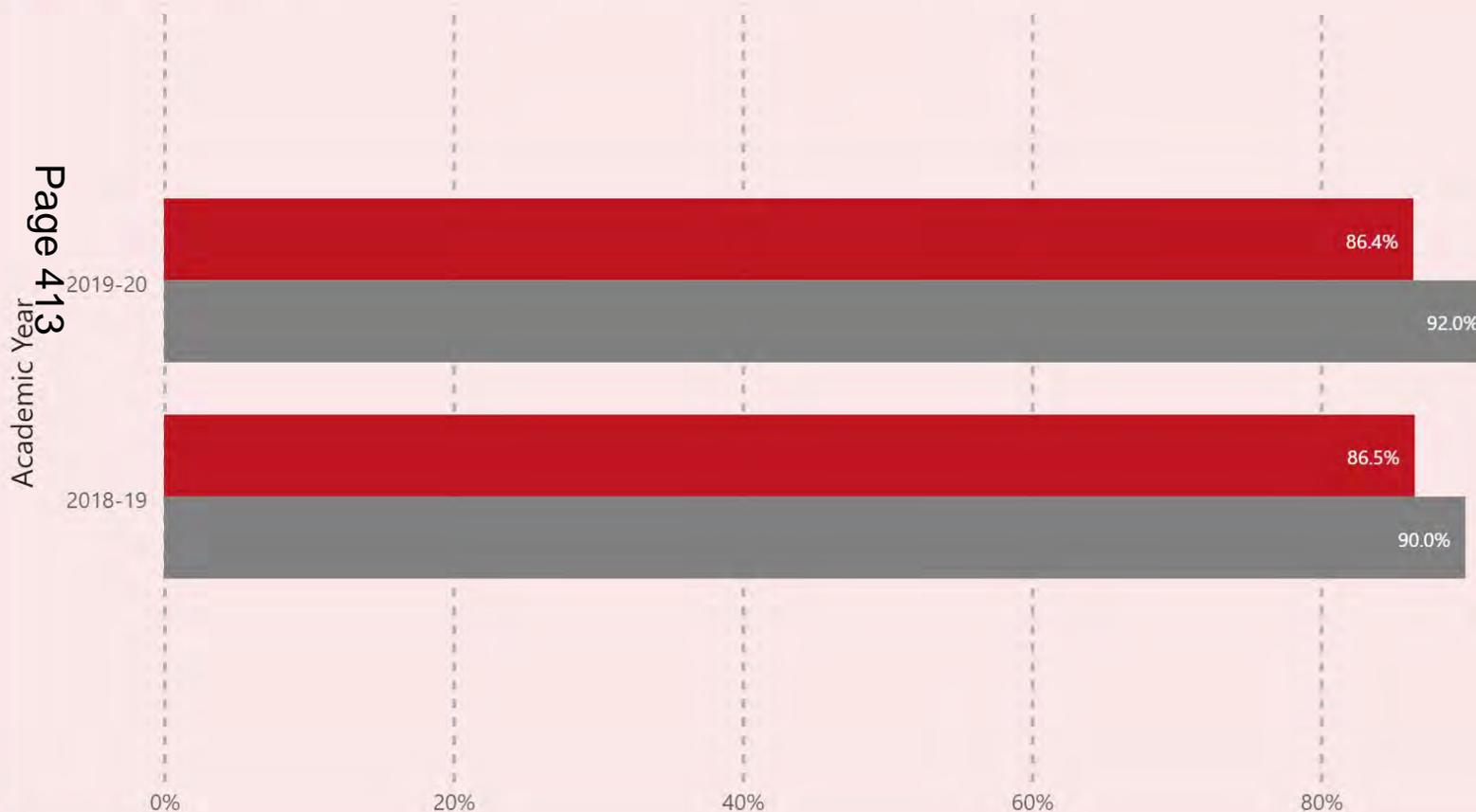


Cardiff is a great place to grow up

The percentage of EOTAS Learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training

Year End Result (Academic Year)

● Result % ● Target %



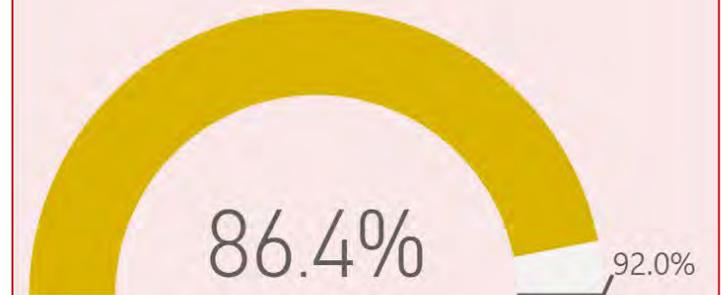
Latest Result

86.4%

Current Year Target

92.0%

Latest Performance: RAG vs Target



Asset renewal spend in the financial year 2021/22

Page 414

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

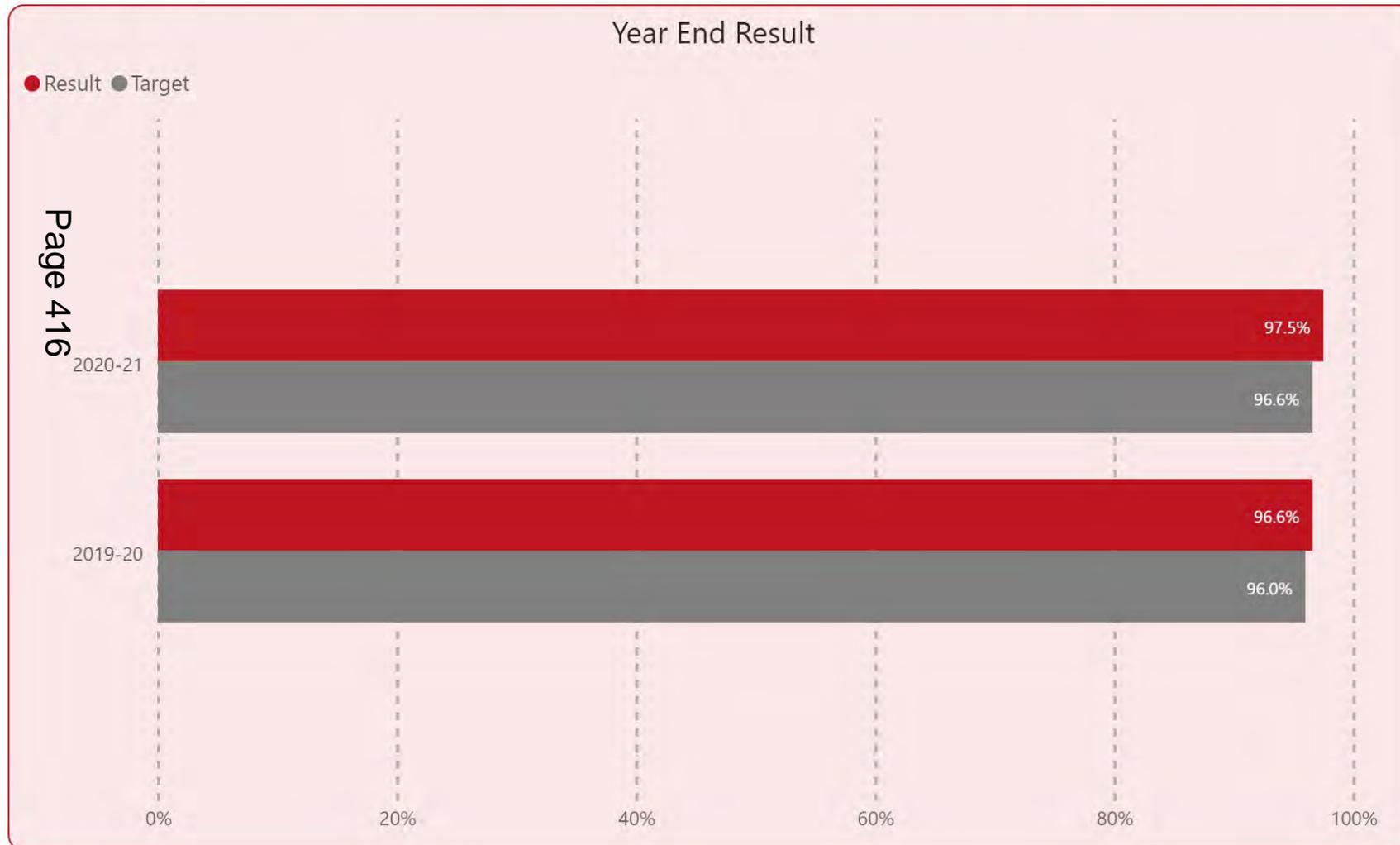
The percentage of Statements of Special Educational Needs replaced by Individual Learning Plans

Page 415

~~New~~ New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

Cardiff is a great place to grow up

The percentage of children securing one of their first three choices of school placement: Primary



Latest Result

97.5%

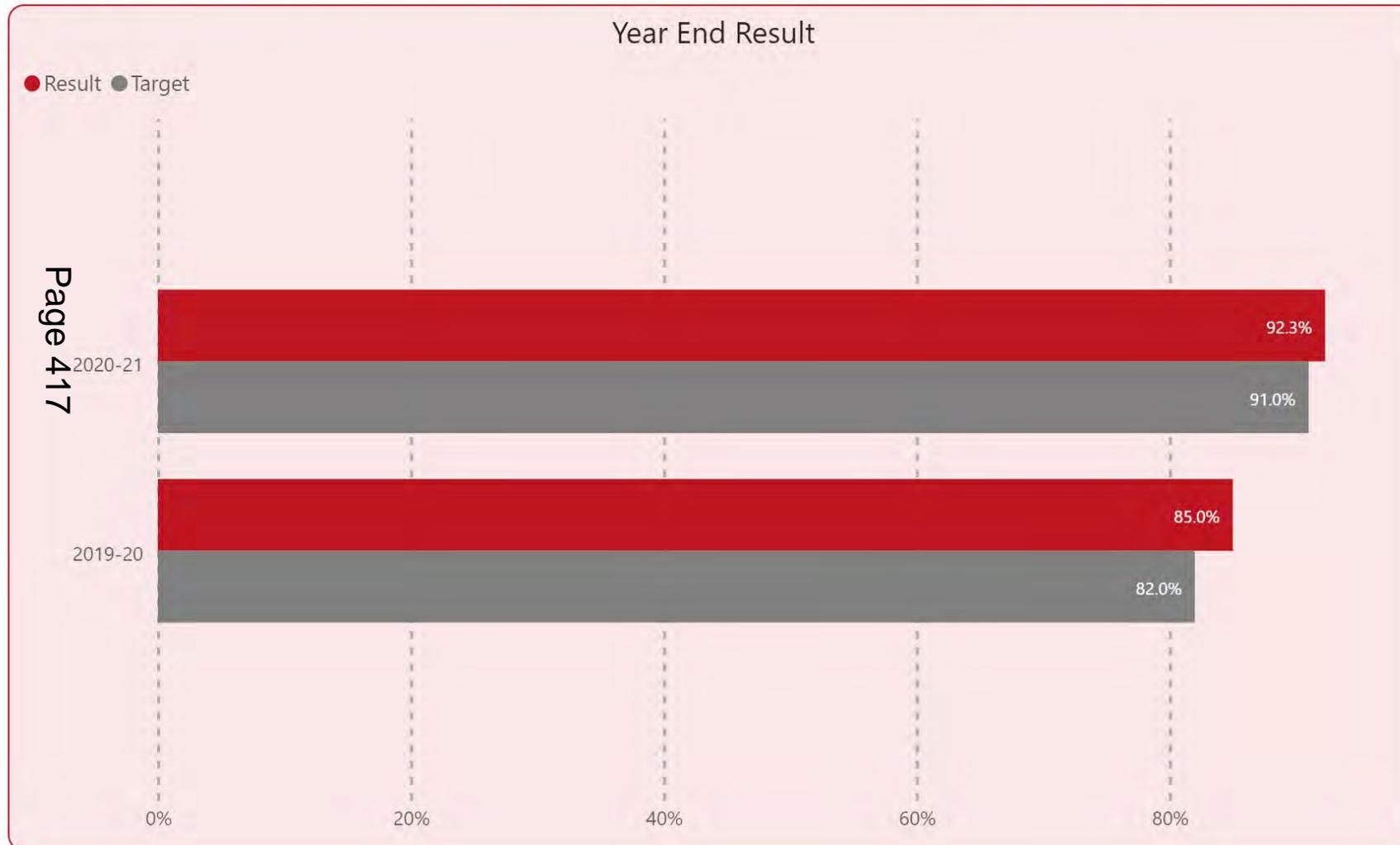
Current Year Target

96.6%

Latest Performance: RAG vs Target



The percentage of children securing one of their top choices of school placement: Secondary



Latest Result

92.3%

Current Year Target

91.0%

Latest Performance: RAG vs Target

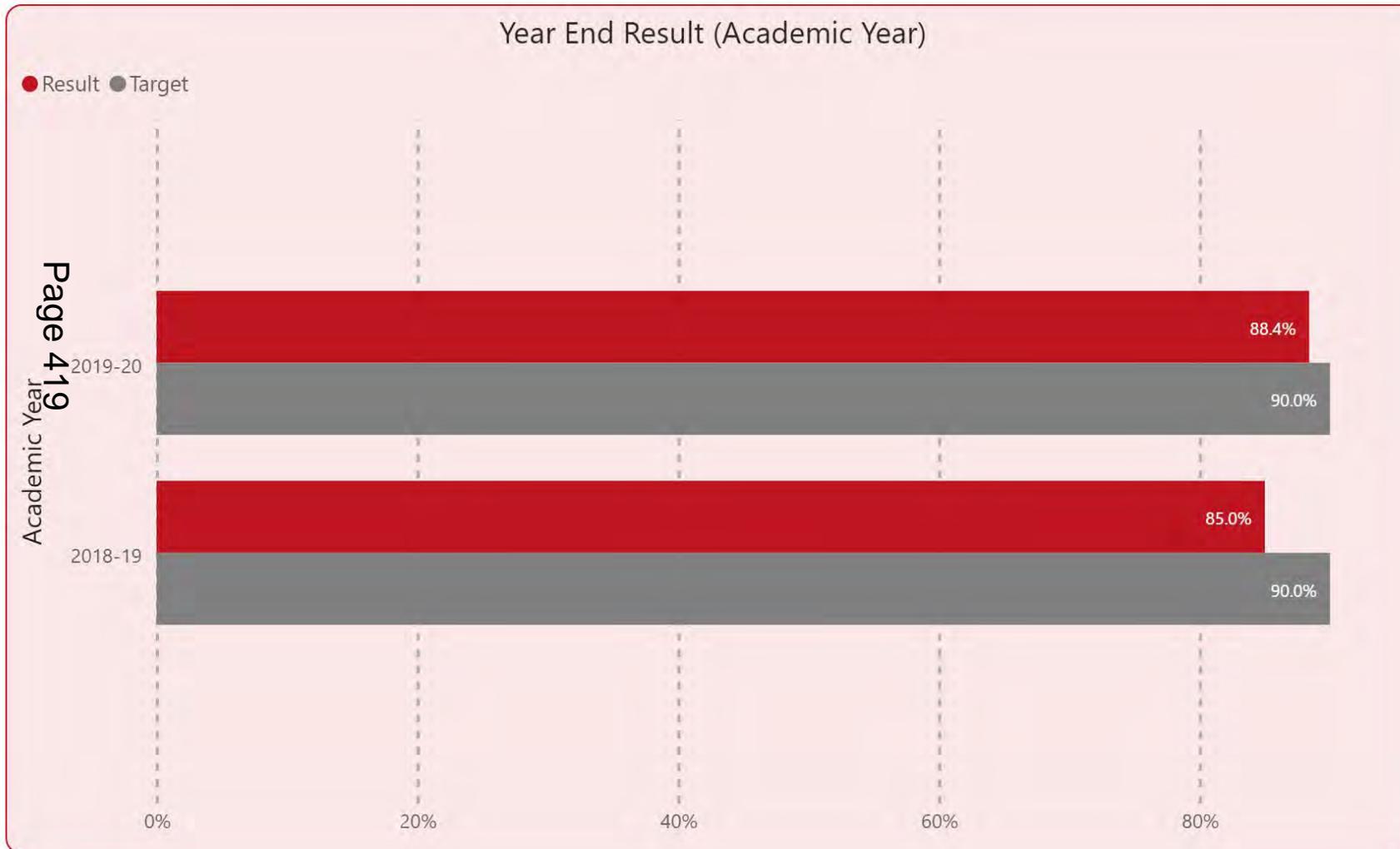


The percentage of learners with their own digital device

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

Cardiff is a great place to grow up

The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training.



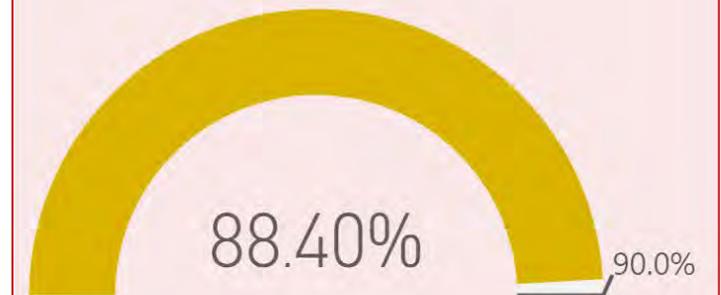
Latest Result

88.4%

Current Year Target

90.0%

Latest Performance: RAG vs Target



The percentage of care leavers in categories 2,3 and 4 who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The percentage of care leavers in categories 2,3 and 4 who have completed at least 3 consecutive months of employment, education or training in the 13-24 months since leaving care

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After placed with parents.

Performance by Quarter



Latest Result

180

Current Year Target

No target but under constant review

Year End Result

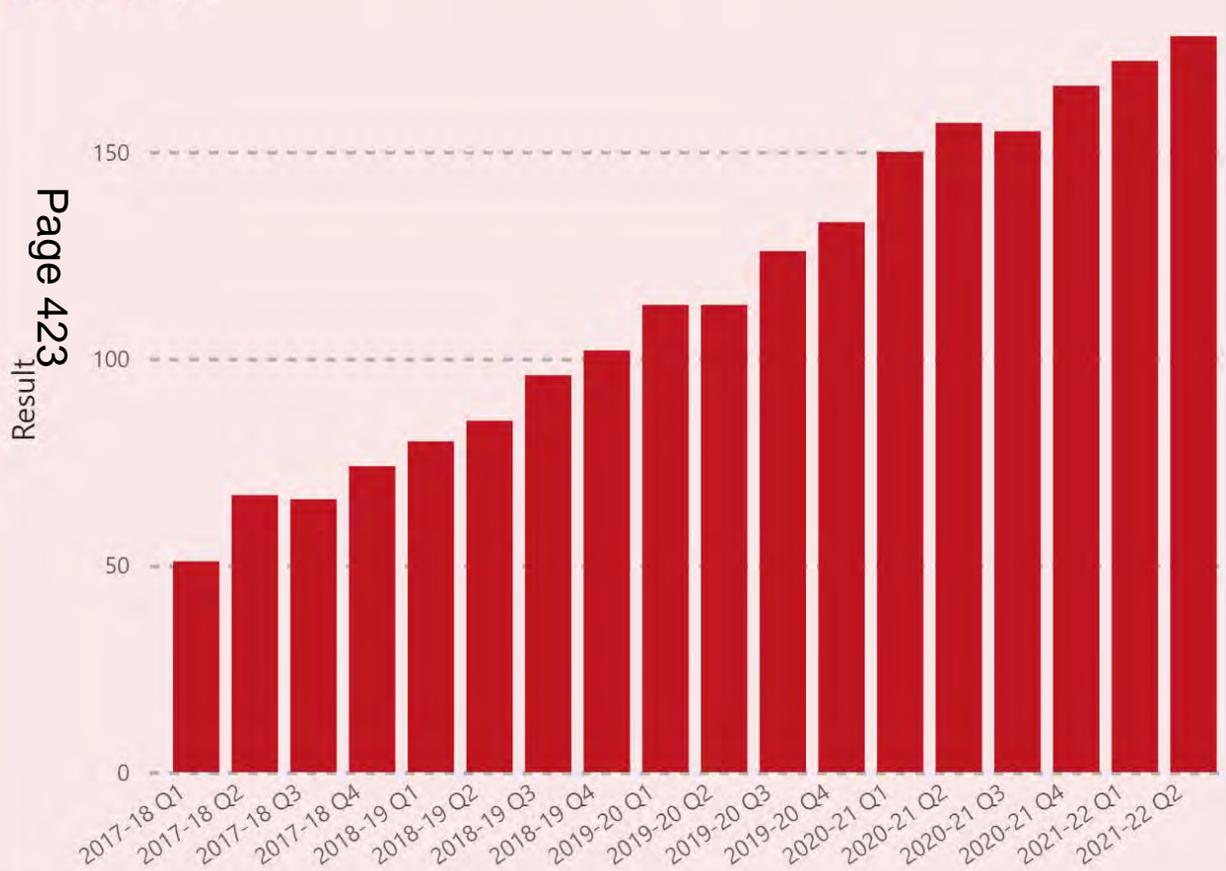


Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After in kinship placements.

Performance by Quarter

● Result ● Target



Latest Result

178

Current Year Target

Increase where appropriate

Year End Result

● Result ● Target

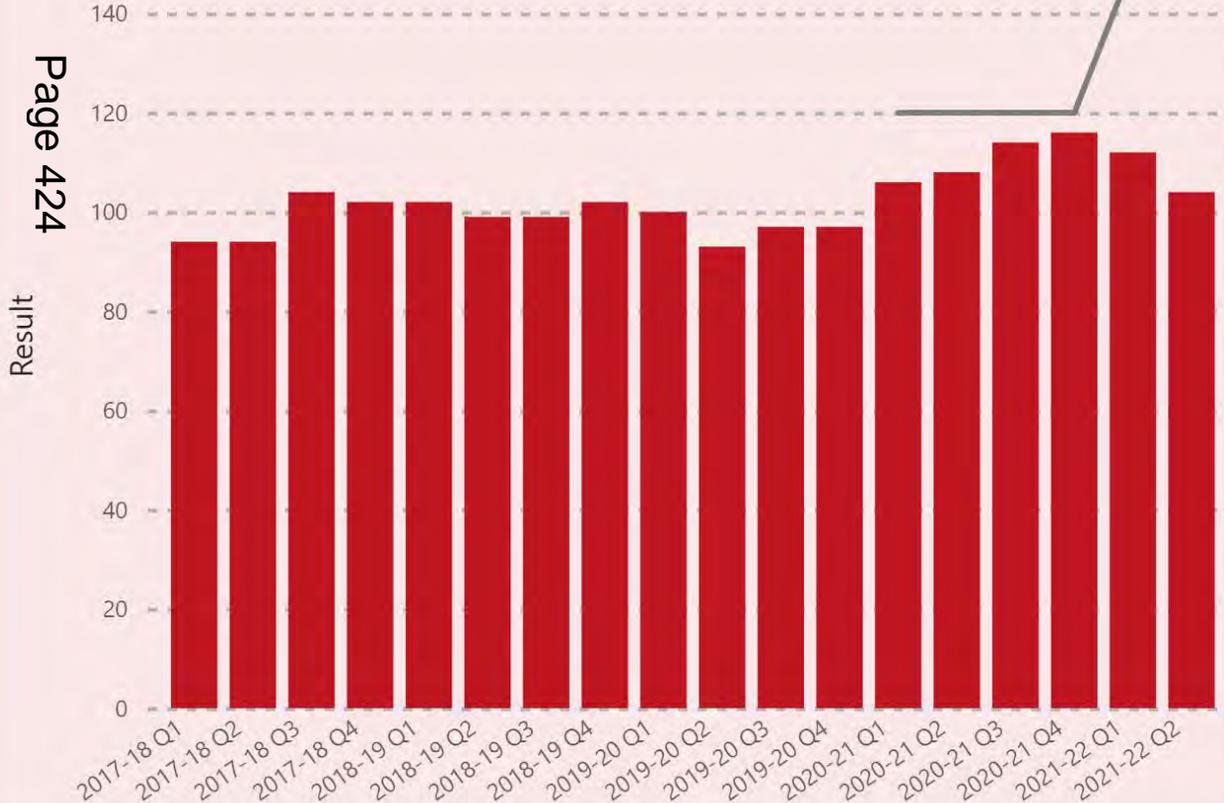


Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After fostered by Local Authority foster carers.

Performance by Quarter

● Result ● Target



Latest Result

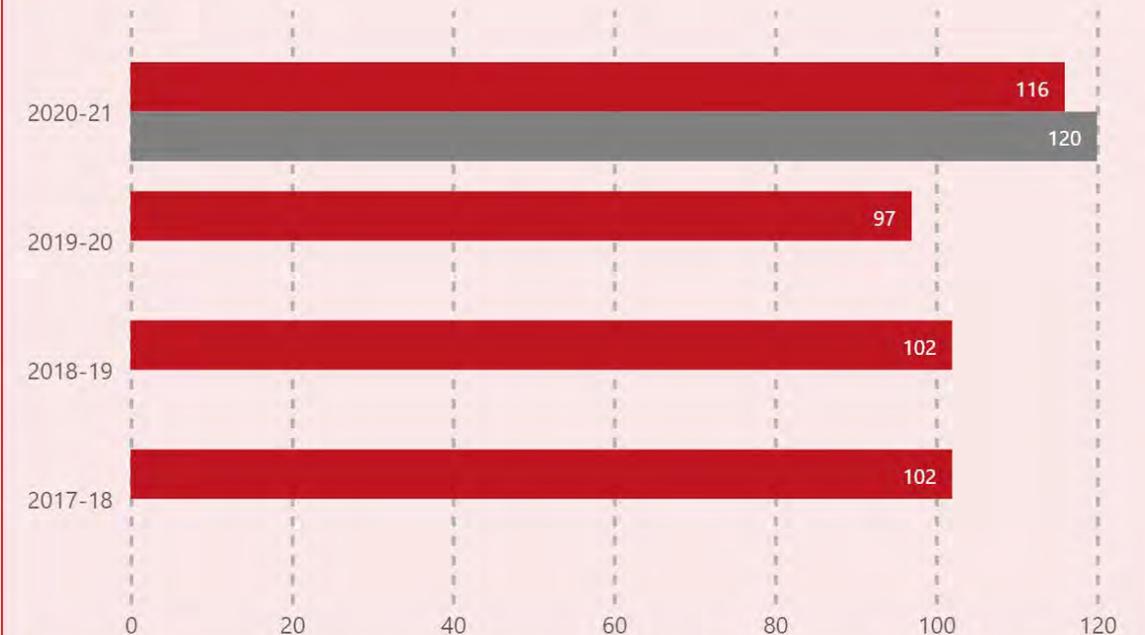
104

Current Year Target

Increase actual to 150

Year End Result

● Result ● Target

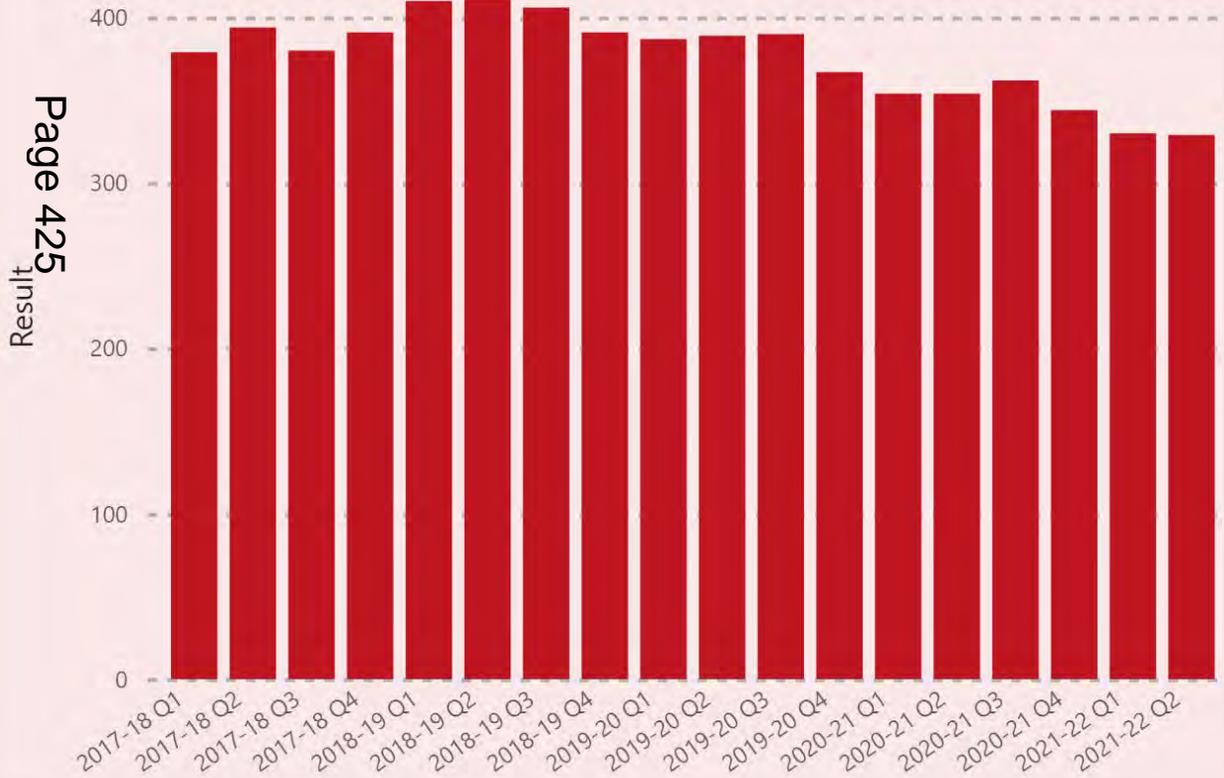


Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After fostered by external foster carers.

Performance by Quarter

● Result ● Target



Latest Result

329

Current Year Target

No target but under constant review

Year End Result

● Result ● Target



Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After placed in residential placements.

Performance by Quarter



Latest Result

92

Current Year Target

Reduce whilst increasing provision in Cardiff

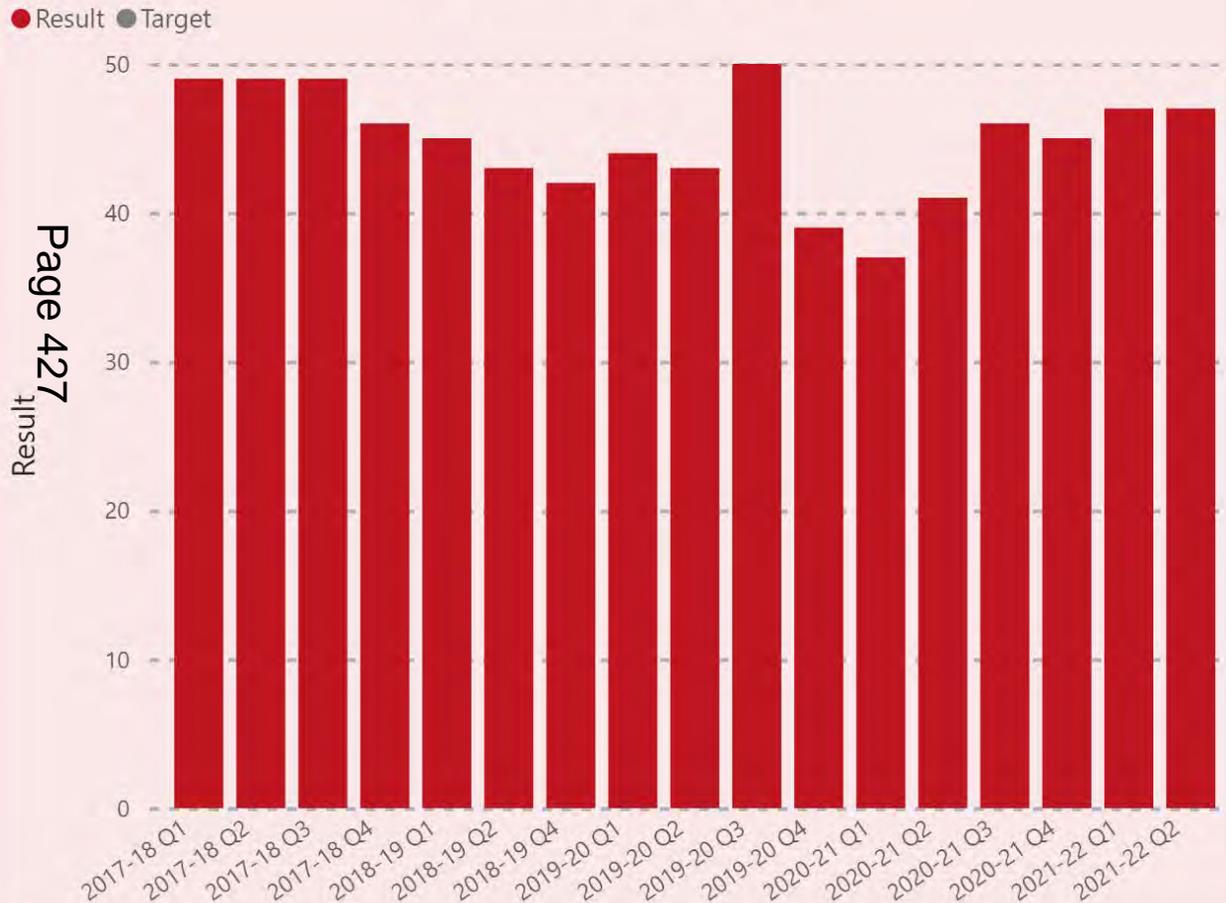
Year End Result



Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After supported to live independently.

Performance by Quarter



Latest Result

47

Current Year Target

No target

Year End Result

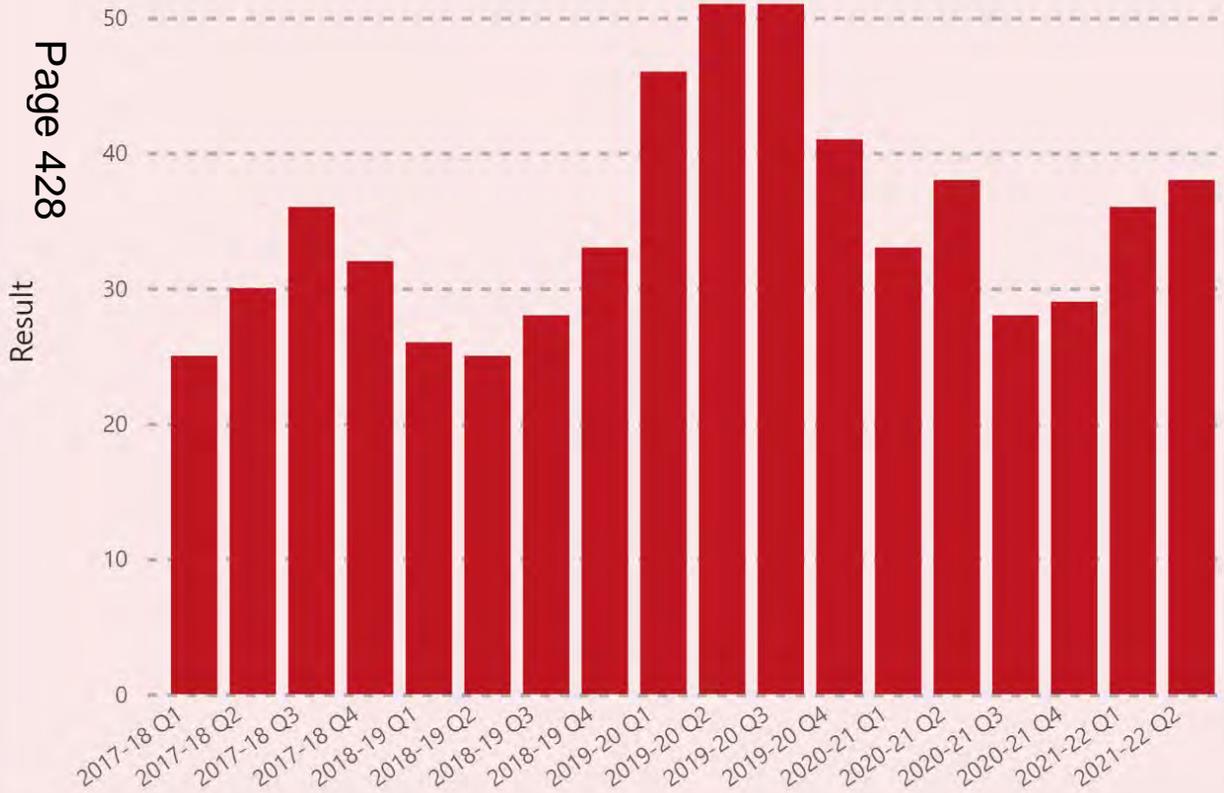


Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After placed for adoption.

Performance by Quarter

● Result ● Target



Latest Result

38

Current Year Target

No target

Year End Result

● Result ● Target

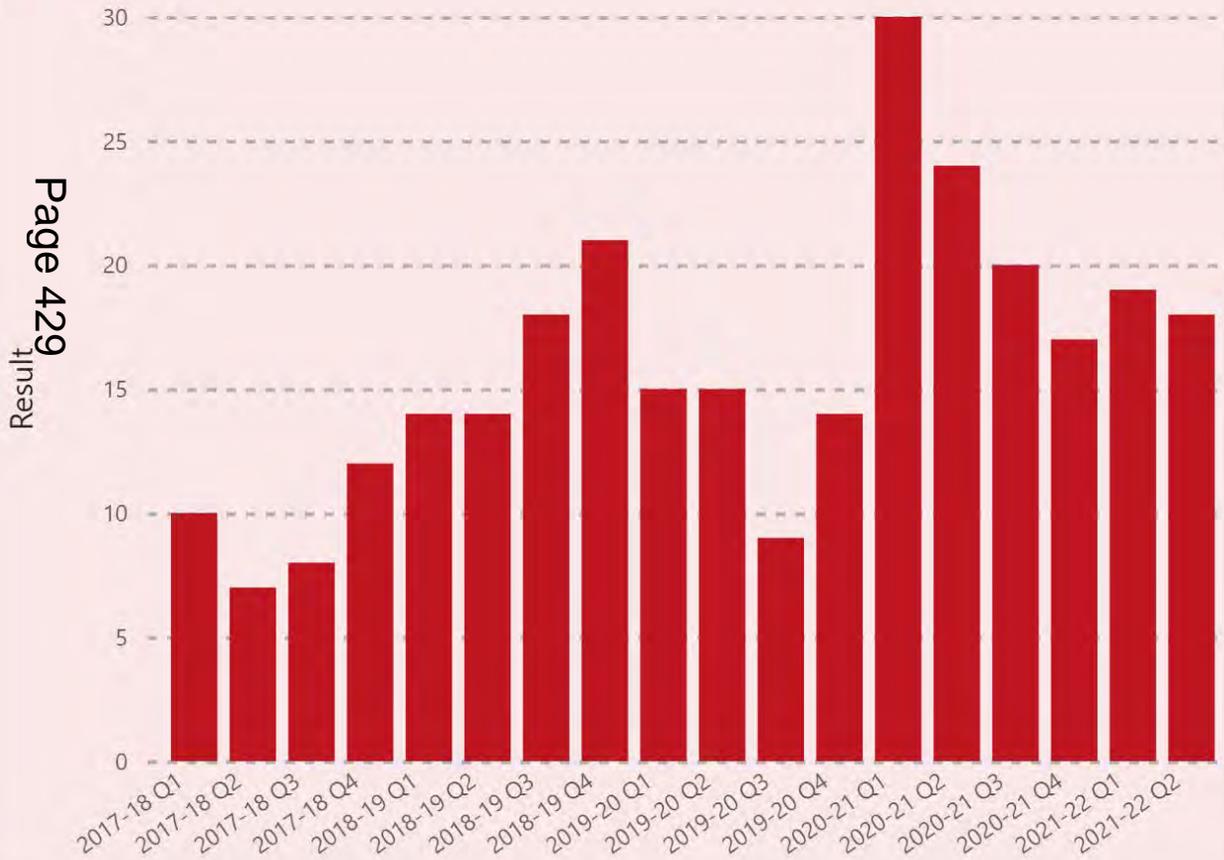


Cardiff is a great place to grow up

Of the total number of Children Looked After: Number of Children Looked After in other circumstances.

Performance by Quarter

● Result ● Target



Latest Result

18

Current Year Target

No target

Year End Result

● Result ● Target

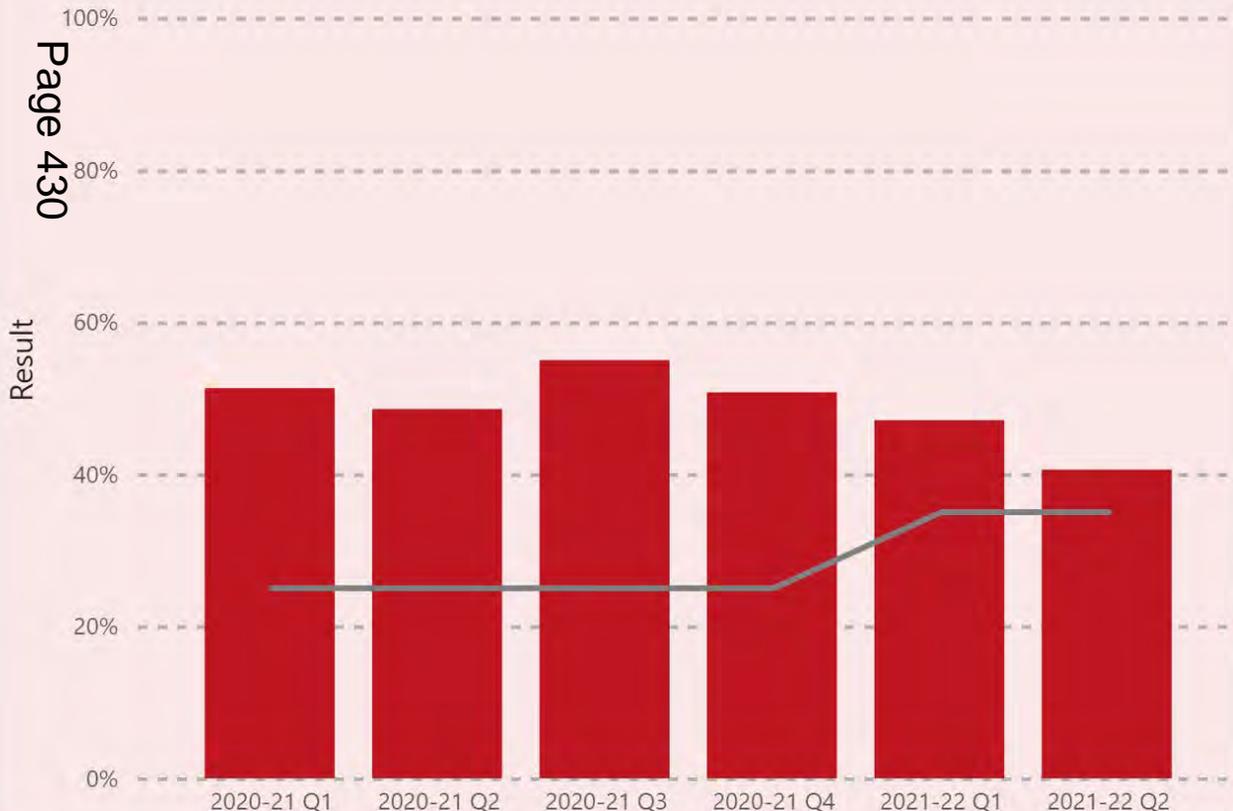


Cardiff is a great place to grow up

The percentage of children with a placement order not placed for an adoption within 12 months of the order

Performance by Quarter

● Result ● Target



Latest Result

40.6%

Current Year Target

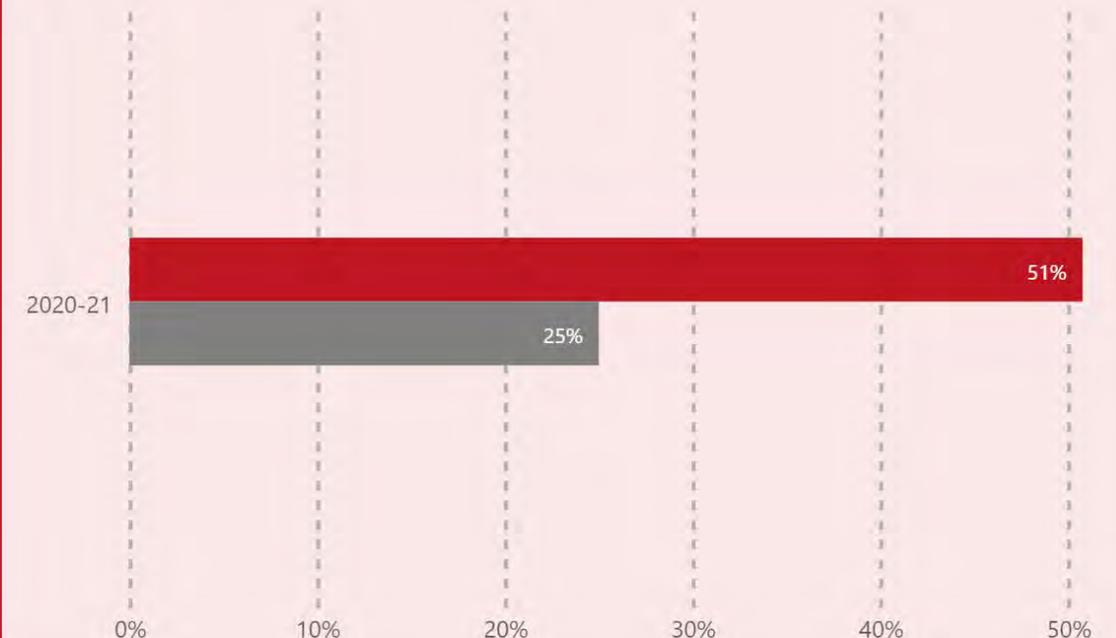
35.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow up

The percentage of Children Looked After in regulated placements who are placed in Cardiff.

Performance by Quarter

● Result ● Target



Latest Result

56.1%

Current Year Target

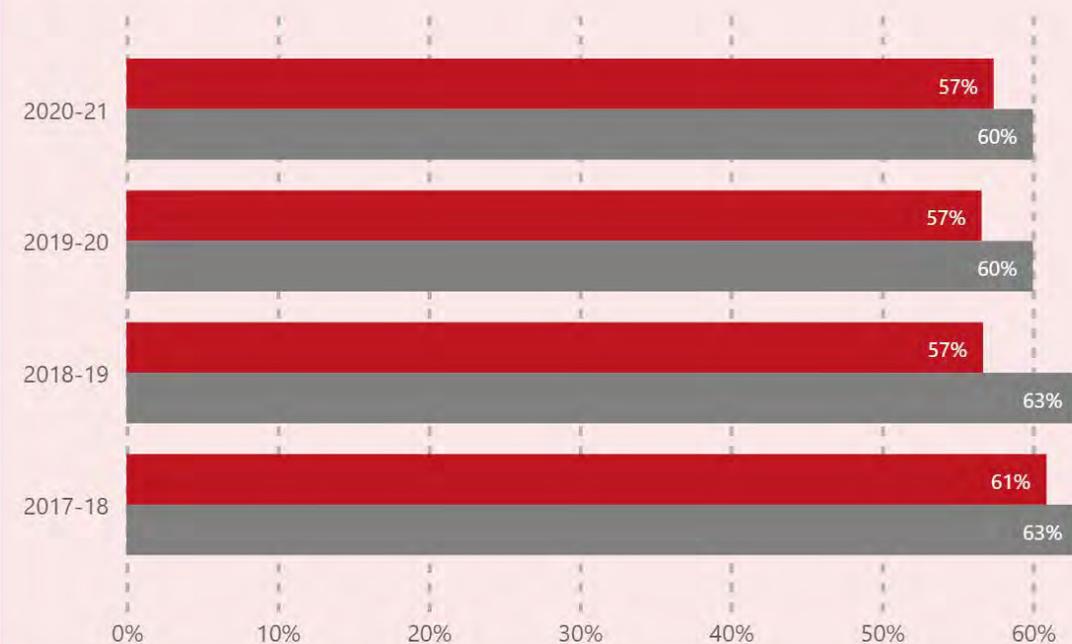
60.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow up

The percentage of Children Looked After in regulated placements who are placed within a 20 mile radius of Cardiff

Performance by Quarter

● Result ● Target



Latest Result

77.6%

Current Year Target

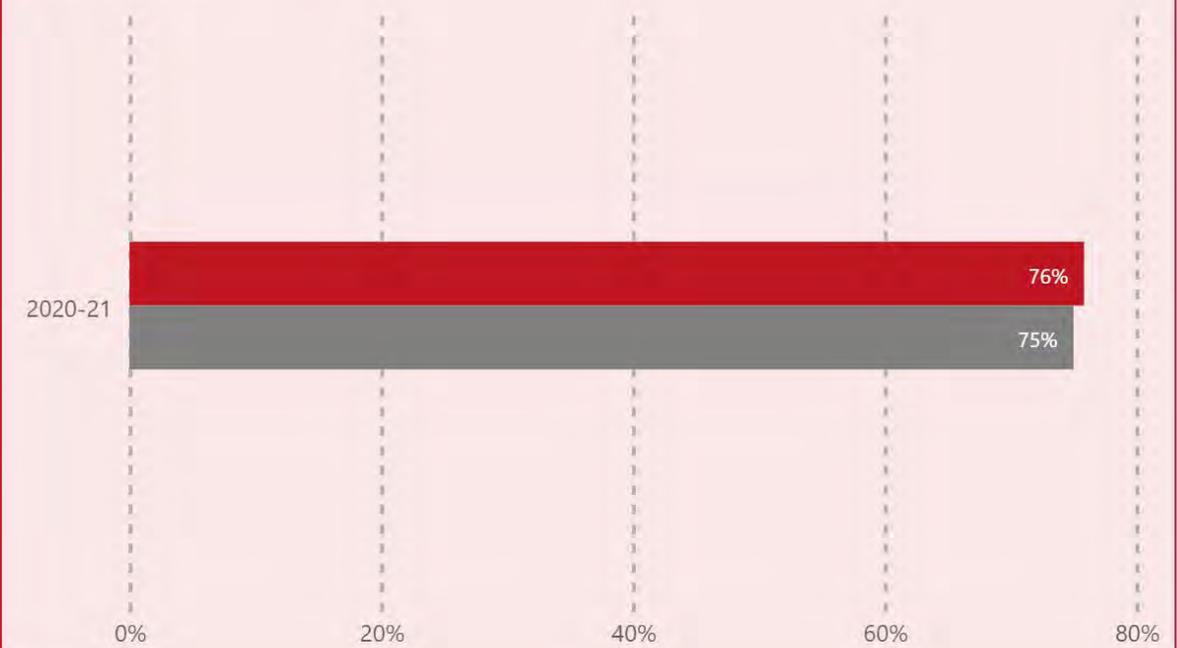
78.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

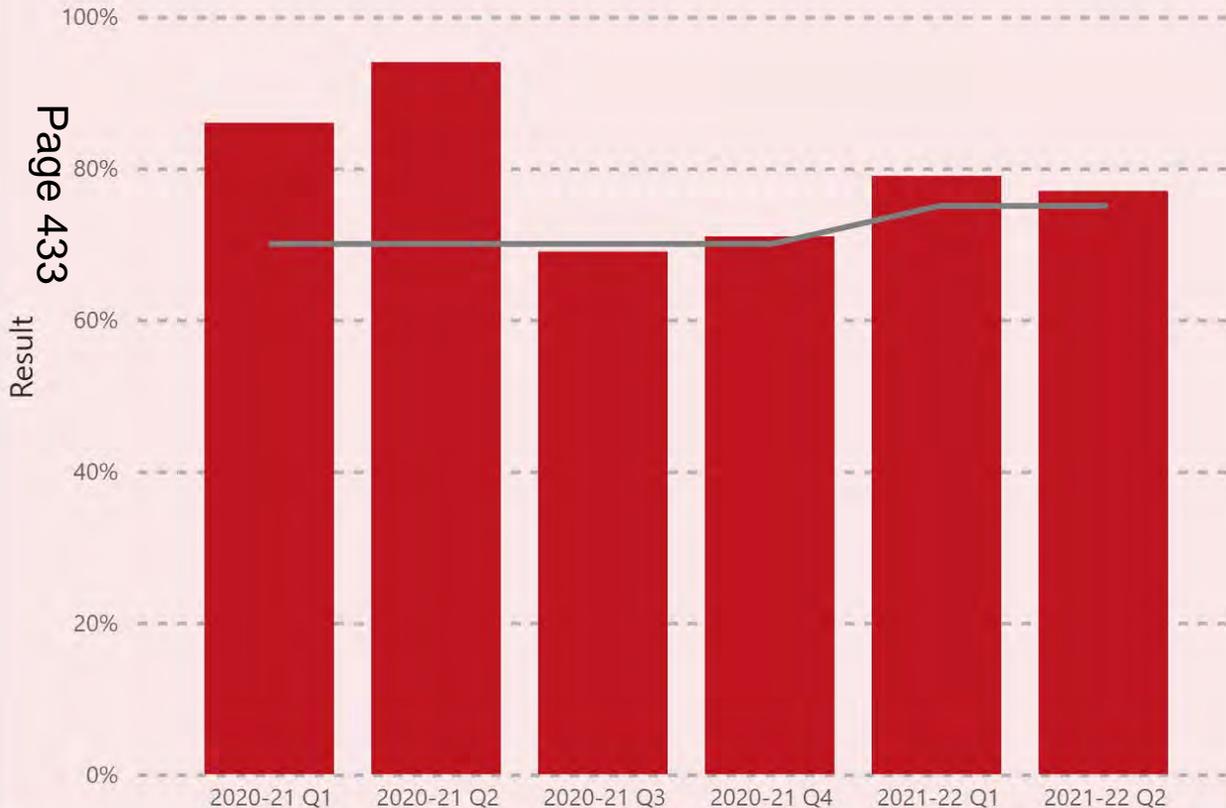


Cardiff is a great place to grow up

The percentage of families referred to Family Help, showing evidence of positive distance travelled

Performance by Quarter

● Result ● Target



Latest Result

77.0%

Current Year Target

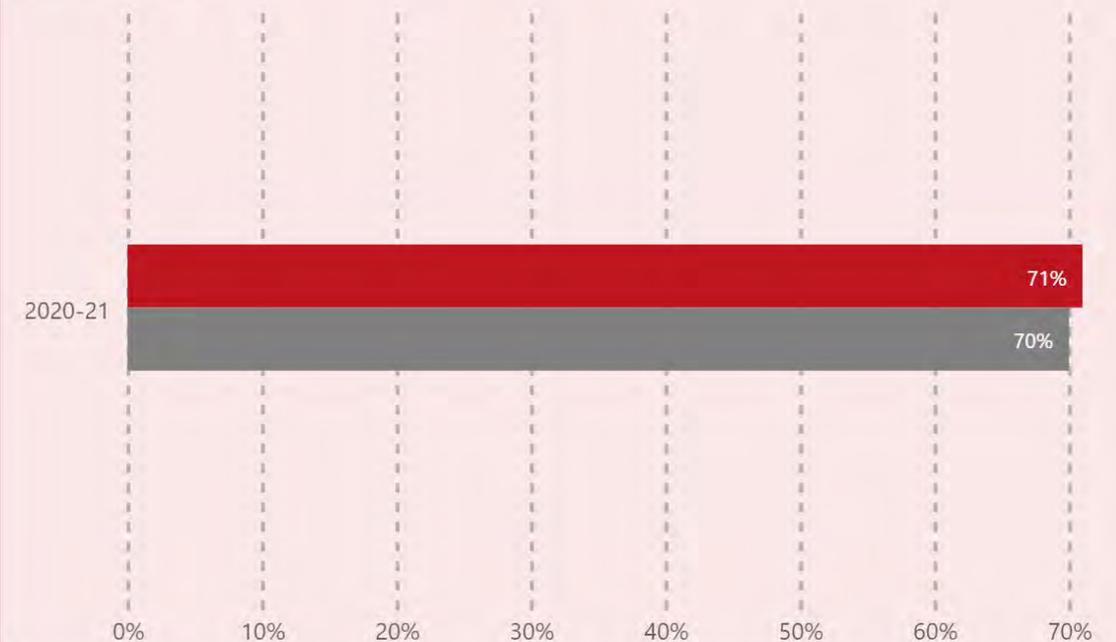
75.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

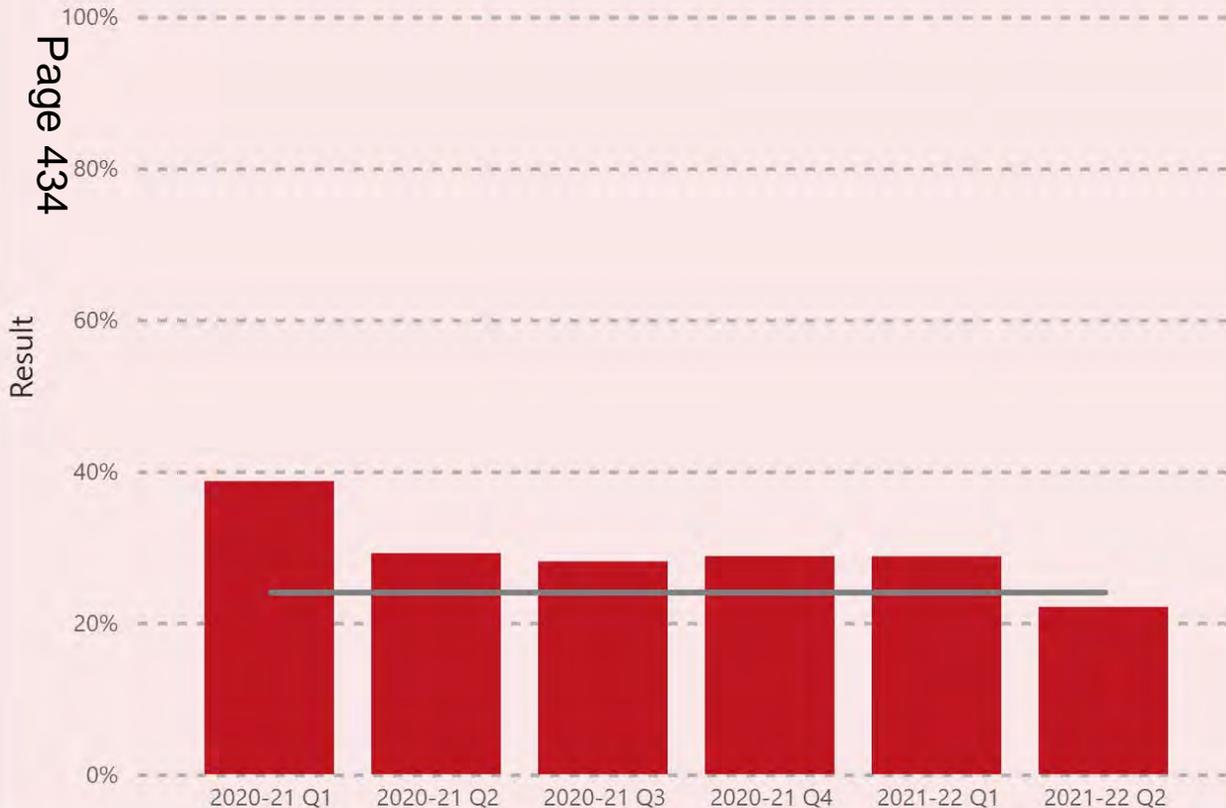


Cardiff is a great place to grow up

The percentage of Children's Services social work posts filled by agency staff

Performance by Quarter

● Result ● Target



Latest Result

22.1%

Current Year Target

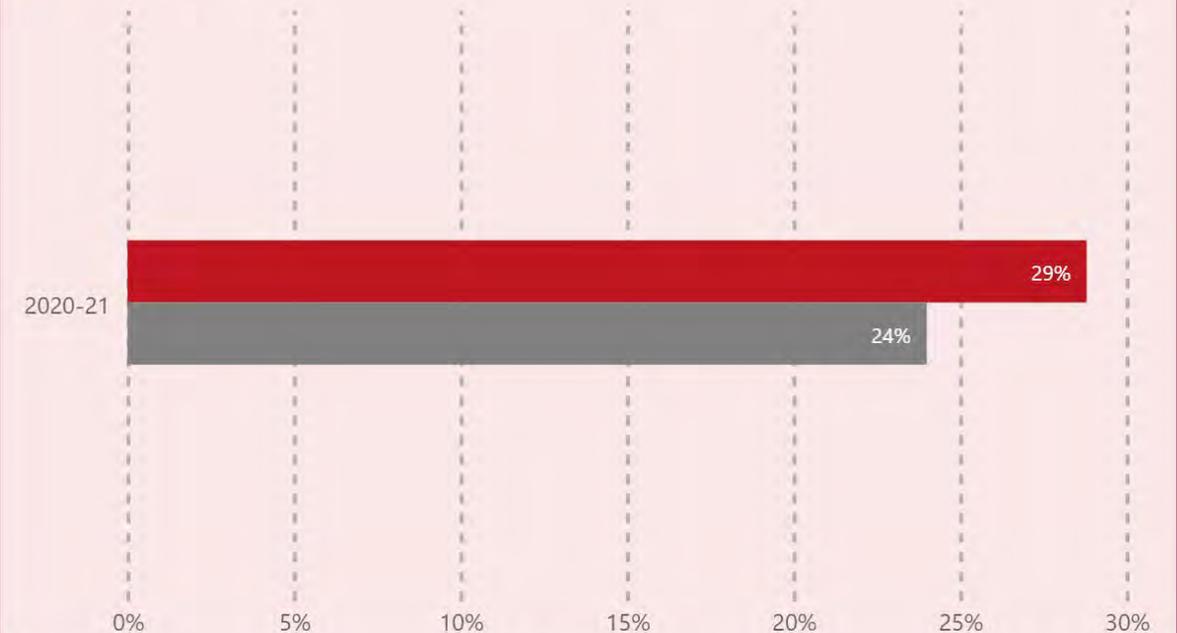
24.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow up

Number of people supported through the Family Gateway.

Performance by Quarter

● Result ● Target



Latest Result

4761

Current Year Target

7500

Latest Performance: RAG vs Target



Year End Result

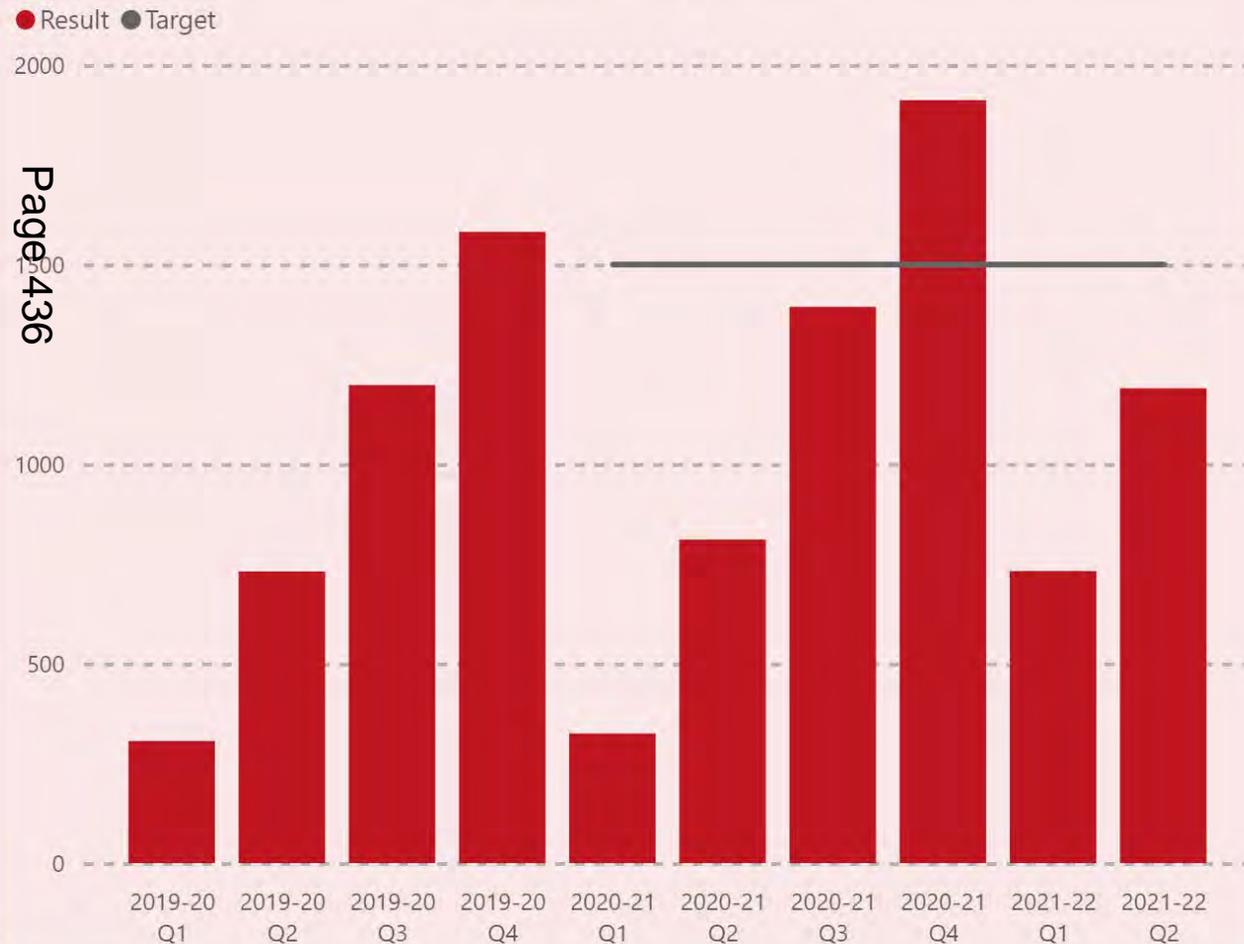
● Result ● Target



Cardiff is a great place to grow up

Number of people supported by the Family Help Team.

Performance by Quarter



Latest Result

1190

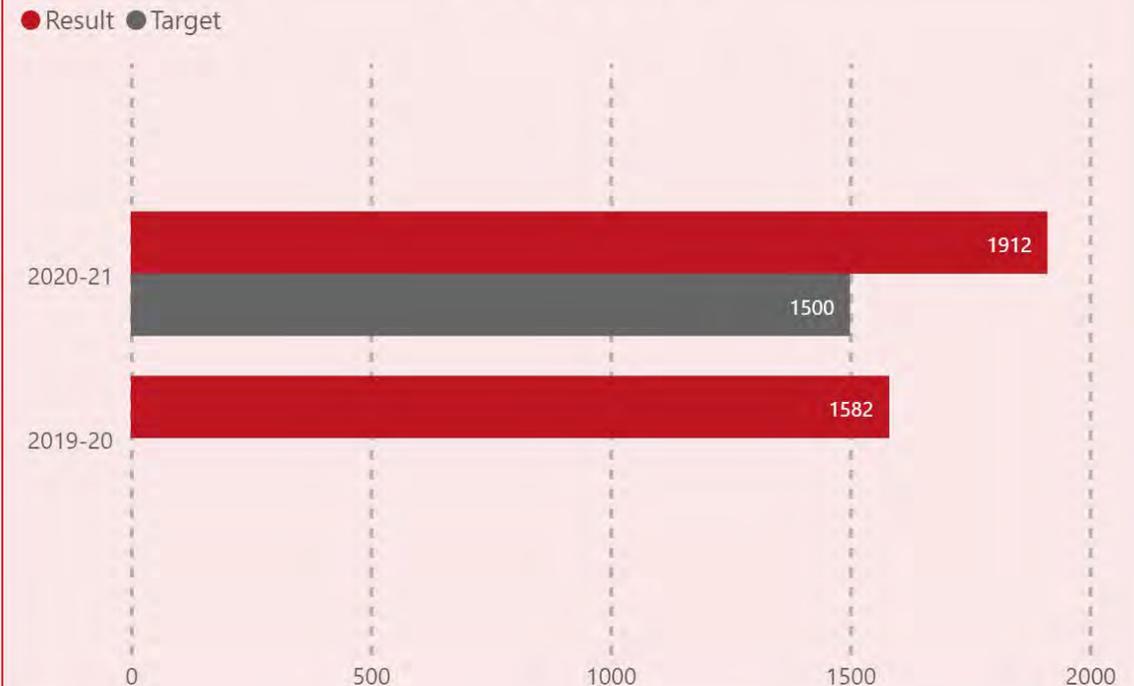
Current Year Target

1500

Latest Performance: RAG vs Target



Year End Result



Number of people supported by the Support4Families Team

Performance by Quarter



Latest Result

888

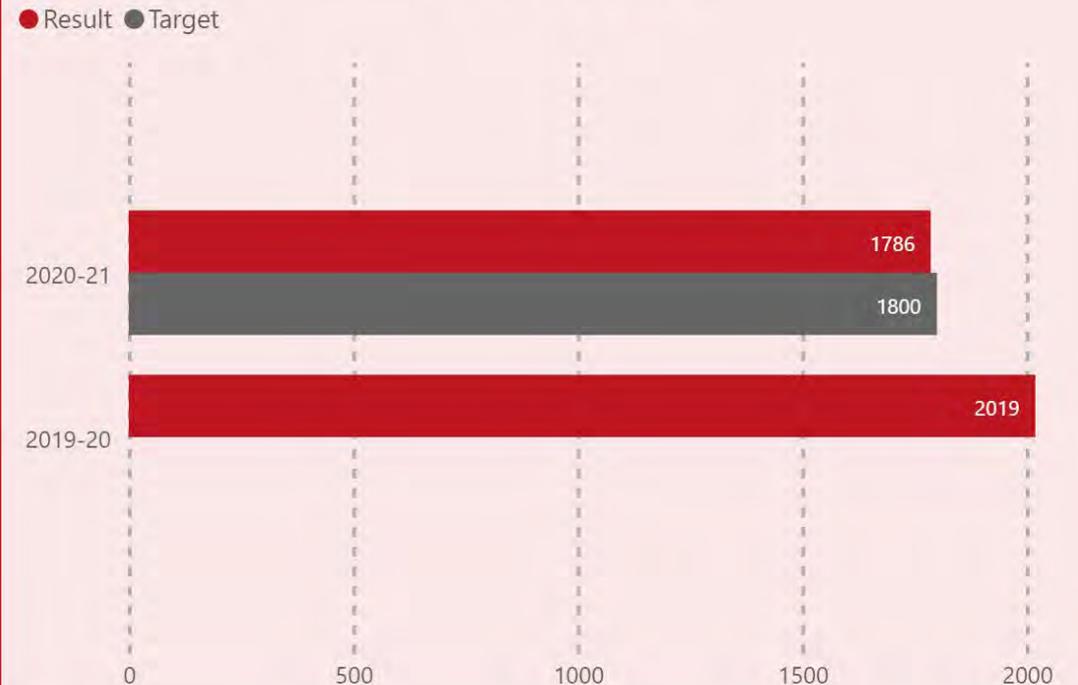
Current Year Target

2000

Latest Performance: RAG vs Target



Year End Result

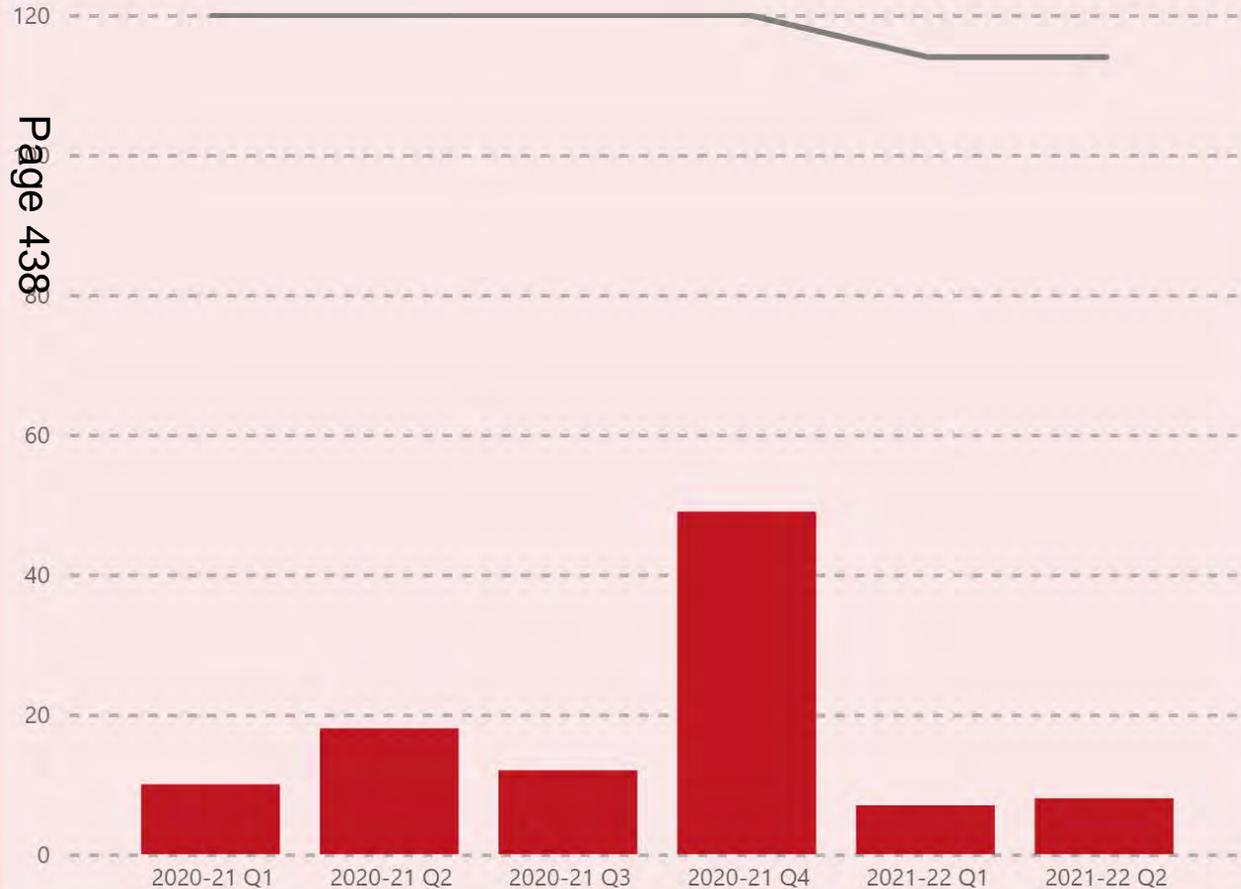


Cardiff is a great place to grow up

The number of first time entrants into the Youth Justice system

Performance by Quarter

● Result ● Target



Latest Result

8

Current Year Target

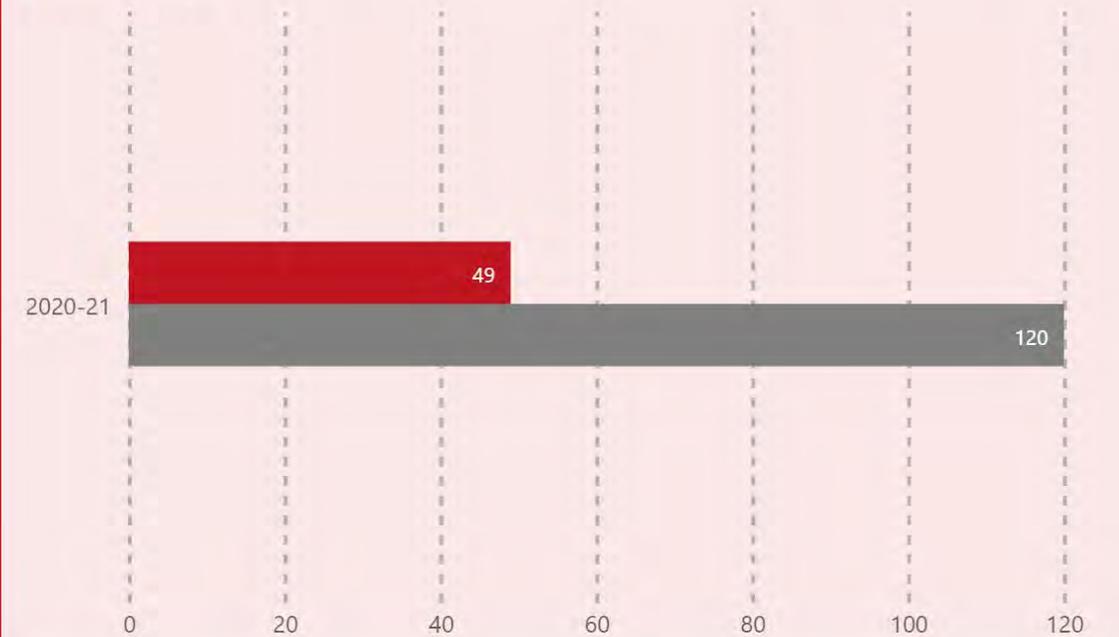
114

Latest Performance: RAG vs Target



Year End Result

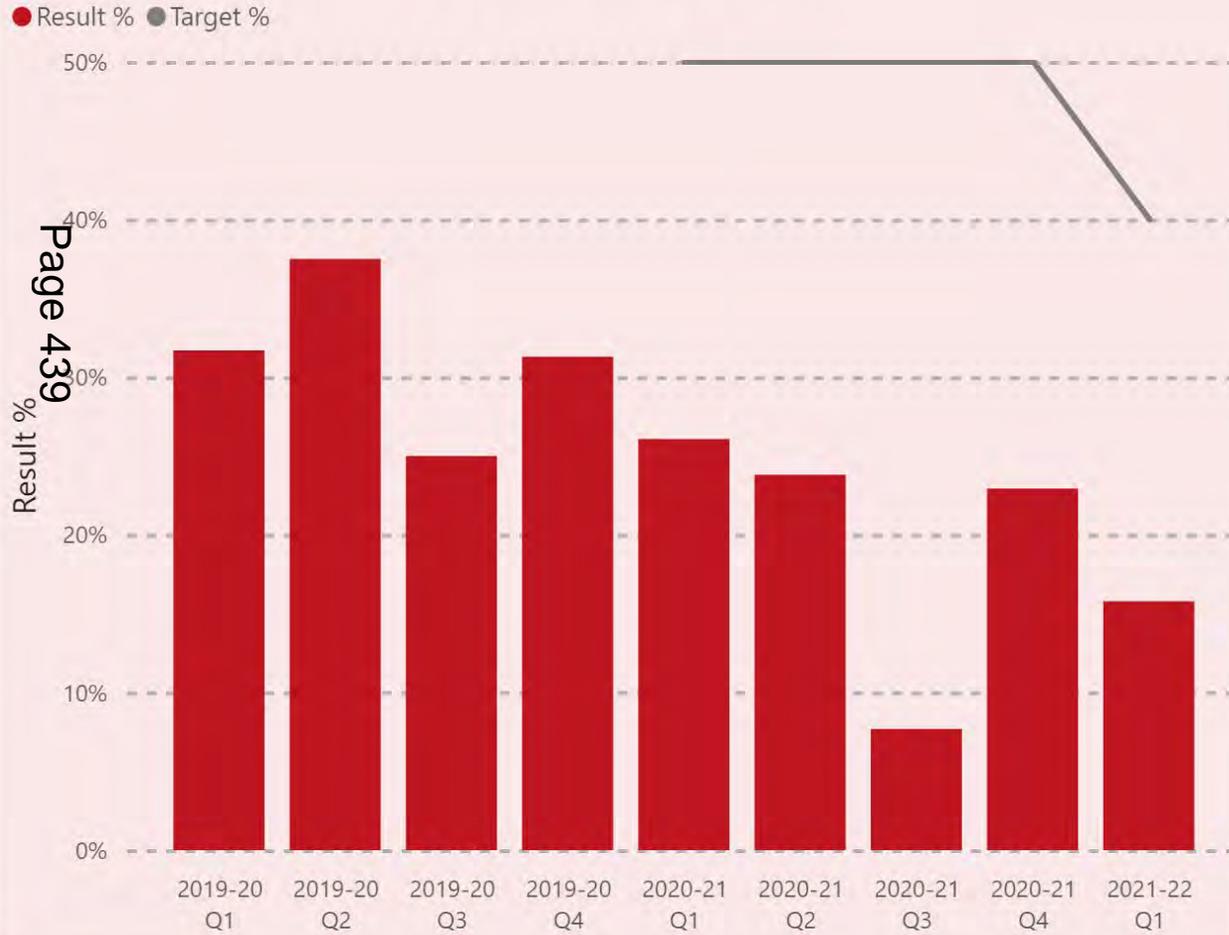
● Result ● Target



Cardiff is a great place to grow up

The percentage of children re-offending within six months of their previous offence.

Performance by Quarter



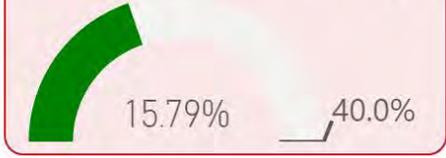
Latest Result

15.8%

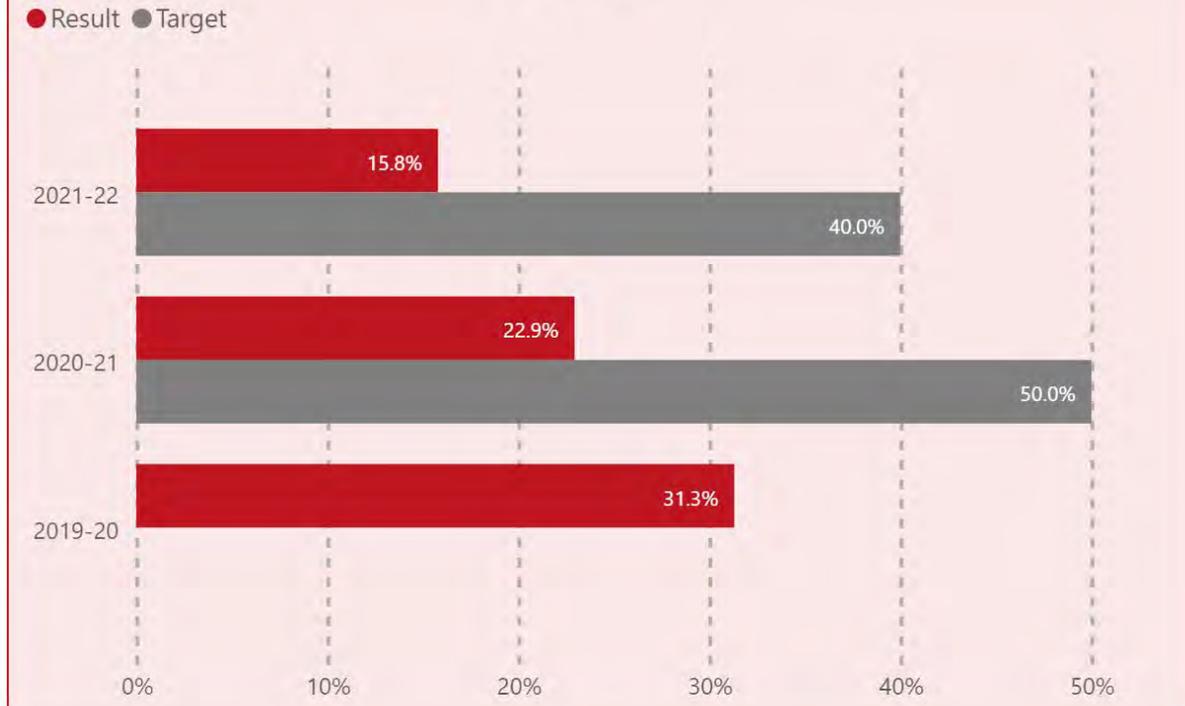
Current Year Target

40.0%

Latest Performance: RAG vs Target



Year End Result



WBO 2 Cardiff is a great place to grow older PDF Version

[View in Power BI](#) ↗

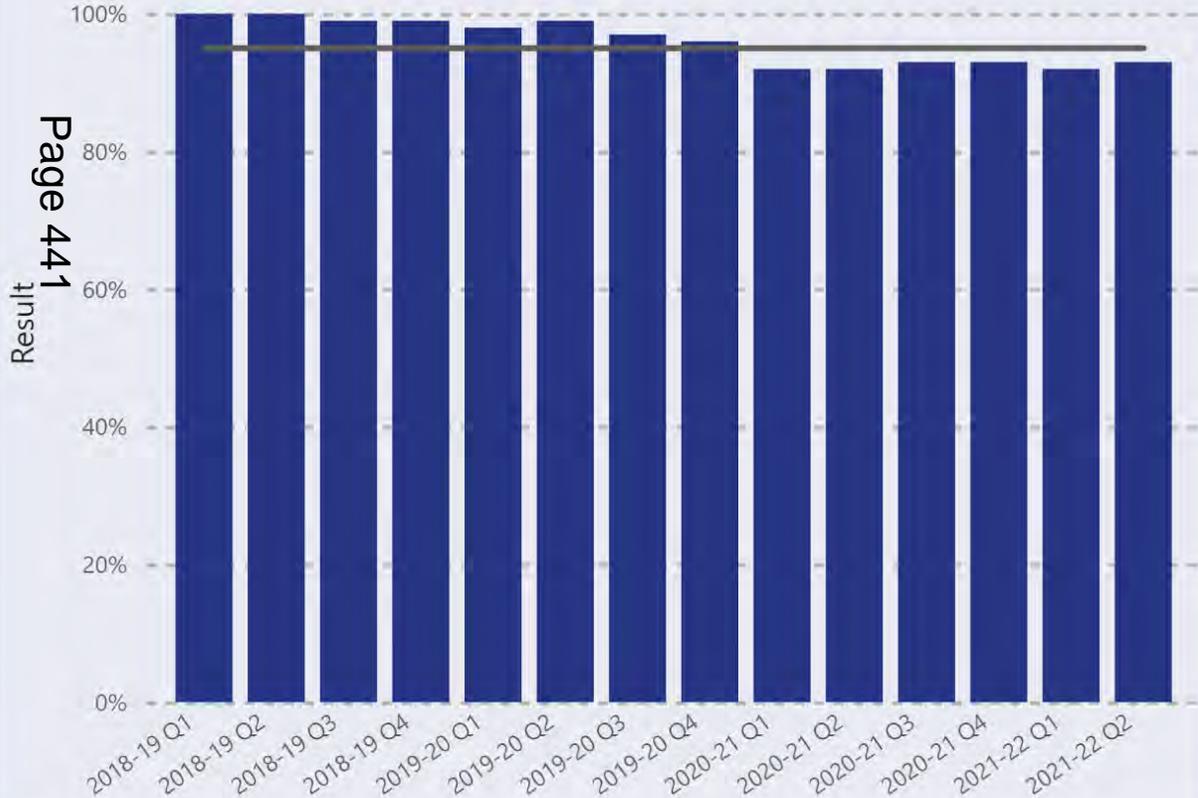


Cardiff is a great place to grow older

The percentage of clients who felt able to live independently in their homes following support from Independent Living Services

Performance by Quarter

● Result ● Target



Latest Result

93.0%

Current Year Target

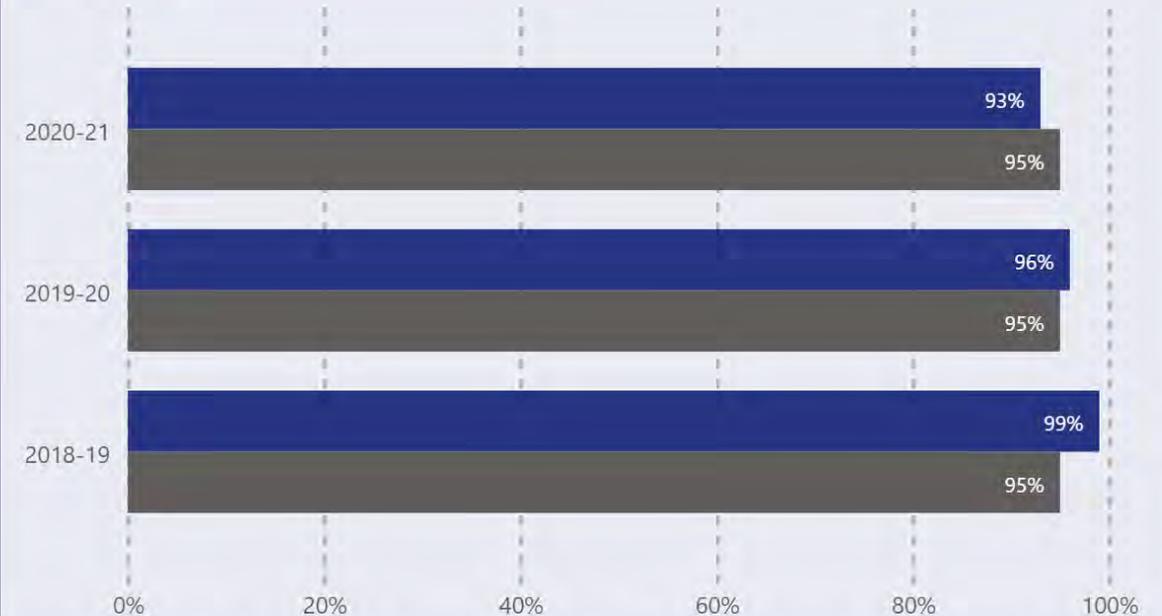
95.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

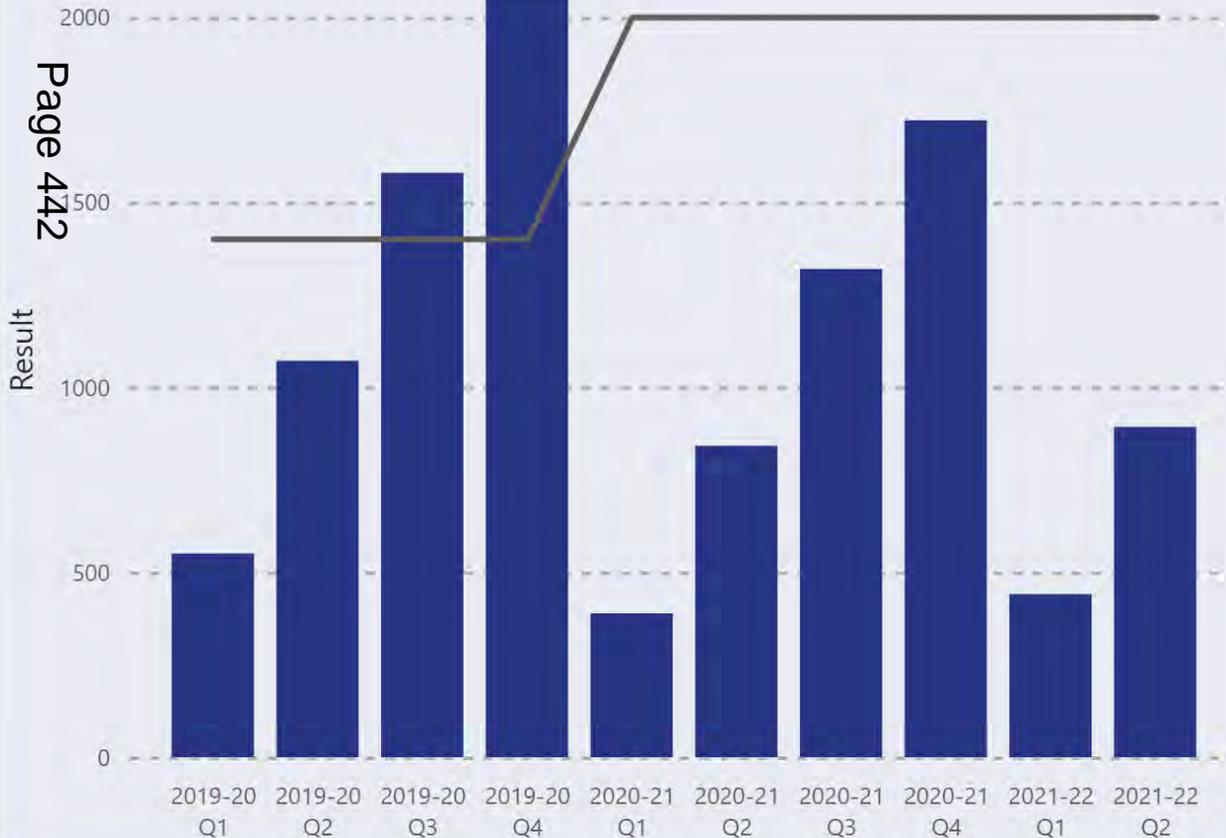


Cardiff is a great place to grow older

The number of people who accessed the Community Resource Team

Performance by Quarter

● Result ● Target



Latest Result

893

Current Year Target

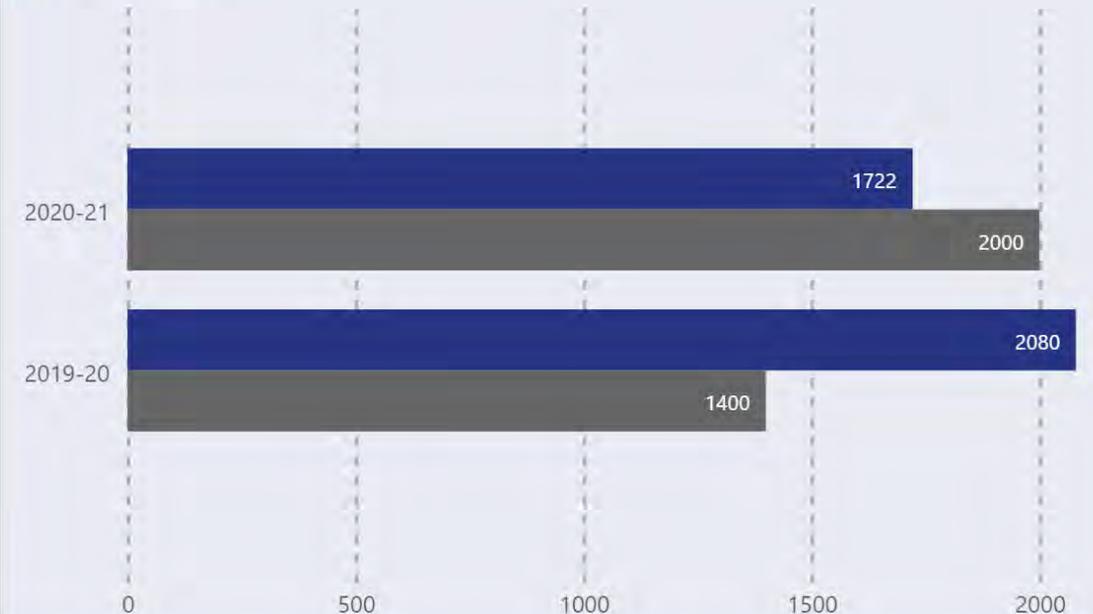
2000

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow older

The total hours of support provided by the Community Resource Team

Performance by Quarter



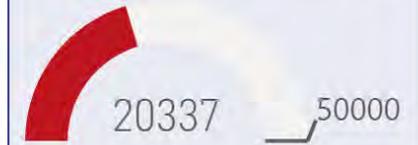
Latest Result

20.3K

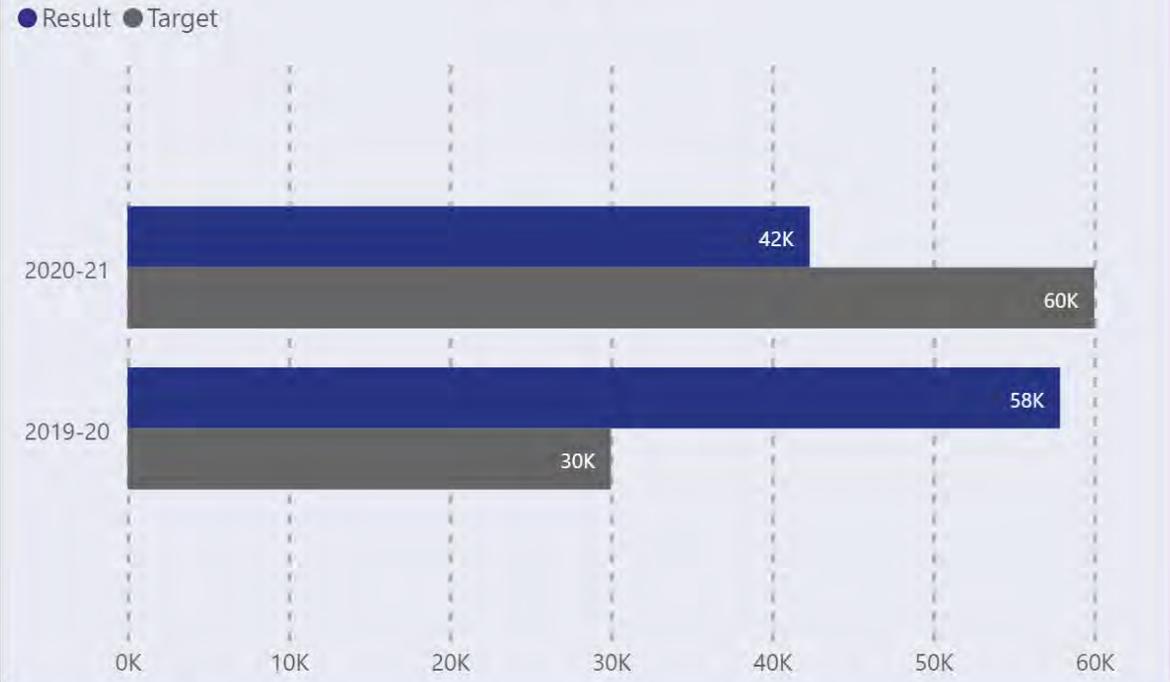
Current Year Target

50K

Latest Performance: RAG vs Target

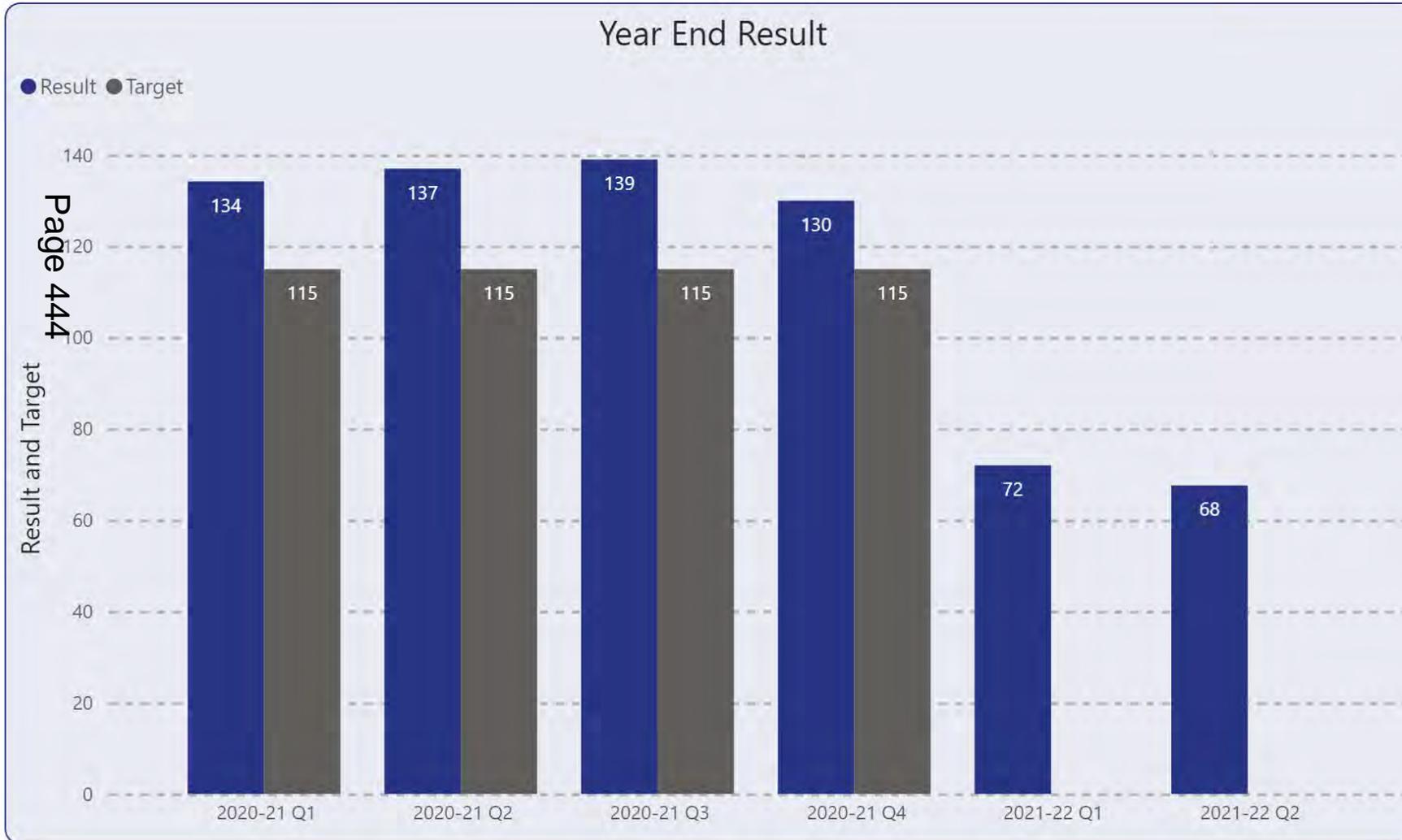


Year End Result



Cardiff is a great place to grow older

The number of people in residential care aged 65 or over per 10,000 population



Latest Result

68

No target but reduce

Cardiff is a great place to grow older

The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services

Performance by Quarter

● Result ● Target



Latest Result

75.0%

Current Year Target

70.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

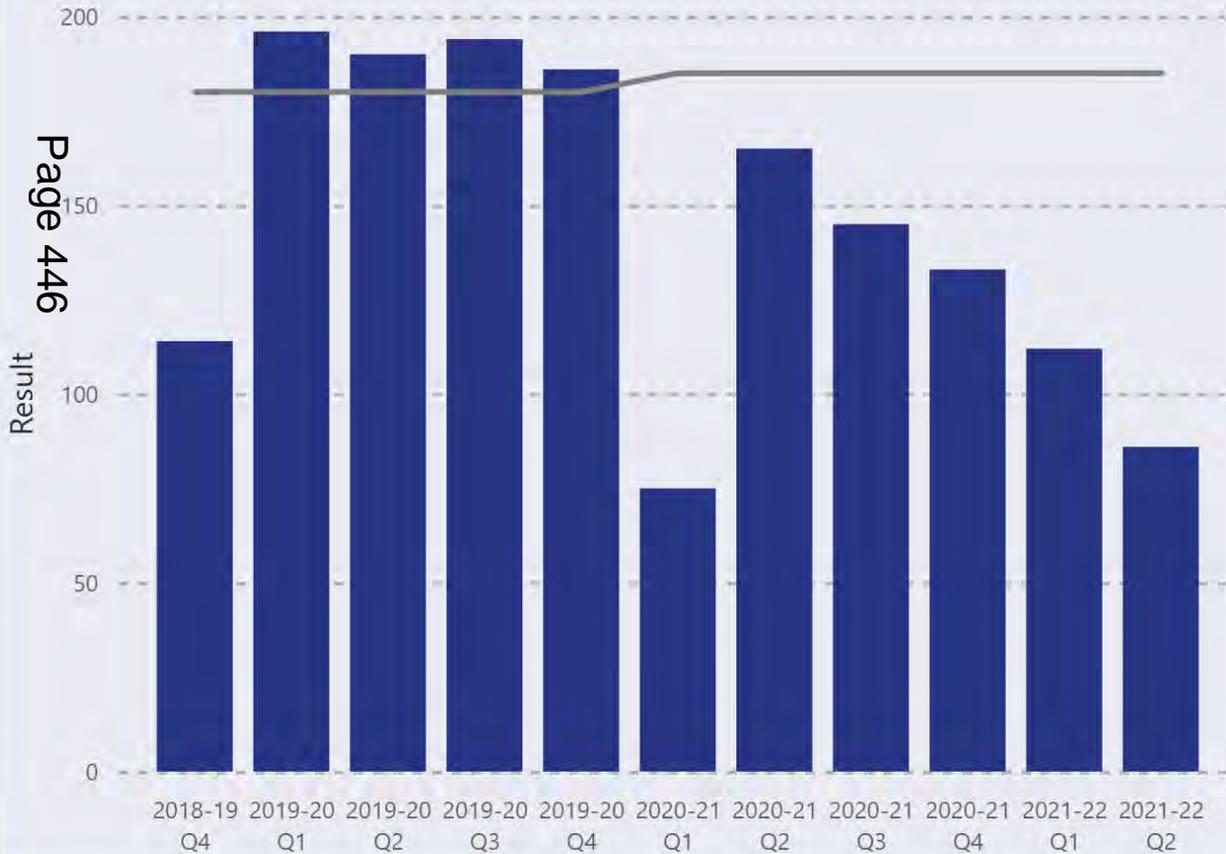


Cardiff is a great place to grow older

The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).

Performance by Quarter

● Result ● Target



Latest Result

86

Current Year Target

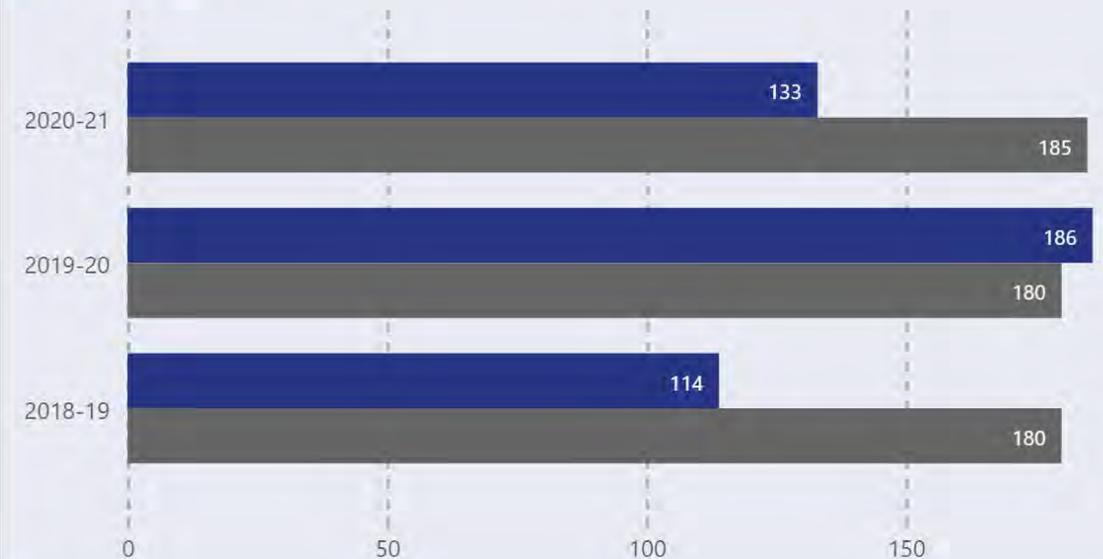
185

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



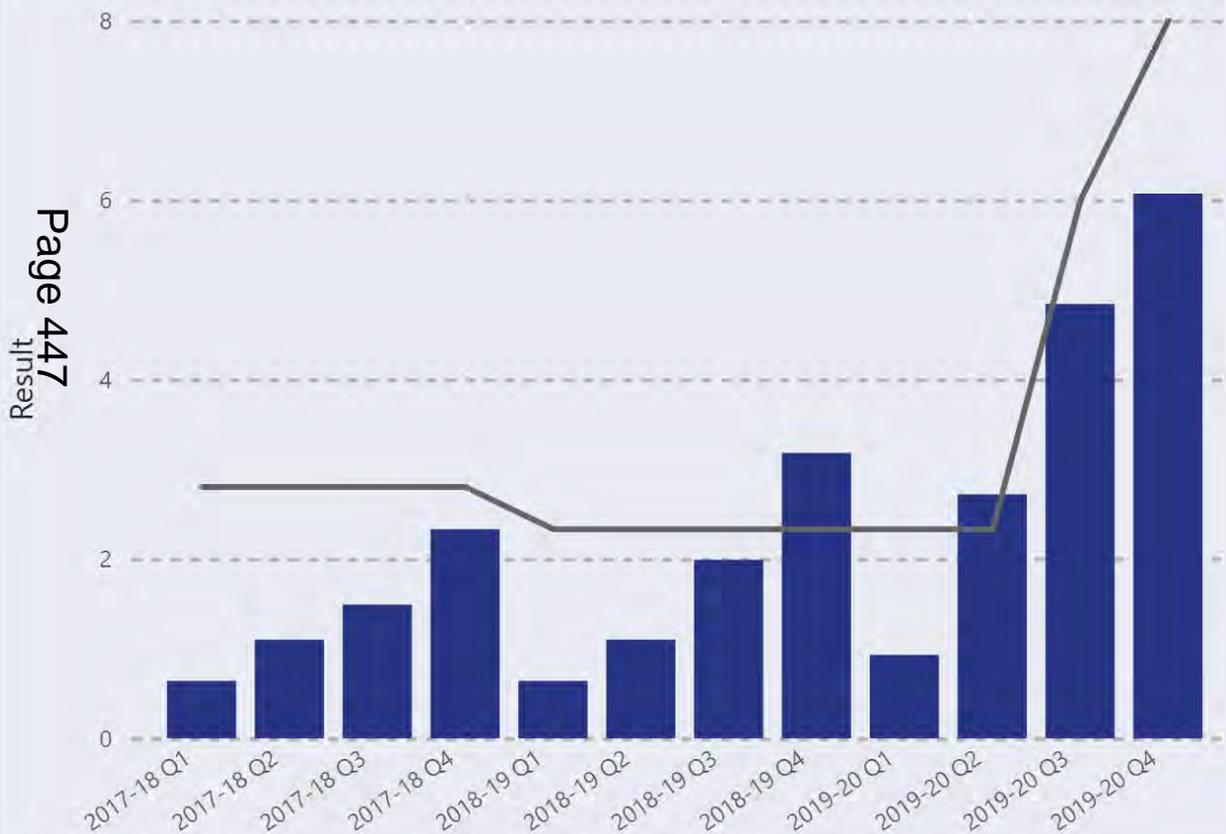
Result for 2020-21 has been affected by Covid-19

Cardiff is a great place to grow older

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over

Performance by Quarter

● Result ● Target



Latest Result

6.1

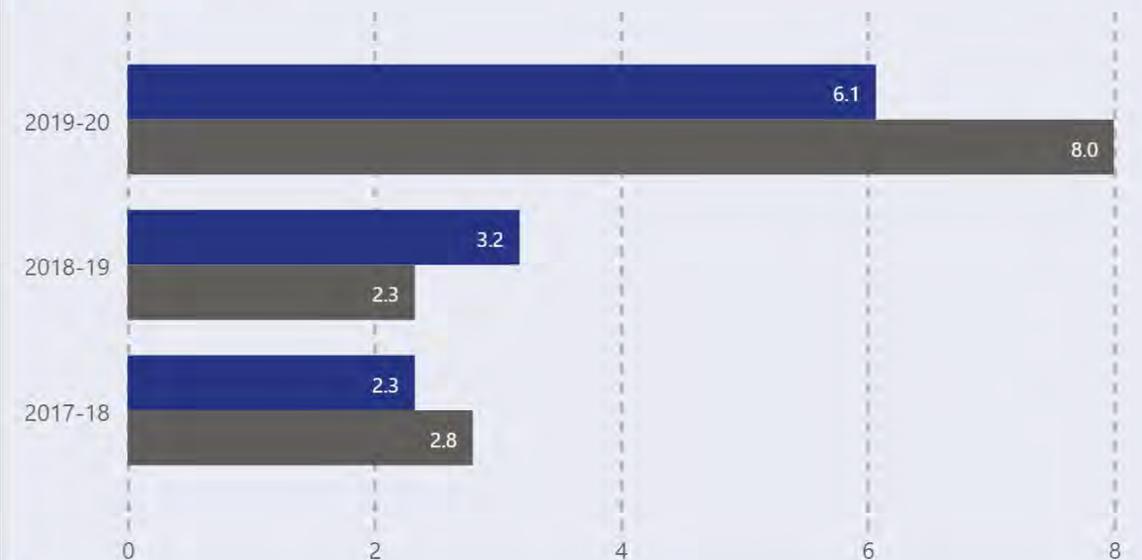
National Data
collection
suspended

Latest Performance: RAG vs Target



Year End Result

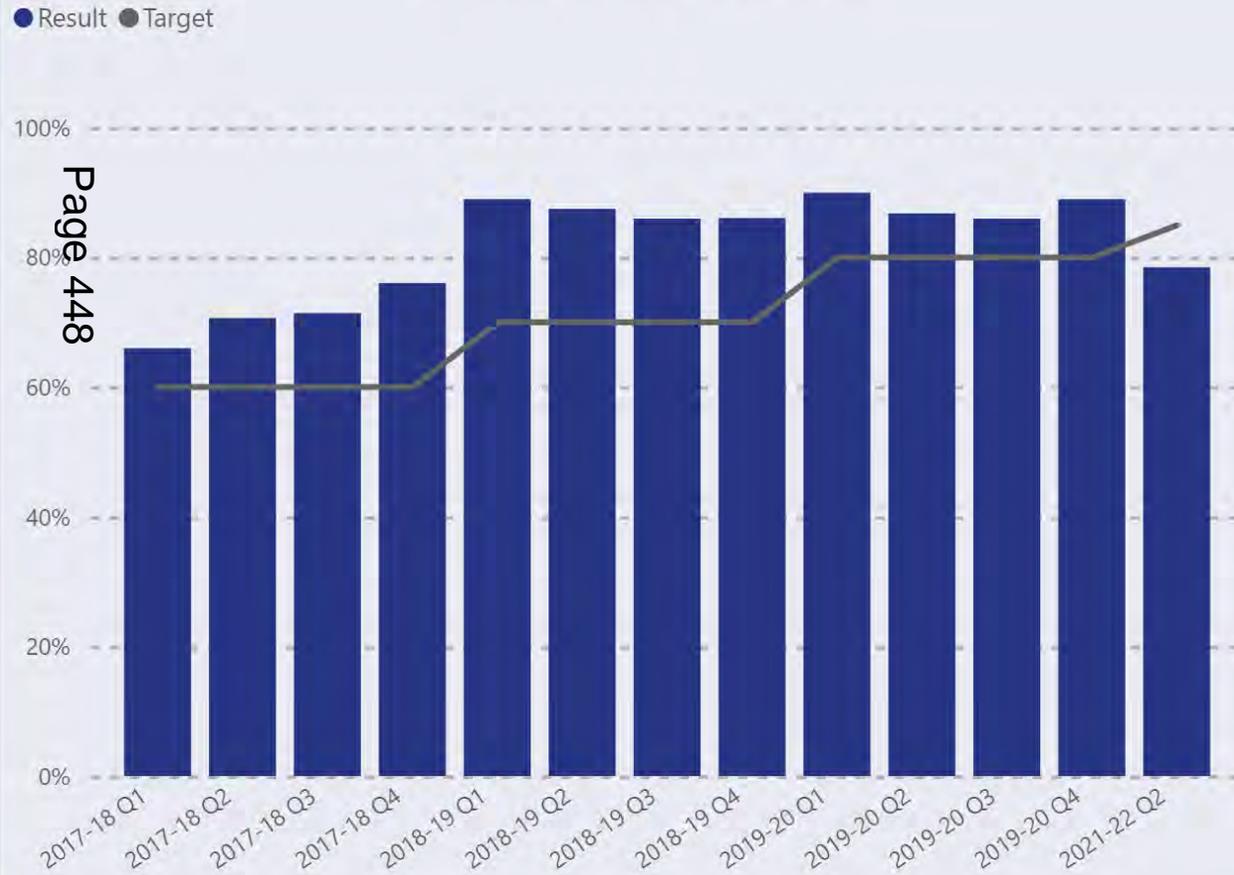
● Result ● Target



Cardiff is a great place to grow older

The percentage of people who feel reconnected into their community through direct and digital intervention from the Day Opportunities team.

Performance by Quarter



Latest Result

78.5%

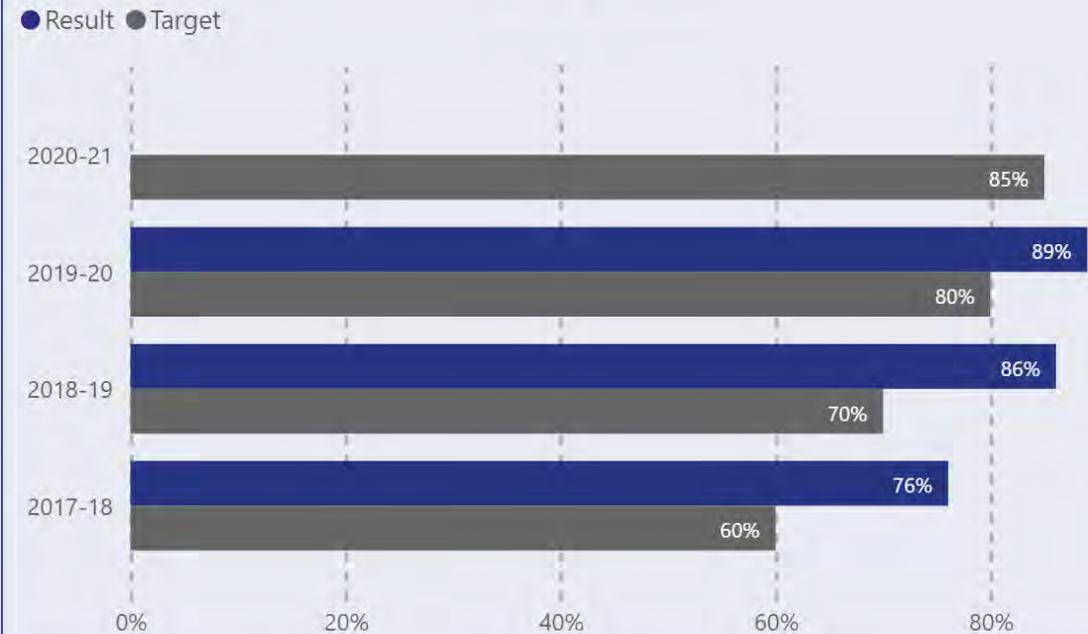
Current Year Target

85%

Latest Performance: RAG vs Target



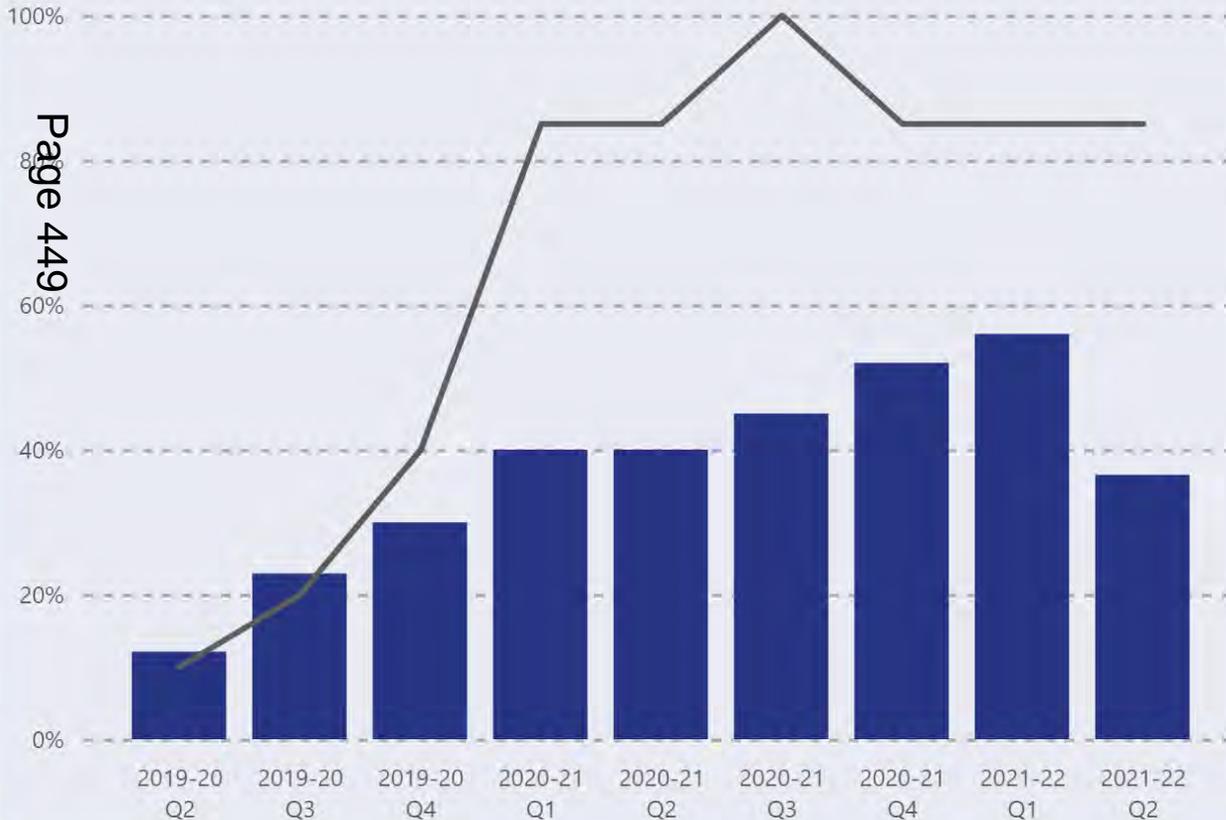
Year End Result



The percentage of Council staff completing Dementia Friends training

Performance by Quarter

● Result ● Target



Latest Result

36.5%

Current Year Target

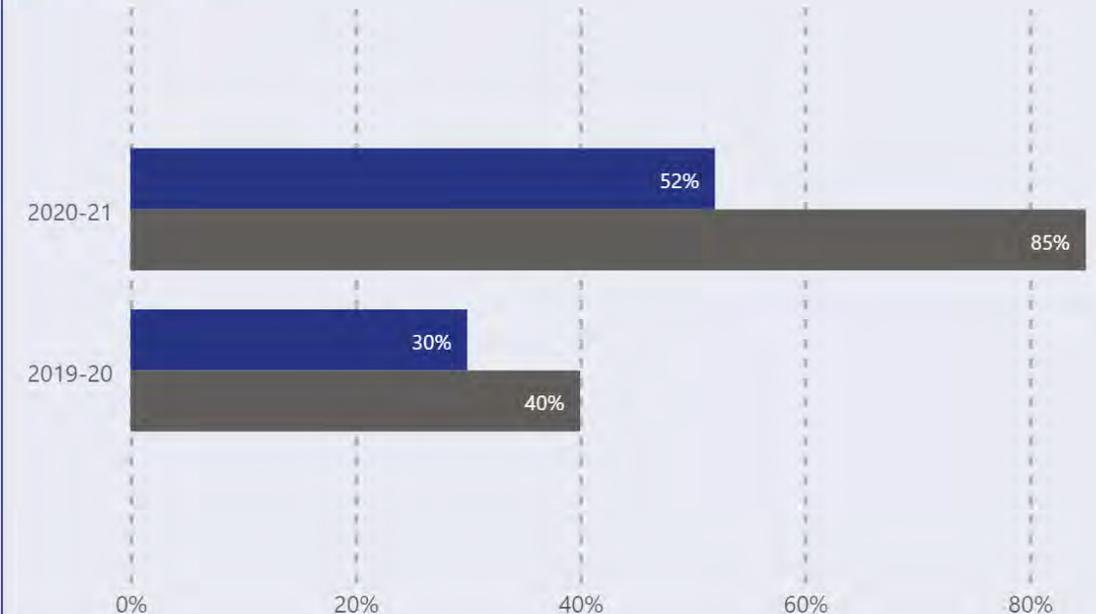
85.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

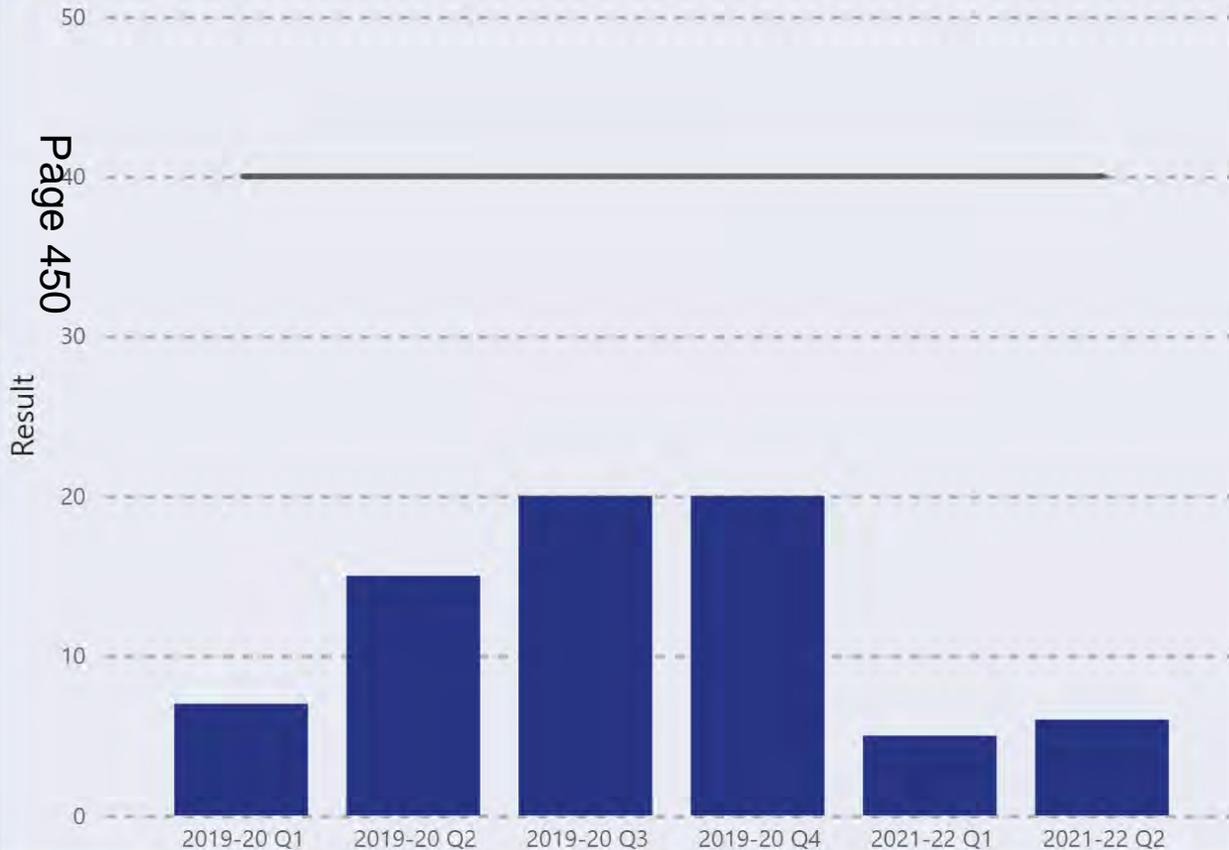


Cardiff is a great place to grow older

The number of businesses pledging their commitment to work towards becoming Dementia Friendly

Performance by Quarter

● Result ● Target



Latest Result

6

Current Year Target

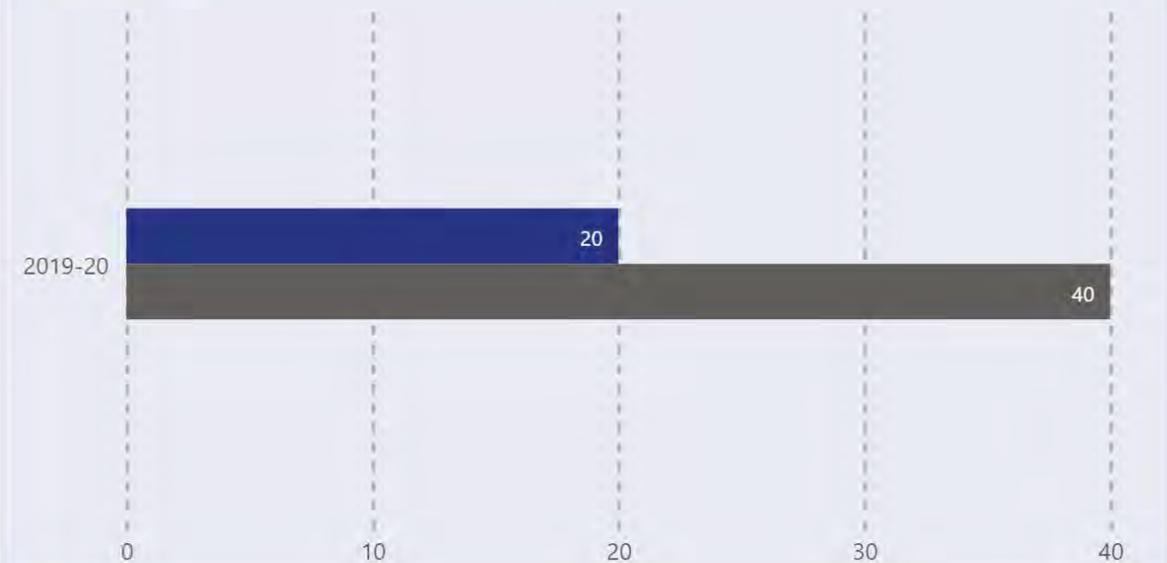
40

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



*No Data for 2020-21 due to Covid-19

Cardiff is a great place to grow older

The number of digital Dementia Friendly City events held.

Performance by Quarter



Latest Result

433

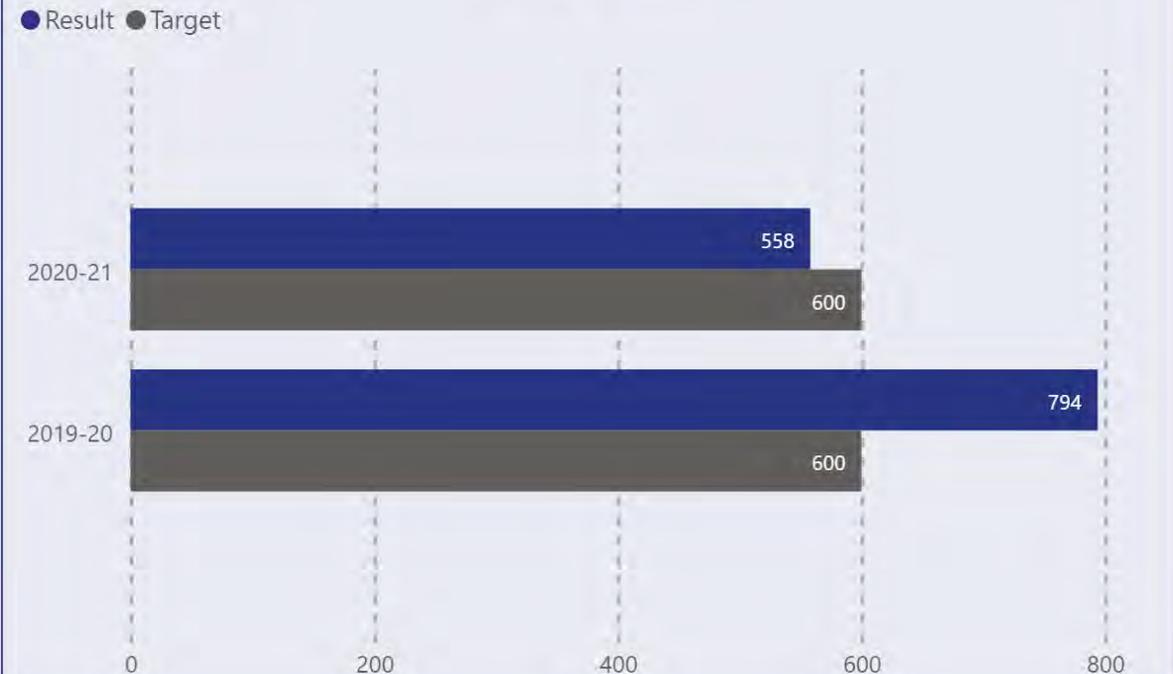
Current Year Target

600

Latest Performance: RAG vs Target



Year End Result



WBO 3 Supporting Out of Poverty PDF Version

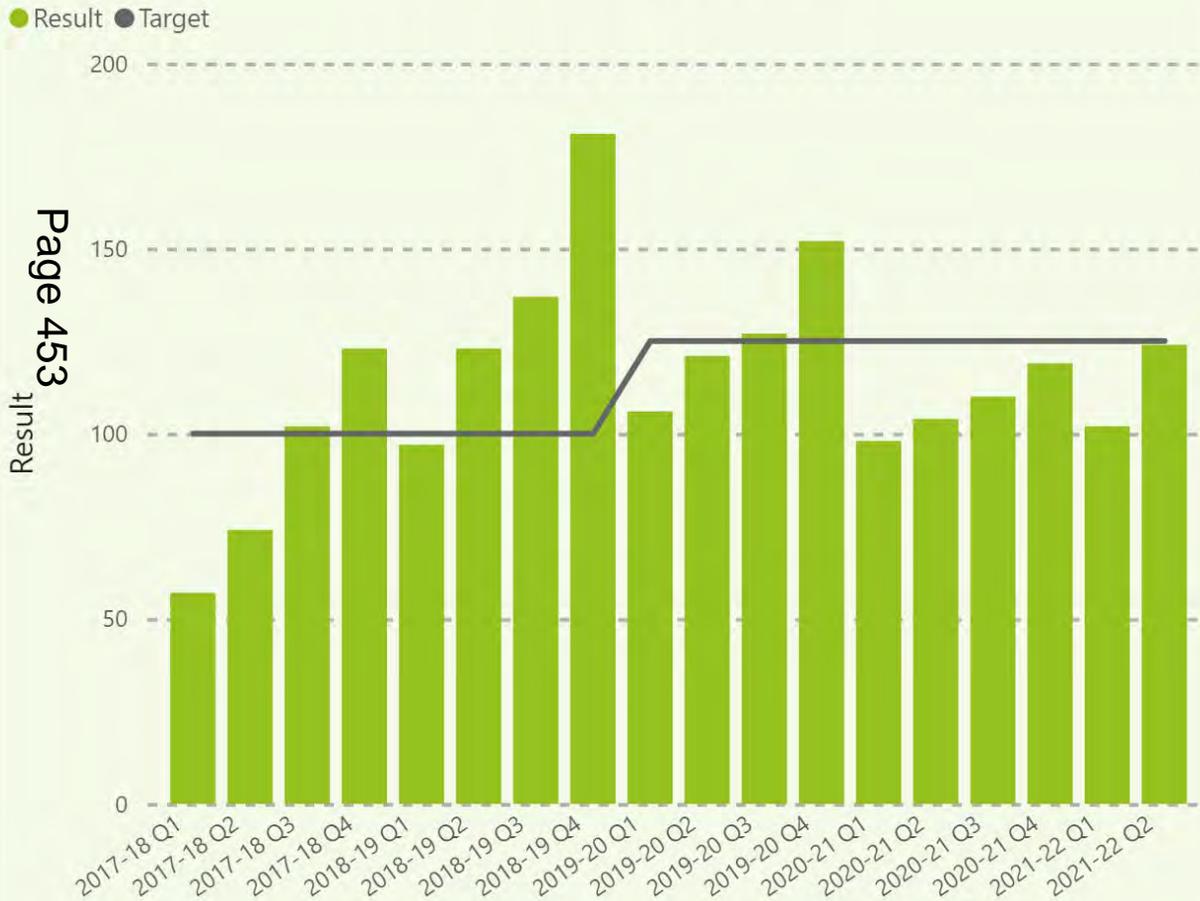
[View in Power BI](#) ↗



Supporting people out of poverty

The number of opportunities created for paid apprenticeships and trainees within the Council

Performance by Quarter



Latest Result

124

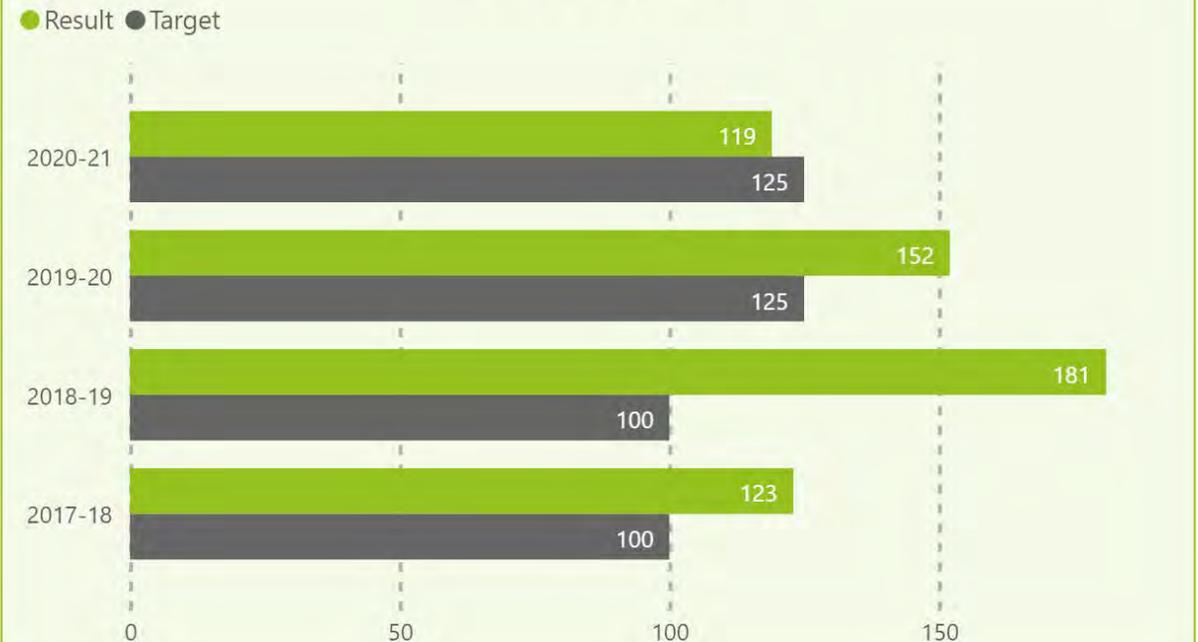
Current year target

125

Latest Performance: RAG vs Target



Year End Result

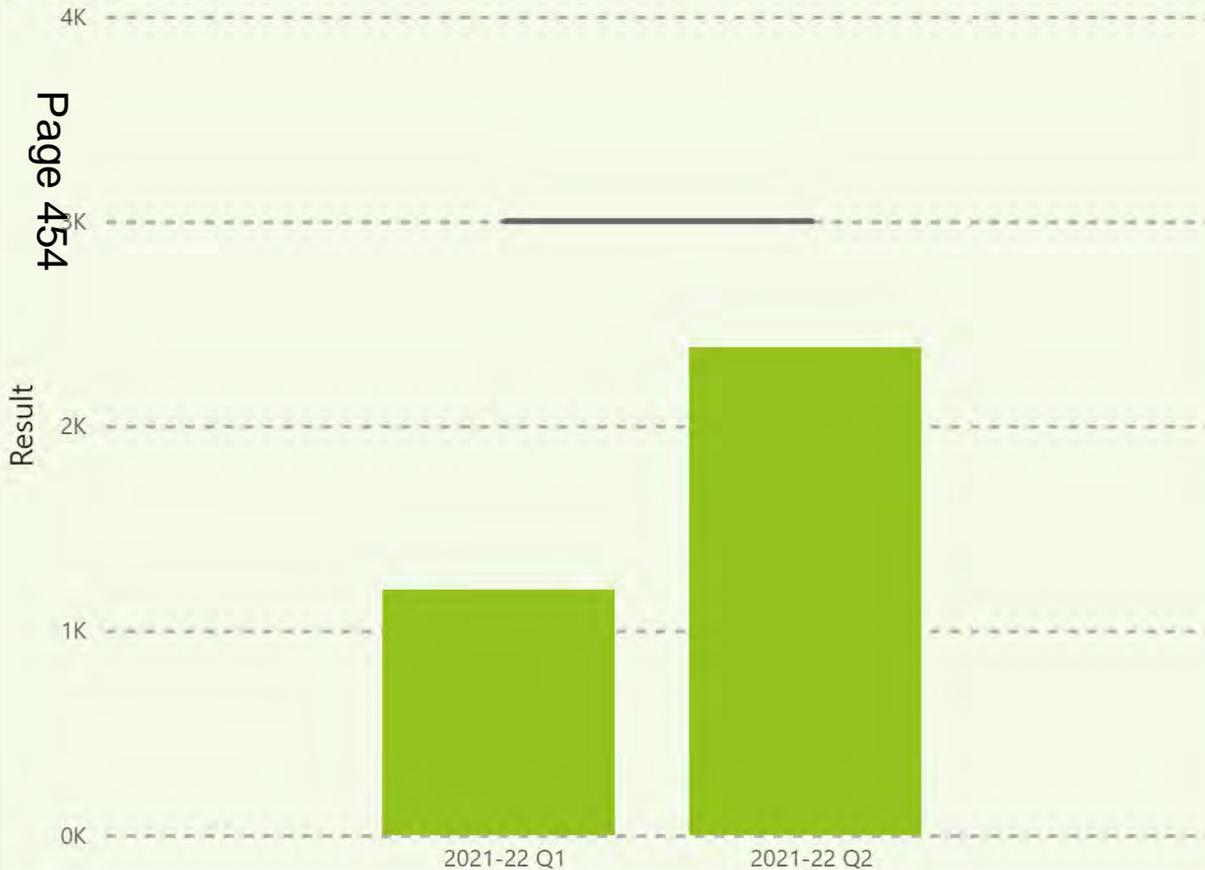


Supporting people out of poverty

The number of Council posts filled through placements from Cardiff Works

Performance by Quarter

● Result ● Target



Latest Result

2384

Current year target

3000

Latest Performance: RAG vs Target



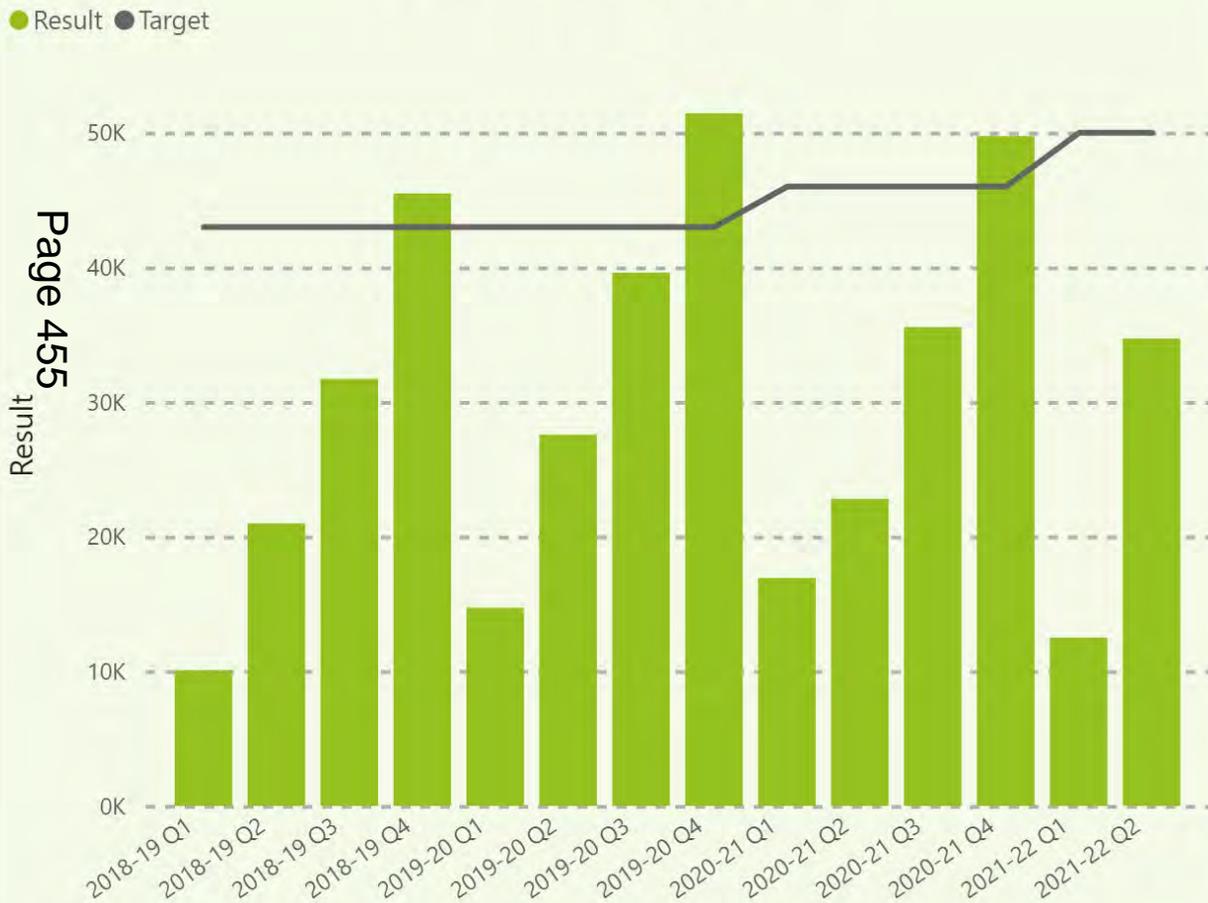
Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

Supporting people out of poverty

The number of interventions which supported people receiving into work advice through the Gateway.

Performance by Quarter



Latest Result

34.7K

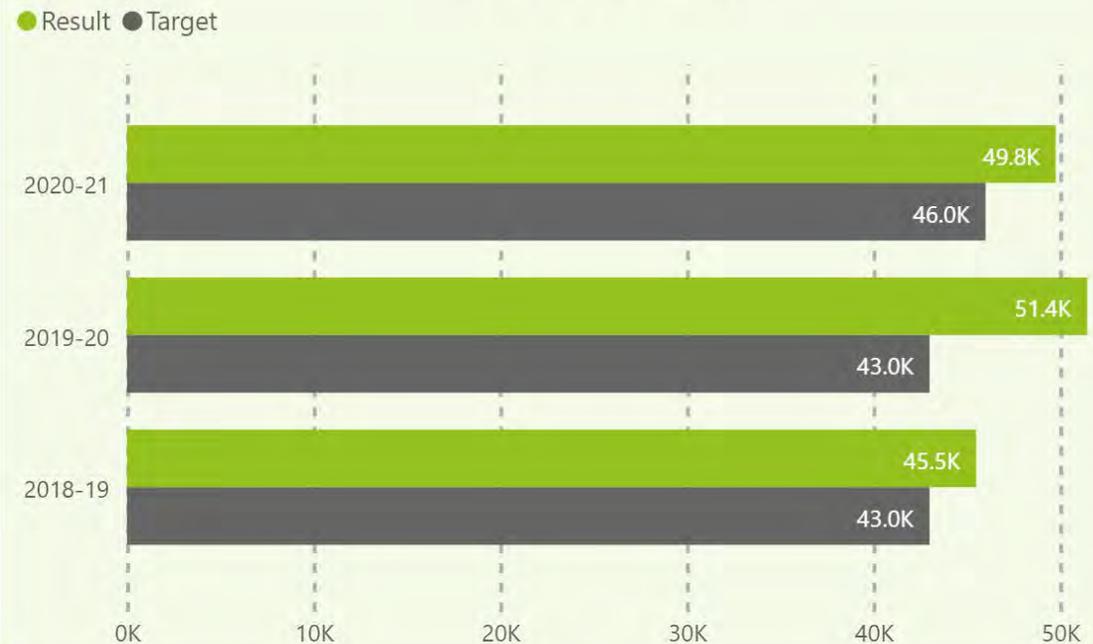
Current year target

50K

Latest Performance: RAG vs Target



Year End Result

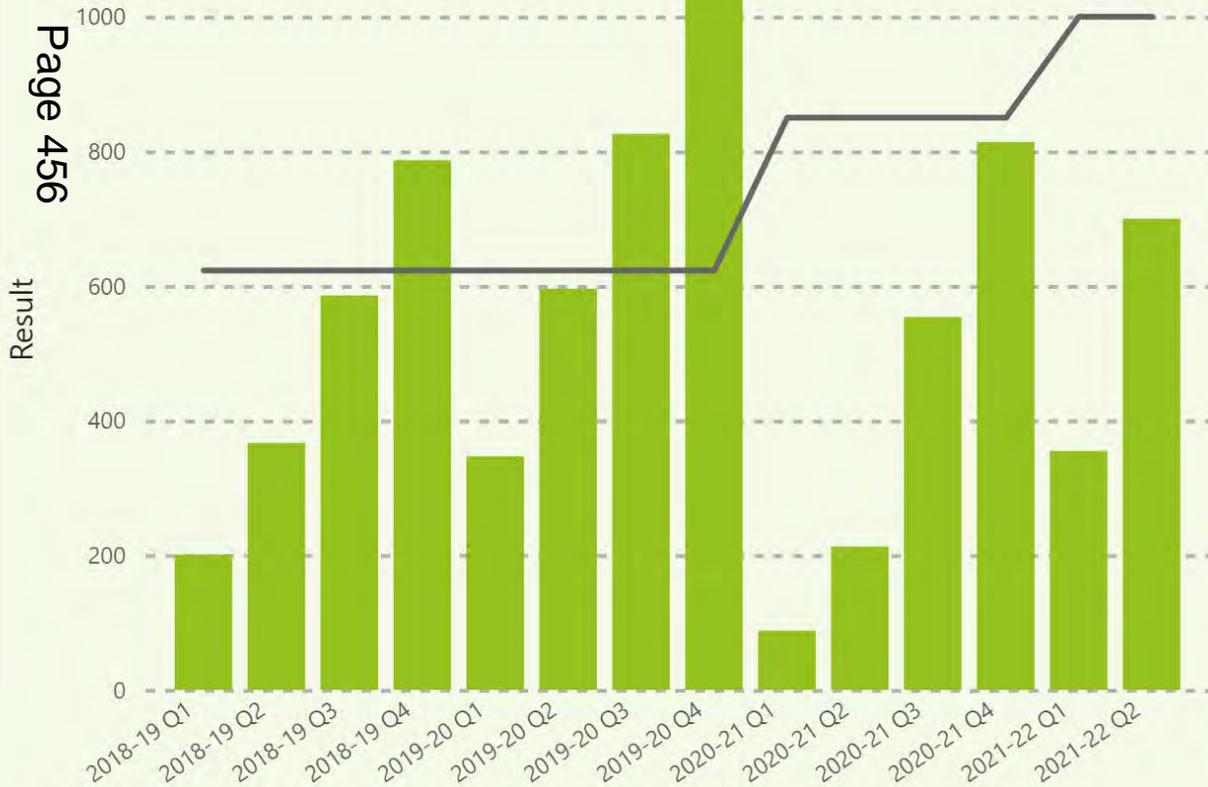


Supporting people out of poverty

The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received

Performance by Quarter

● Result ● Target



Latest Result

700

Current year target

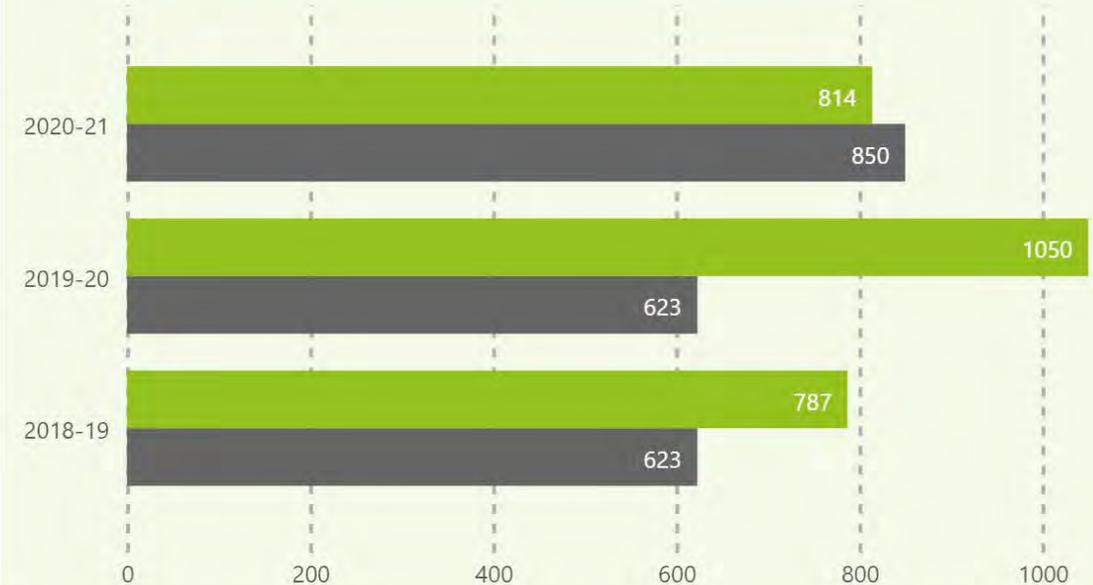
1000

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

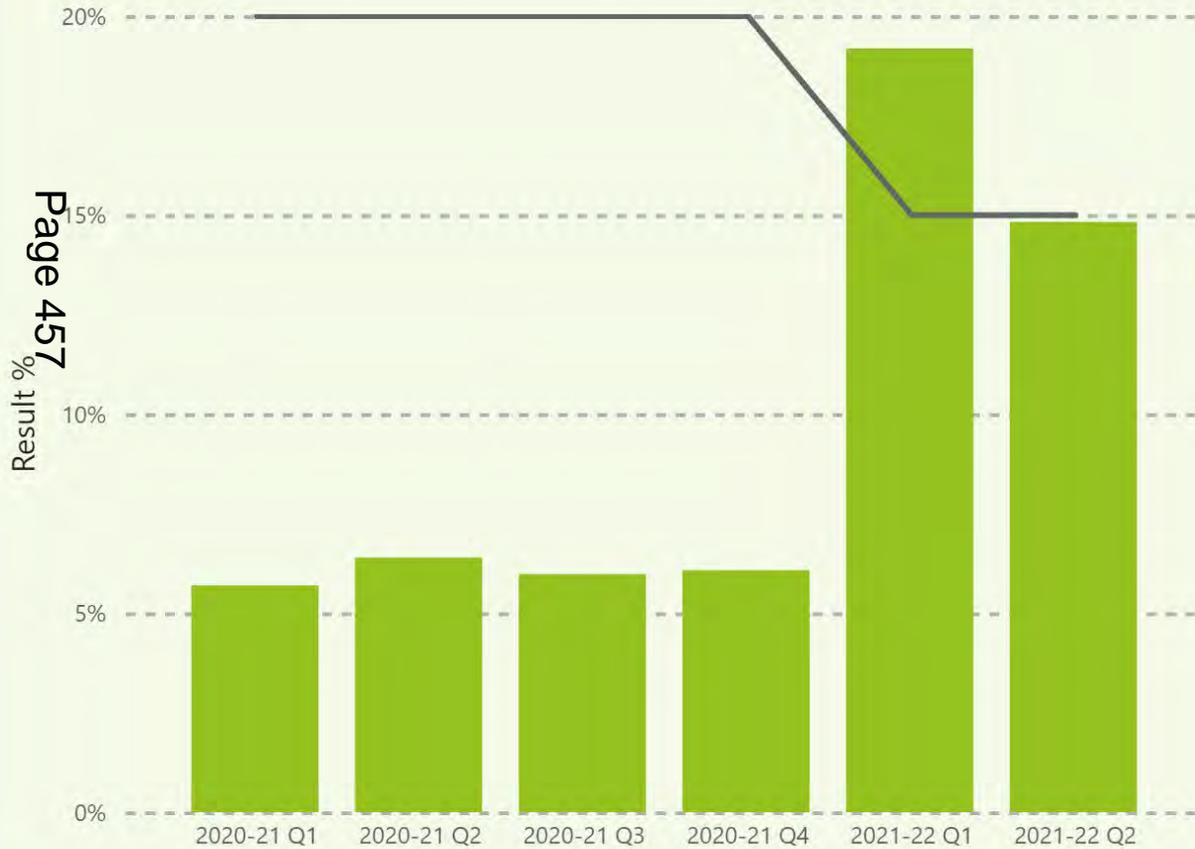


Supporting people out of poverty

The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination

Performance by Quarter

● Result % ● Target %



Latest Result

14.8%

Current year target

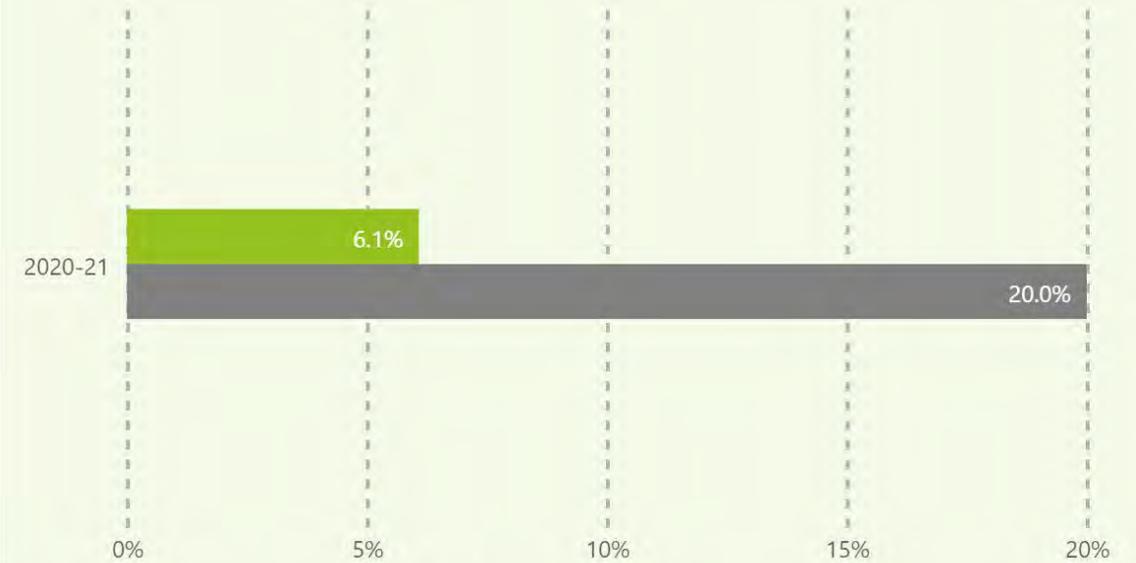
<15.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

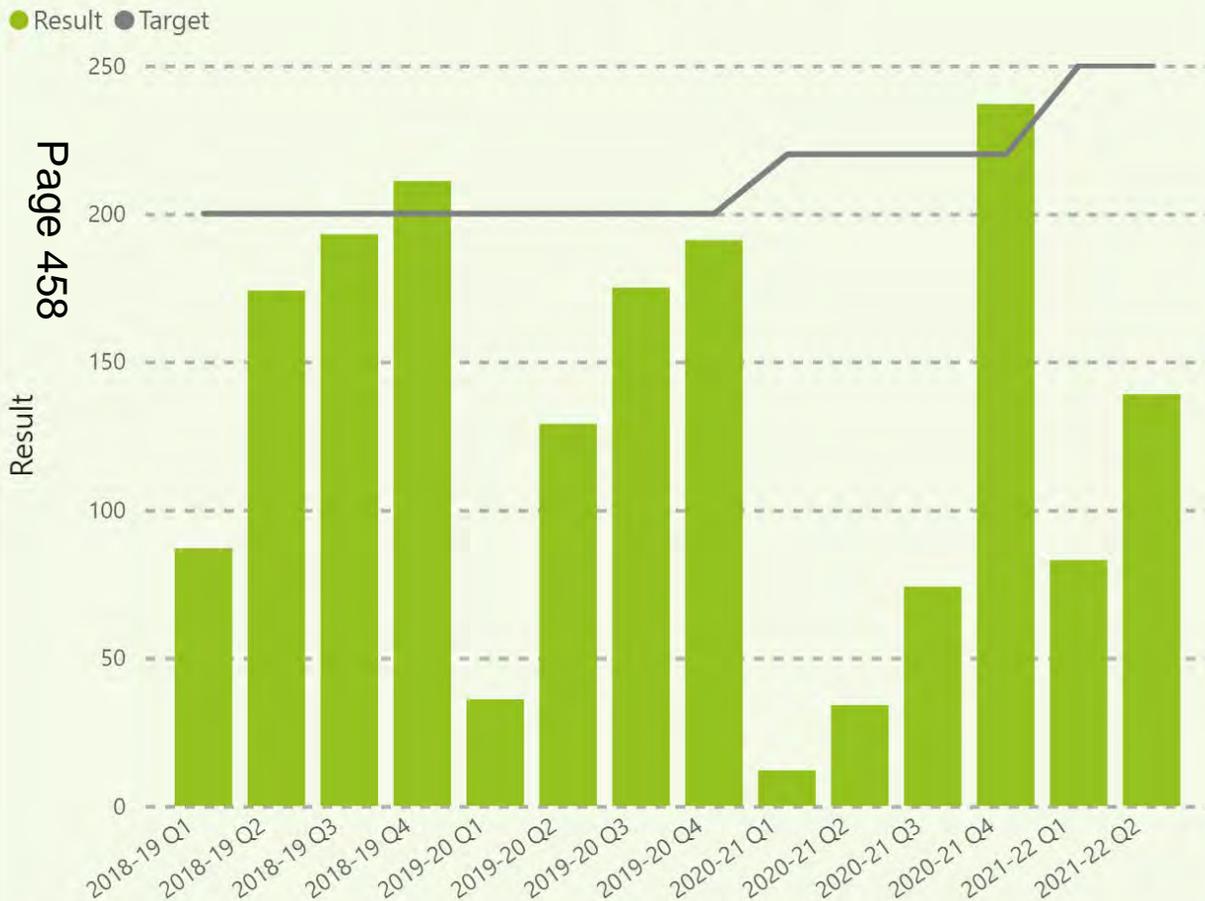


The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination the target is to remain BELOW 15%

Supporting people out of poverty

The number of employers which have been assisted by the Council's employment support service

Performance by Quarter



Latest Result

139

Current year target

250

Latest Performance: RAG vs Target



Year End Result

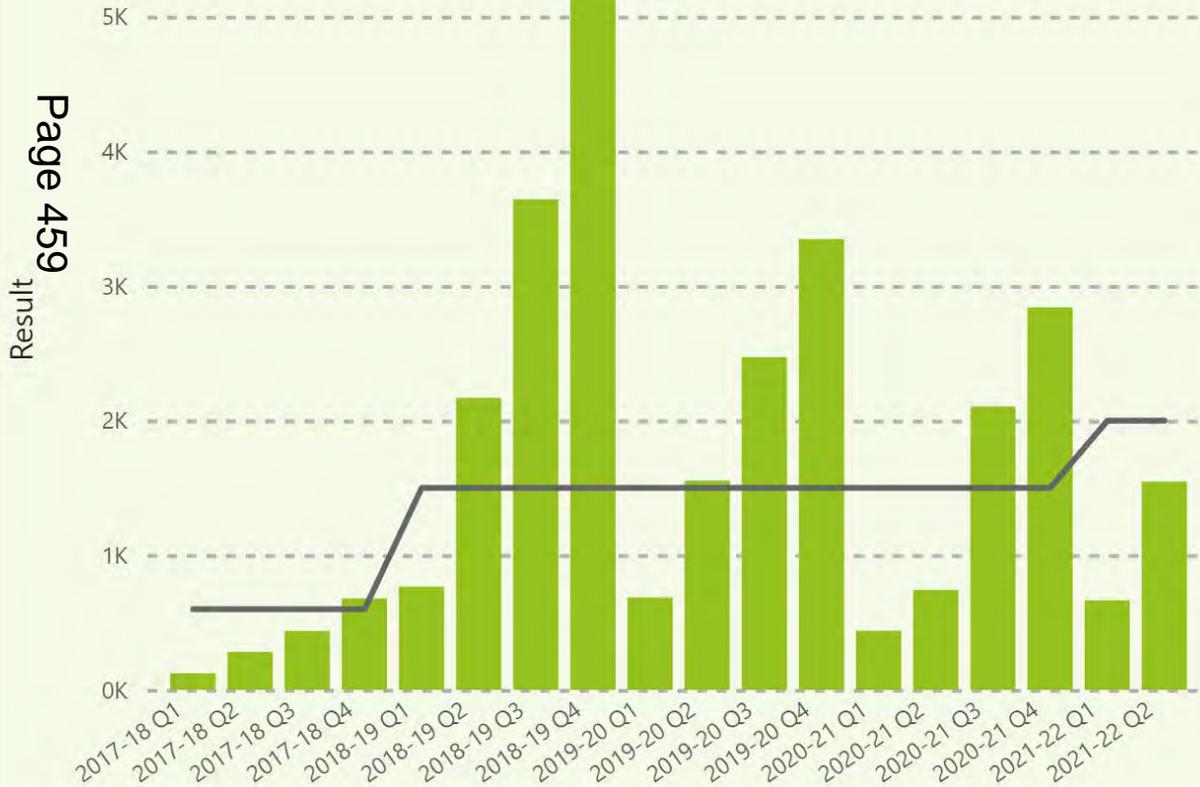


Supporting people out of poverty

The number of customers supported and assisted with their claims for Universal Credit.

Performance by Quarter

● Result ● Target



Latest Result

1546

Current year target

2000

Latest Performance: RAG vs Target



Year End Result

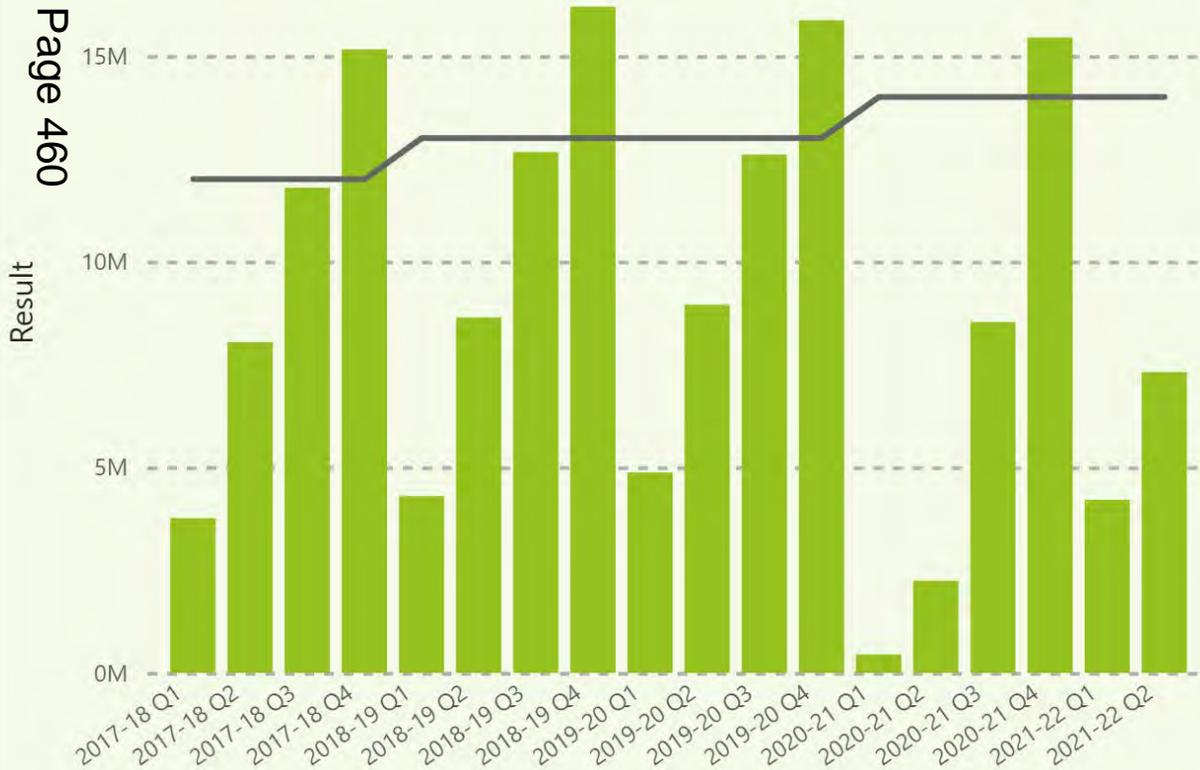
● Result ● Target



Additional weekly benefit identified for clients of the City Centre Advice Team.

Performance by Quarter

● Result ● Target



Latest Result

£ 7.3M

Current year target

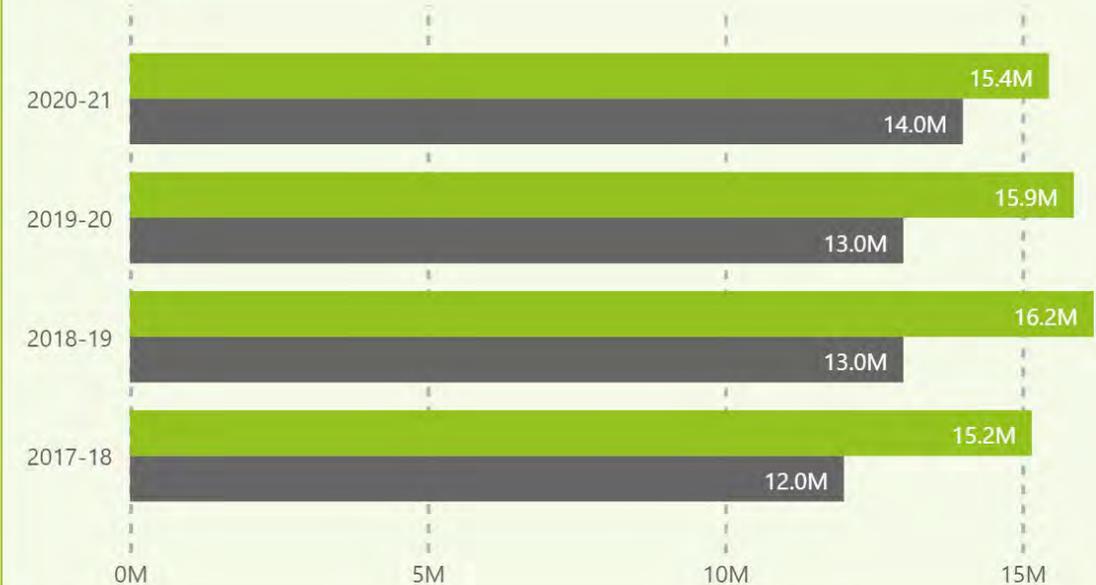
£ 14M

Latest Performance: RAG vs Target



Year End Result

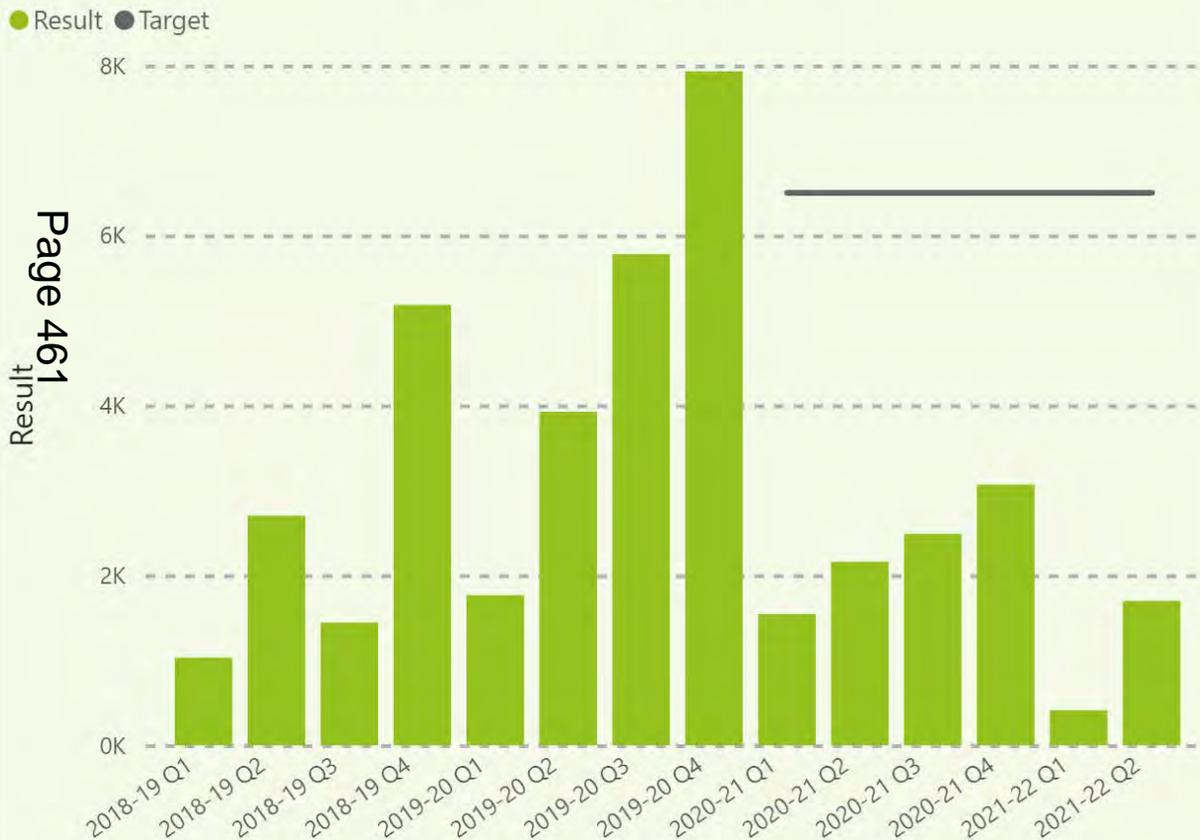
● Result ● Target



Supporting people out of poverty

The number of hours given volunteering within the Advice & Benefits Service

Performance by Quarter



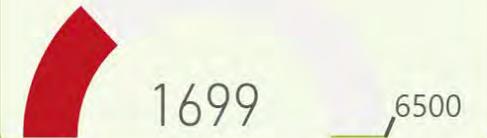
Latest Result

1699

Current year target

6500

Latest Performance: RAG vs Target



Year End Result



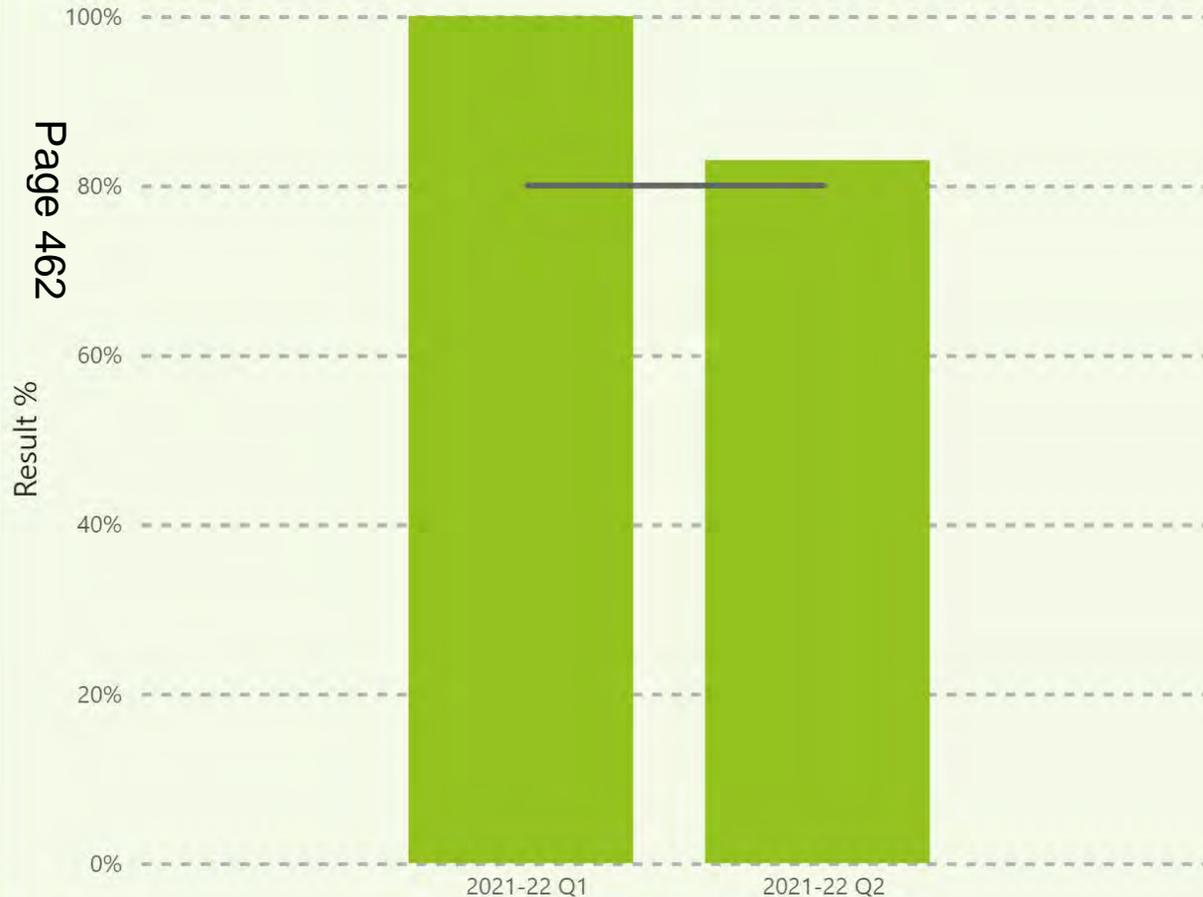
Below target due to Covid-19

Supporting people out of poverty

The percentage of volunteers aiming to secure future employment who ceased volunteering as result of finding work

Performance by Quarter

● Result % ● Target %



Latest Result

83%

Current year target

80.0%

Latest Performance: RAG vs Target

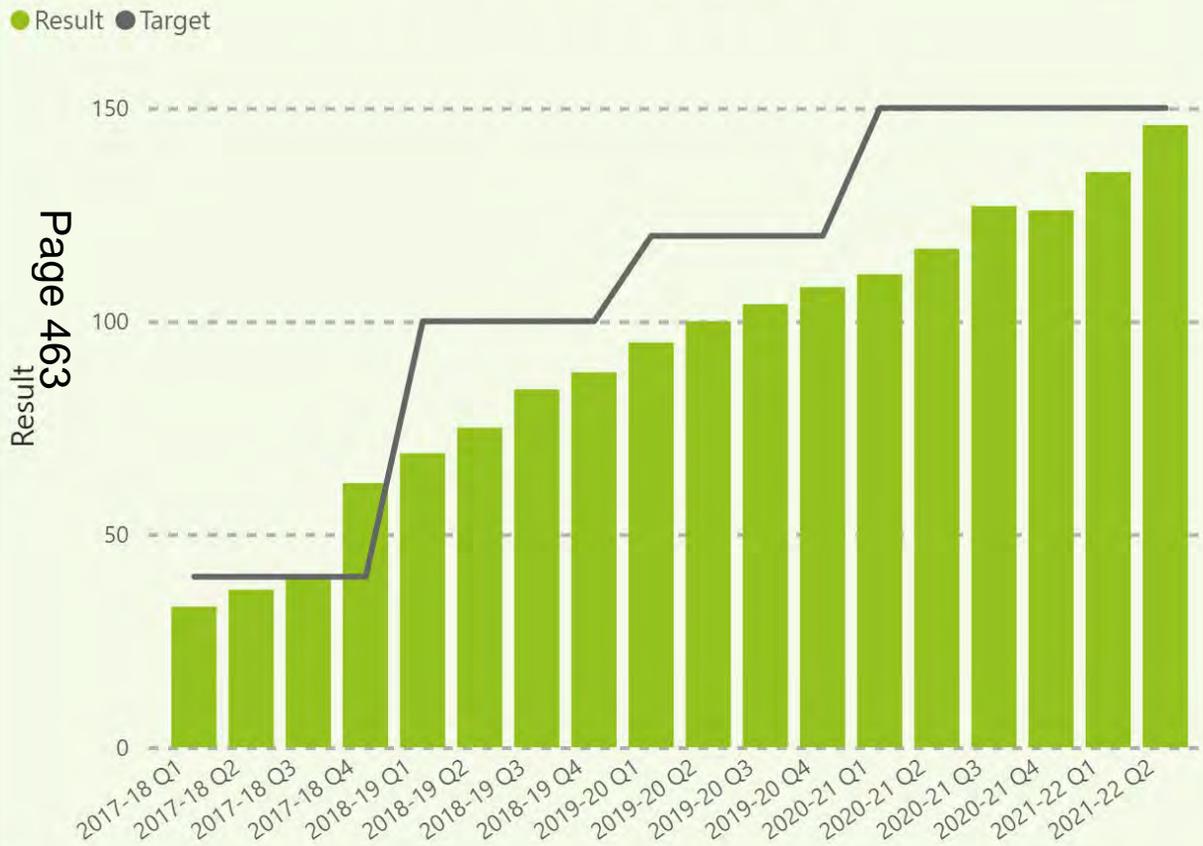


Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of Living Wage Employers in Cardiff

Performance by Quarter



Latest Result

146

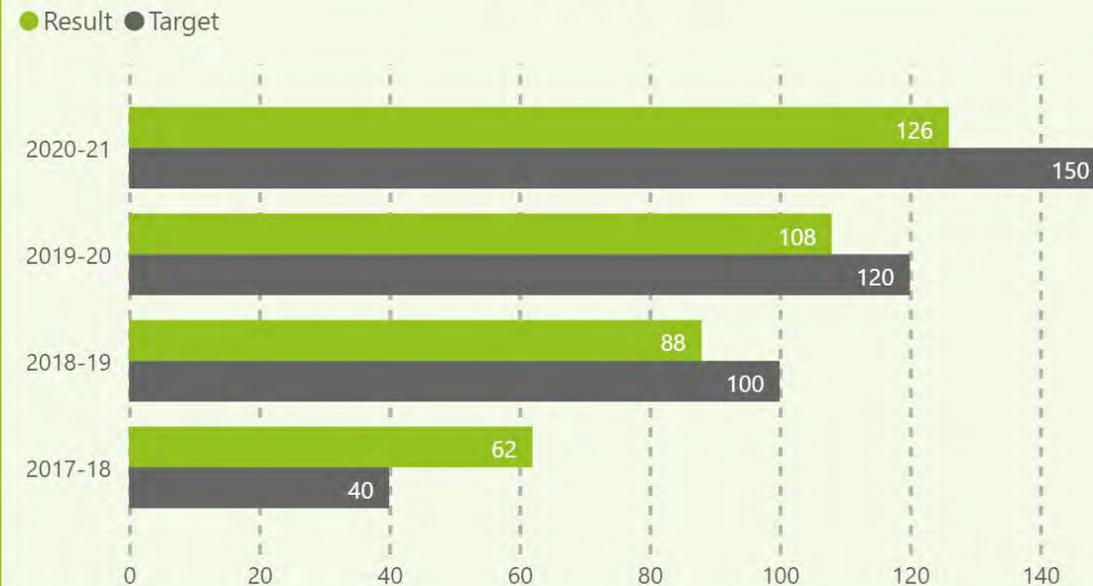
Current year target

150

Latest Performance: RAG vs Target



Year End Result

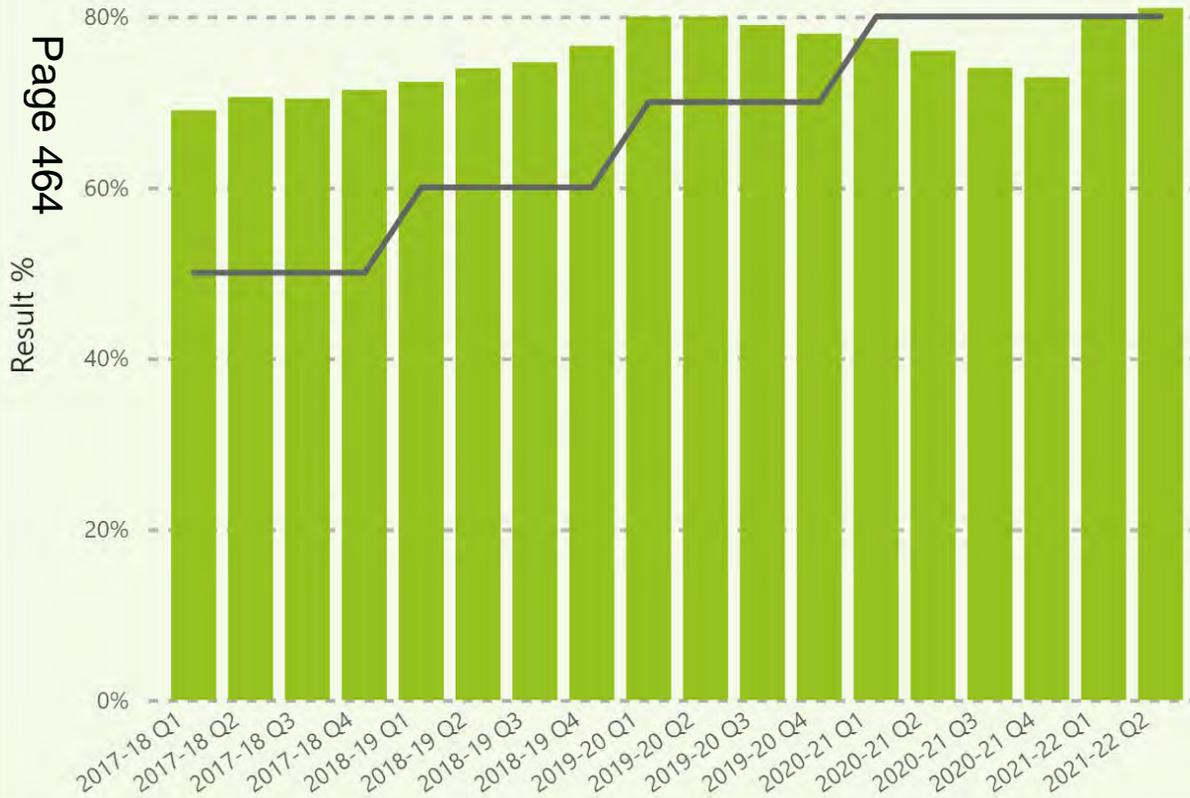


Supporting people out of poverty

The percentage of households threatened with homelessness successfully prevented from becoming homeless.

Performance by Quarter

● Result % ● Target %



Latest Result

81.0%

Current year target

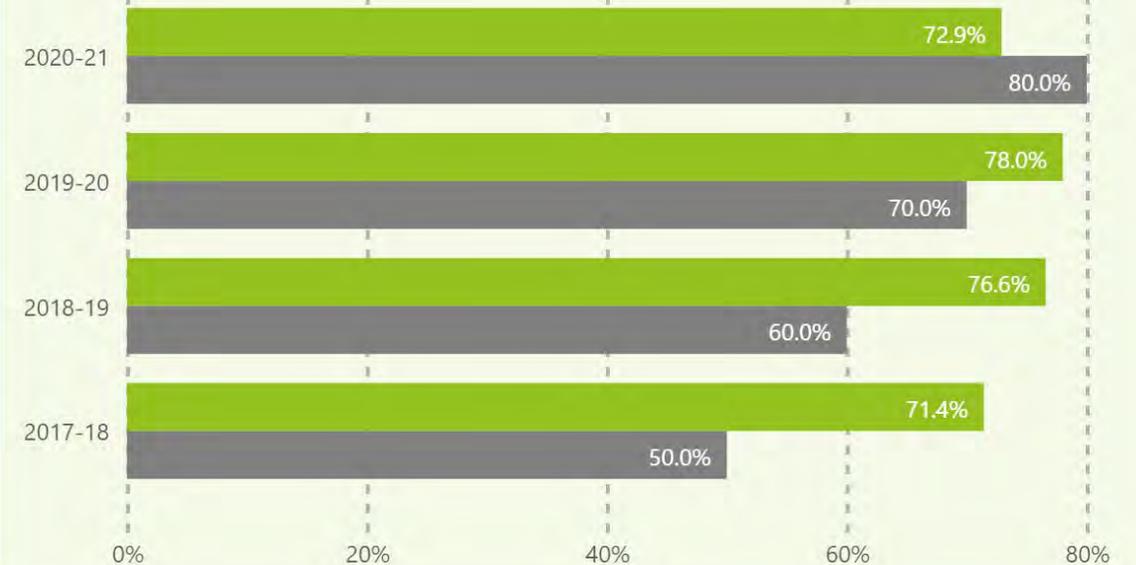
80.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

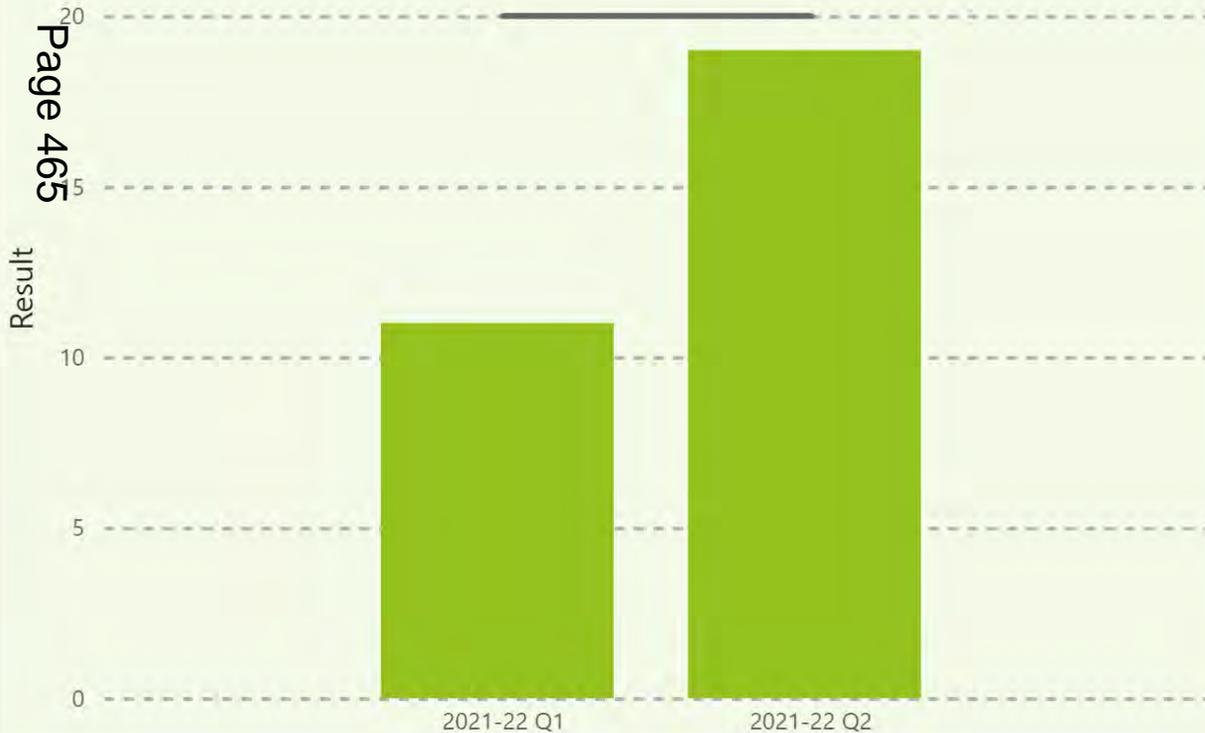


Supporting people out of poverty

The total number of rough sleepers in the city

Performance by Quarter

● Result ● Target



Latest Result

19

Current year target

< 20

Latest Performance: RAG vs Target



Year End Result

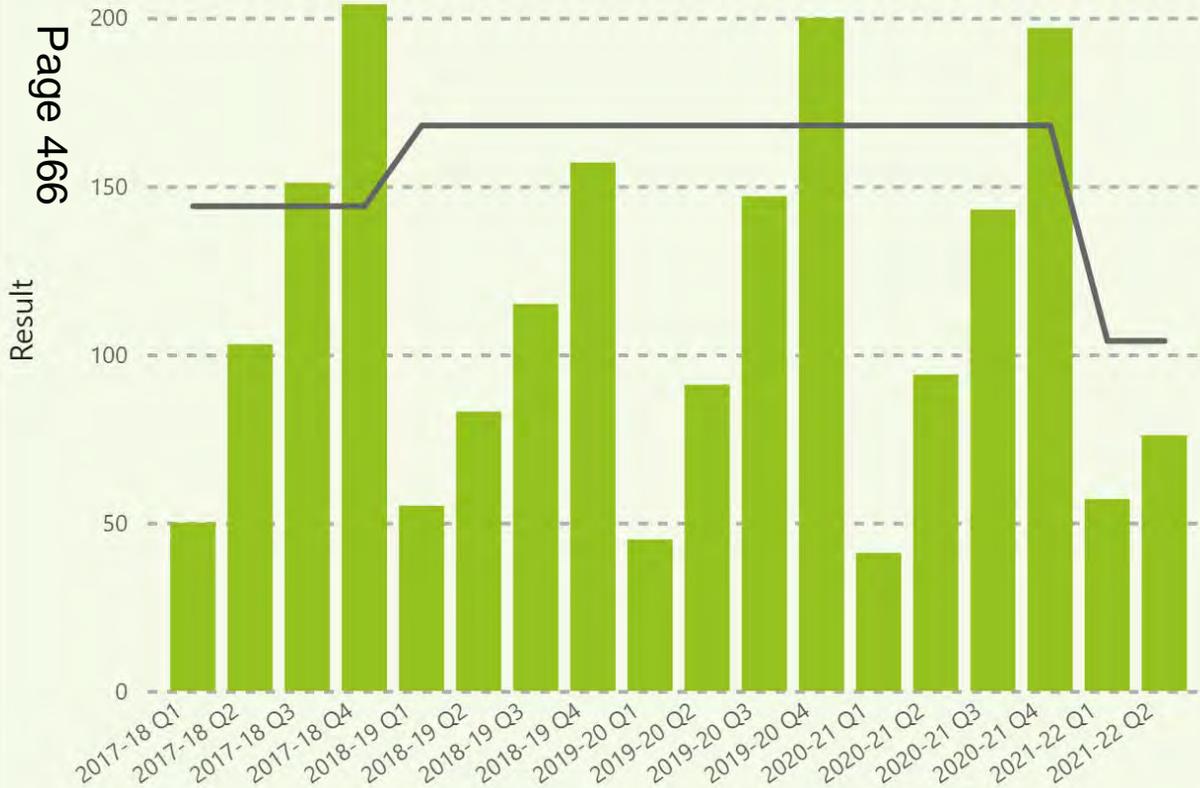
New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

Supporting people out of poverty

The number of rough sleepers supported into accommodation.

Performance by Quarter

● Result ● Target



Latest Result

76

Current year target

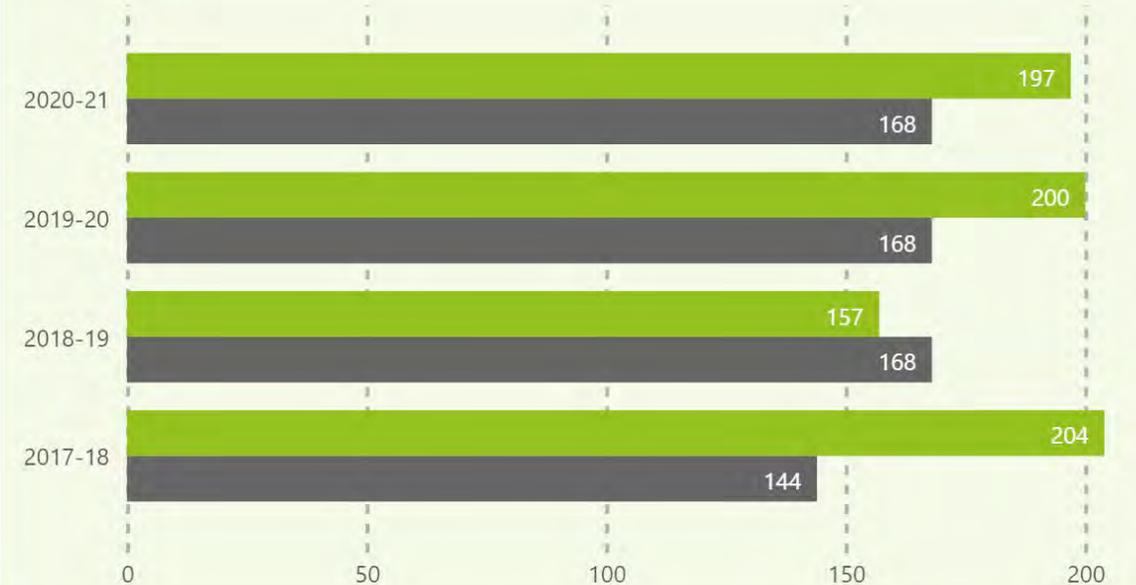
104

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

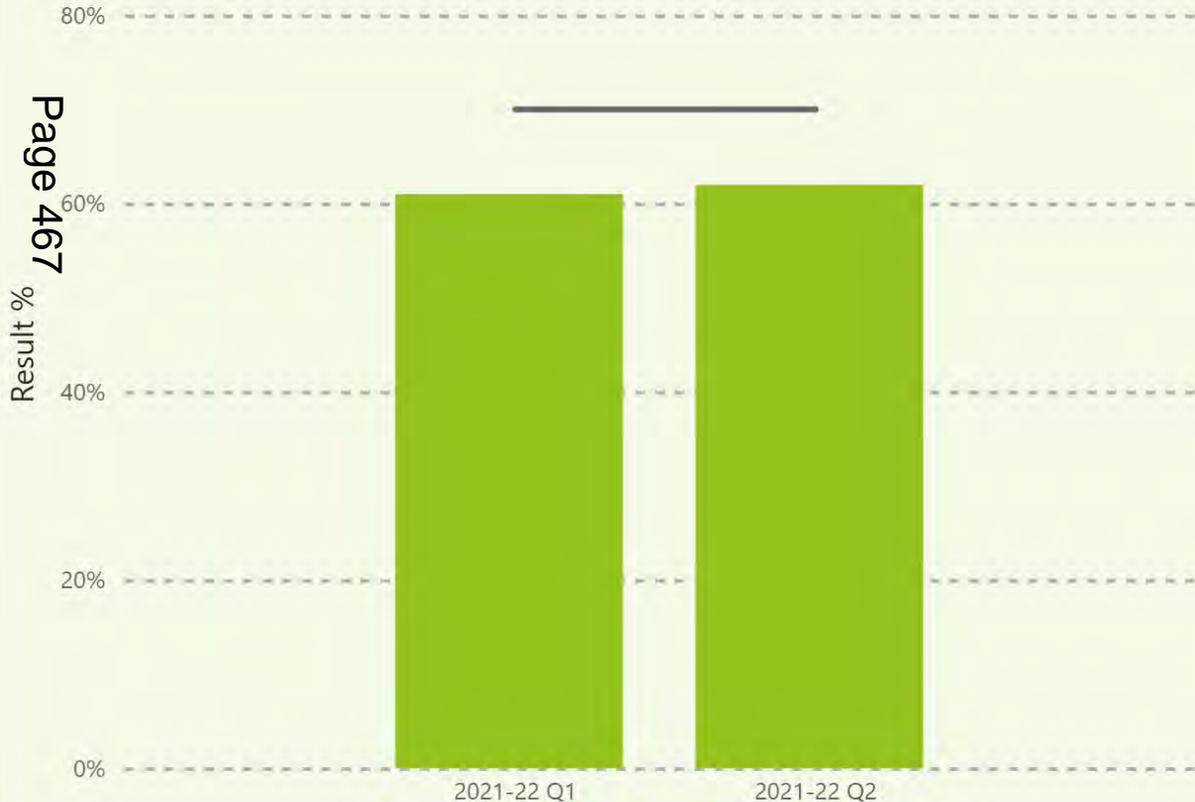


Supporting people out of poverty

The percentage of rough sleepers housed in the previous month who have maintained their accommodation

Performance by Quarter

● Result % ● Target %



Latest Result

62.0%

Current year target

70.0%

Latest Performance: RAG vs Target



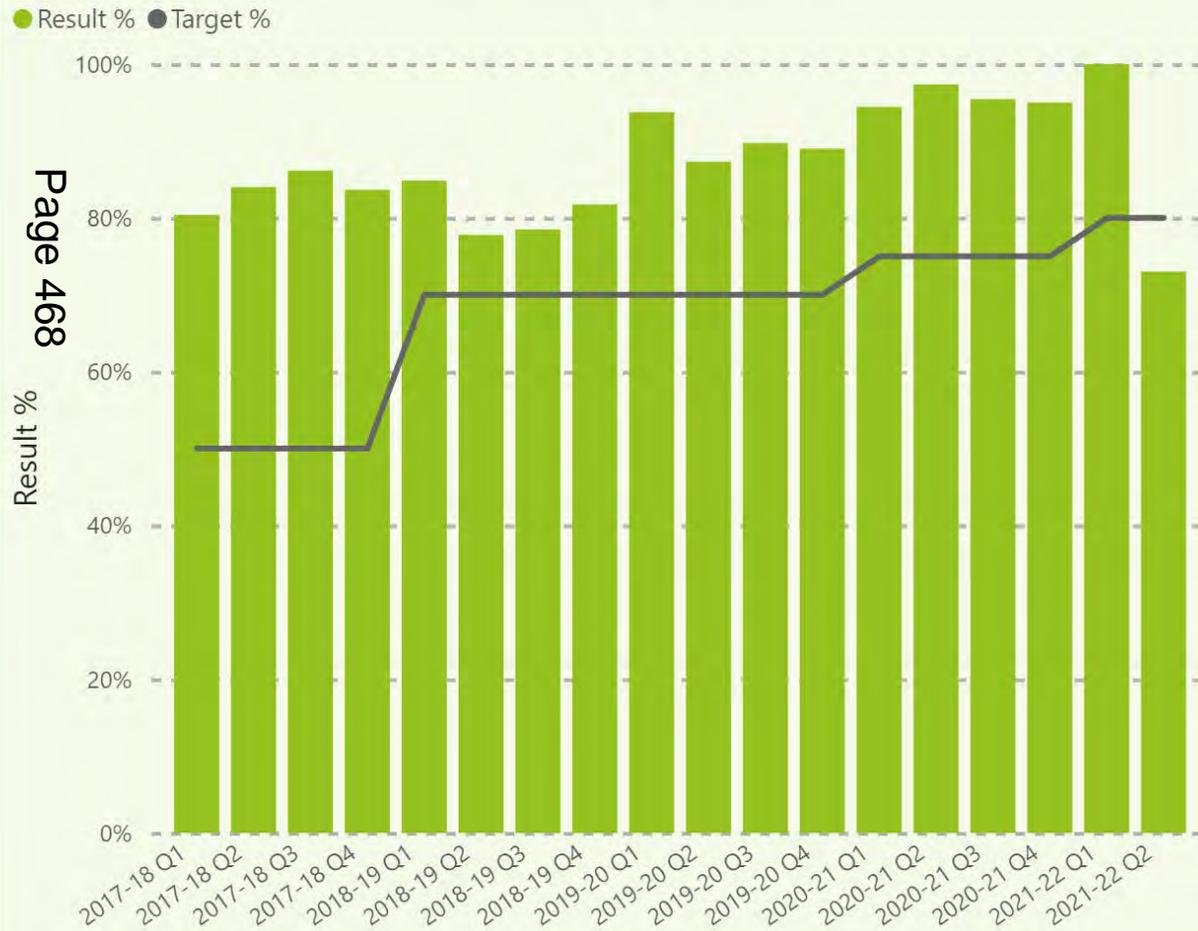
Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

Supporting people out of poverty

The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.

Performance by Quarter



Latest Result

73.0%

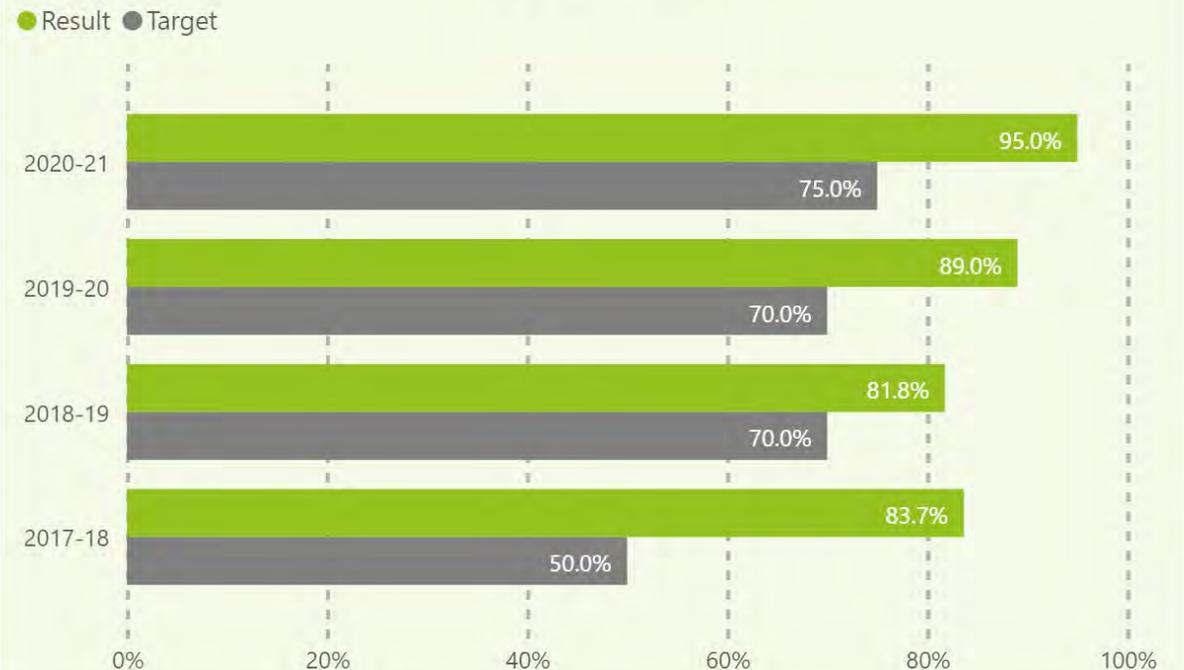
Current year target

80.0%

Latest Performance: RAG vs Target



Year End Result



Supporting people out of poverty

The percentage of clients utilising Housing First for whom the cycle of homelessness was broken

Performance by Quarter



Latest Result

91.0%

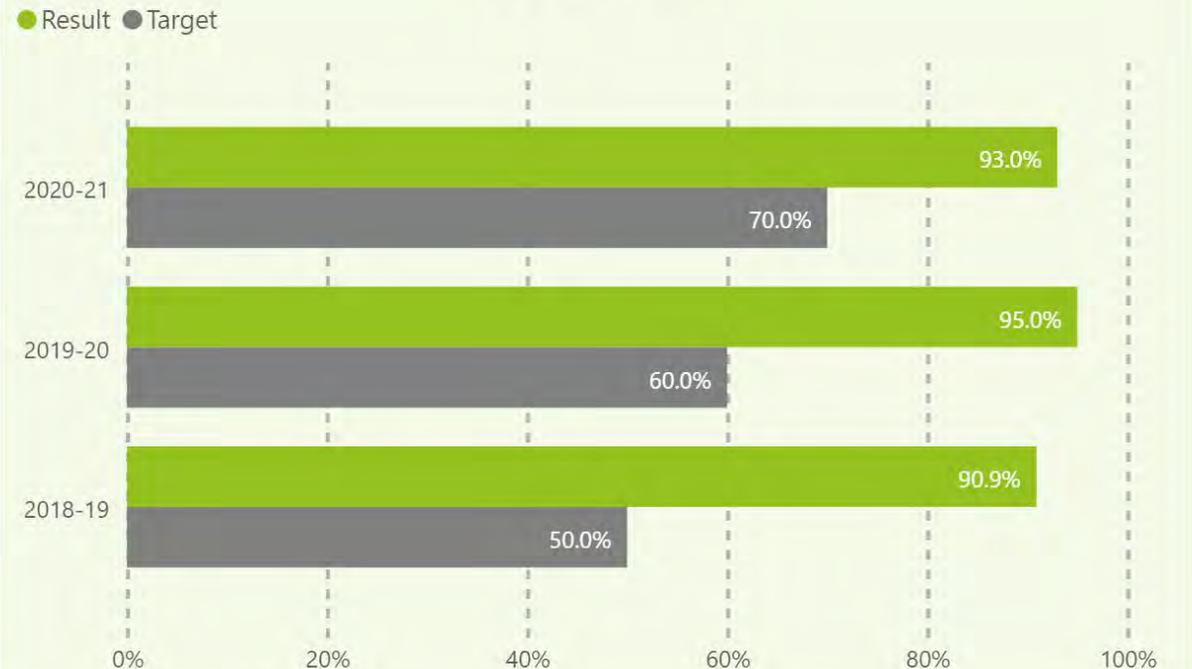
Current year target

75.0%

Latest Performance: RAG vs Target

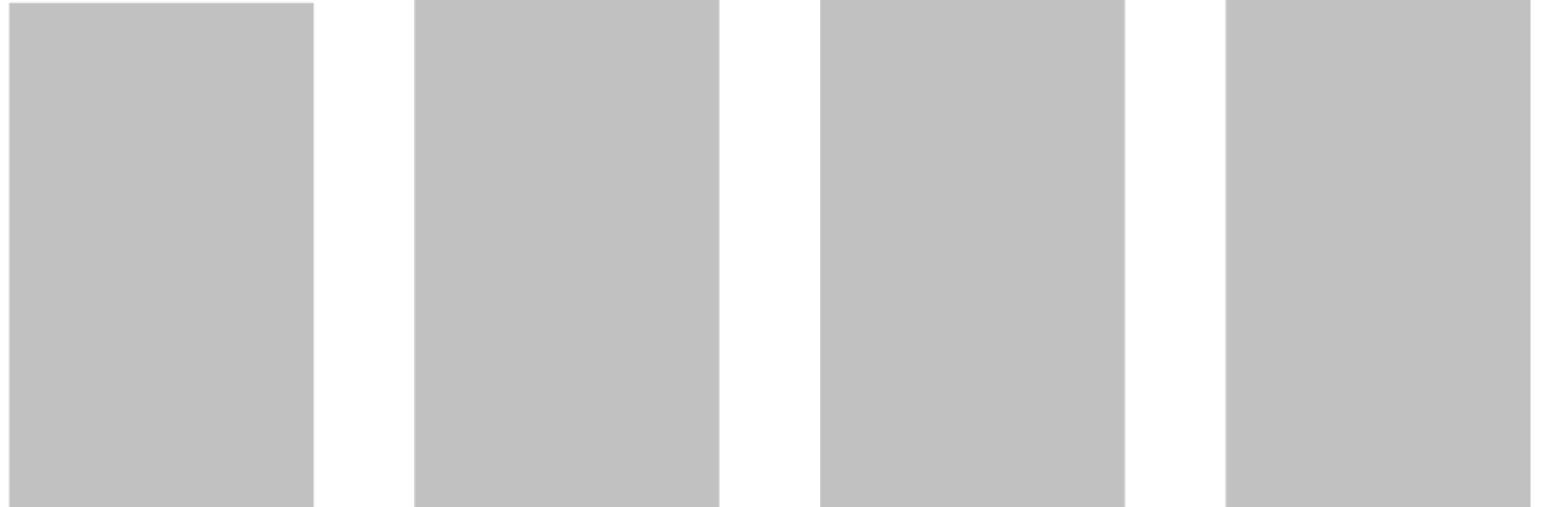


Year End Result

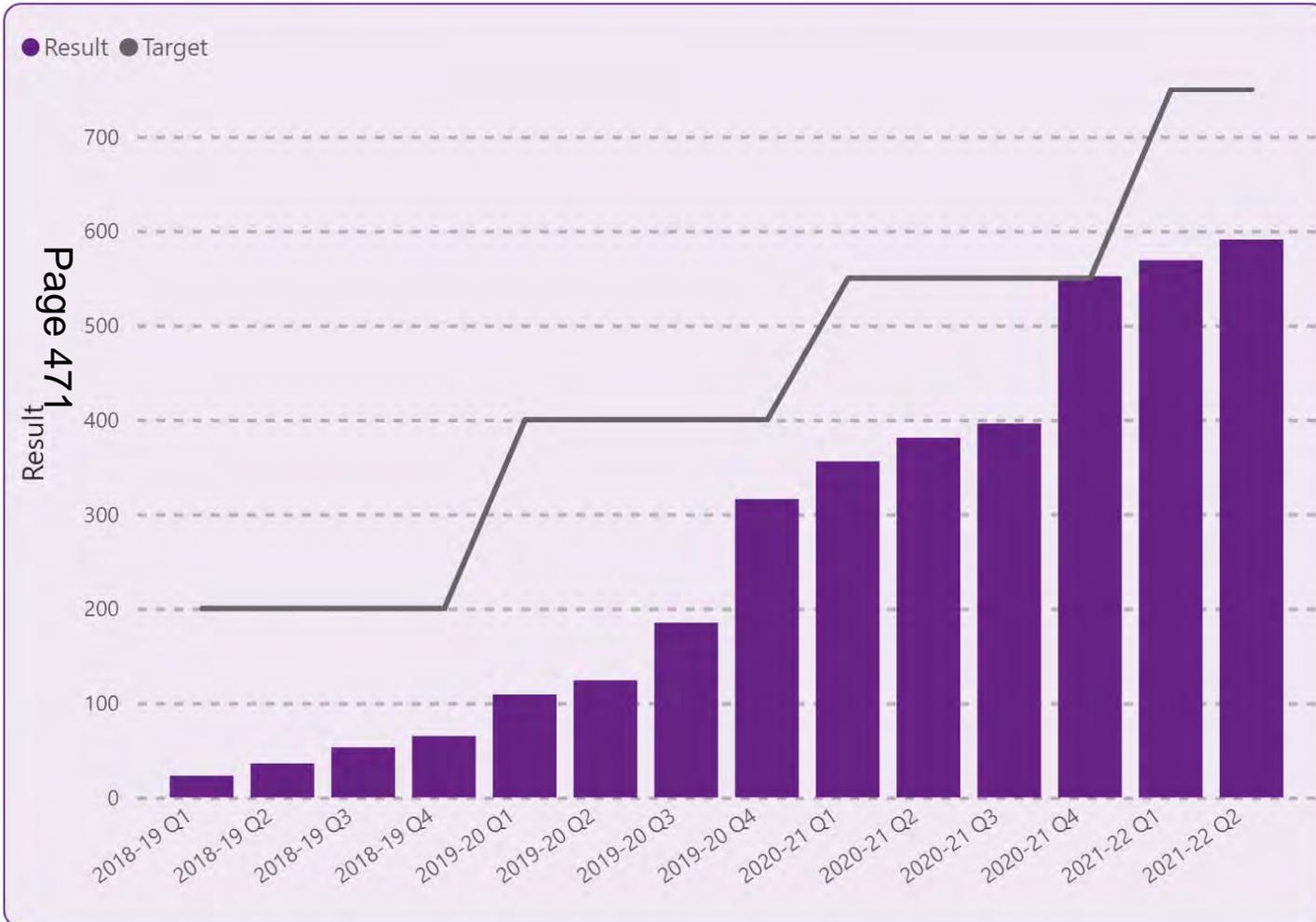


WBO 4 Safe, Confident and Empowered Communities PDF Version

[View in Power BI](#) ↗



Total number of new Council homes completed and provided



Latest Result

591

Current Year Target

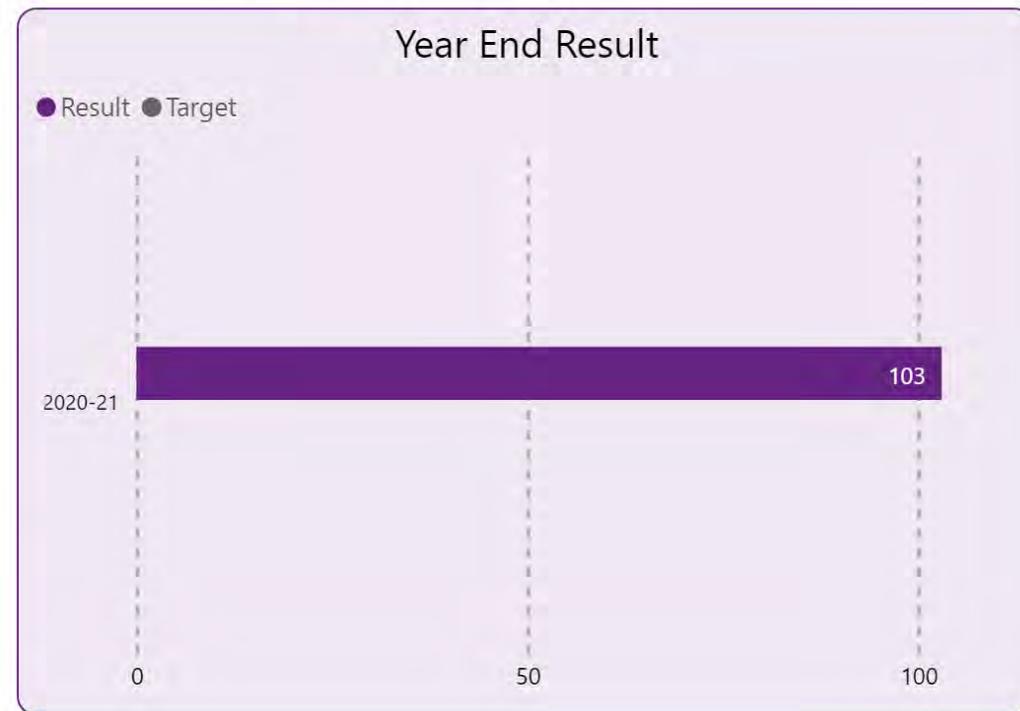
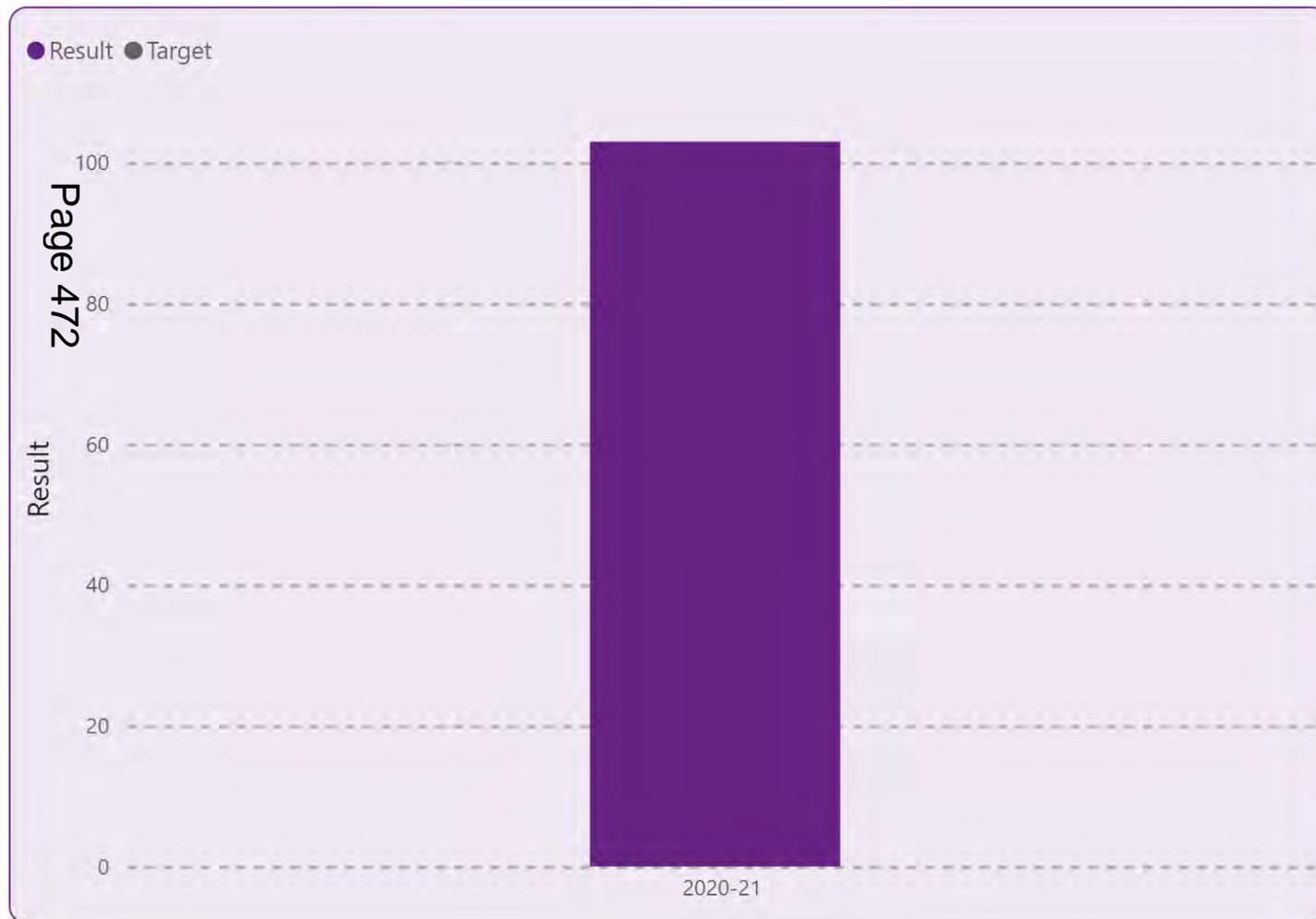
750

Latest Performance: RAG vs Target

591 / 750



The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services



The percentage of customers satisfied with completed regeneration projects

Performance by Quarter



Latest Result

89%

Current Year Target

90%

Latest Performance: RAG vs Target

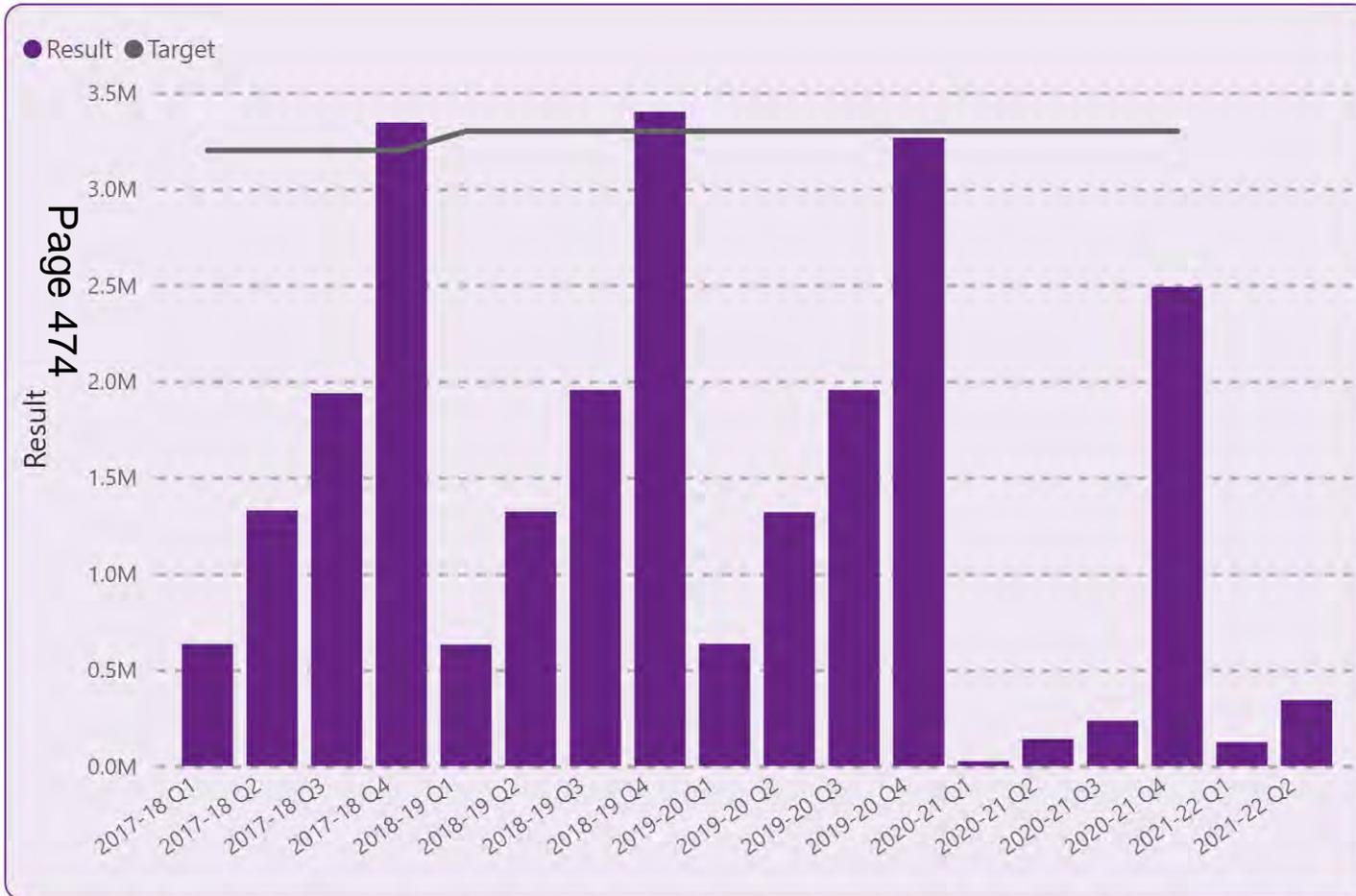


Year End Result



Q1 data 2020/21 was not available due to Covid-19

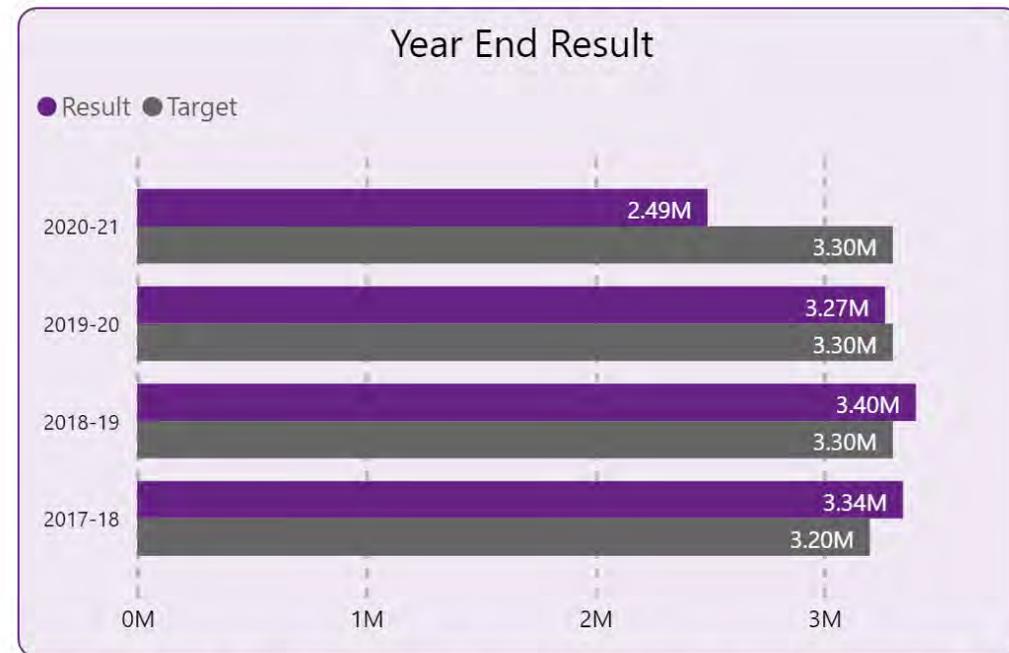
The number of visitors to libraries and Hubs across the city



Latest Result

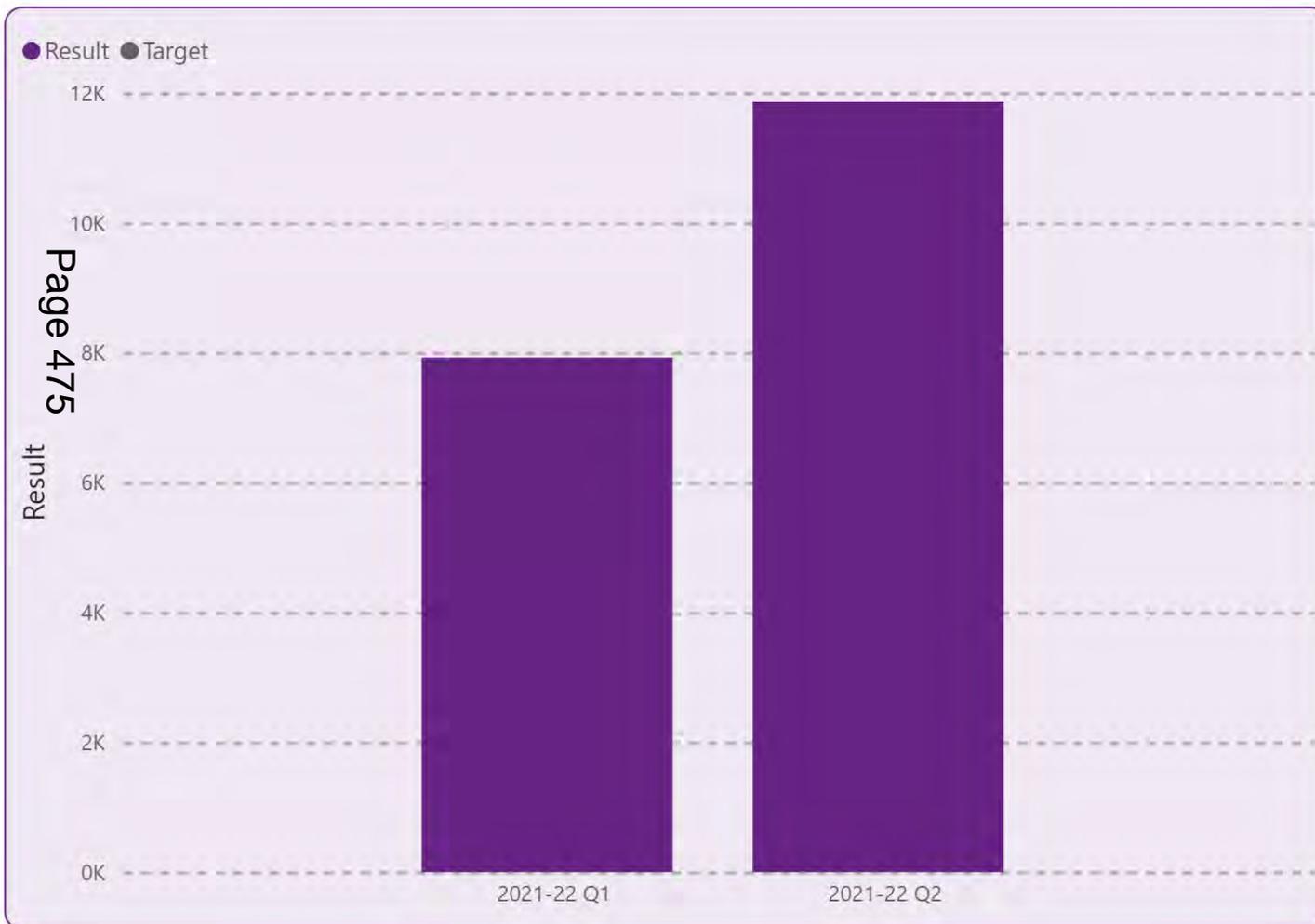
343.0K

Monitor KPI, no target set



The drop in figures at libraries and hubs is due to closures to the public for large parts of Covid-19 pandemic. Quarter 4 figure includes virtual footfall figures for the whole of 2020/21 as well as physical footfall figures

The number of click and collect requests for library books



Latest Result

12K

Monitor KPI, no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of page views on the Hubs website



Latest Result

42K

Monitor KPI, no target set

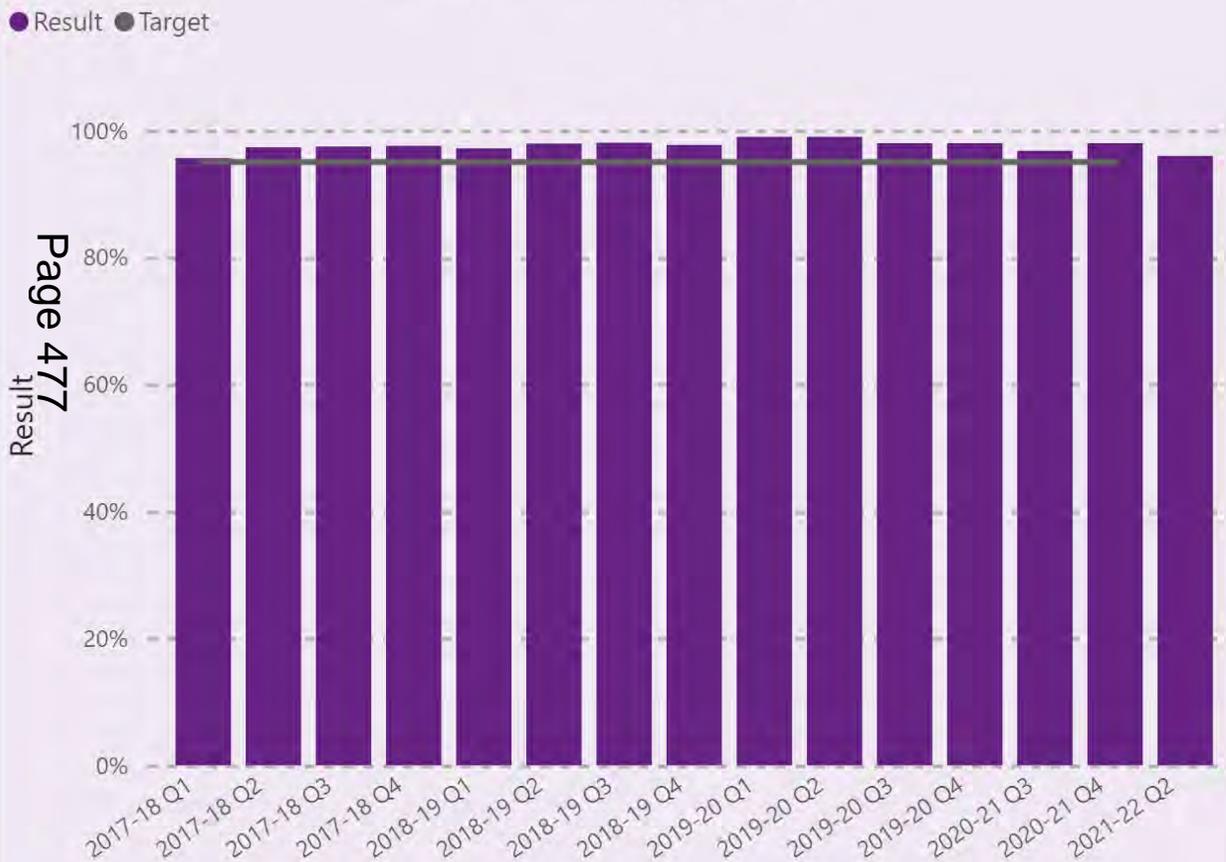
Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

Safe, confident and empowered communities

The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'

Performance by Quarter



Latest Result

96.0%

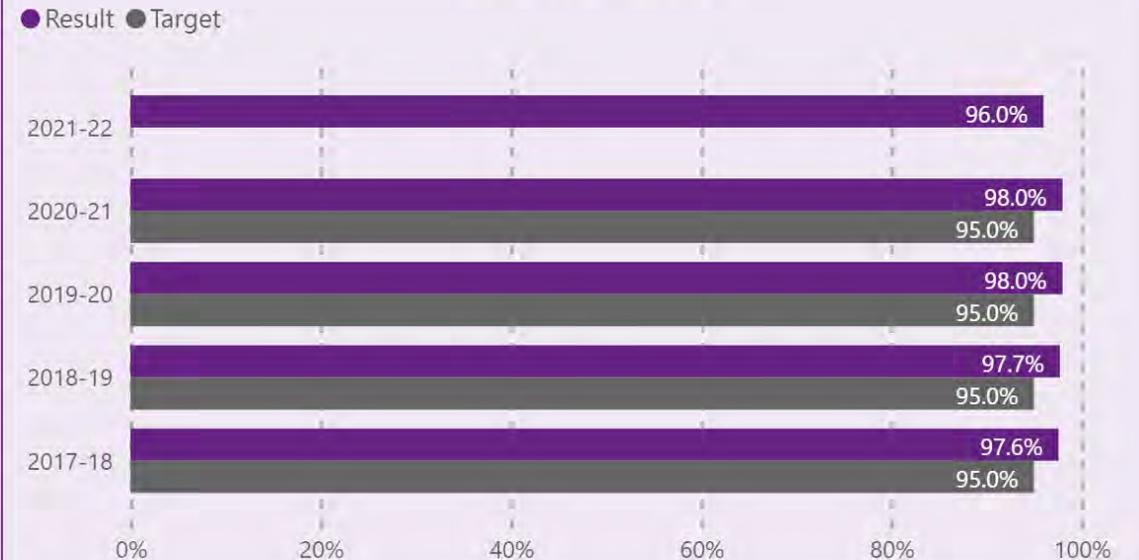
Current Year Target

95.0%

Latest Performance: RAG vs Target



Year End Result



The number of visits (page views) to the volunteer portal



Latest Result

56.3K

Current Year Target

70.0K

Latest Performance: RAG vs Target



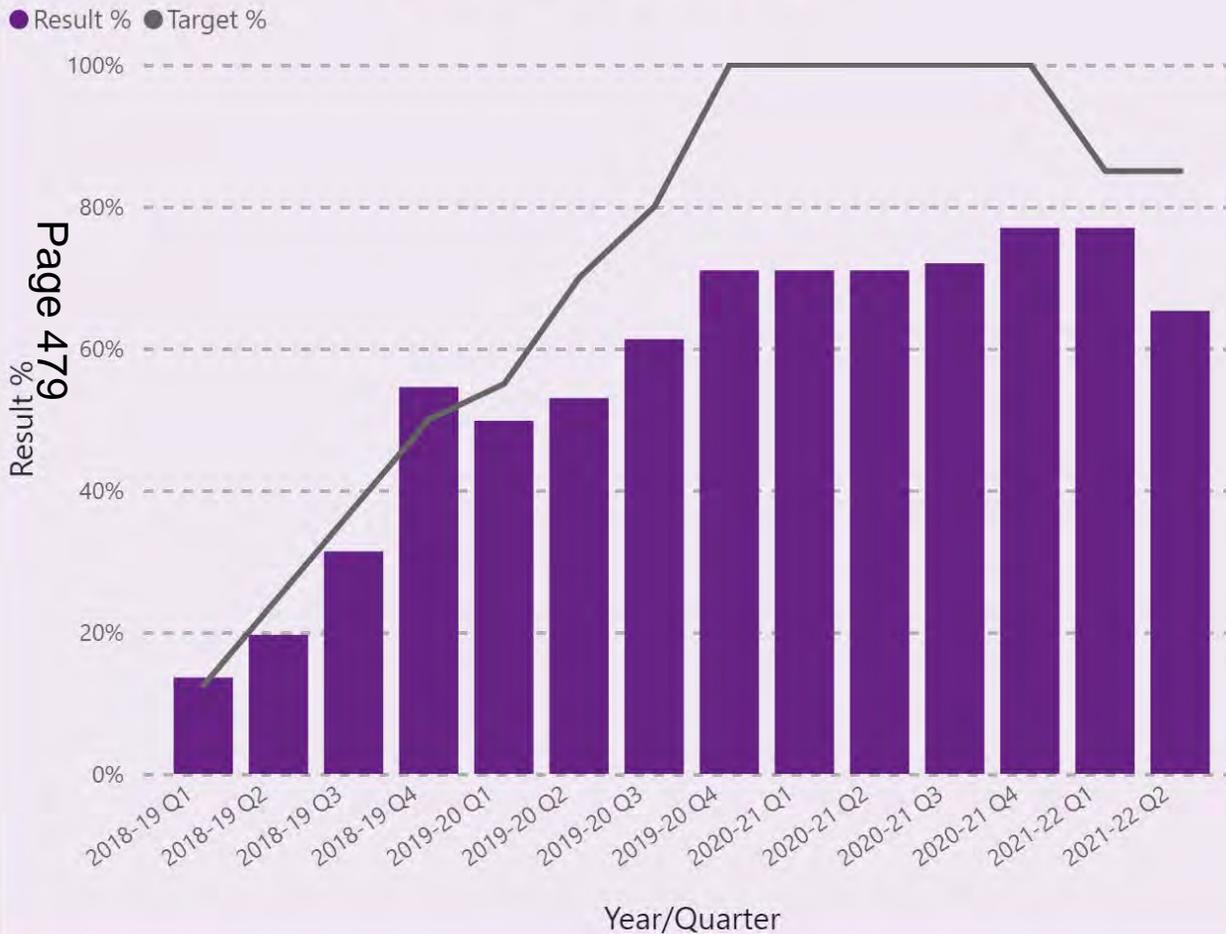
Year End Result

● Result ● Target



The percentage of Council staff completing Safeguarding Awareness Training

Performance by Quarter



Latest Result

65.3%

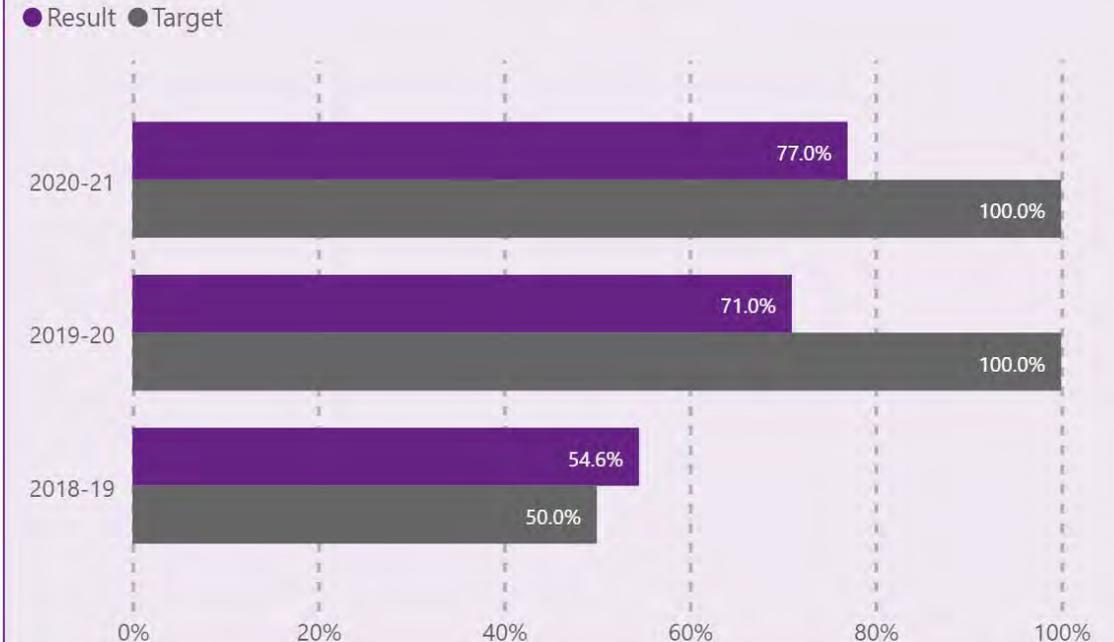
Current Year Target

85%

Latest Performance: RAG vs Target



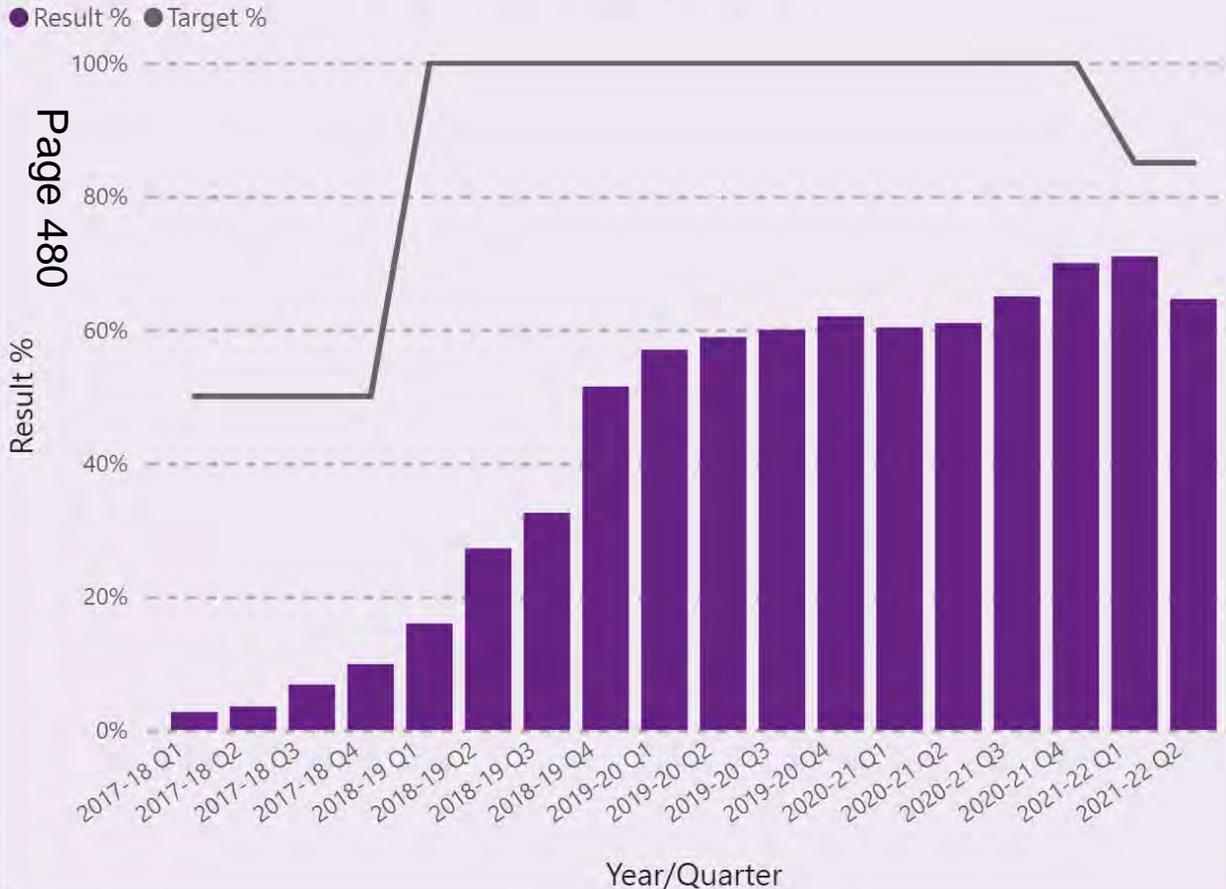
Year End Result



Safe, confident and empowered communities

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.

Performance by Quarter



Latest Result

64.6%

Current Year Target

85%

Latest Performance: RAG vs Targ...



Year End Result



Safe, confident and empowered communities

The percentage of referrals for 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

Performance by Quarter

● Result % ● Target %



Latest Result

85.0%

Current Year Target

90.0%

Latest Performance: RAG vs Target

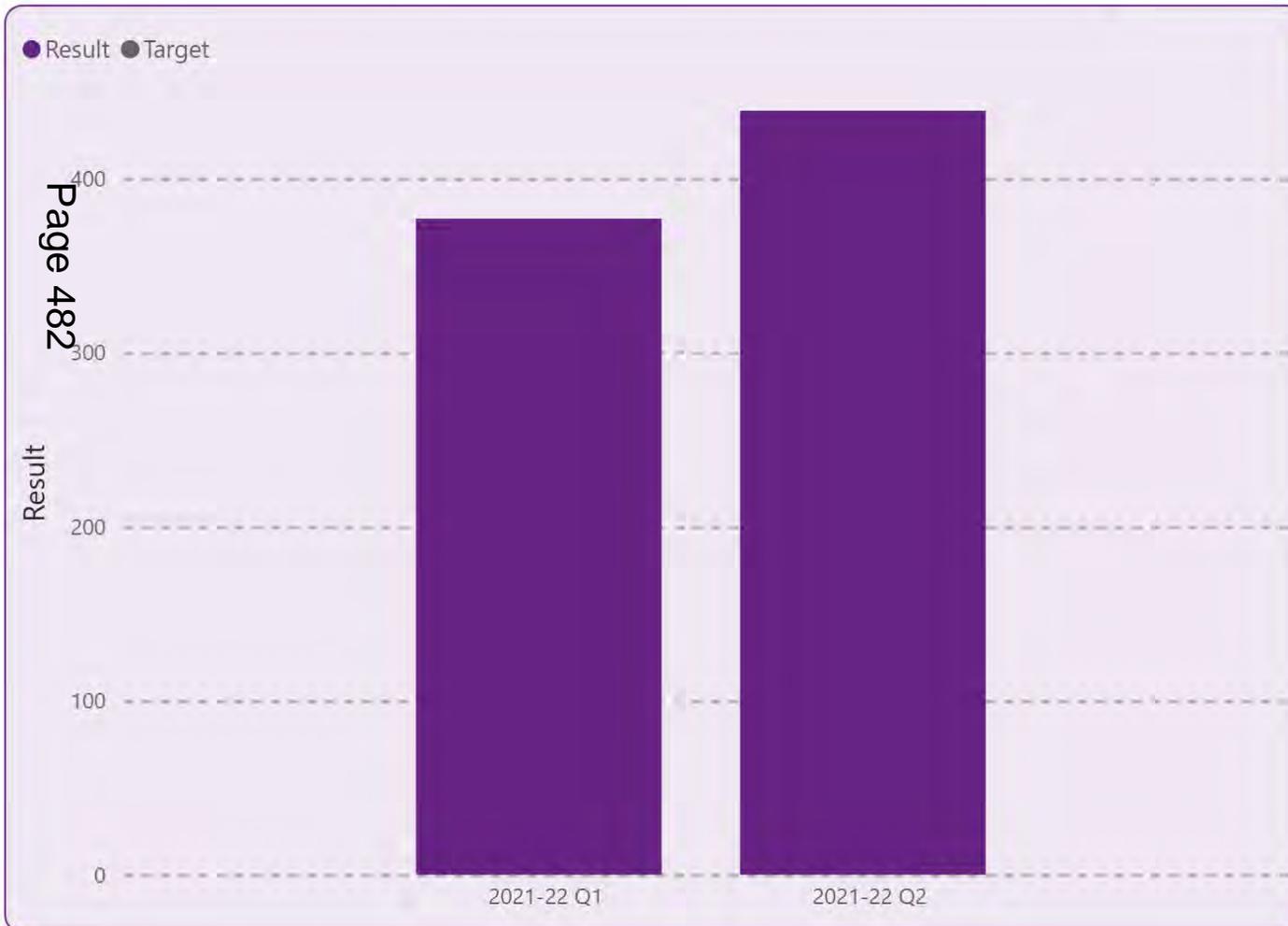


Year End Result

● Result ● Target



The number of adult protection enquiries received



Latest Result

439

Monitor KPI, no target set

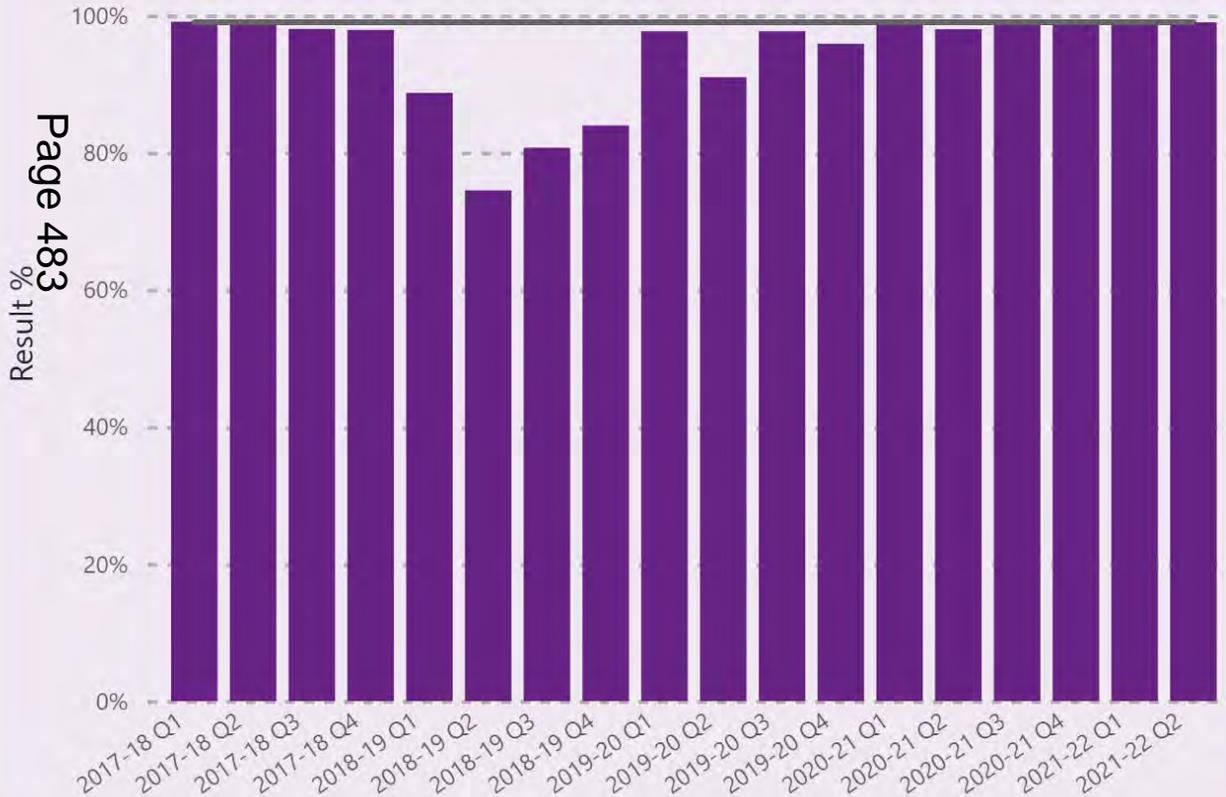
Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The percentage of adult protection enquiries completed within seven days

Performance by Quarter

● Result % ● Target %



Latest Result

99.0%

Current Year Target

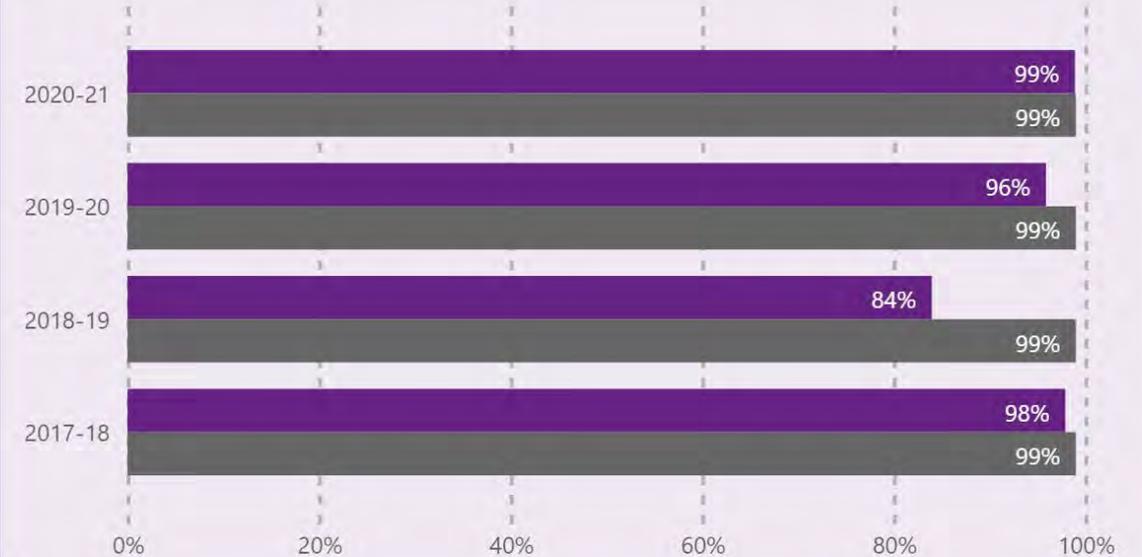
99.0%

Latest Performance: RAG vs Target



Year End Result

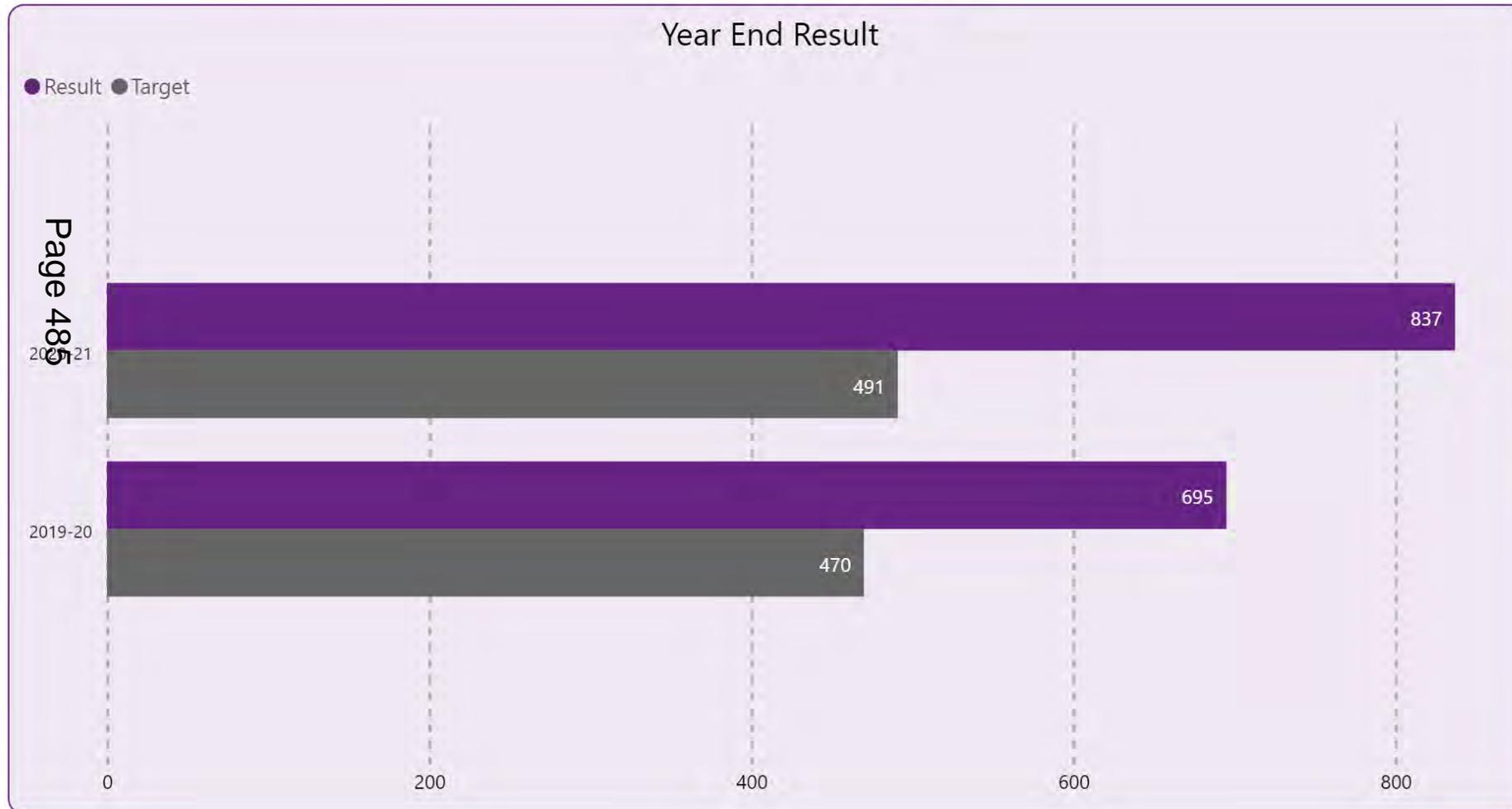
● Result ● Target



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

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The number of staff with Welsh language skills



Latest Result

837

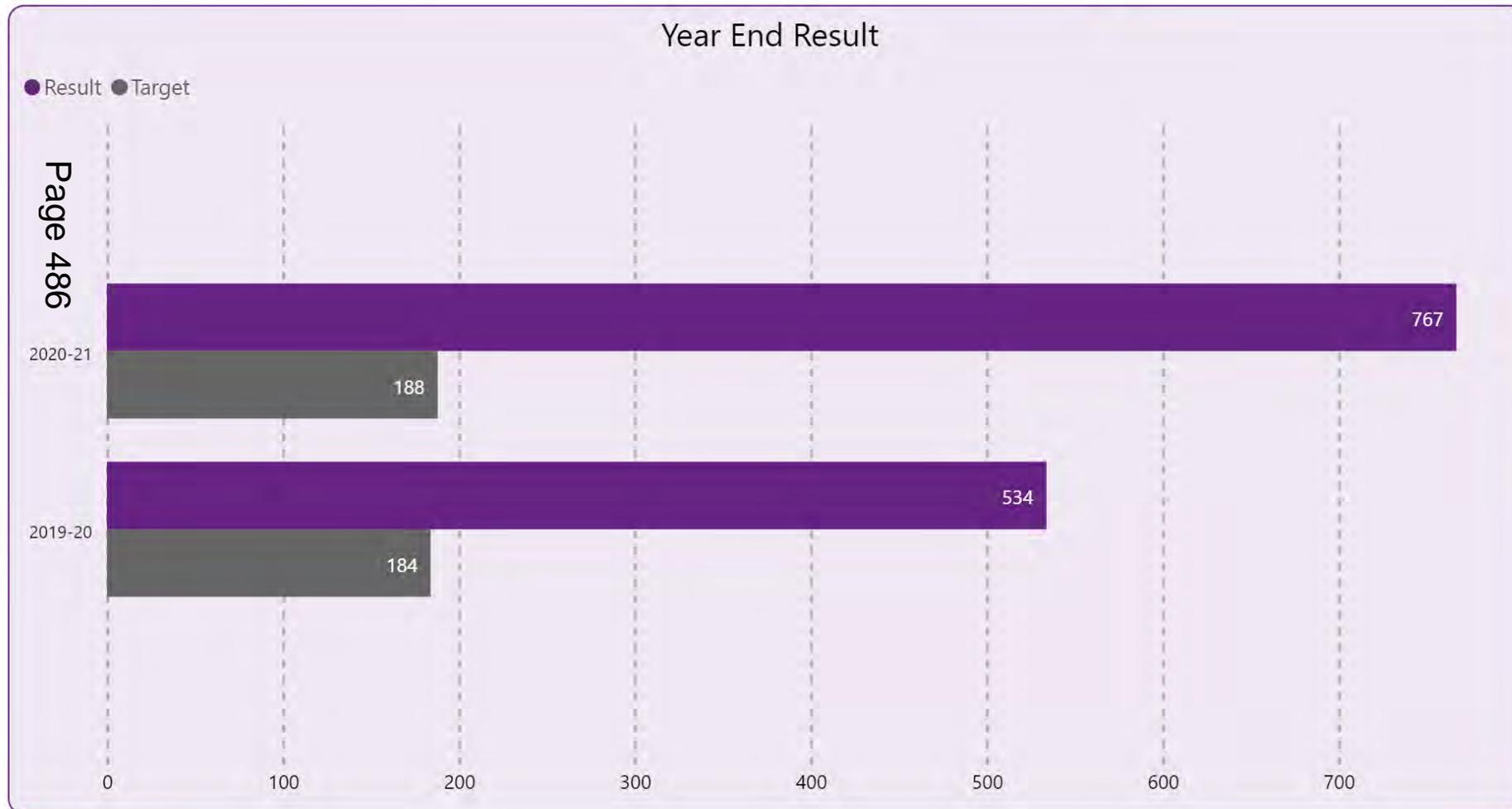
Current Year Target

491

Latest Performance: RAG vs Target



The number of staff attending Welsh language courses



Latest Result

767

Current Year Target

188

Latest Performance: RAG vs Target



The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity



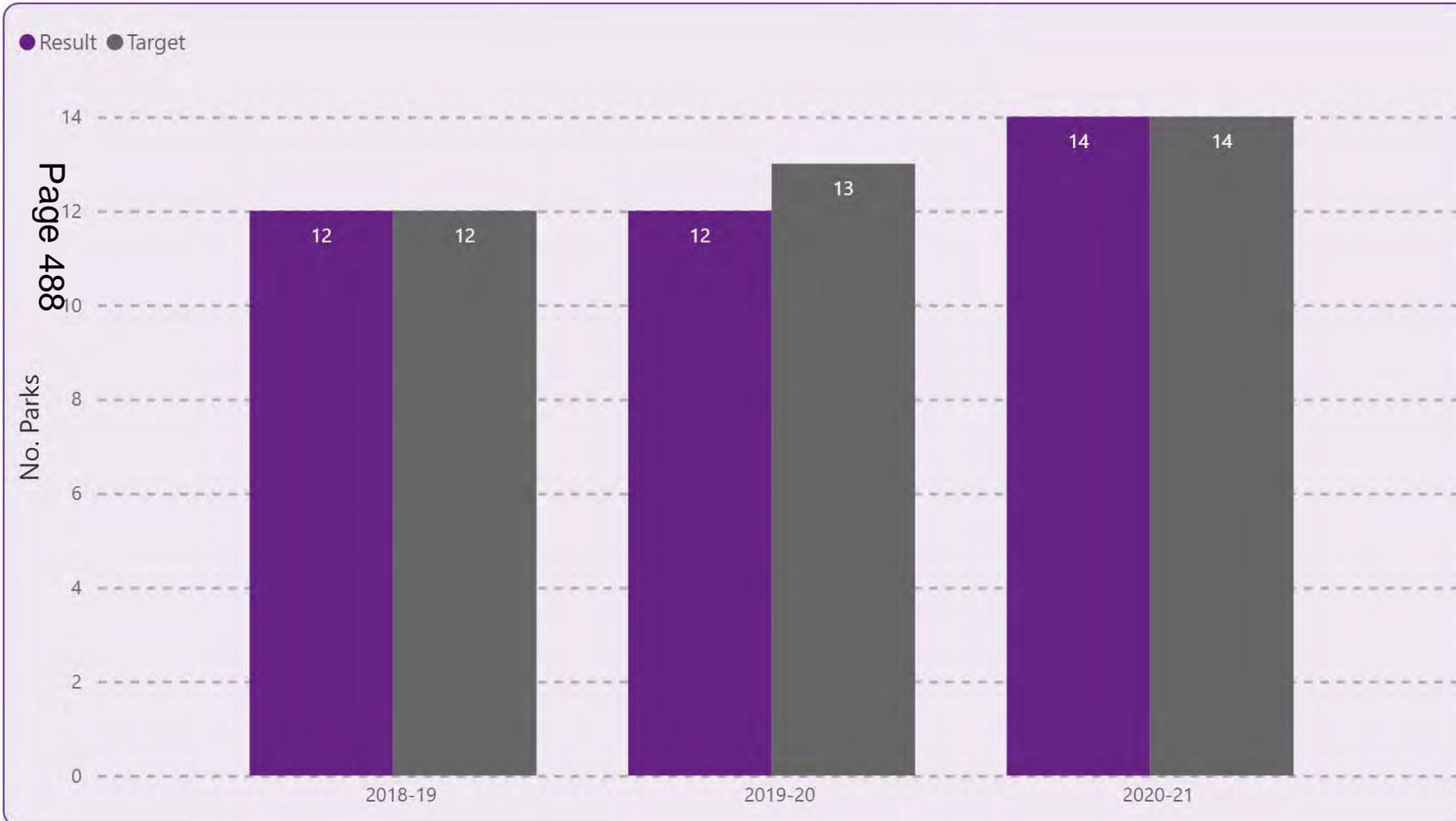
Latest Result
814

Current Year Target
7,692



Covid-19 has significantly affected KPI due to closure of centres during lockdowns and social distancing measures

The number of Green Flag parks and open spaces



Latest Result

14

Current Year Target

14

Latest Performance: RAG vs Target



The number of volunteer hours committed to parks and green spaces



Latest Result

1,665

Current Year Target

19,800

Latest Performance: RAG vs Target



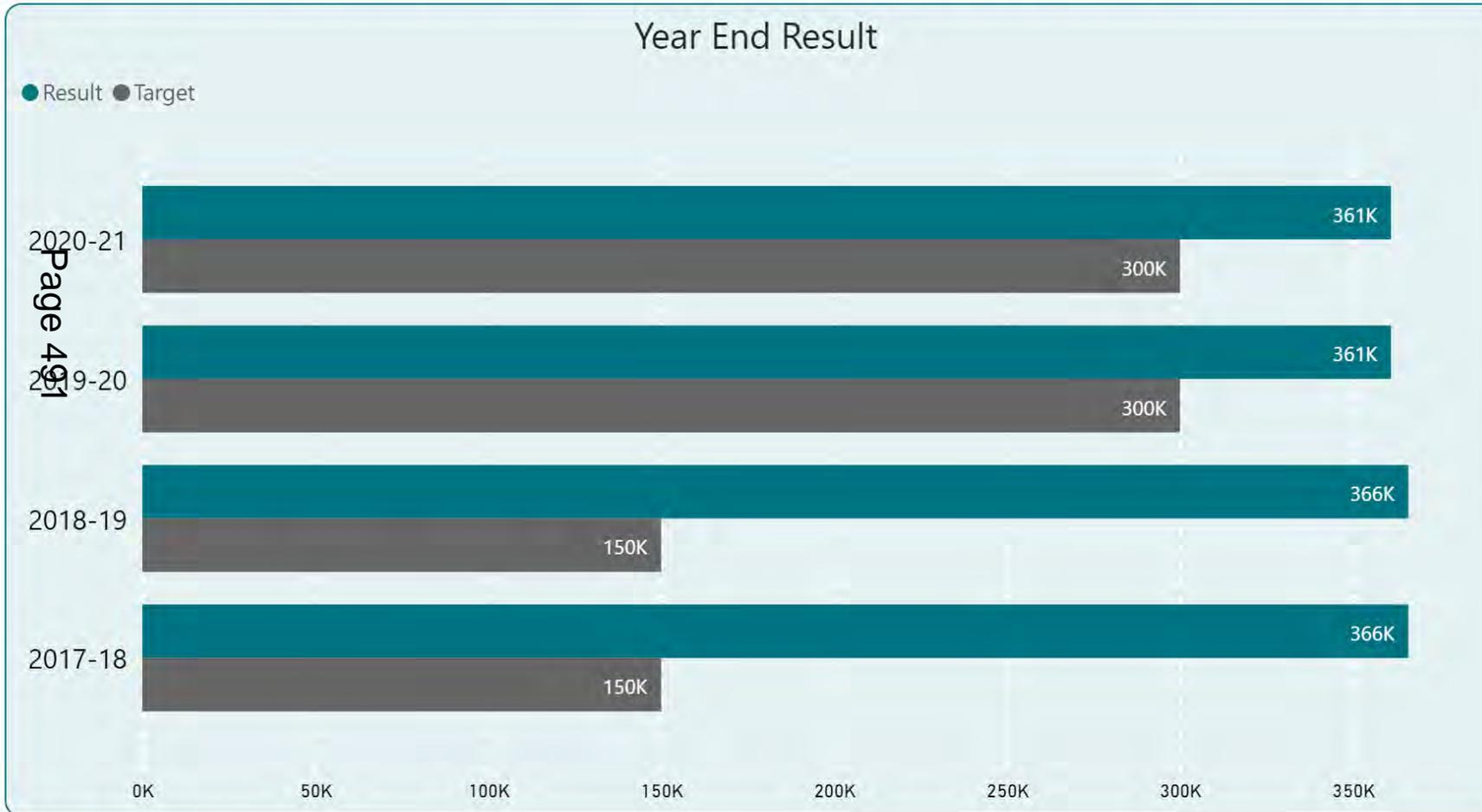
WBO 5 A Capital City That Works for Wales PDF Version

[View in Power BI](#) ↗



A capital city that works for Wales

The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). (This is a rolling two-year target.)



Latest Result

361K

Current Year Target

300K

Latest Performance: RAG vs Target

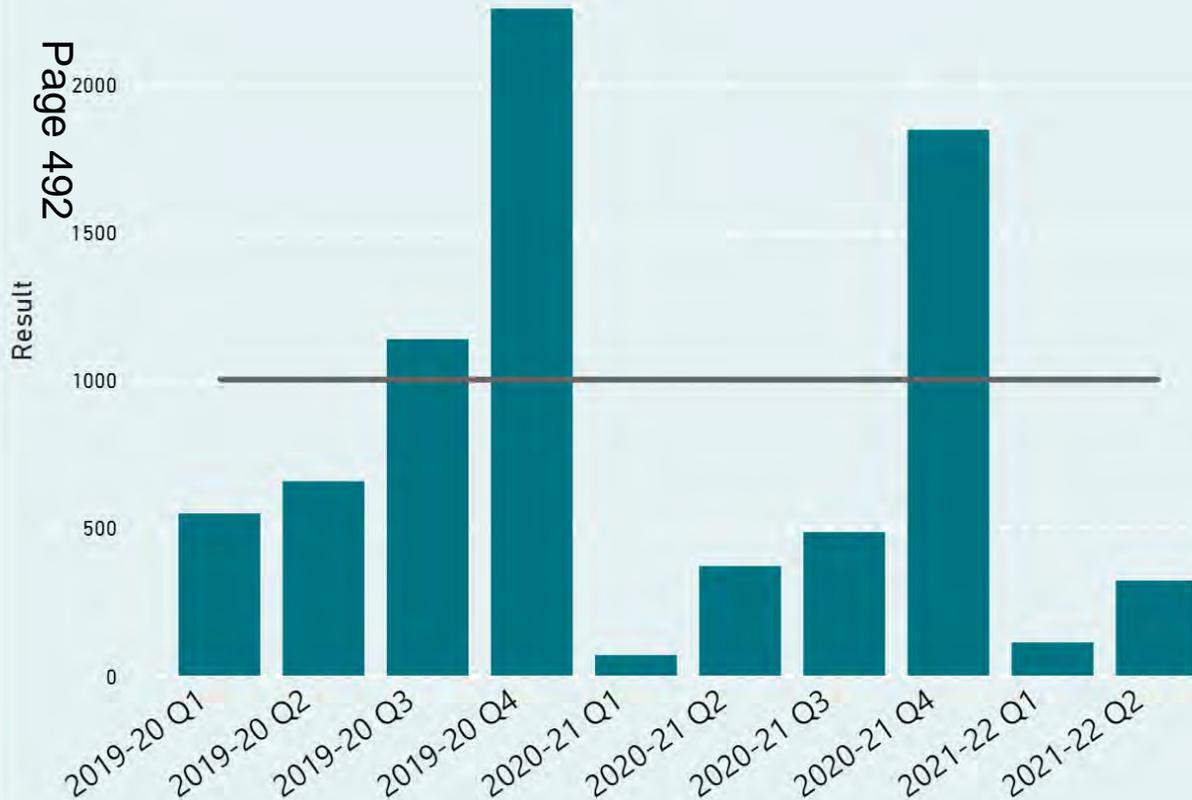
361K vs 300K

This is a 2 year rolling target, starting in 2019/20

Number of new jobs created and safeguarded

Performance by Quarter

● Result ● Target



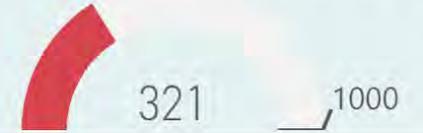
Latest Result

321

Current Year Target

1000

Latest Performance: RAG vs Target

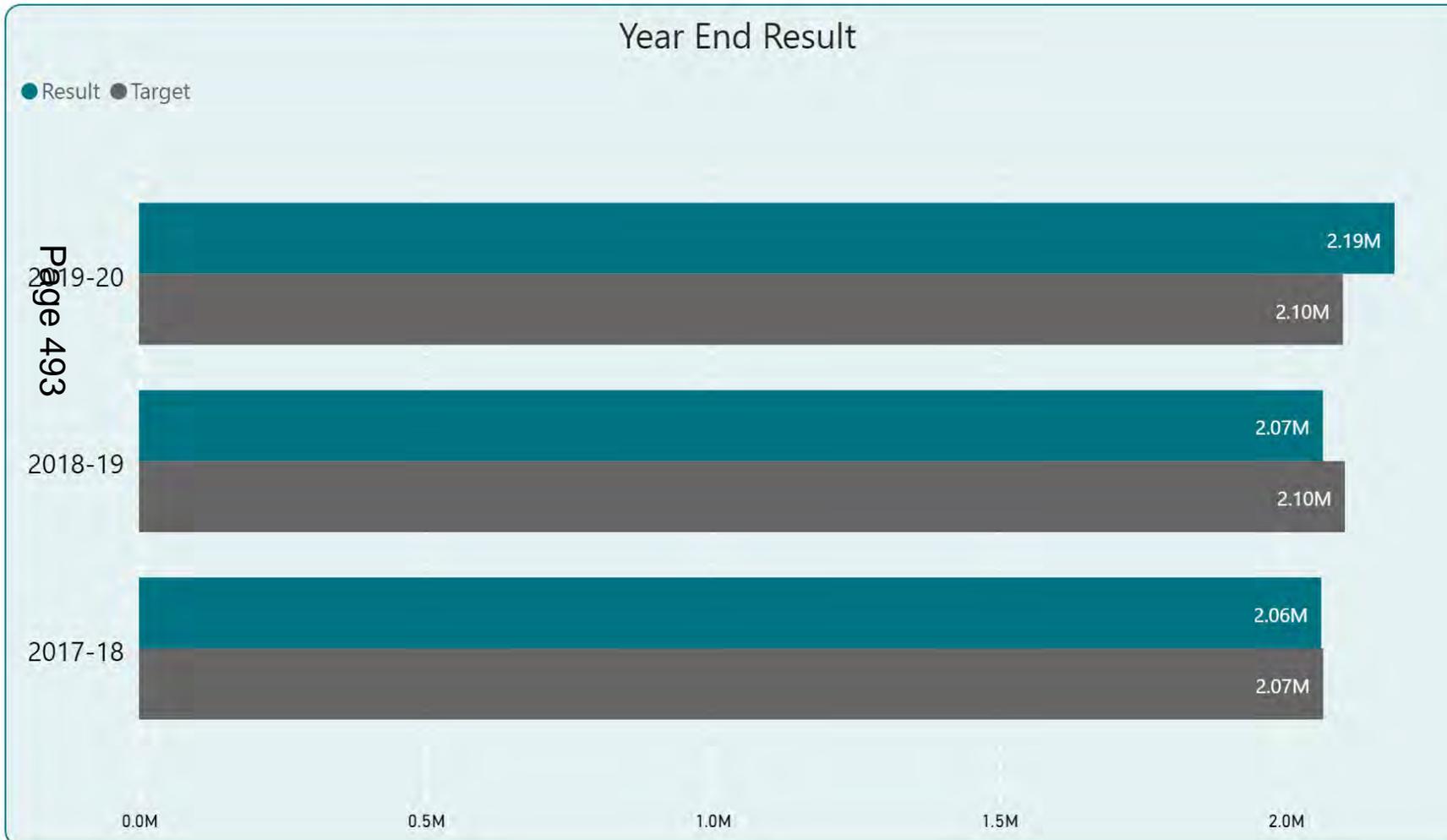


Year End Result

● Result ● Target



The number of staying visitors

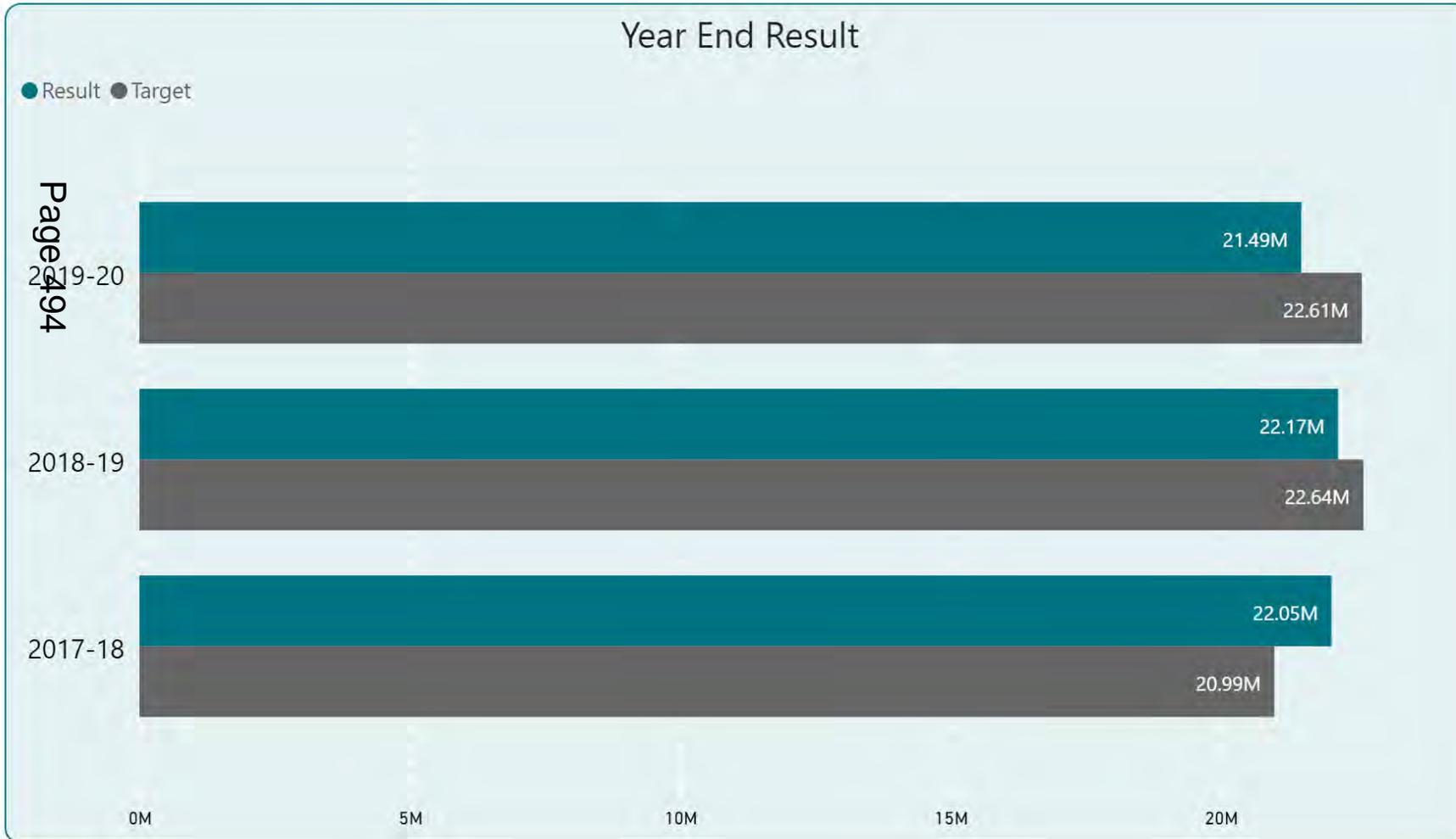


Latest Result

2.19M

Monitor KPI, no
target set

Total visitor numbers

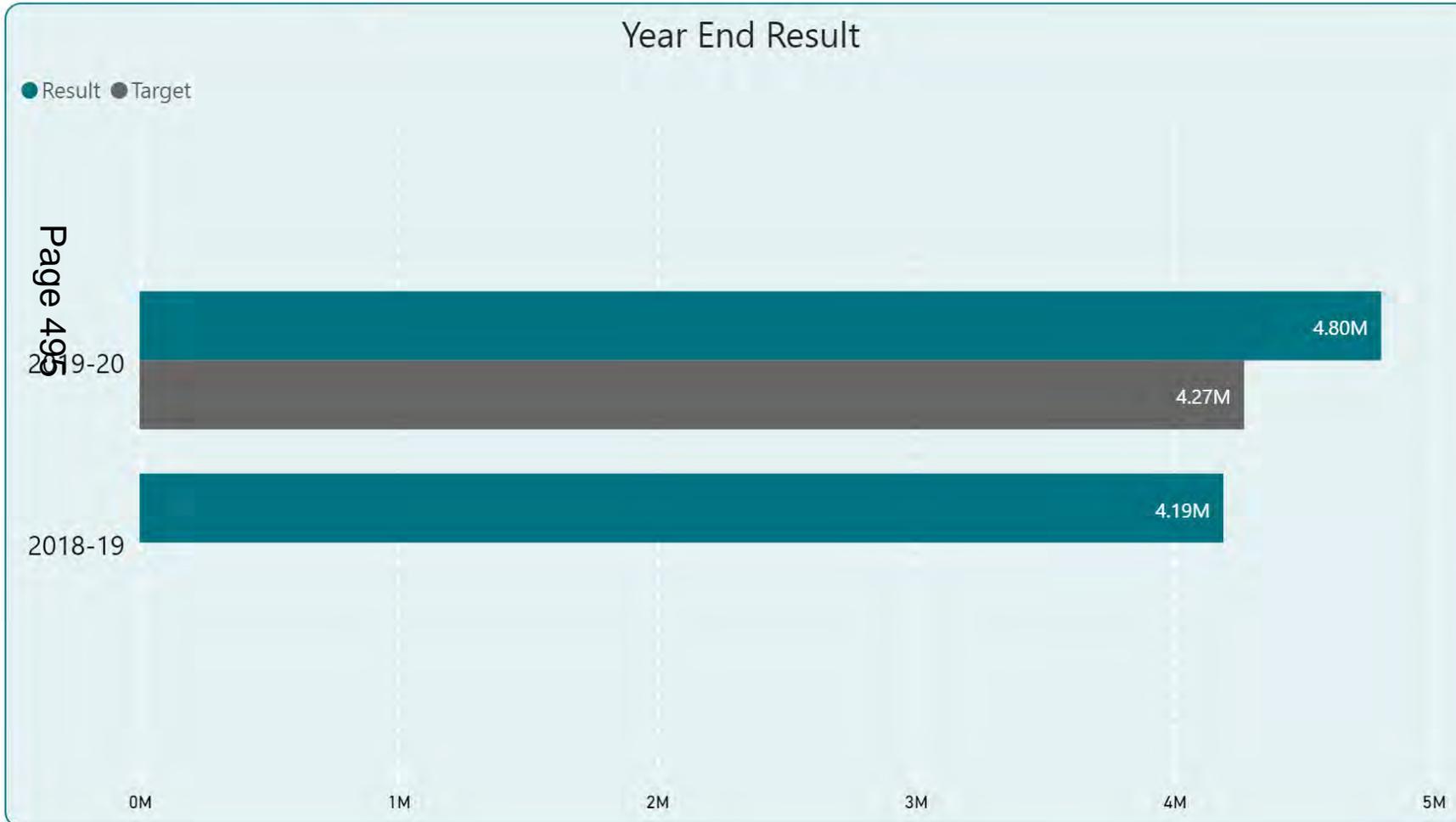


Latest Result

21.49M

Monitor KPI, no
target set

Total Visitor Days



Page 495

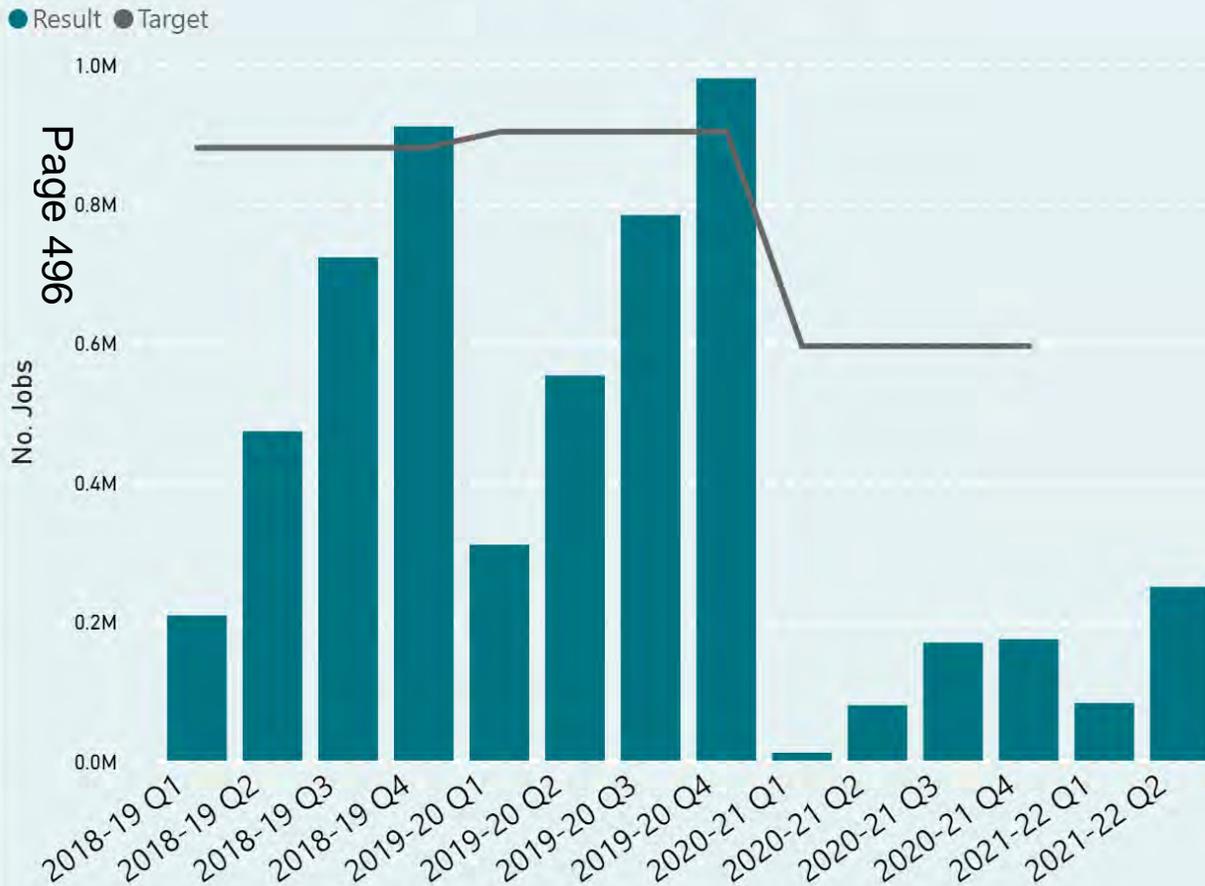
Latest Result

4.80M

Monitor KPI, no
target set

Attendance at Council Venues

Performance by Quarter

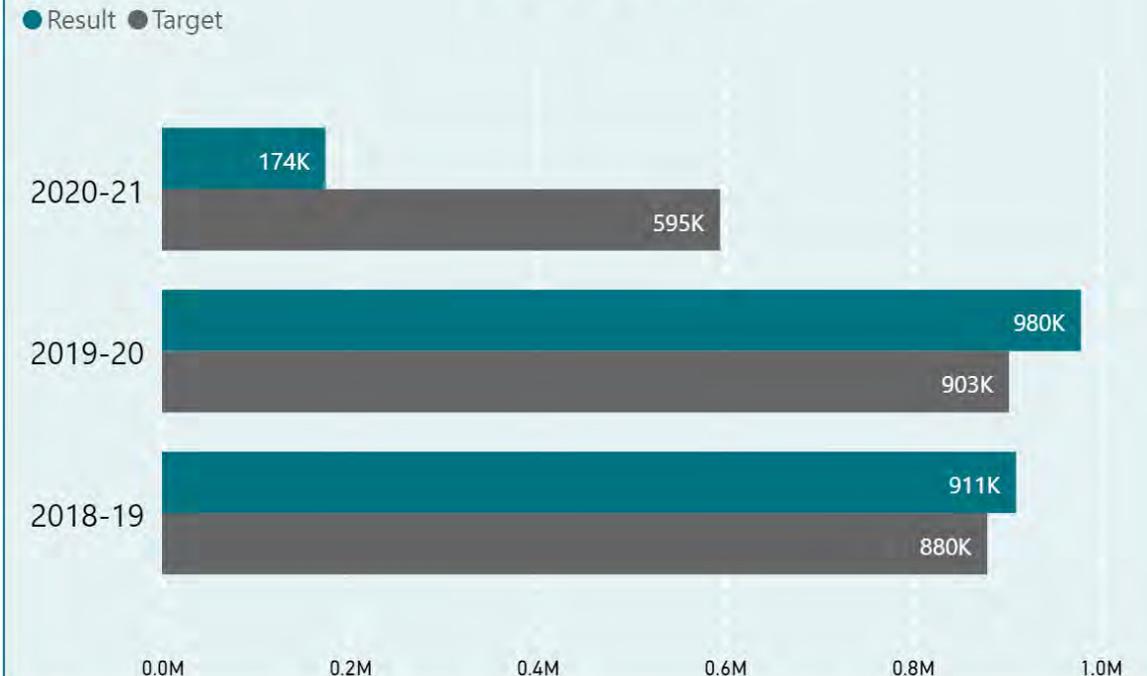


Latest Result

249.5K

Monitor KPI, no target set

Year End Result



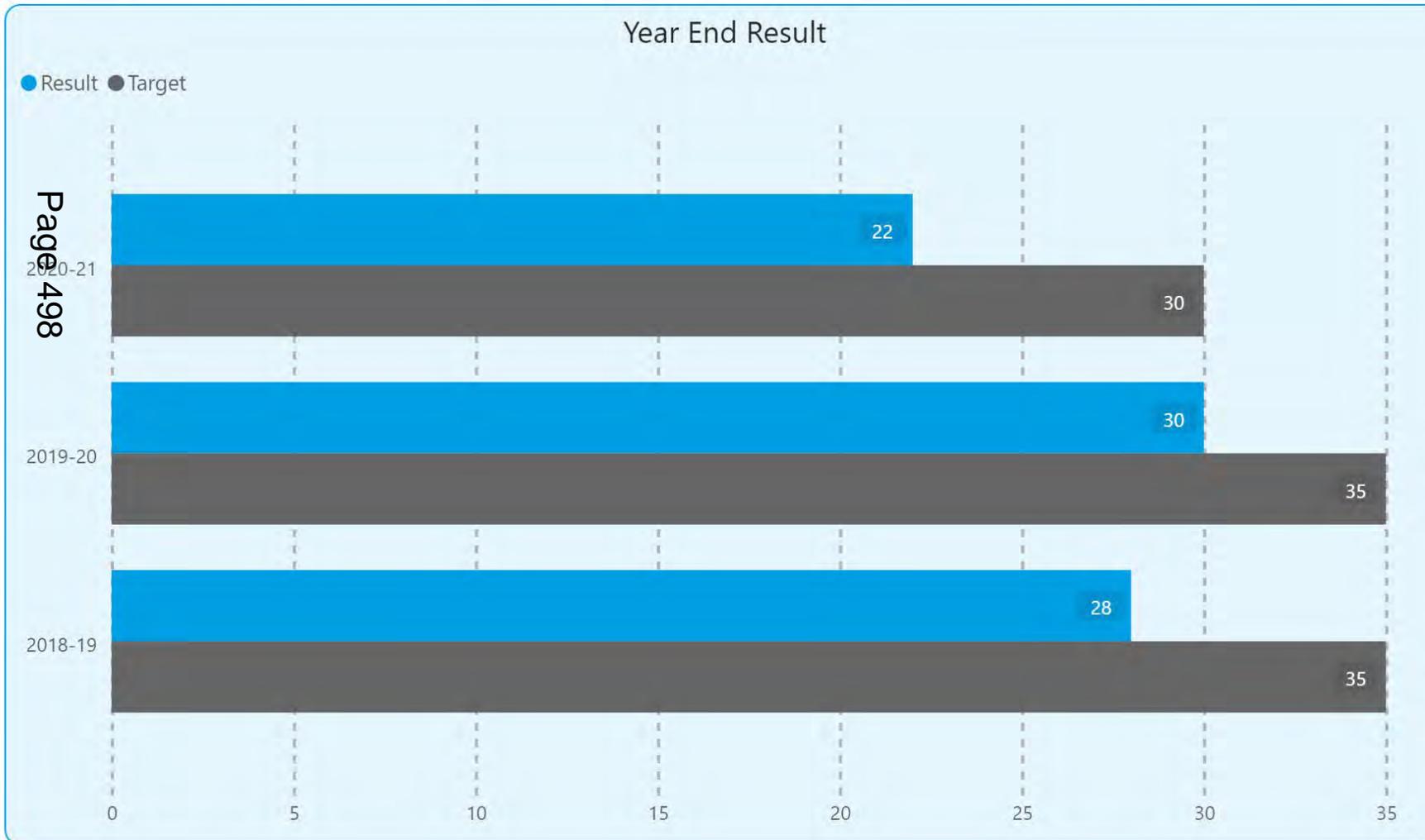
WBO 6 Cardiff Grows in a Resilient Way PDF Version

[View in Power BI](#) ↗



Cardiff grows in a resilient way

The city wide annual average Nitrogen Dioxide (N02) concentrations at roadside locations



Latest Result

22 µg/m³

Current year target

30 µg/m³

Performance: RAG vs Target



The Nitrogen Dioxide (N02) concentrations within Air Quality Management Areas (AQMA)

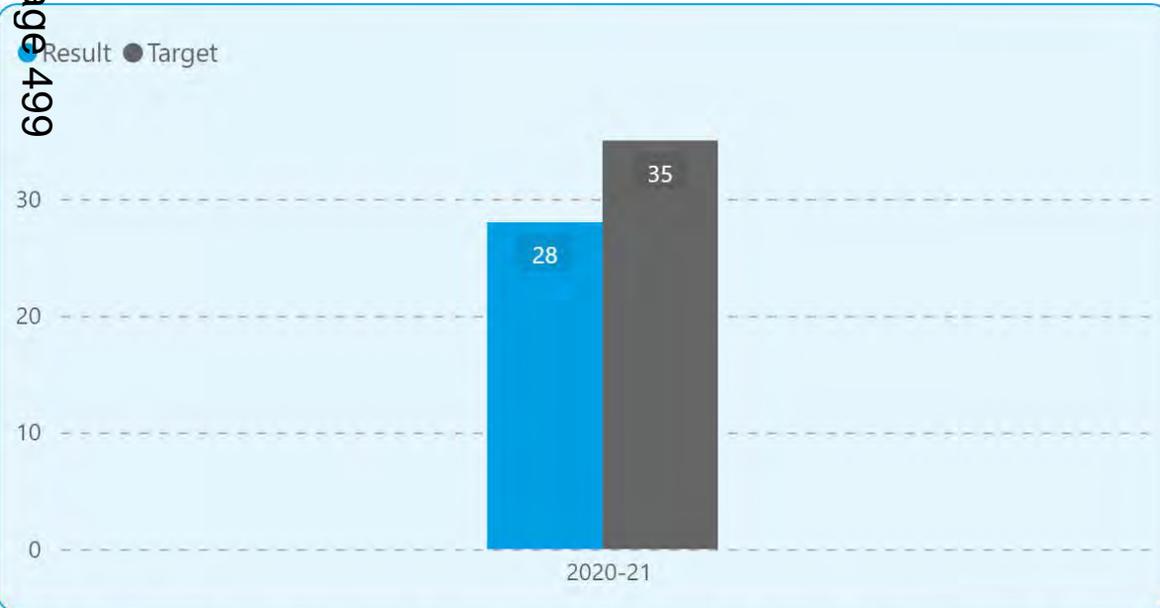
Latest Result

28 $\mu\text{g}/\text{m}^3$

Current year target

35 $\mu\text{g}/\text{m}^3$

Page
499



There are four Air Quality Management Areas which are located in the City Centre, Llandaff, Ely Bridge and Stephenson Court

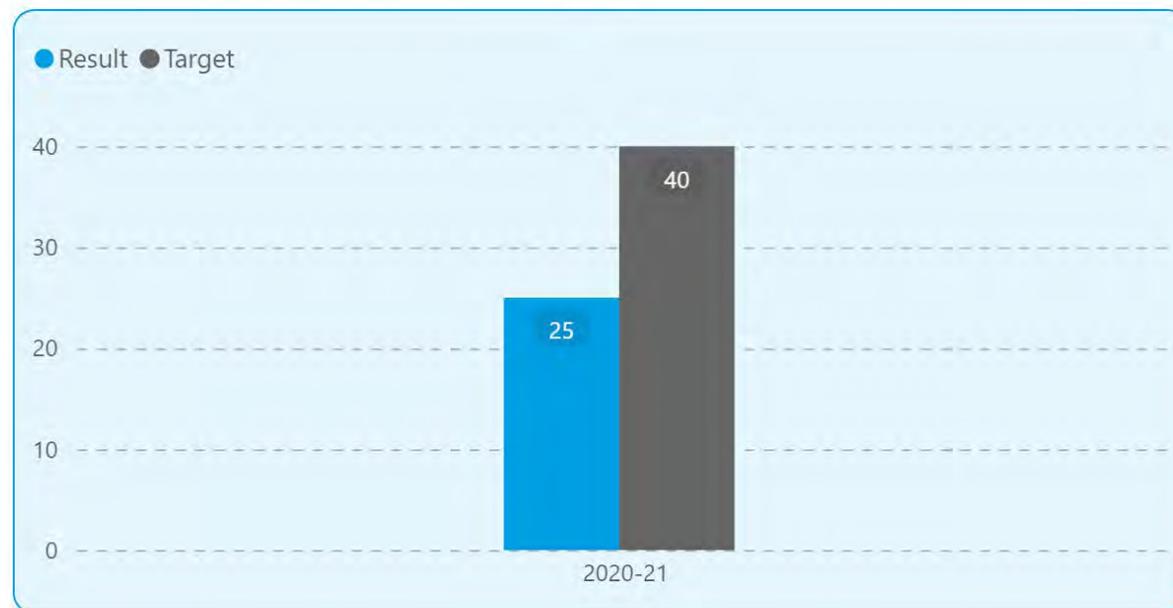
Legal compliance with EU Limit Value for Nitrogen Dioxide (N02) in Castle Street (target for December 2021)

Latest Result

25 $\mu\text{g}/\text{m}^3$

Current year target

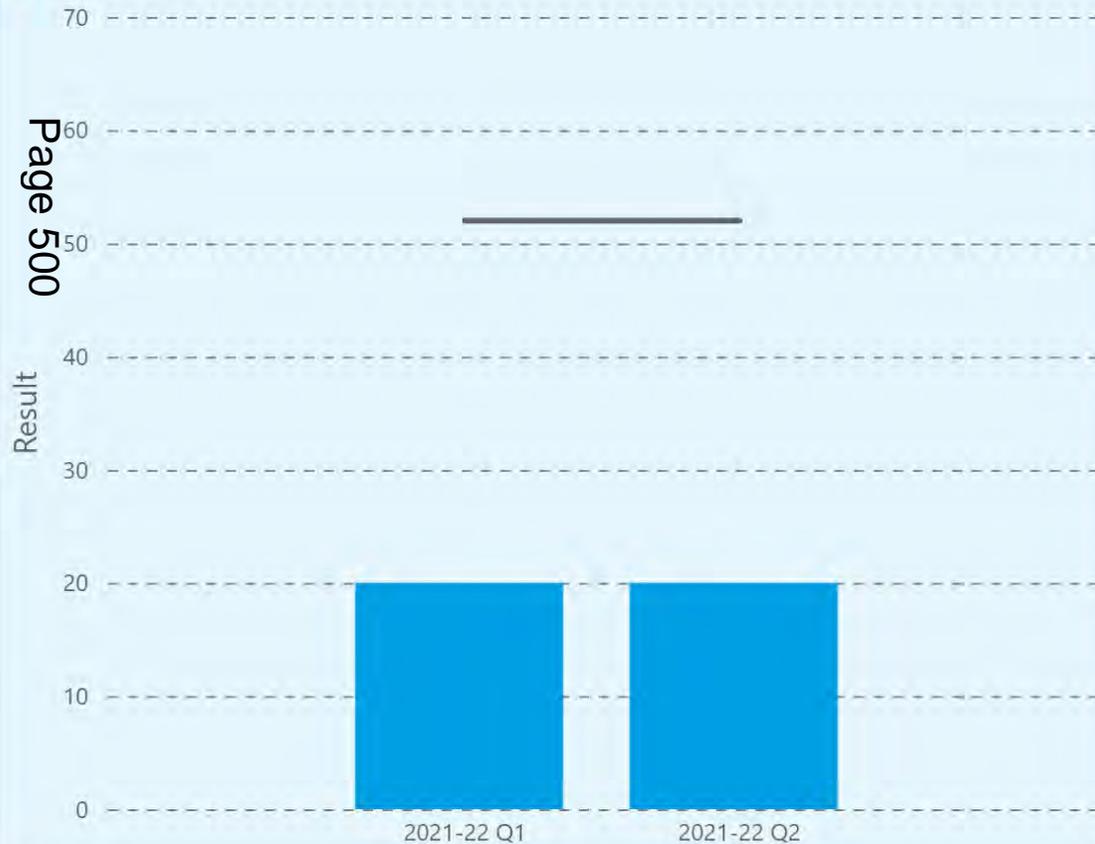
40 $\mu\text{g}/\text{m}^3$



The number of Council Vehicles which are electric

Performance by Quarter

● Result ● Target



Latest Result

20

Current year target

52

Performance: RAG vs Target



Year End Result

New KPI Introduced 2021-22.
There will be no Year End Result data
until Q4 results in 2021-22

Cardiff grows in a resilient way

The percentage increase in on-street public electric charging points in the city

Performance by Quarter

● Result % ● Target %



Latest Result

45.5%

Current year target

66.0%

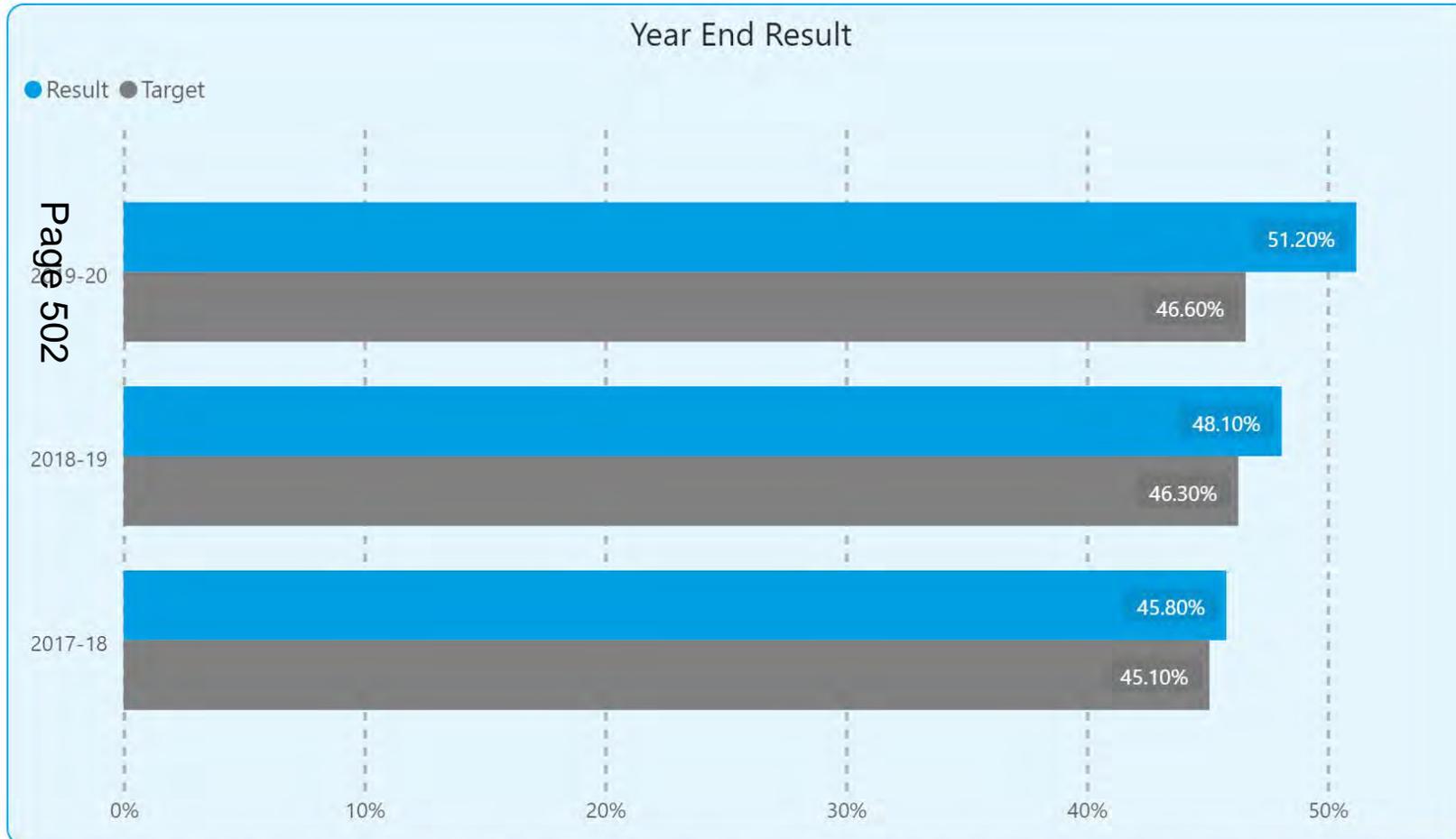
Performance: RAG vs Target



Year End Result

New KPI Introduced 2021-22.
There will be no Year End Result data
until Q4 results in 2021-22

Modal Split for All Journeys: Proportion of People Travelling to Work by Sustainable Transport Modes



No result is available for 2020/21 as the Annual Transport Survey was not conducted due to Covid-19. If the survey had taken place, the results would not have been representative given the ever changing situation over the course of the year

The proportion of work journeys made by: Walking

Page 502

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The proportion of work journeys made by: Cycling

Page 504

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The proportion of work journeys made by: Public Transport

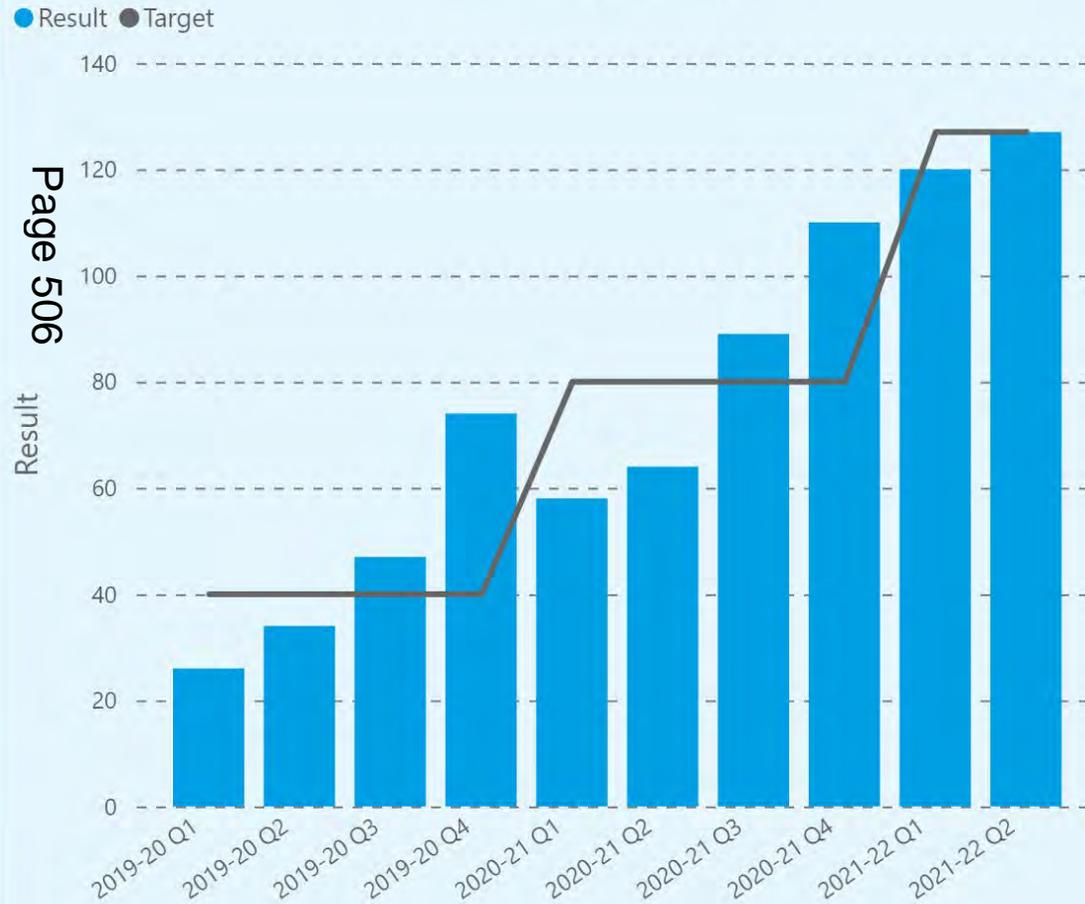
Page 508

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

Cardiff grows in a resilient way

The number of schools supported to develop an Active Travel Plan

Performance by Quarter



Latest Result

127

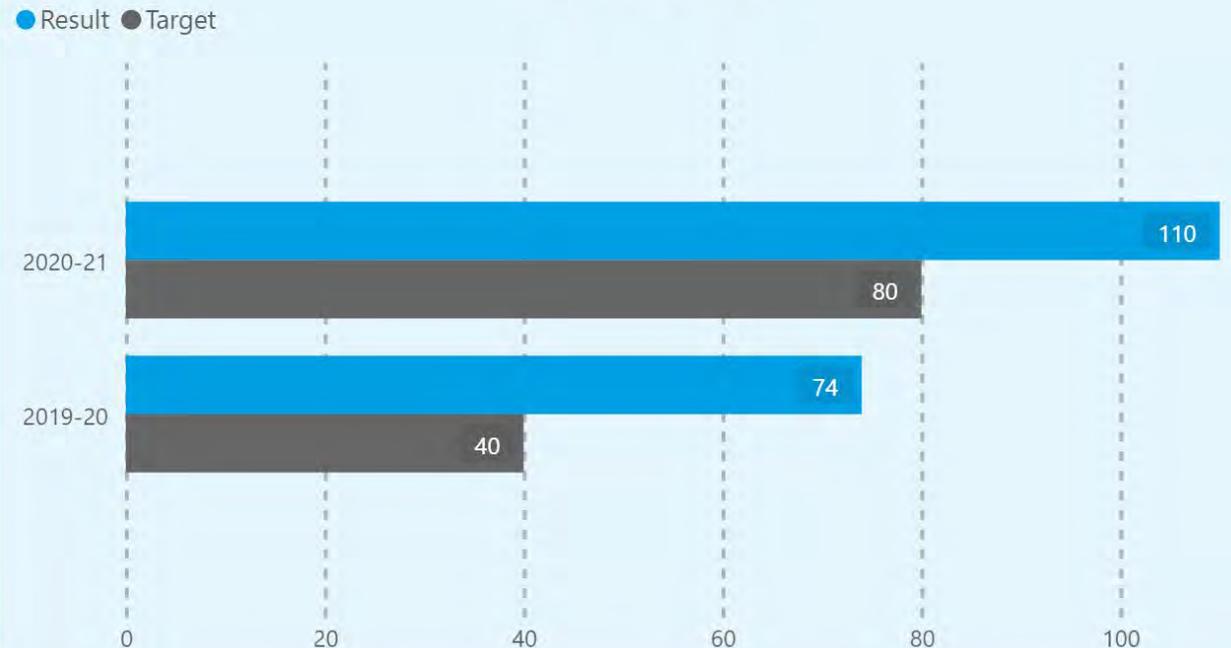
Current year target

127

Performance: RAG vs Target



Year End Result



Cardiff grows in a resilient way

Percentage of householder planning applications determined within agreed time periods

Performance by Quarter

● Result % ● Target %



Latest Result

79.7%

Current year target

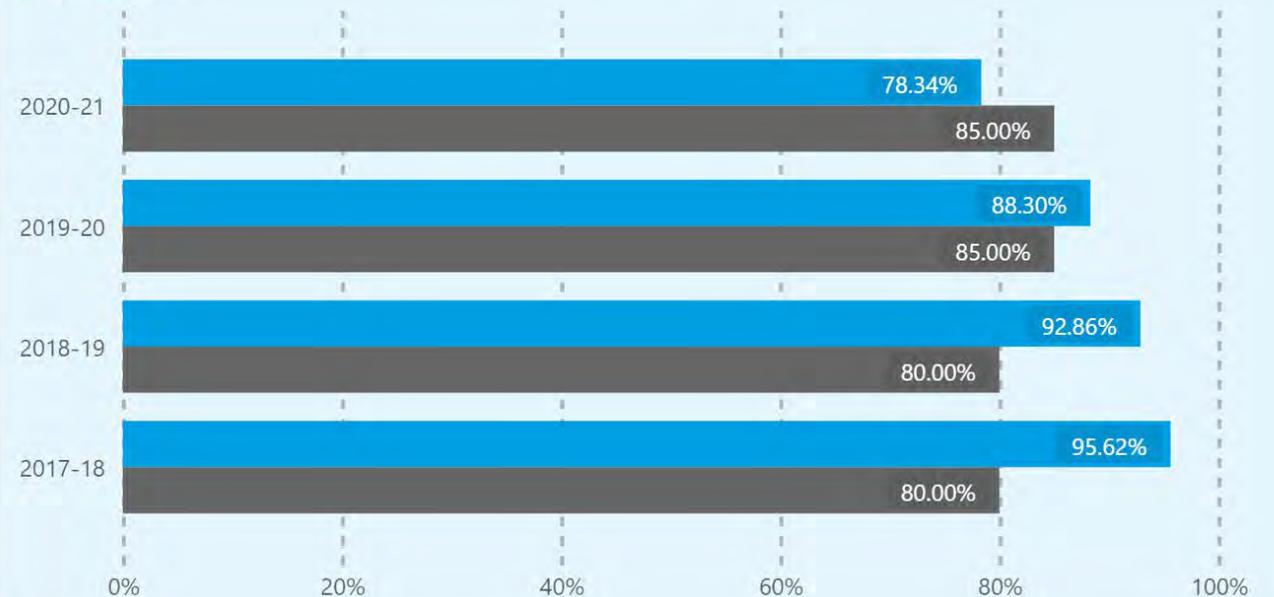
>85.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff grows in a resilient way

The percentage of major planning applications determined within agreed time periods

Performance by Quarter



Latest Result

100.0%

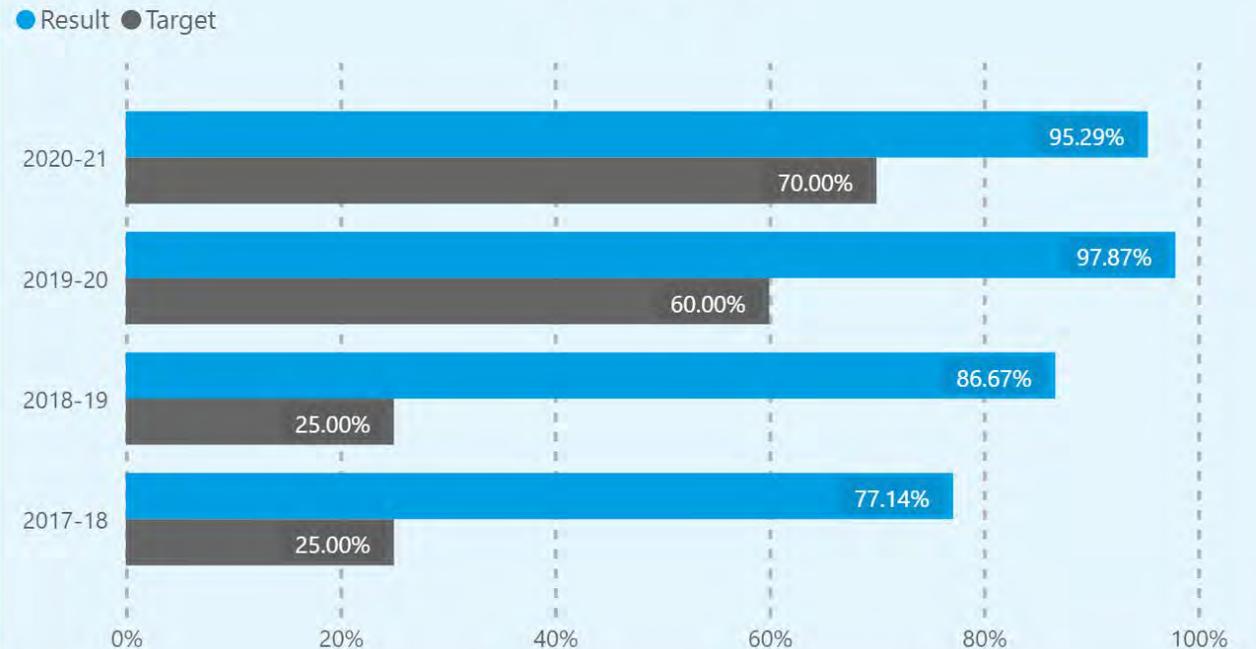
Current year target

>70.0%

Performance: RAG vs Target

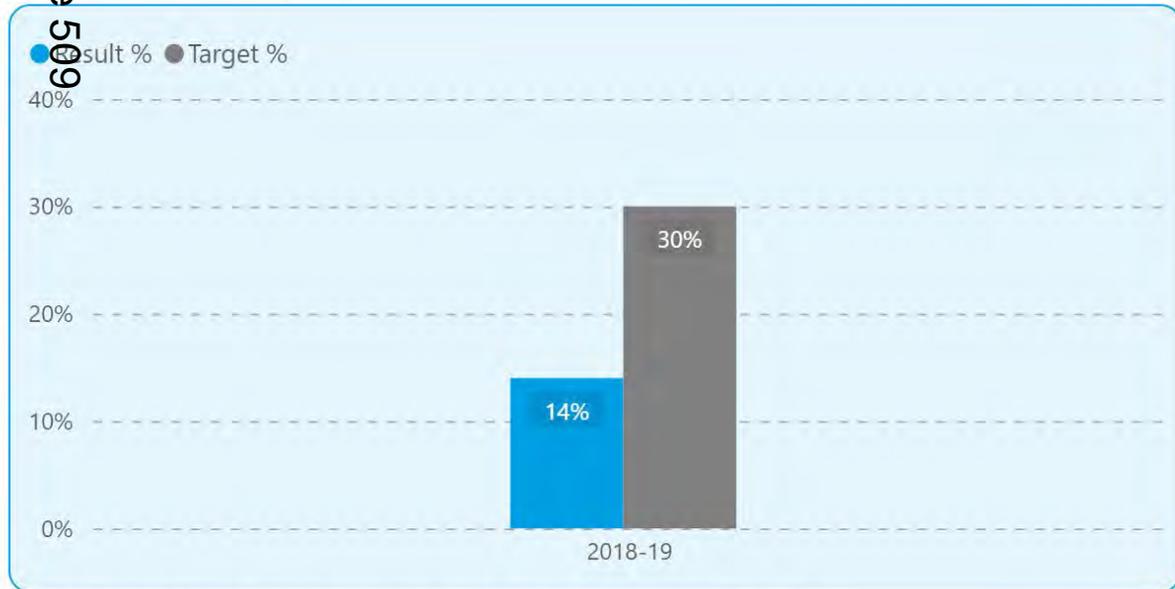


Year End Result



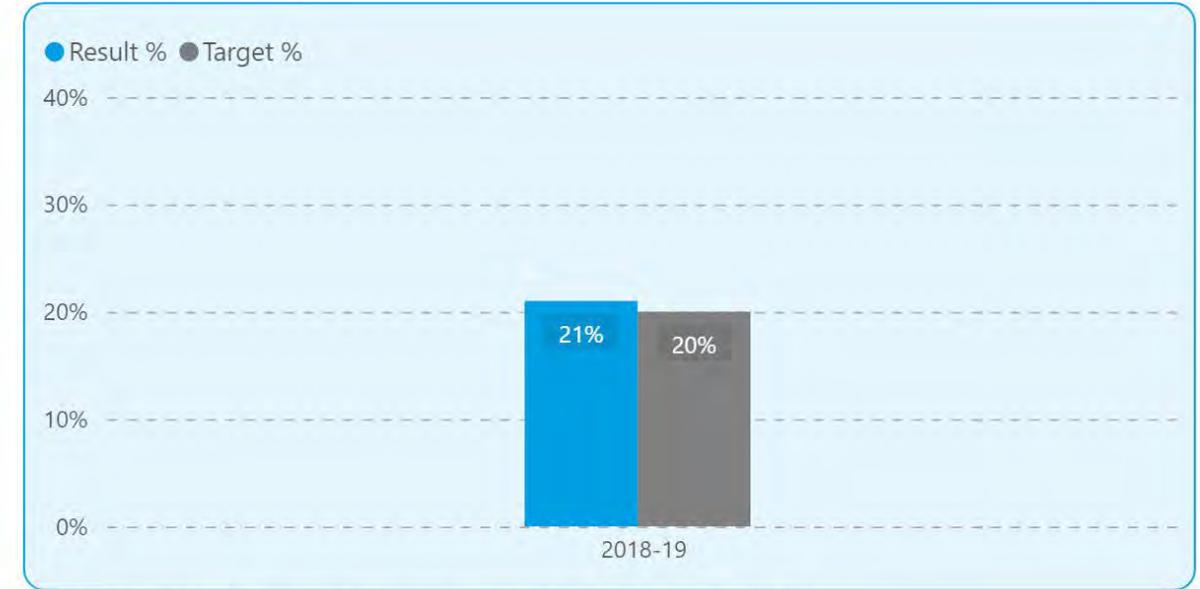
Cardiff grows in a resilient way

The percentage of affordable housing at completion stage provided in a development on greenfield sites



2019-20 and 2020-21 data have not been collected due to Covid-19

The percentage of affordable housing at completion stage provided in a development on brownfield sites



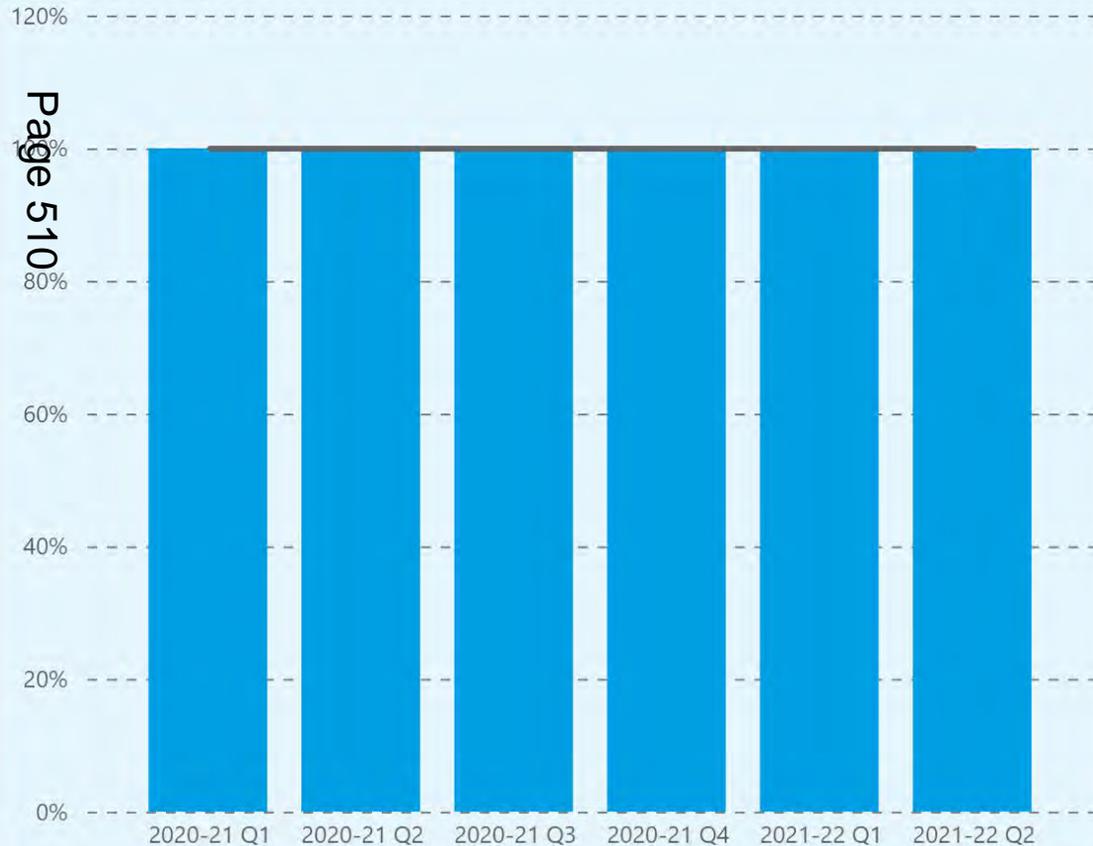
2019-20 and 2020-21 data have not been collected due to Covid-19

Cardiff grows in a resilient way

The percentage of planned recycling and waste collections achieved

Performance by Quarter

● Result % ● Target %



Latest Result

99.9%

Current year target

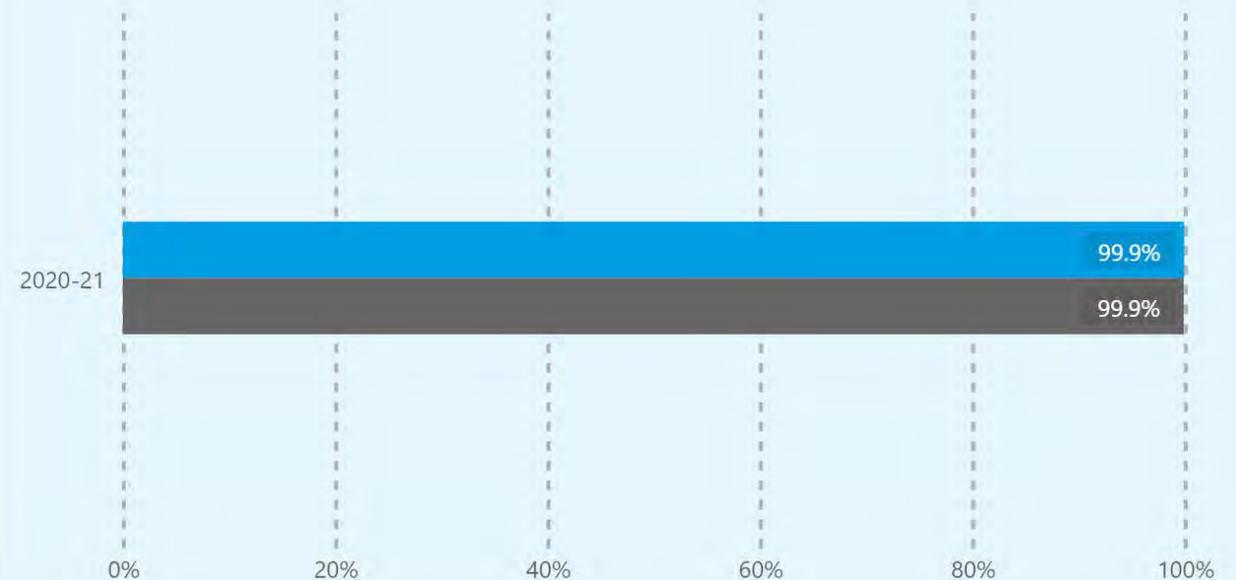
99.9%

Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff grows in a resilient way

The percentage of municipal waste collected and prepared for re-use and / or recycled

Performance by Quarter



Latest Result

57.7%

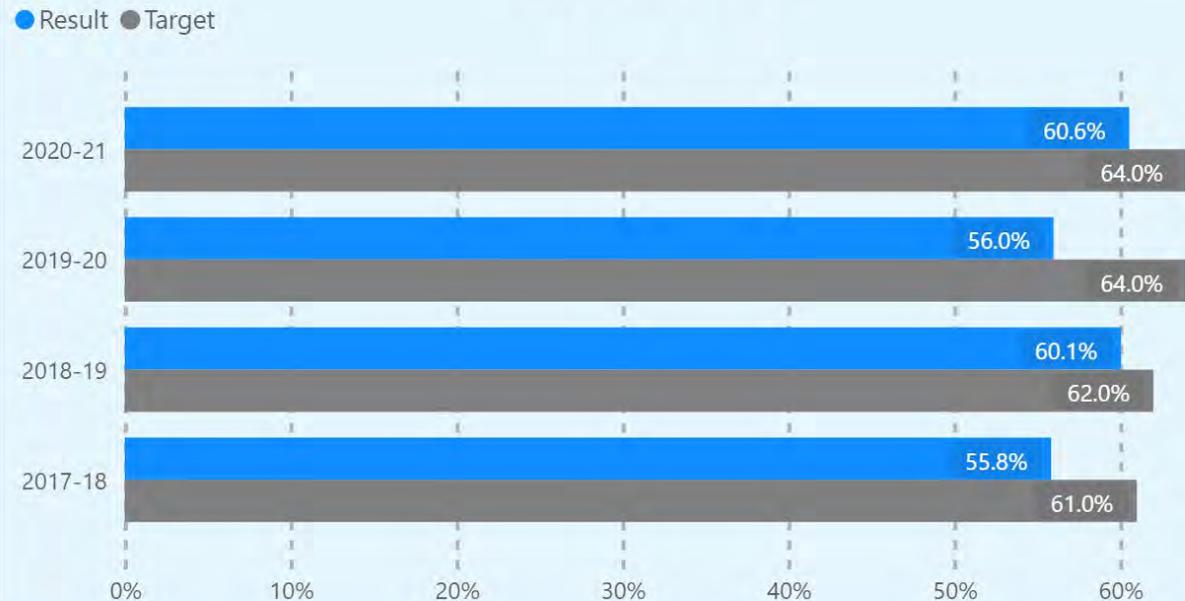
Current year target

64.0%

Performance: RAG vs Target



Year End Result



Cardiff grows in a resilient way

The percentage of waste collected at recycling centres that has been prepared for re-use or recycled

Performance by Quarter

● Result % ● Target %



Latest Result

84.8%

Current year target

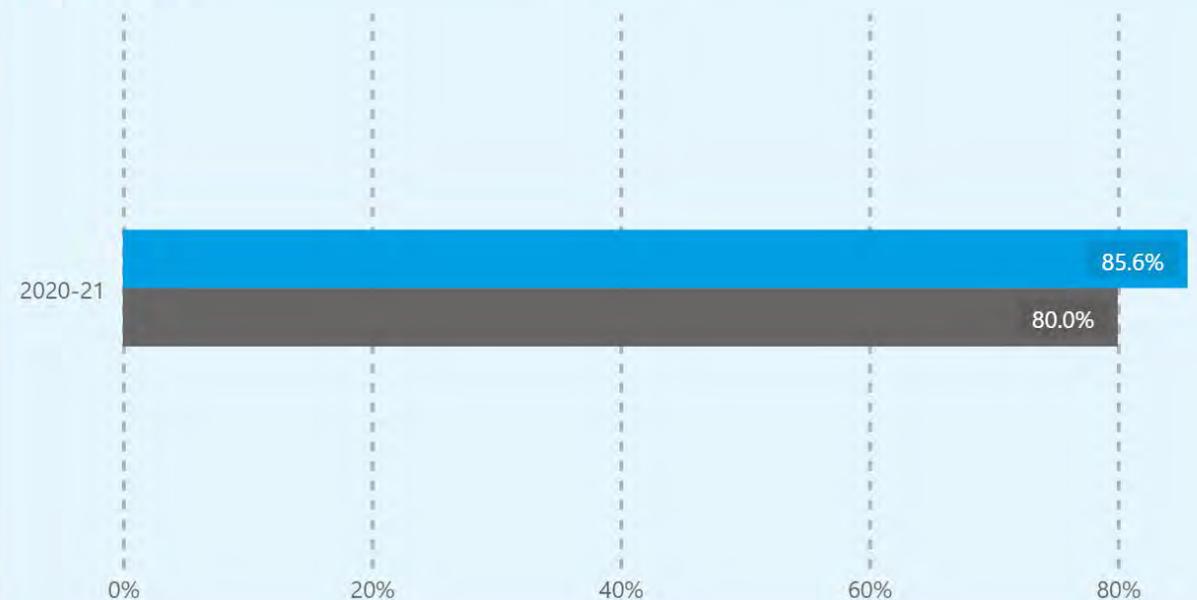
85.0%

Performance: RAG vs Target



Year End Result

● Result ● Target

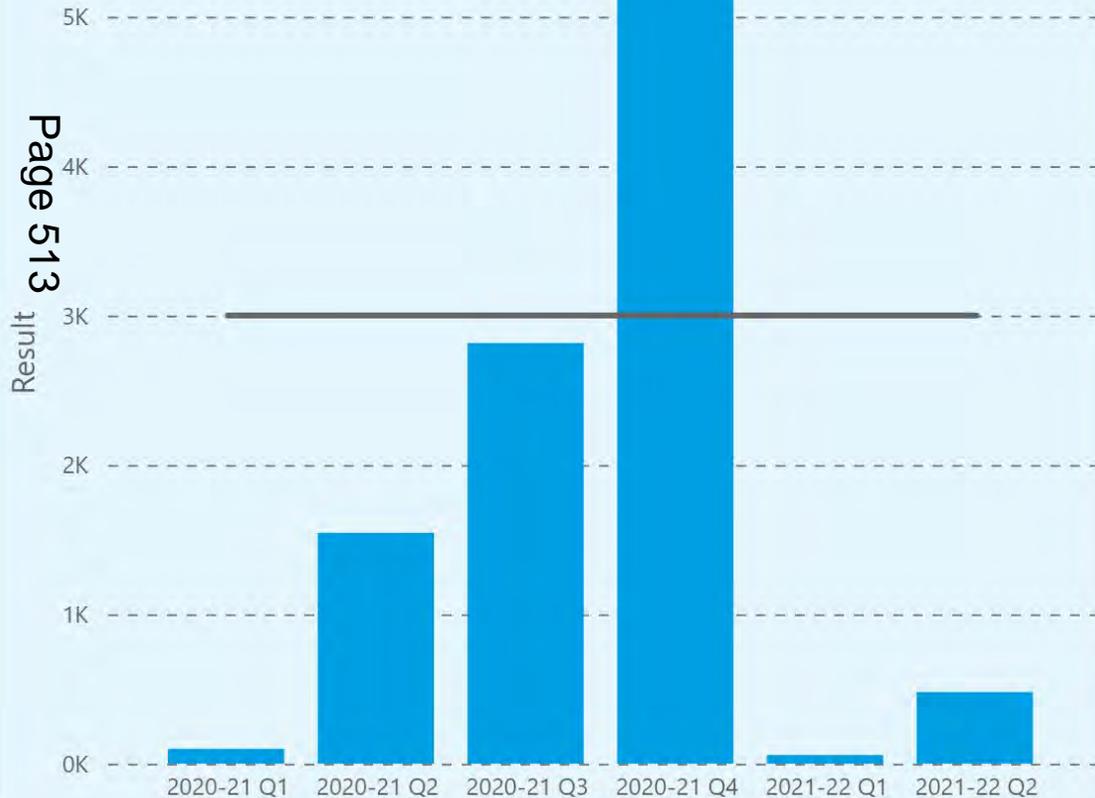


Cardiff grows in a resilient way

The number of education and enforcement actions per month relating to improving recycling behaviour by citizens

Performance by Quarter

● Result ● Target



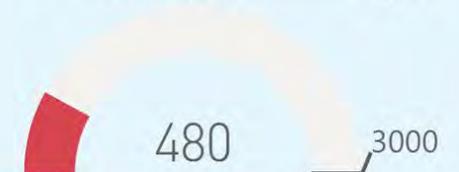
Latest Result

480

Current year target

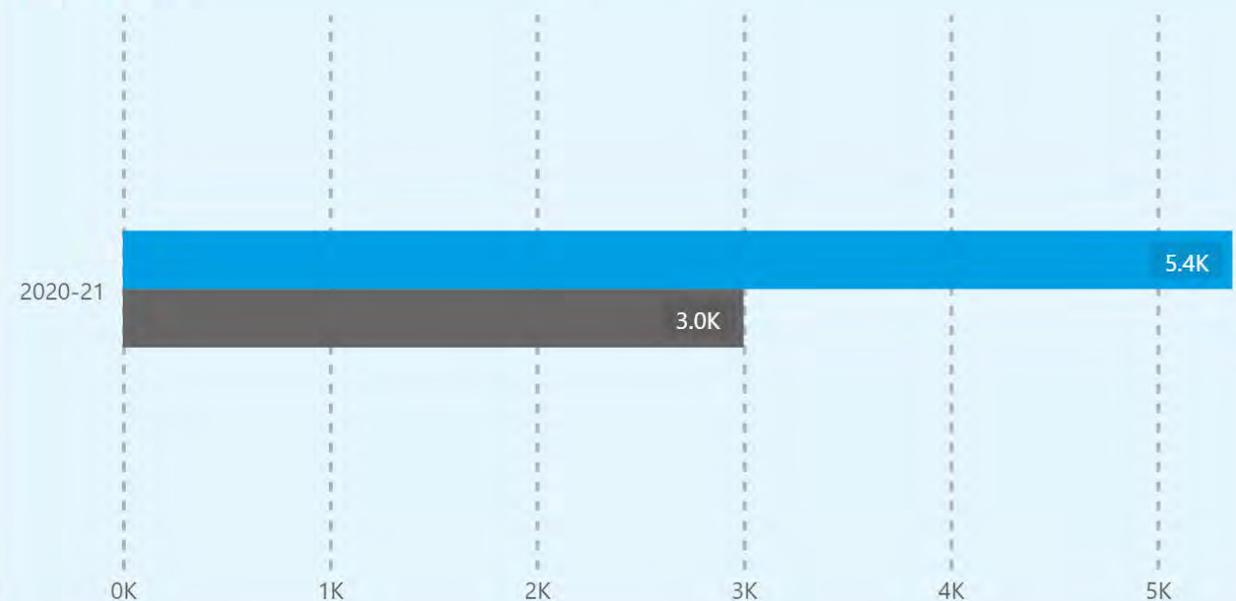
3000

Performance: RAG vs Target



Year End Result

● Result ● Target

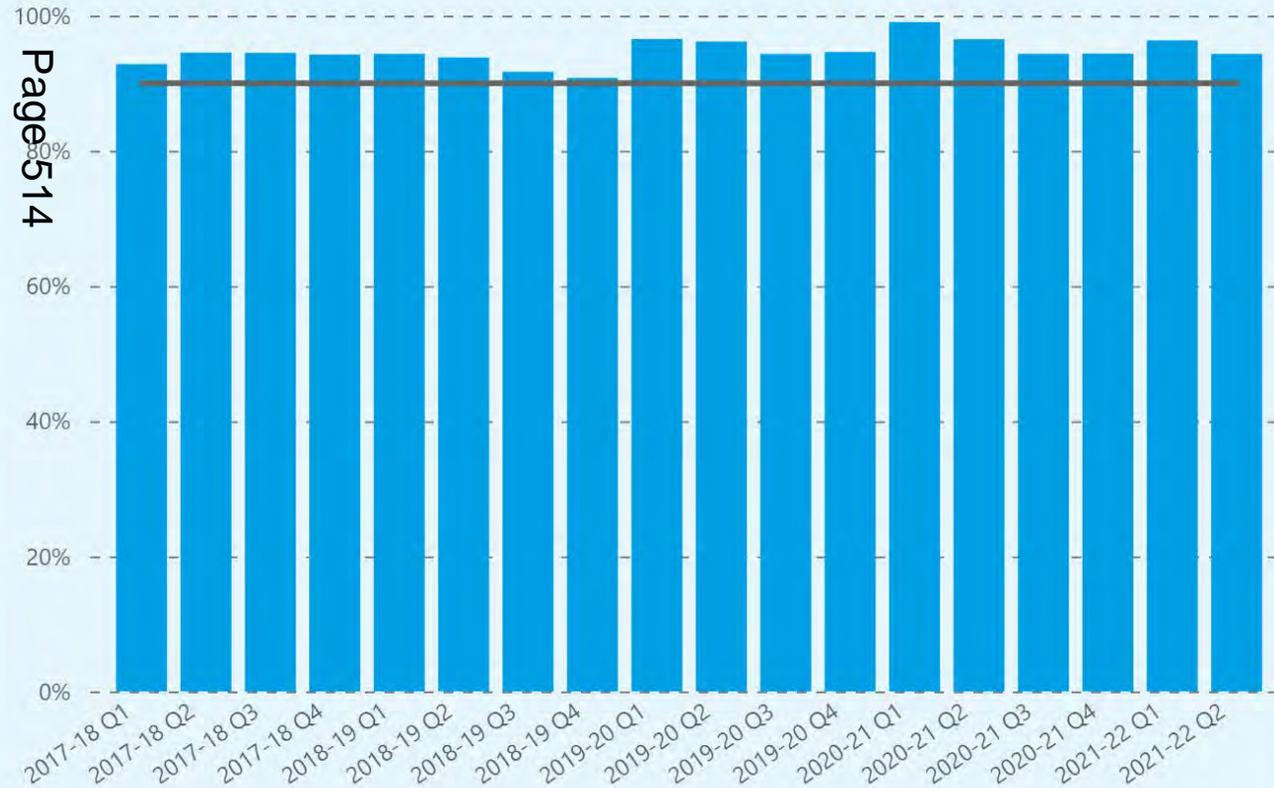


Cardiff grows in a resilient way

The percentage of highways inspected by the Local Authority found to be of a high or acceptable standard of cleanliness

Performance by Quarter

● Result % ● Target %



Latest Result

94.3%

Current year target

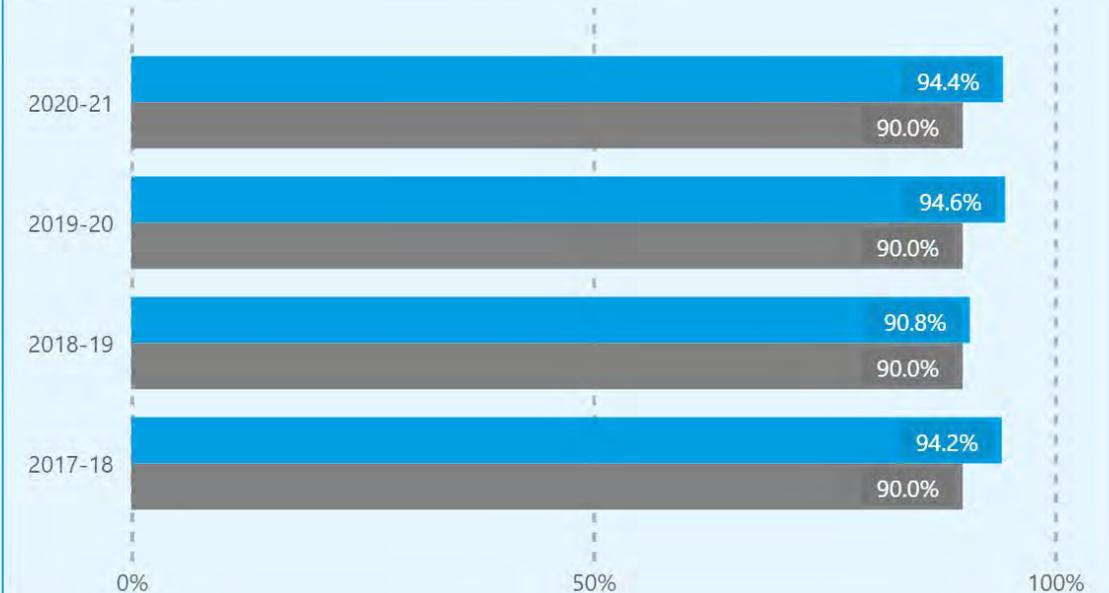
90.0%

Performance: RAG vs Target



Year End Result

● Result ● Target

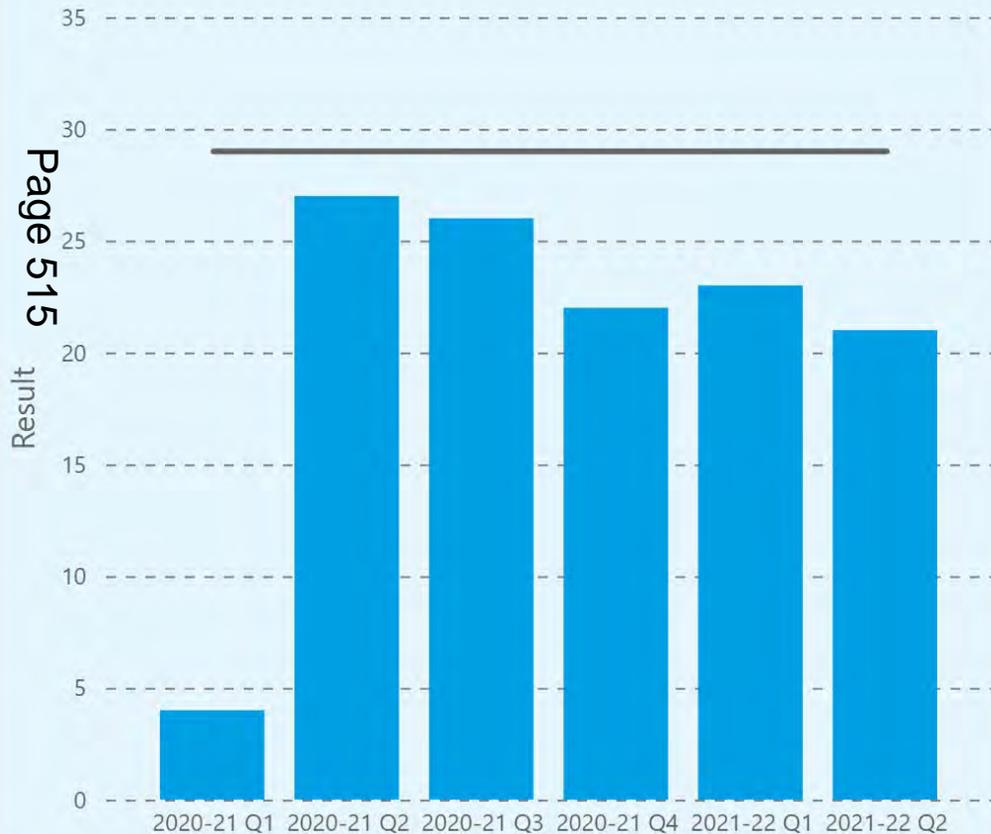


Cardiff grows in a resilient way

The number of wards in Cardiff where 90% of the highways land inspected is of a high or acceptable standard of cleanliness

Performance by Quarter

● Result ● Target



Latest Result

21

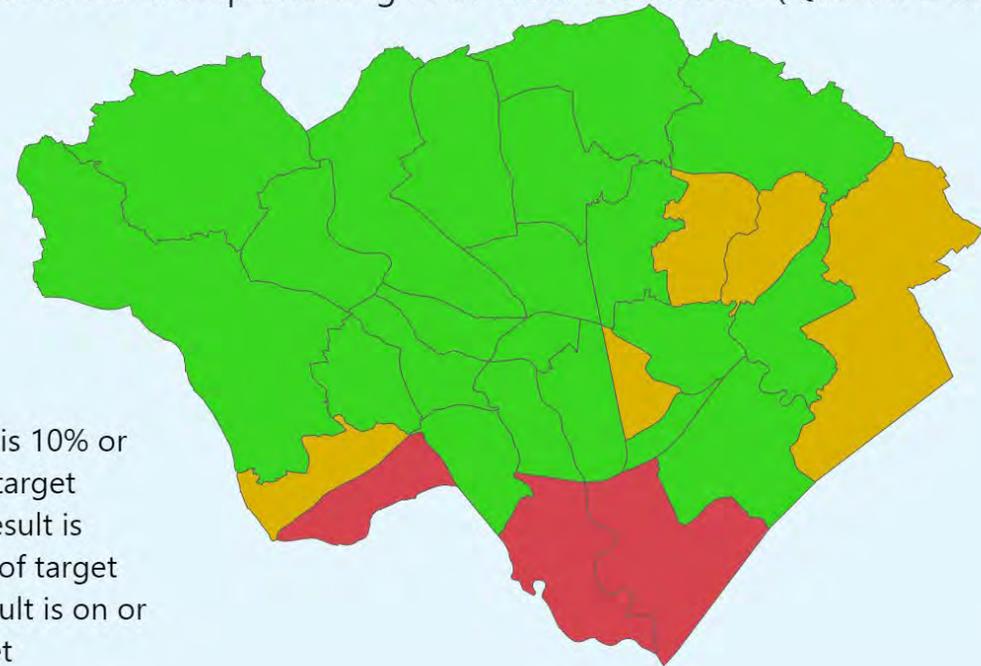
Current Year Target

29

Performance: RAG vs Target



Cardiff Ward Map Showing % of Ward Cleanliness (Quarter 2 2021-22)

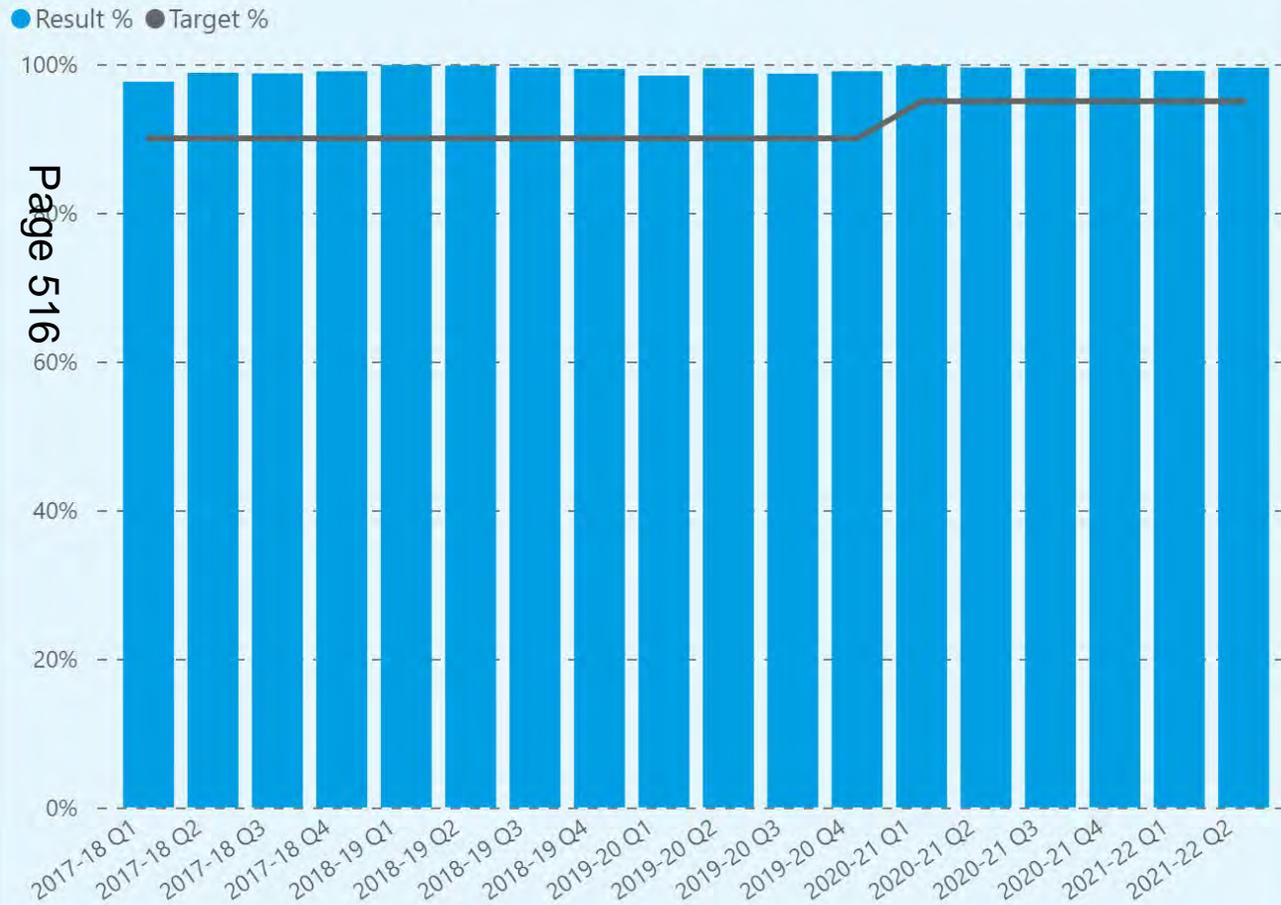


Red- result is 10% or more from target
Amber – Result is within 10% of target
Green – result is on or above target

Cardiff grows in a resilient way

The percentage of reported fly tipping incidents cleared within 5 working days

Performance by Quarter



Latest Result

99.5%

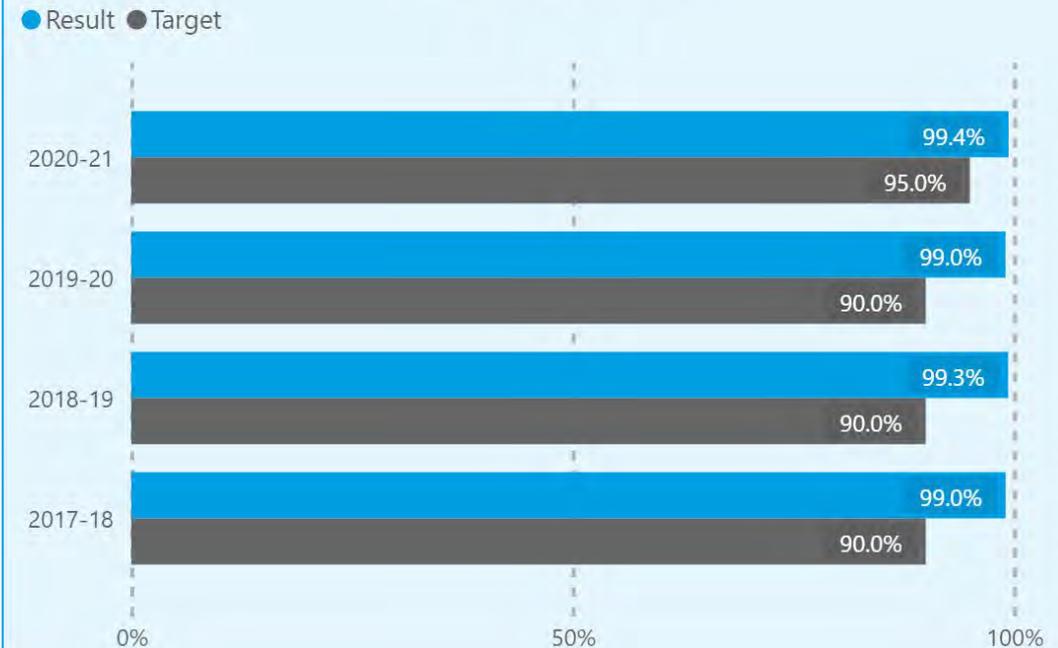
Current year target

95.0%

Performance: RAG vs Target



Year End Result



Cardiff grows in a resilient way

The percentage of reported fly tipping incidents which lead to enforcement activity.

Performance by Quarter



Latest Result

92.3%

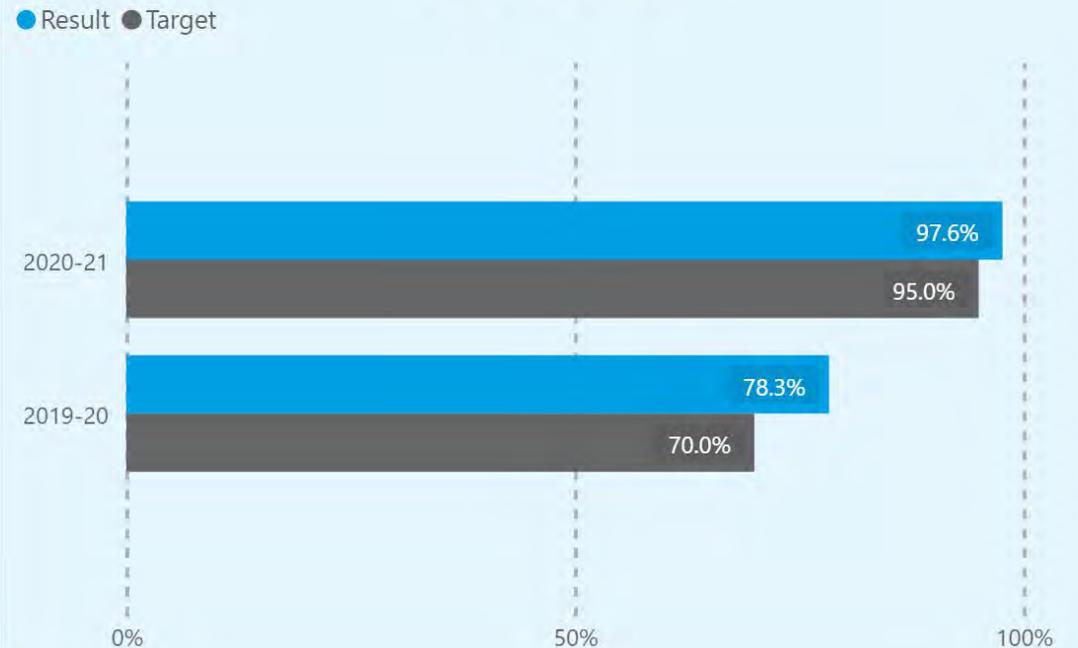
Current year target

90.0%

Performance: RAG vs Target

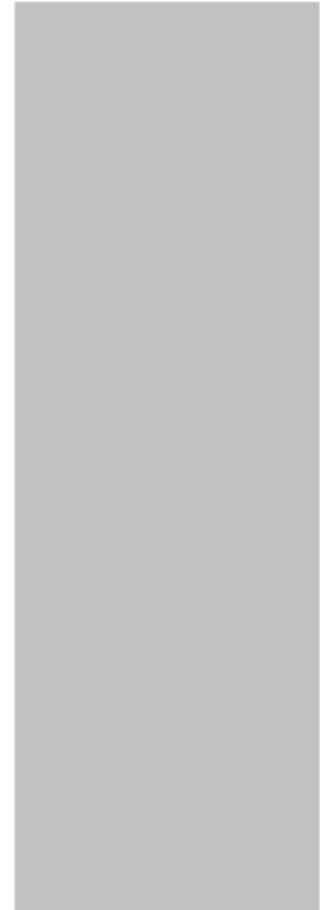
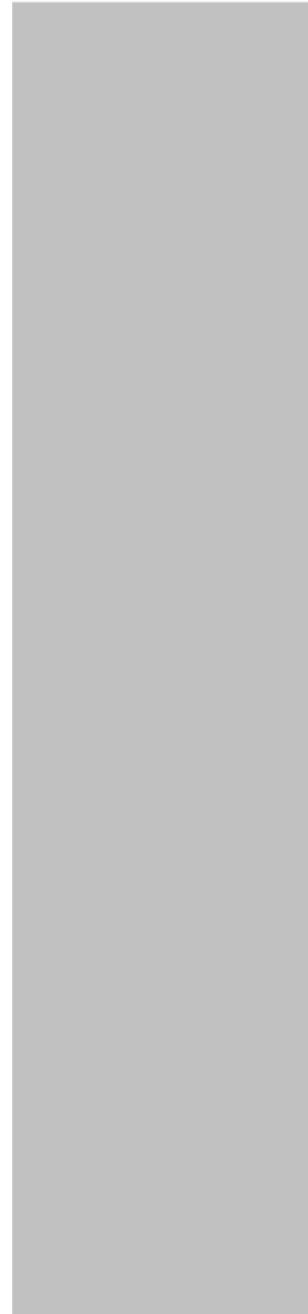
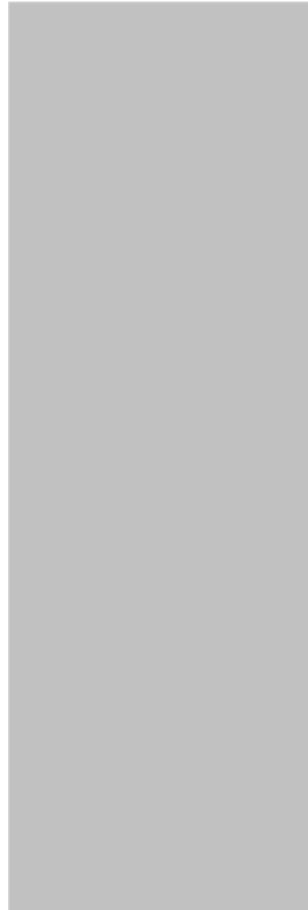
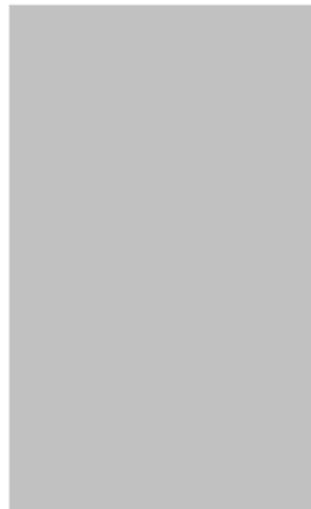


Year End Result



WBO 7 Modernising & Integrating Our Public Services PDF Version

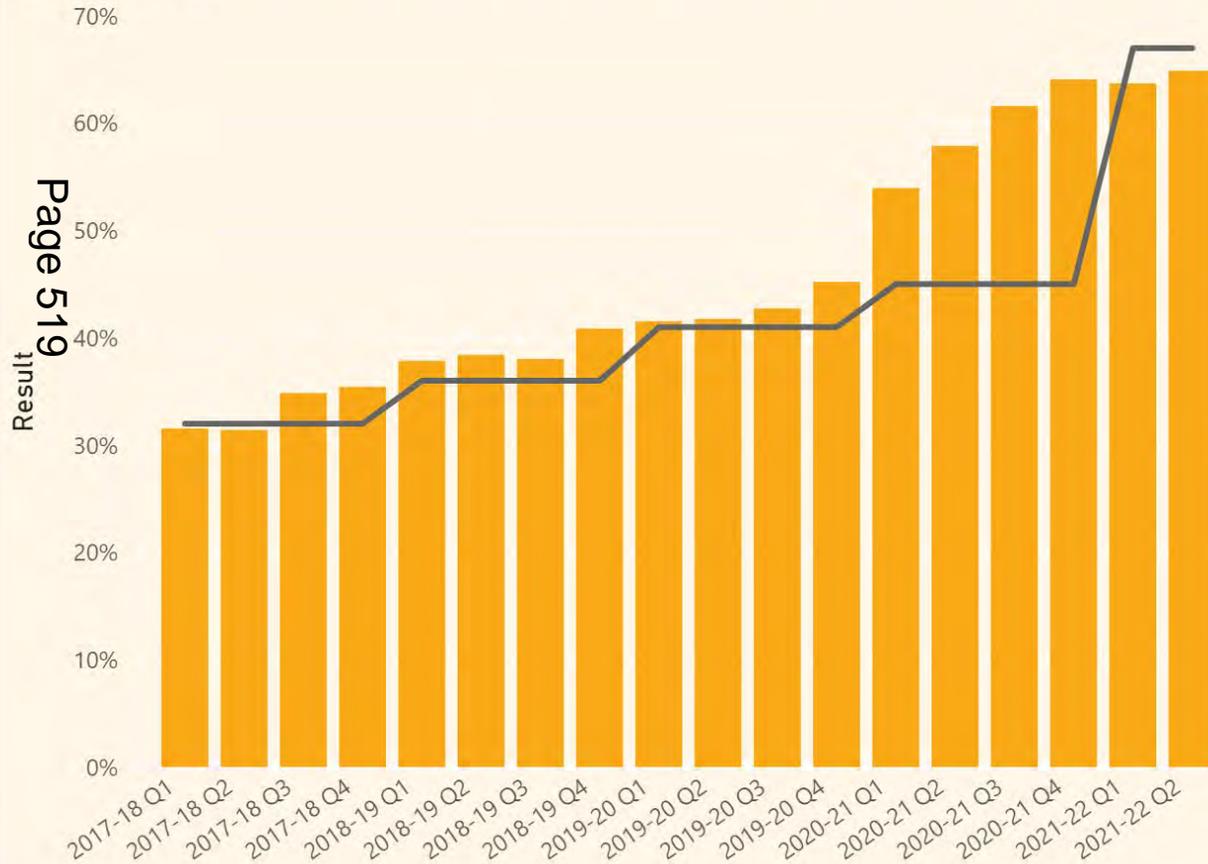
[View in Power BI](#) ↗



The percentage of devices that enable agile and mobile working across the organisation

Performance by Quarter

● Result ● Target



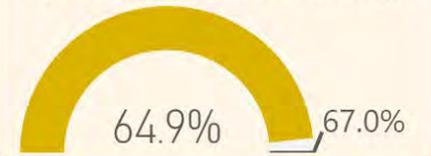
Latest Result

64.9%

Current Year Target

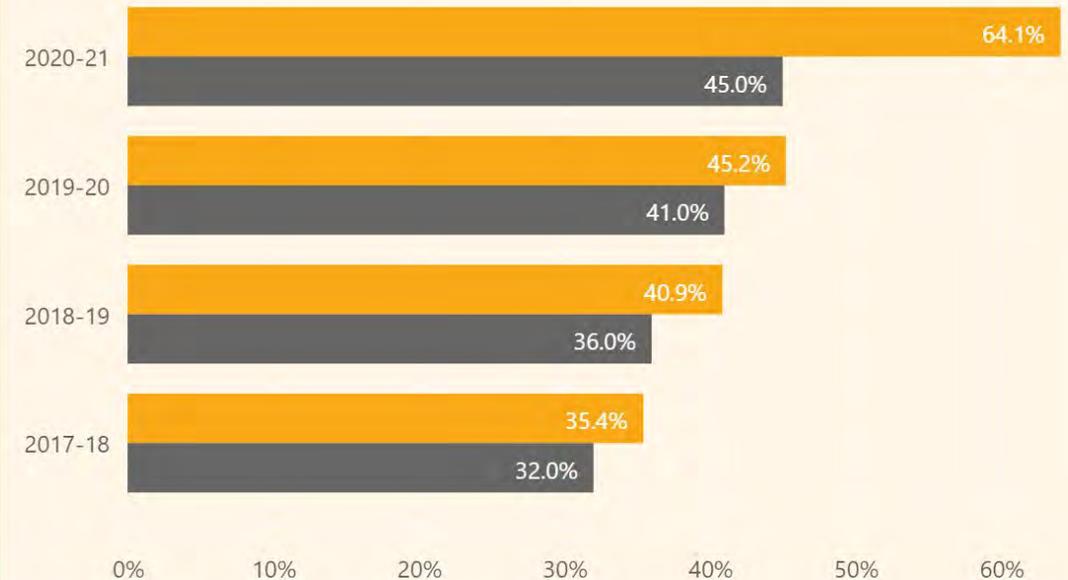
67.0%

Latest Performance: RAG vs Target



Year End Result

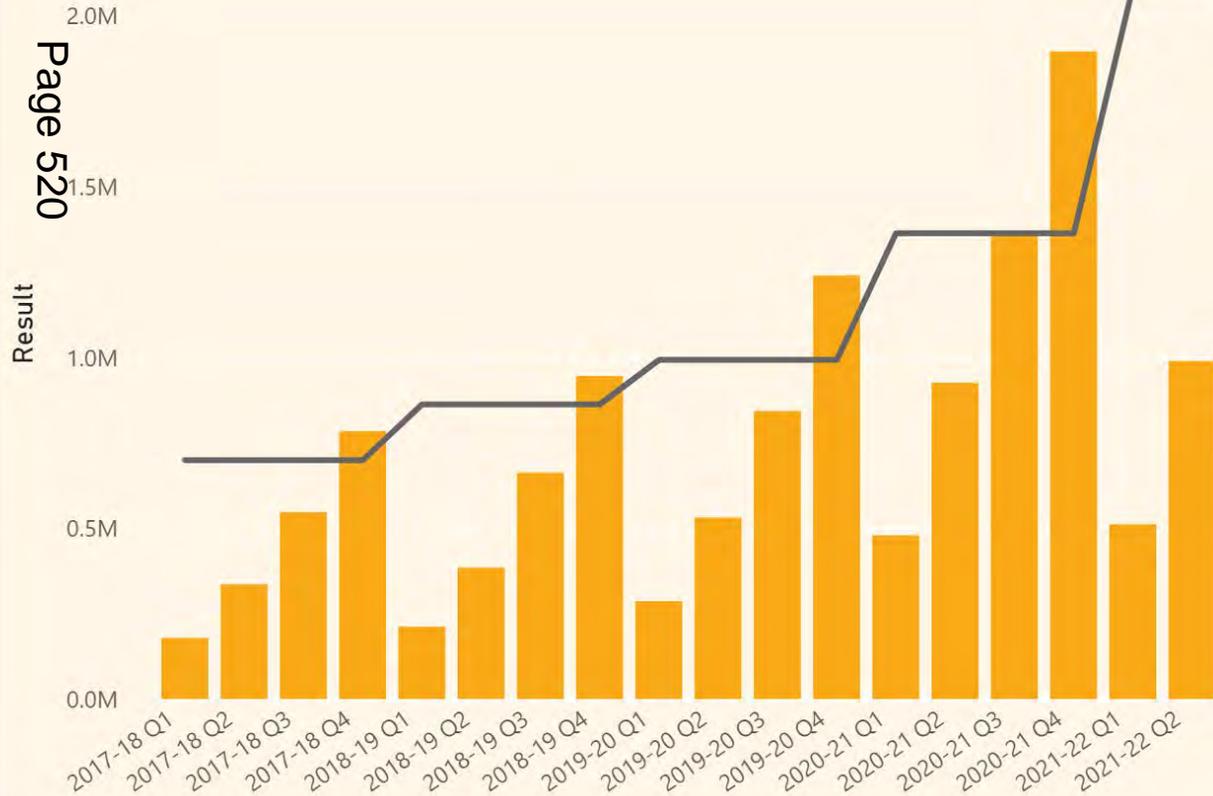
● Result ● Target



The number of customer contacts to the Council using digital channels

Performance by Quarter

● Result ● Target



Latest Result

990K

Current Year Target

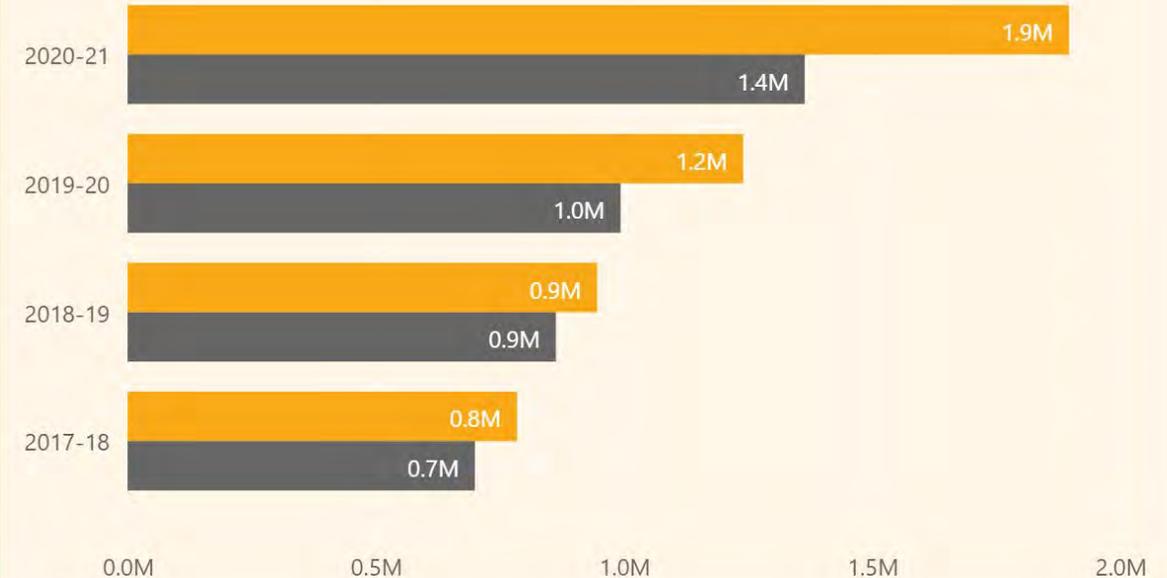
2.1M

Latest Performance: RAG vs Target



Year End Result

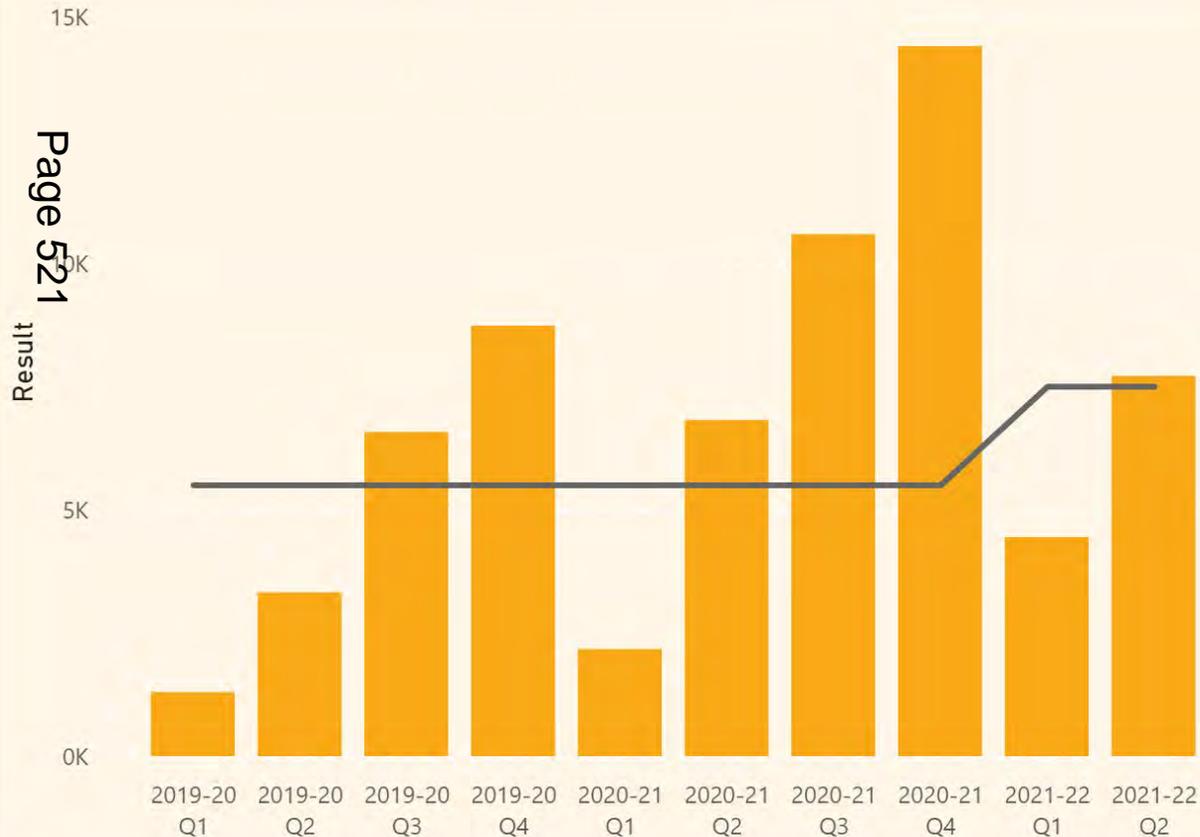
● Result ● Target



The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet)

Performance by Quarter

● Result ● Target



Latest Result

7.7K

Current Year Target

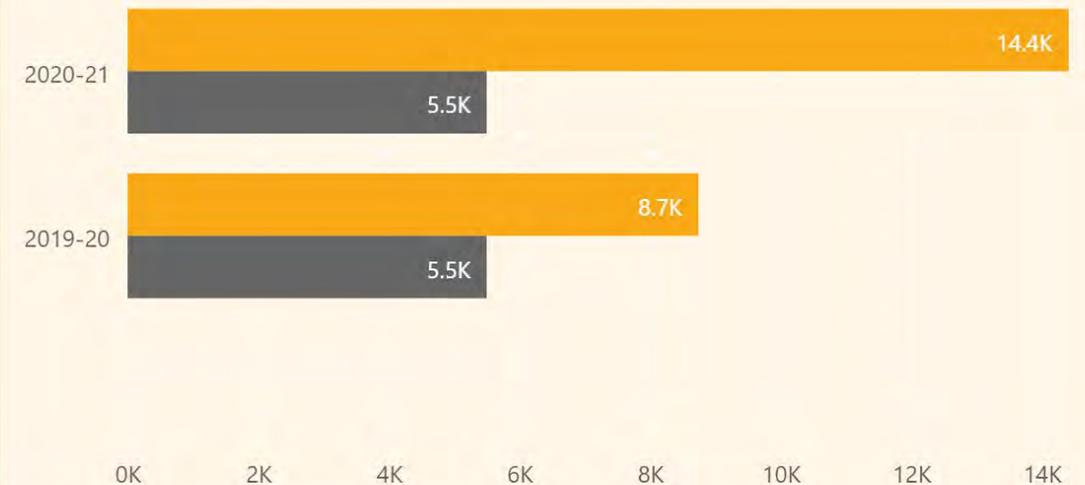
7.5K

Latest Performance: RAG vs Target



Year End Result

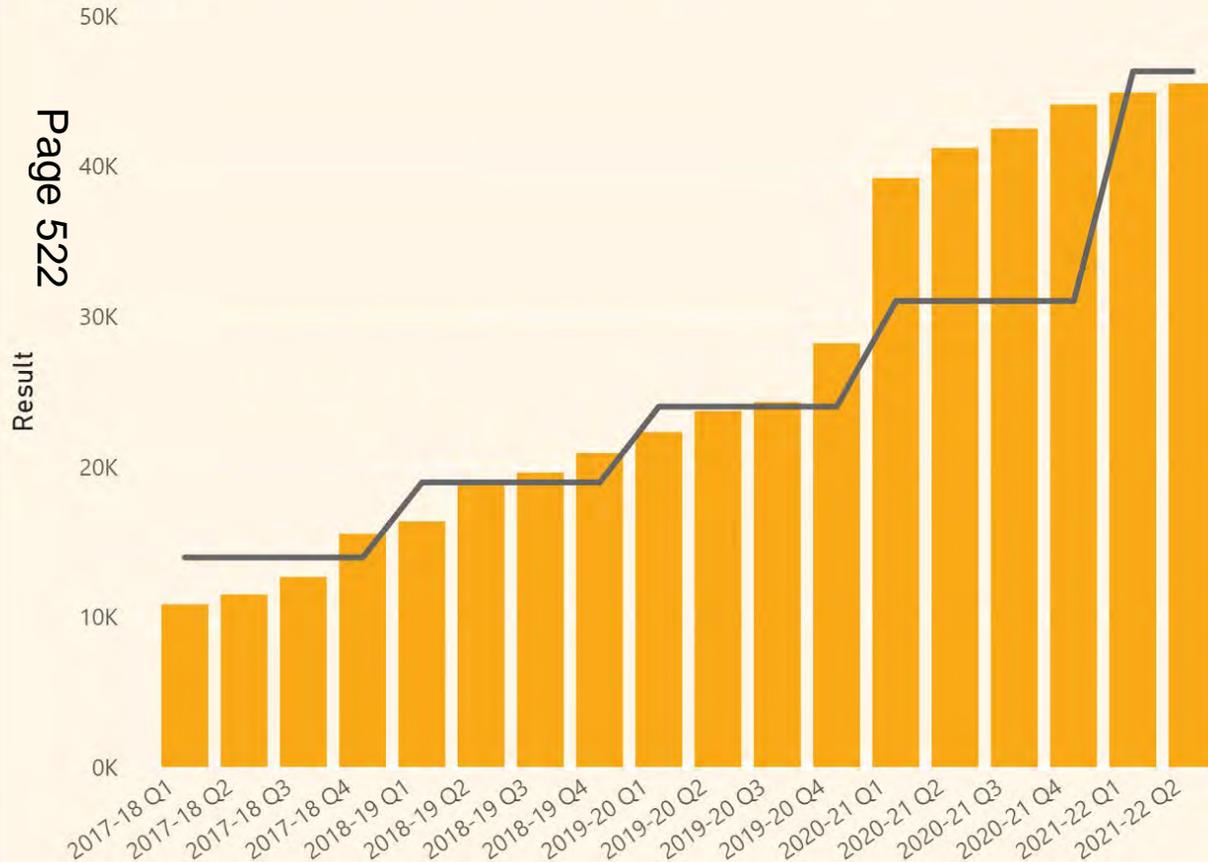
● Result ● Target



The number of Facebook Followers

Performance by Quarter

● Result ● Target



Latest Result

45.5K

Current Year Target

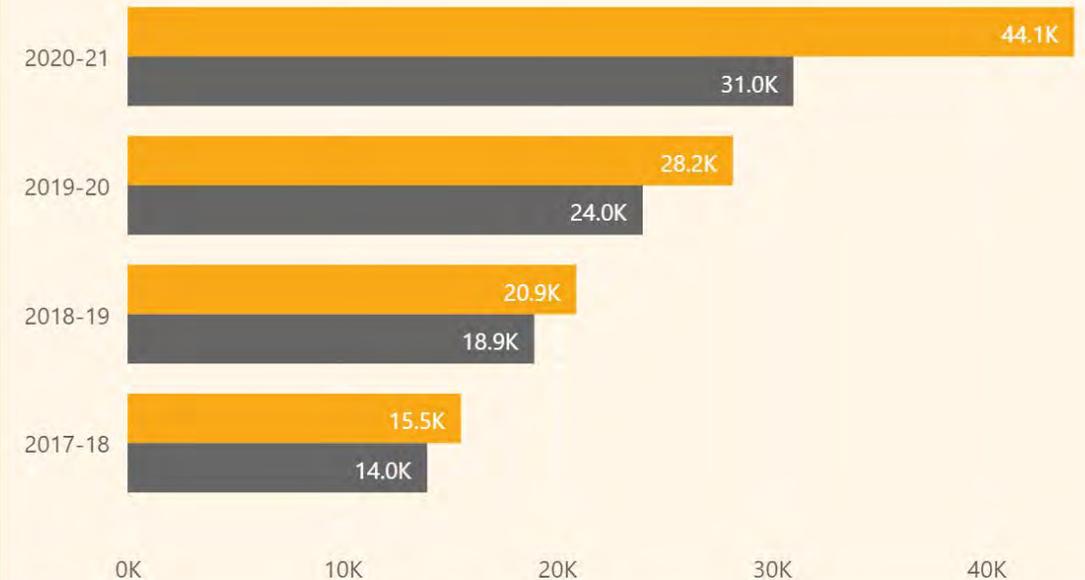
46.3K

Latest Performance: RAG vs Target



Year End Result

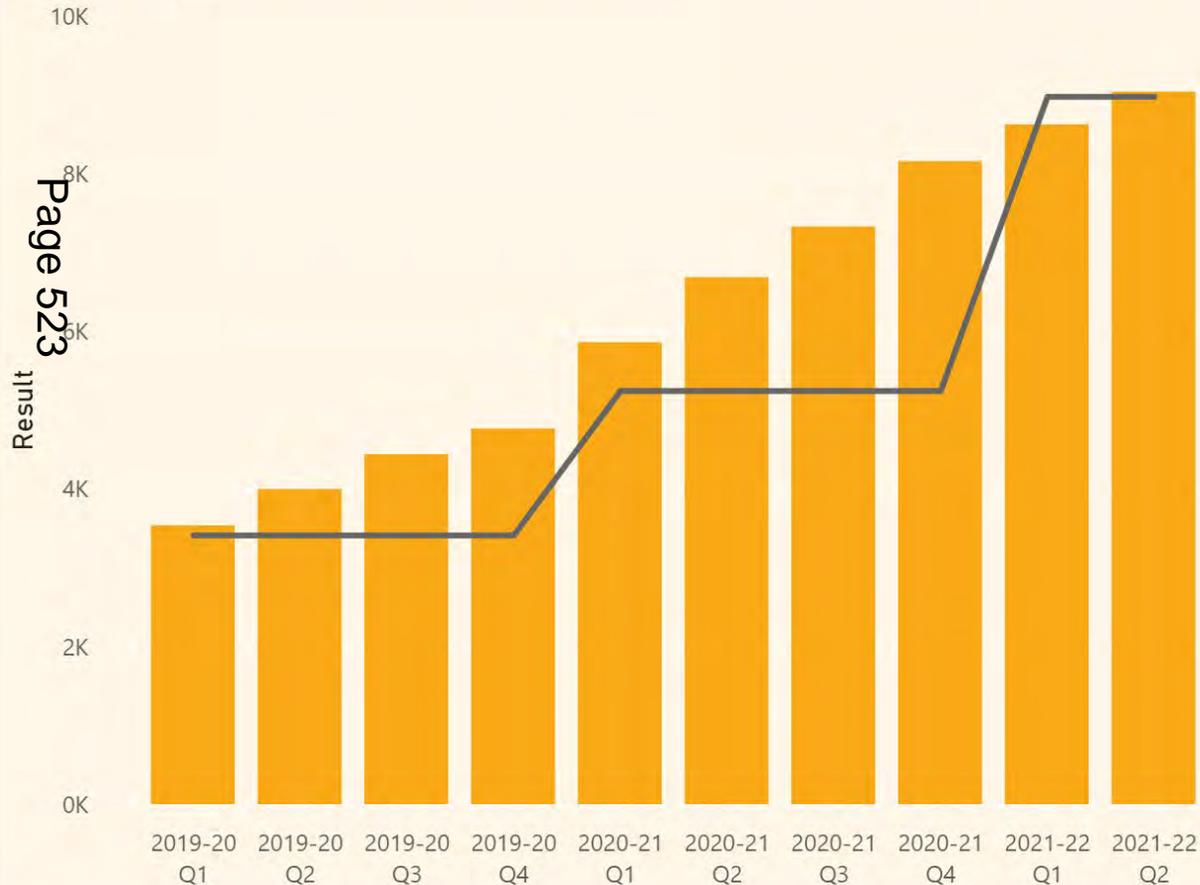
● Result ● Target



The number of Instagram Followers

Performance by Quarter

● Result ● Target



Latest Result

9.0K

Current Year Target

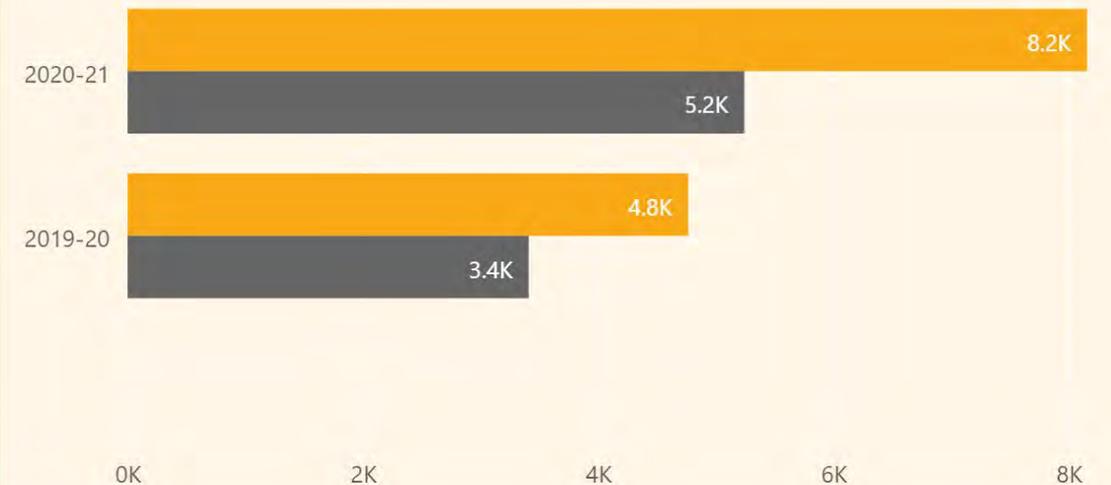
9.0K

Latest Performance: RAG vs Target



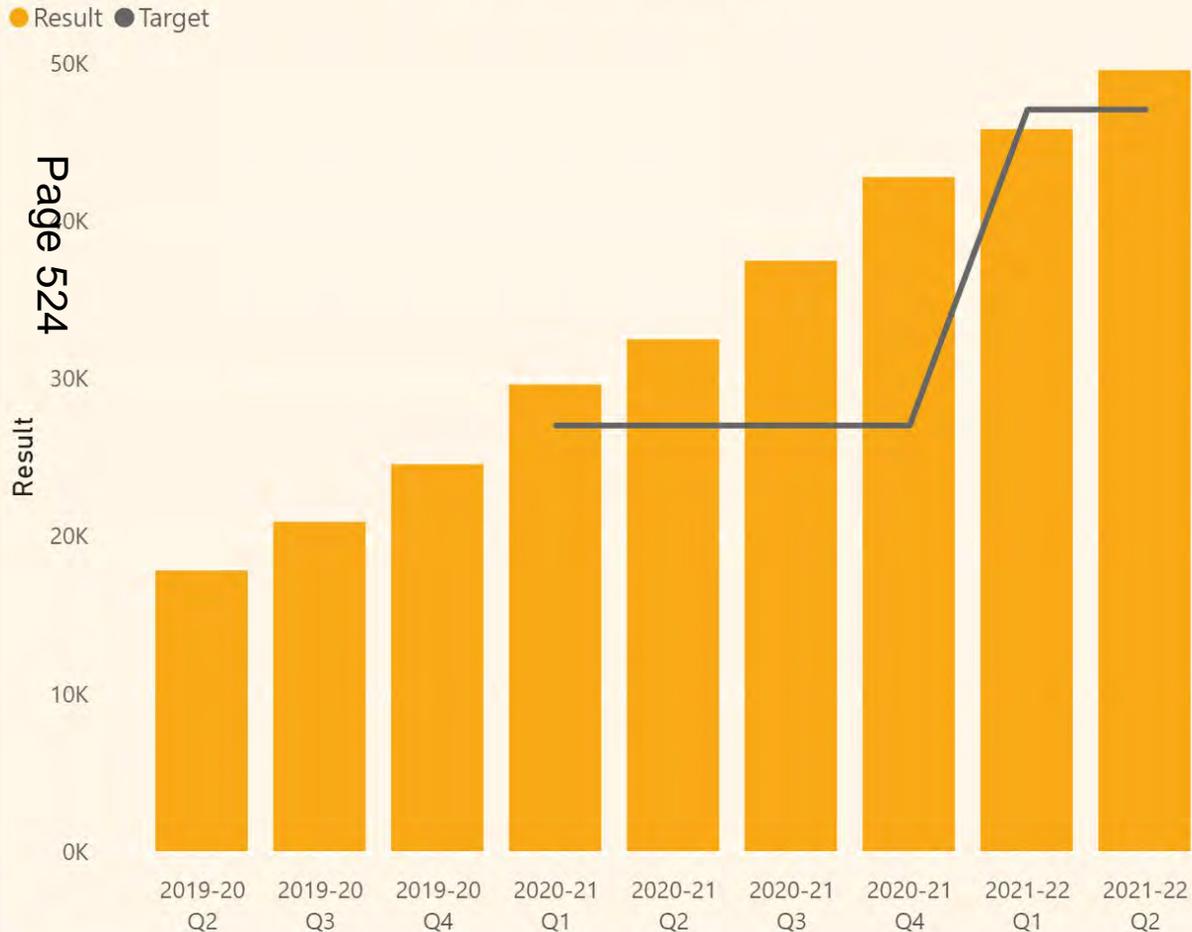
Year End Result

● Result ● Target



The number of people registered with the Cardiff App

Performance by Quarter



Latest Result

49.5K

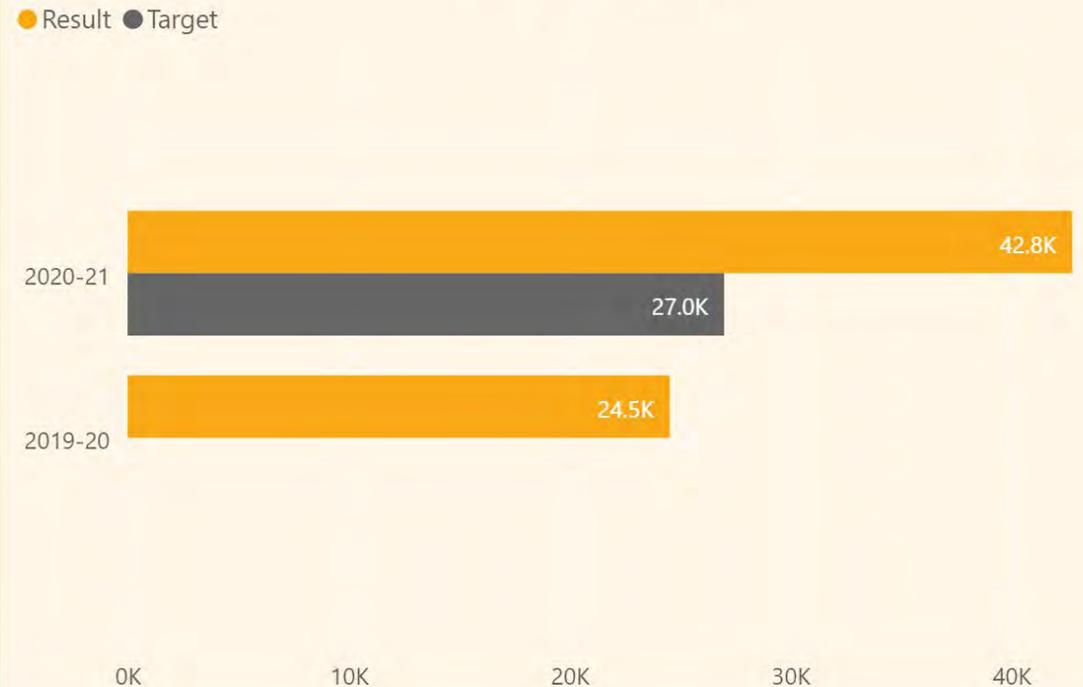
Current Year Target

47.0K

Latest Performance: RAG vs Target



Year End Result



The percentage reduction in the carbon footprint

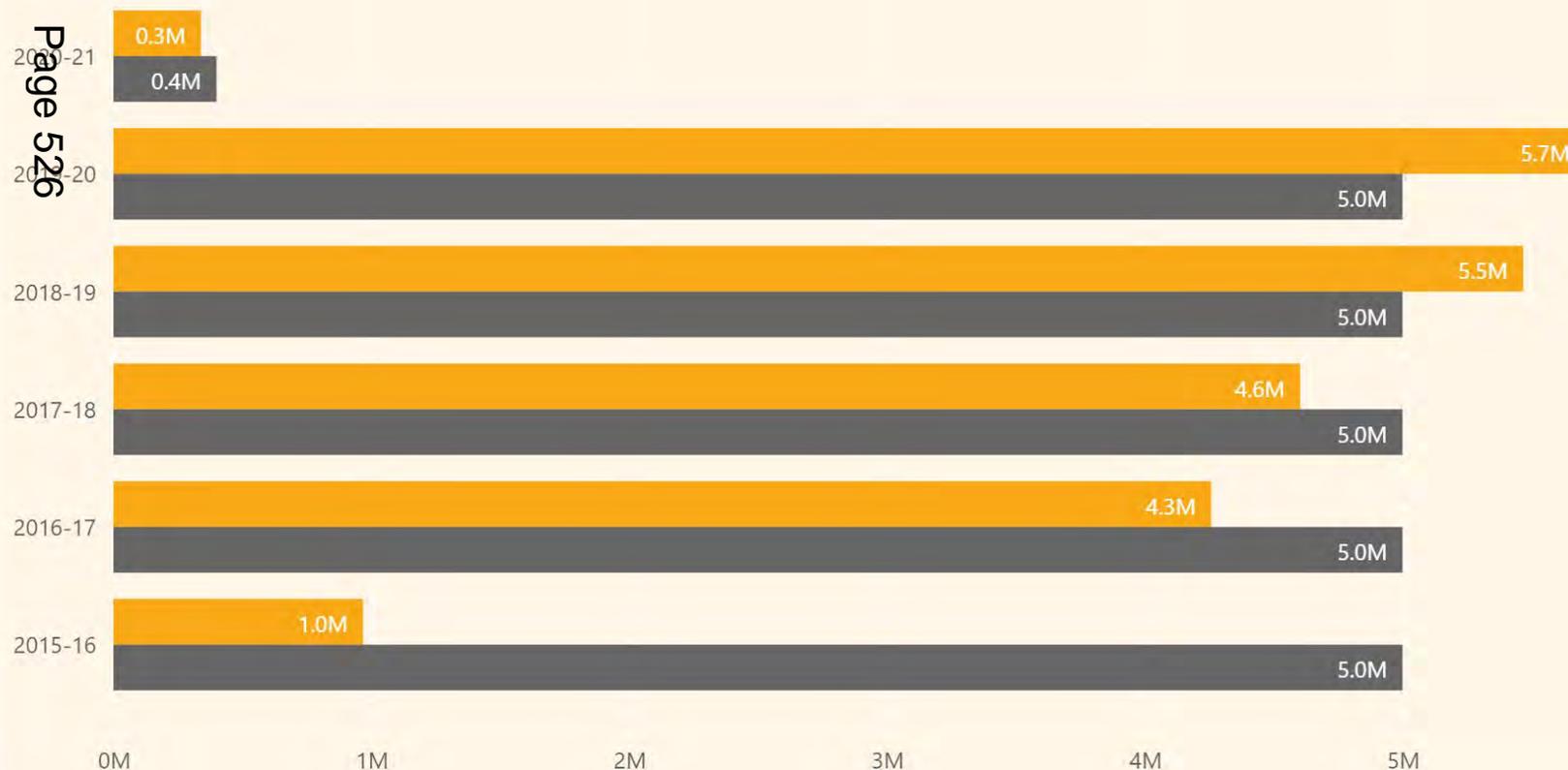
Page 525

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

Reduce the total running cost of occupied operational buildings

Year End Result

● Result (£) ● Target (£)



Latest Result

£ 339.5K

Current Year Target

£ 400.0K

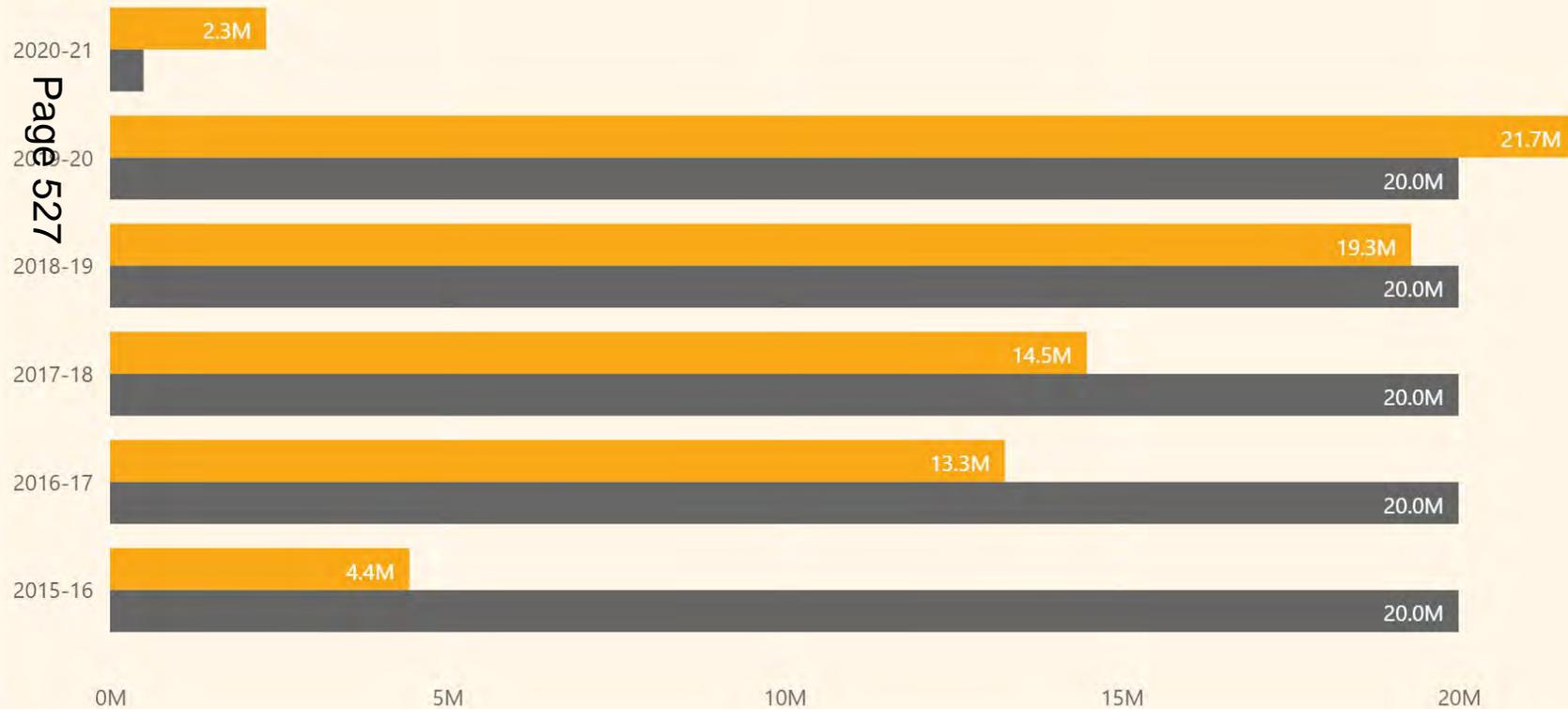
Latest Performance: RAG vs Target



Reduce the maintenance backlog

Year End Result

● Result (£) ● Target (£)



Latest Result

£ 2.3M

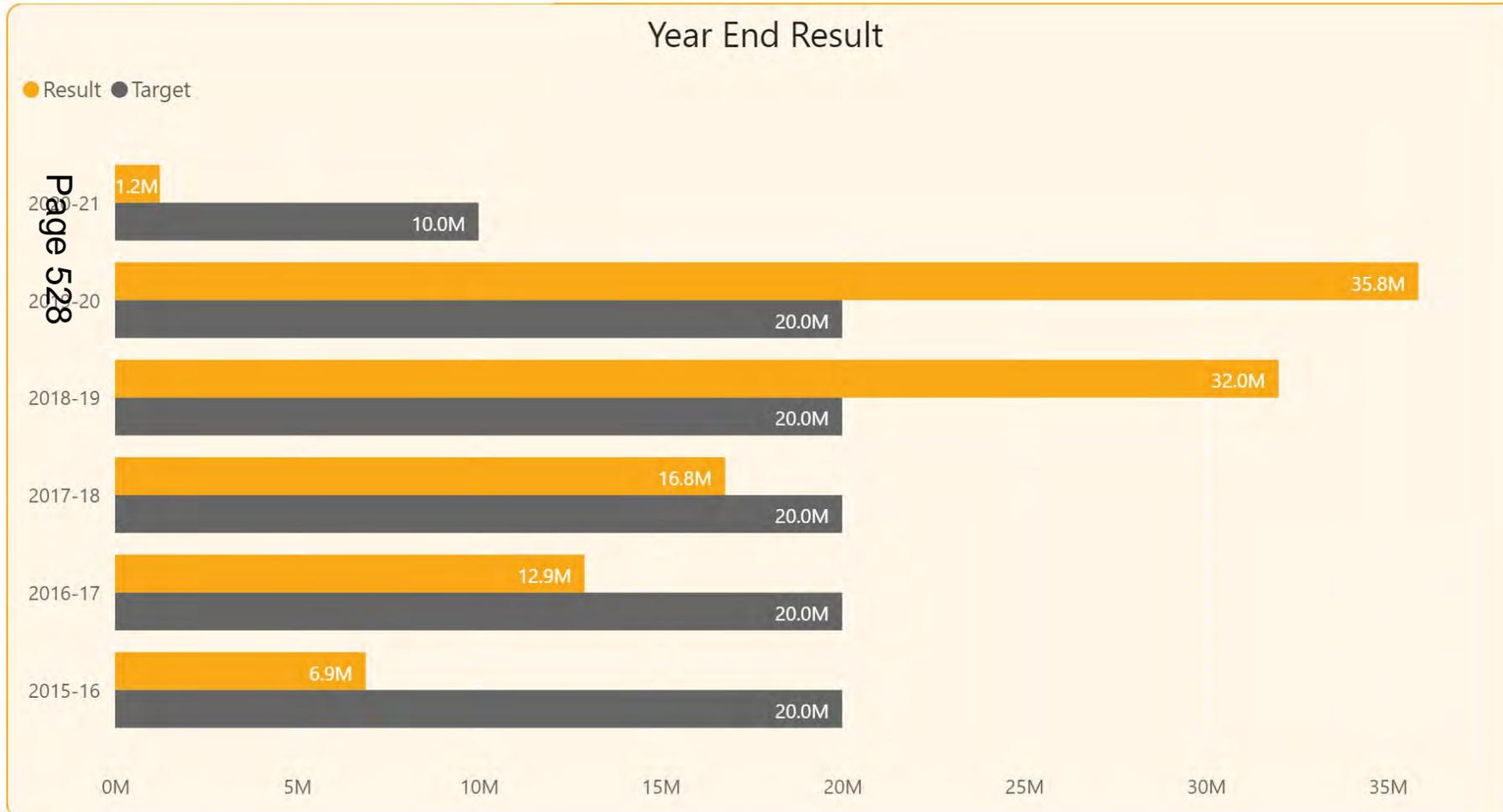
Current Year Target

£ 500.0K

Latest Performance: RAG vs Target



Capital income generated



Latest Result

£ 1.2M

Current Year Target

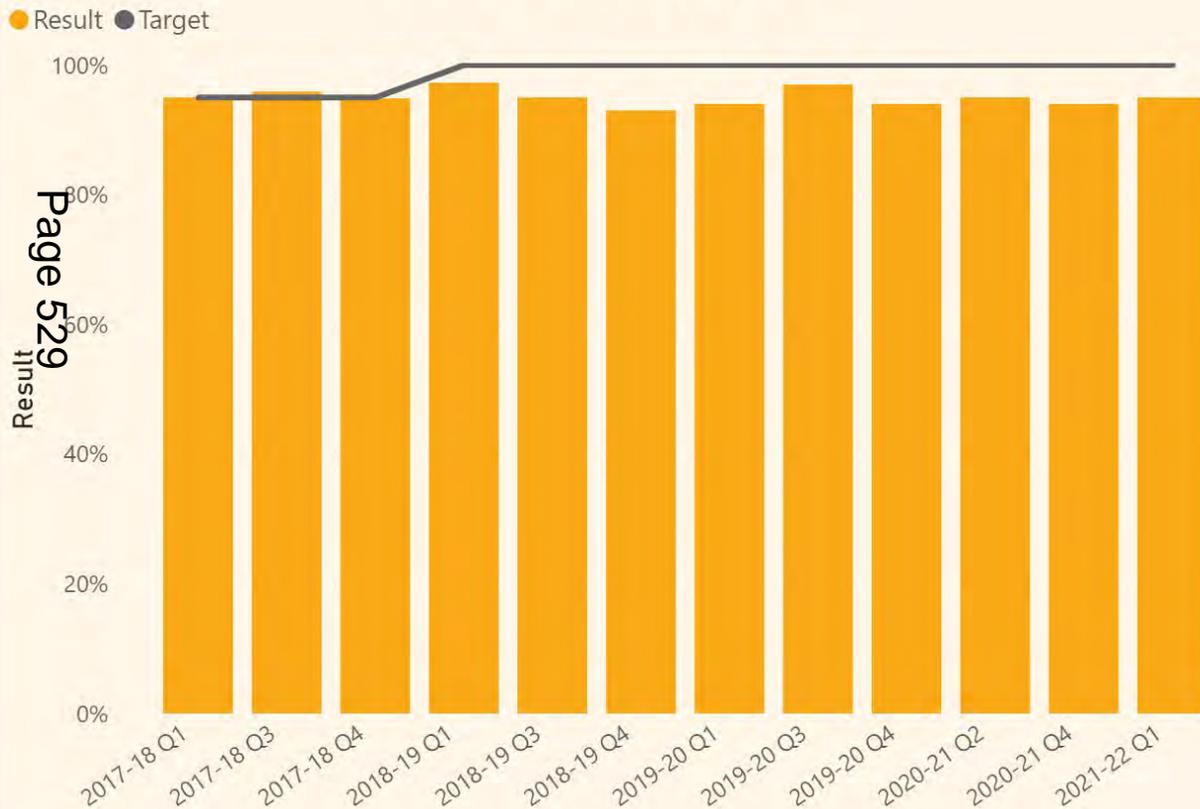
£ 10.0M

Latest Performance: RAG vs Target



The percentage of staff that have completed a Personal Review (excluding school staff)

Performance by Quarter



Latest Result

95.0%

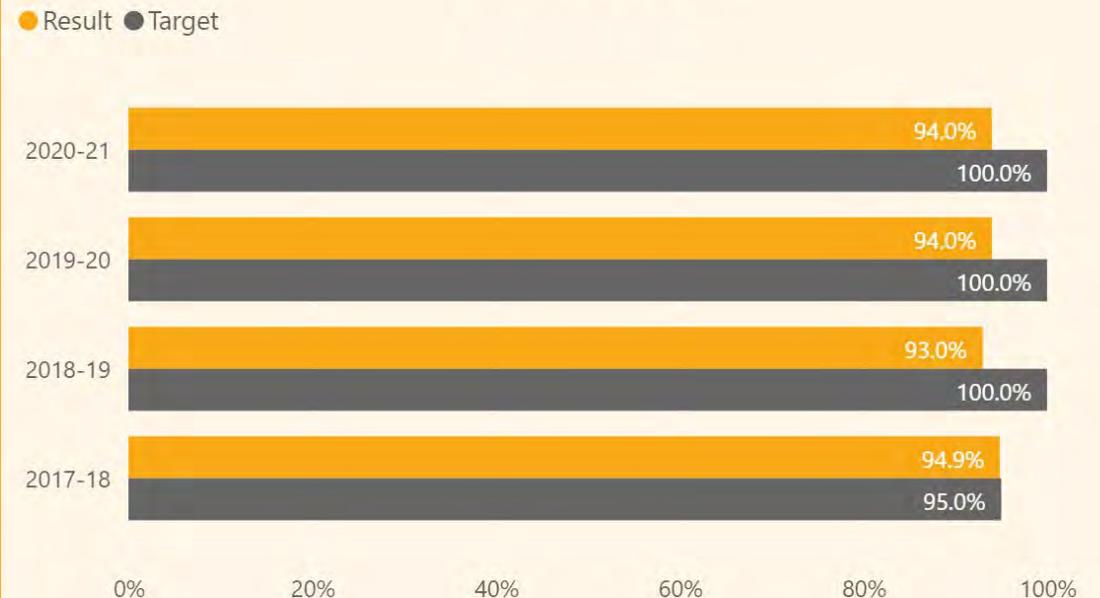
Current Year Target

100%

Latest Performance: RAG vs Target



Year End Result

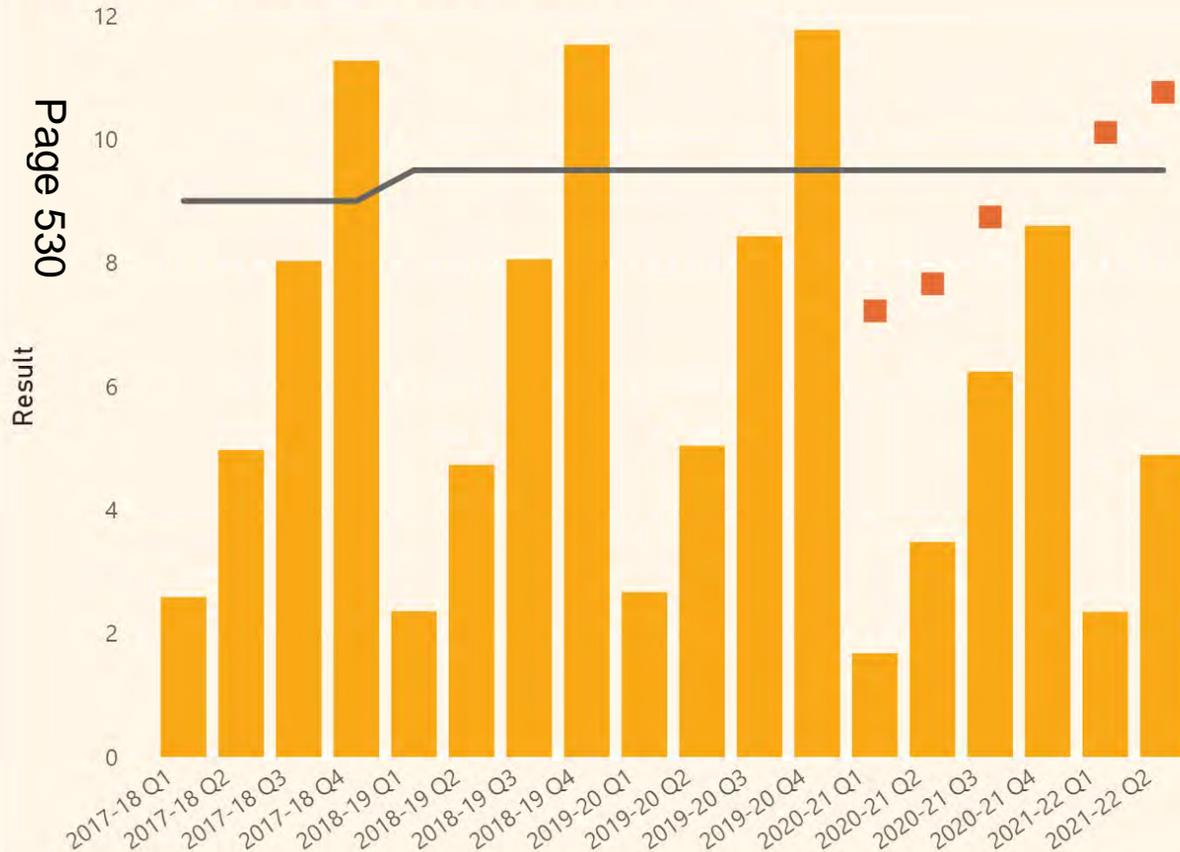


In a normal year, there is no Quarter 2 result, Quarter 1 - initiation and objective setting, Quarter 3 - half year reviews, Quarter 4 - year end review/close down. There is no Quarter 3 data for 2020-21 as deadlines were adjusted due to Covid-19

The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence

Performance by Quarter

Key ● Result ● Target ■ Outturn Forecast



Outrun Forecast

10.76

Latest Result

4.89

Current Year Target

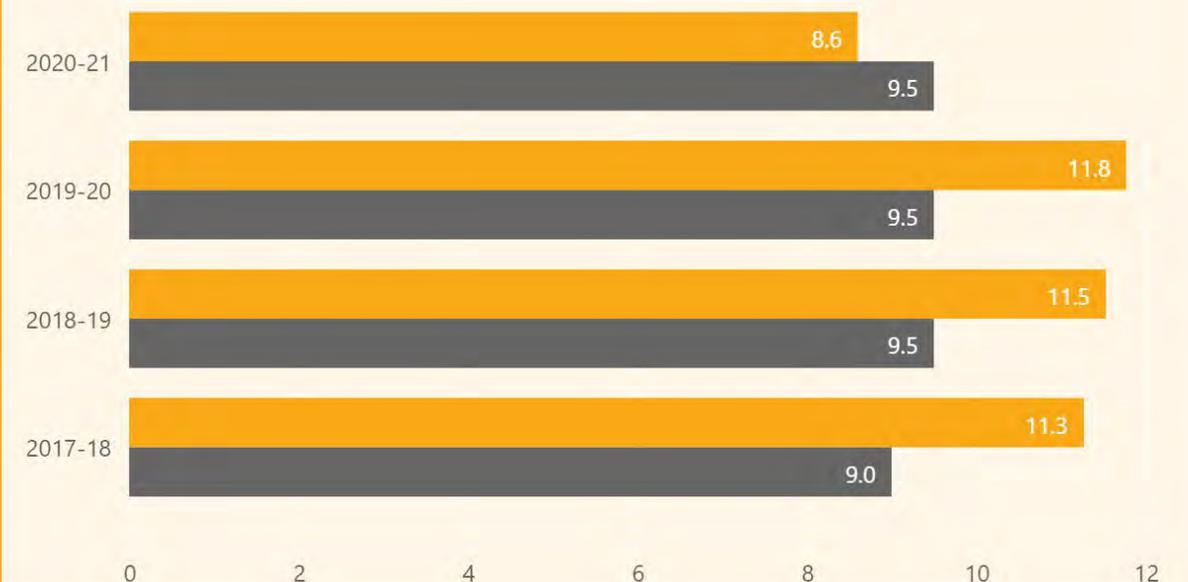
9.50

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



The percentage of overall spend with Cardiff-based organisations

Performance by Quarter

● Result ● Target



Latest Result

49.2%

Current Year Target

52.0%

Latest Performance: RAG vs Target



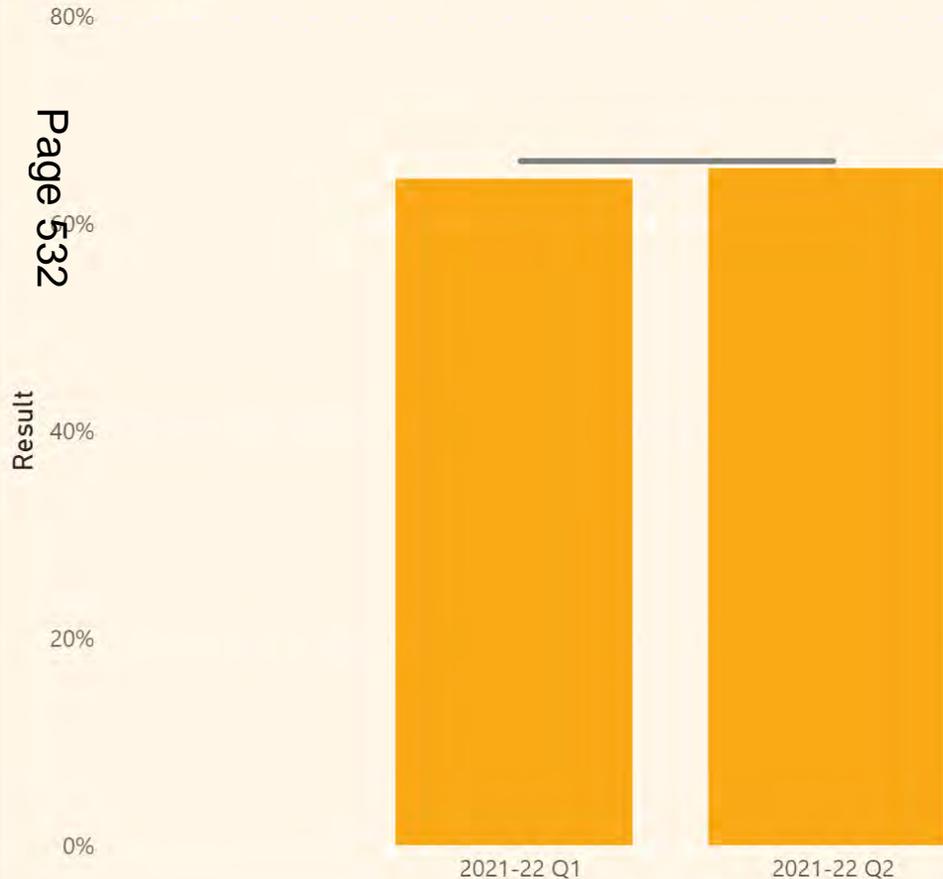
Year End Result

New KPI Introduced 2021-22.
There will be no Year End Result data until Q4
results in 2021-22

The percentage of overall spend with Cardiff Capital Region-based organisations

Performance by Quarter

● Result ● Target



Latest Result

65.3%

Current Year Target

66.0%

Latest Performance: RAG vs Target



Year End Result

New KPI Introduced 2021-22.
There will be no Year End Result data until Q4
results in 2021-22

The percentage of overall spend with Welsh-based organisations

Performance by Quarter

● Result ● Target



Latest Result

69.3%

Current Year Target

70.0%

Latest Performance: RAG vs Target



Year End Result

New KPI Introduced 2021-22.
There will be no Year End Result data until Q4
results in 2021-22

The percentage of new contracts which include social value commitments

Performance by Quarter

● Result ● Target

8%

Page 534

Result

4%

2%

0%



2021-22 Q2

Latest Result

6.1%

Current Year Target

Baseline Year

Year End Result

● Result ● Target

2021-22 Q2

6.1%

0%

2%

4%

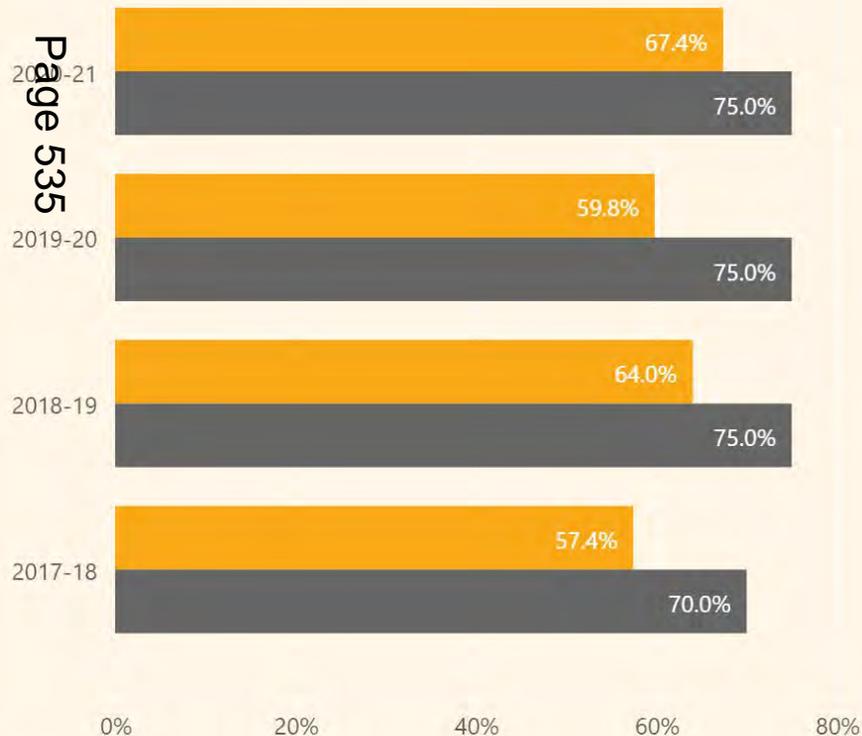
6%

Maintaining customer/citizen satisfaction with Council services

Year End Result

● Result ● Target

Page 535



Latest Result

67.4%

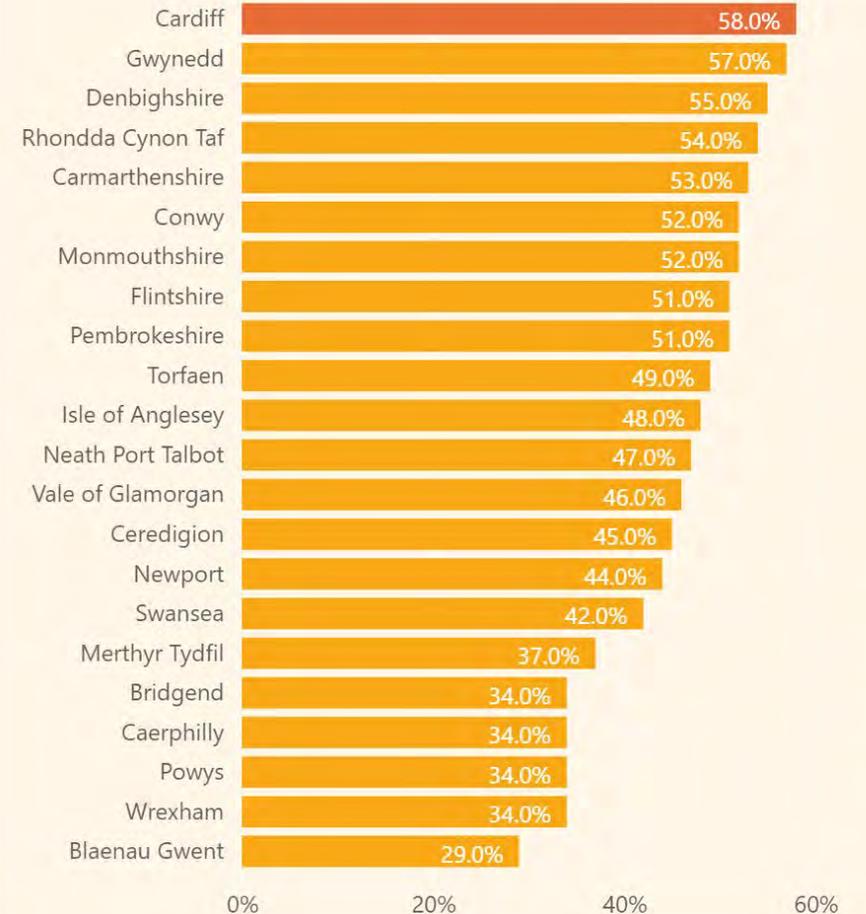
Current year target

70%

Latest Performance: RAG vs Target



National Survey for Wales Results (2019-20)



The percentage of canvass response (either via automatic verification or direct response)

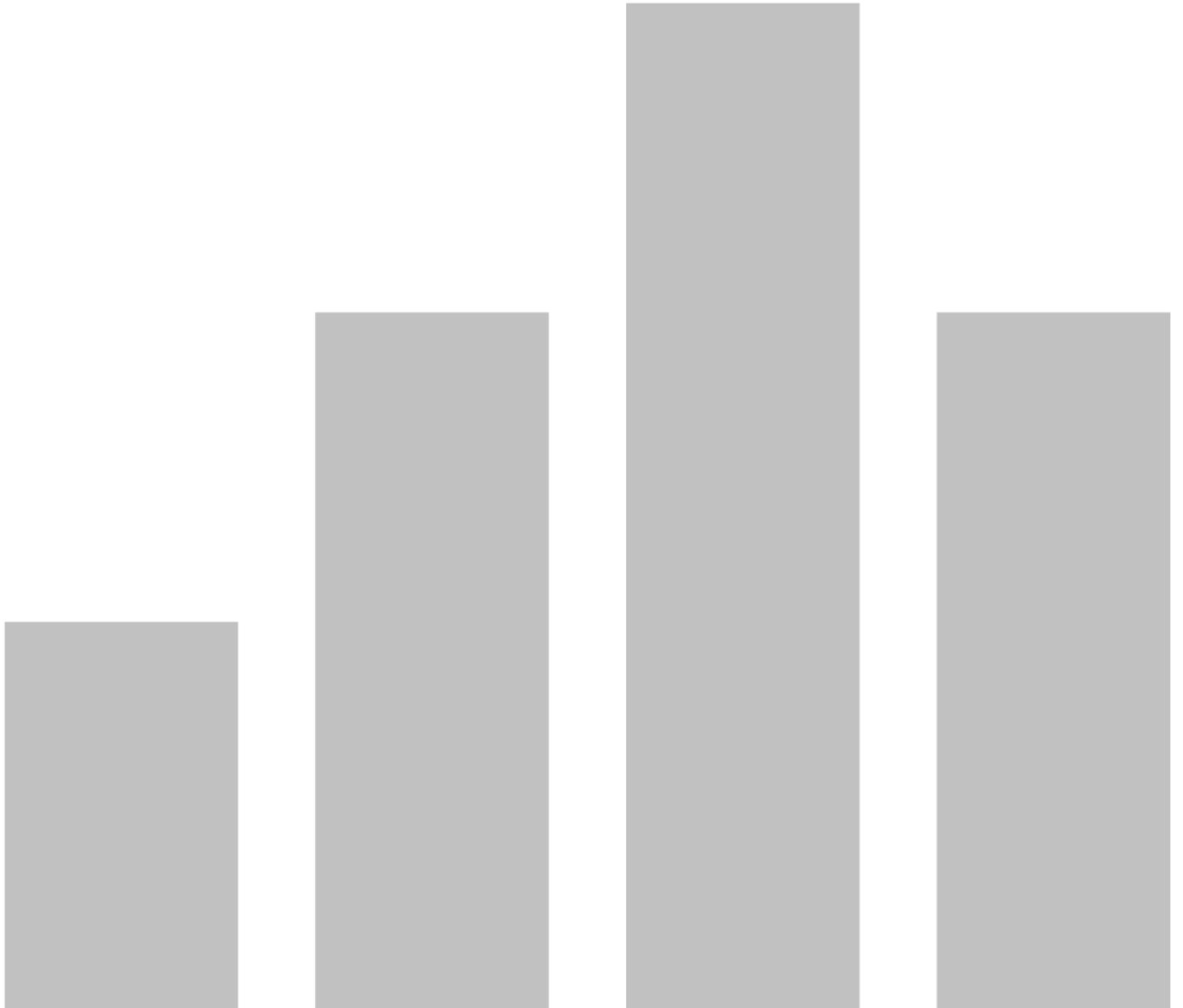
New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

The number of wards where the canvass response rate (either via automatic verification or direct response) percentage is over 90%

New KPI Introduced 2021-22 reported on annually.
There will be no data until Q4 results in 2021-22

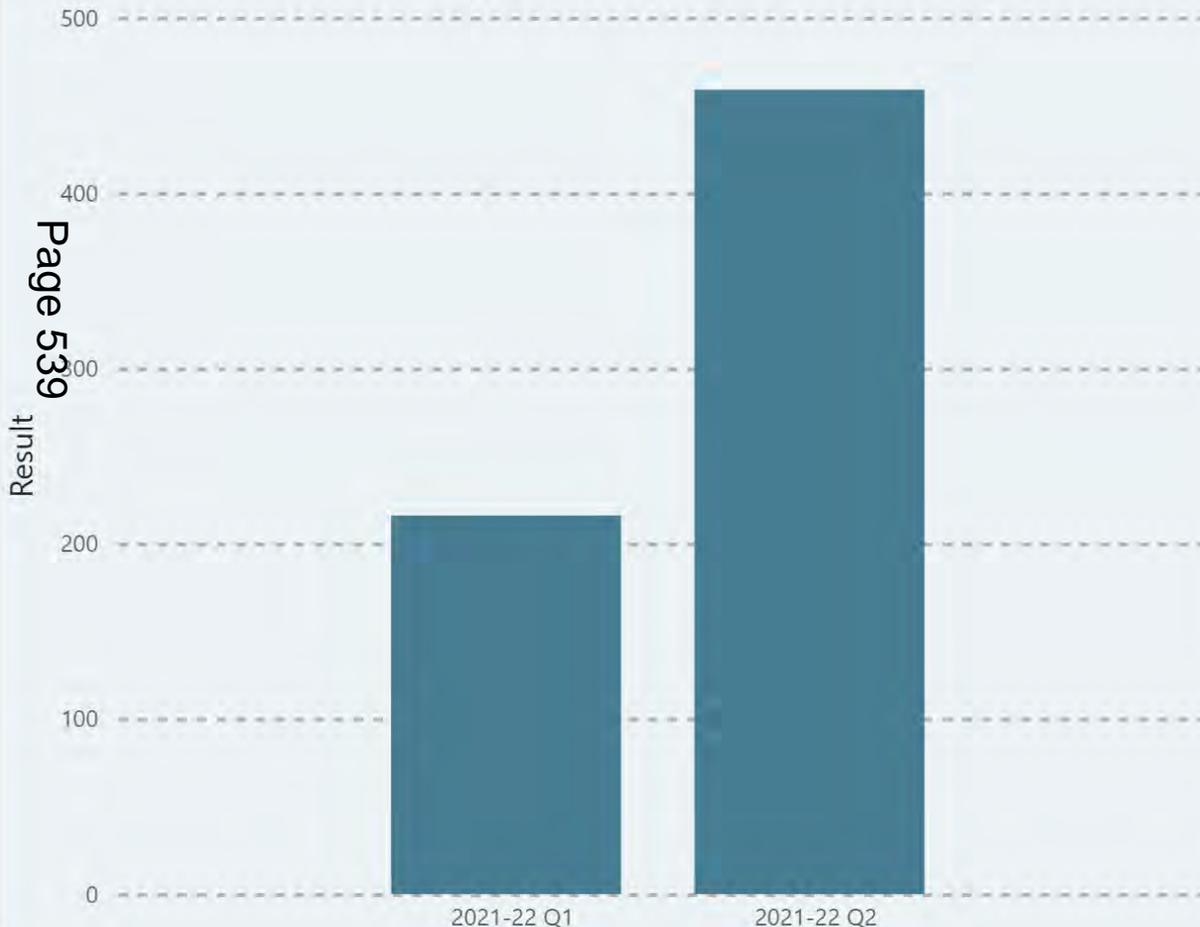
WBO 8

[View in Power BI](#) ↗



The number of symptomatic tests undertaken for Council and partner staff

Performance by Quarter



Latest Result

459

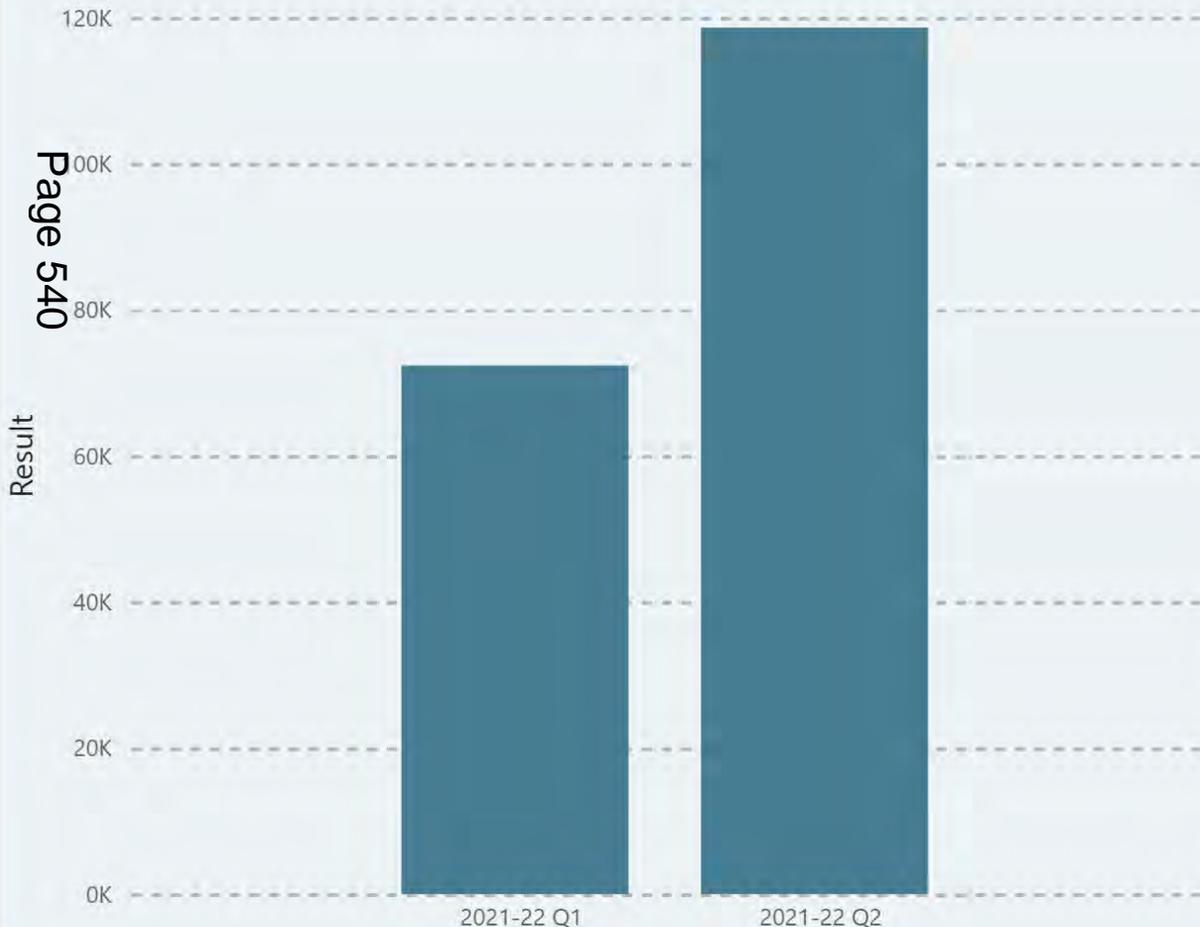
Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of asymptomatic tests undertaken for Council and partner staff

Performance by Quarter



Latest Result

118.7K

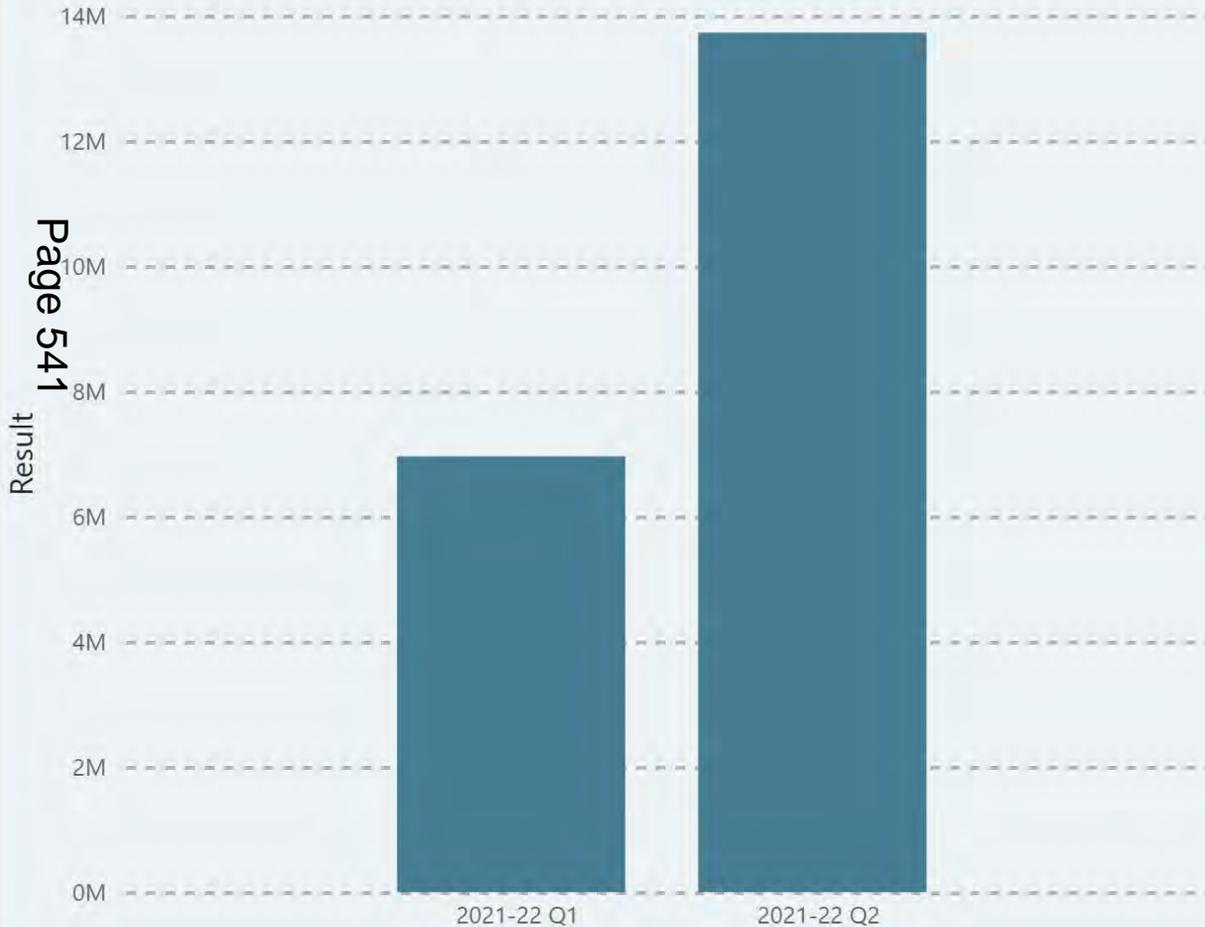
Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of items of PPE issued

Performance by Quarter



Latest Result

13.7M

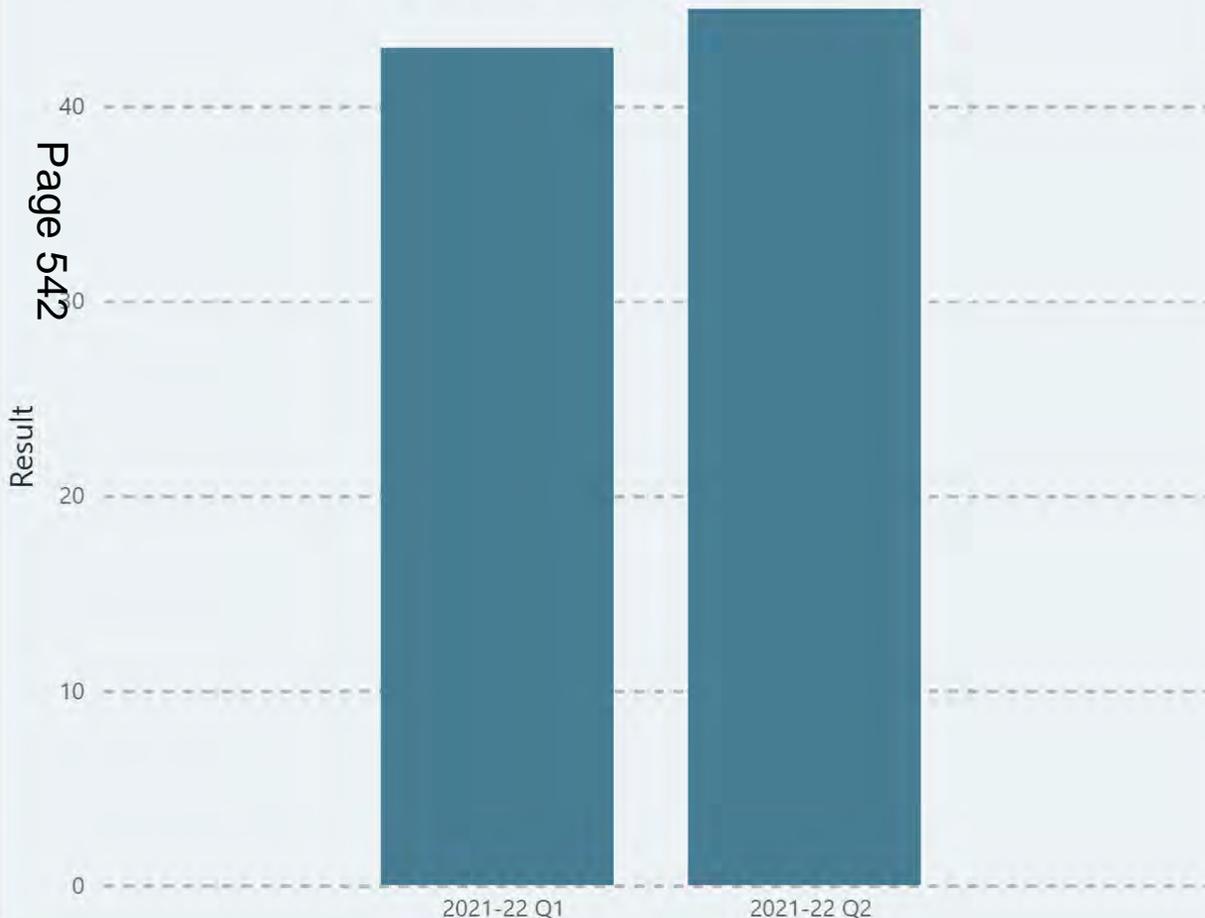
Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of enforcement notices served: Improvement Notices

Performance by Quarter



Latest Result

45

Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of enforcement notices served: Closure Notices

Performance by Quarter



Latest Result

5

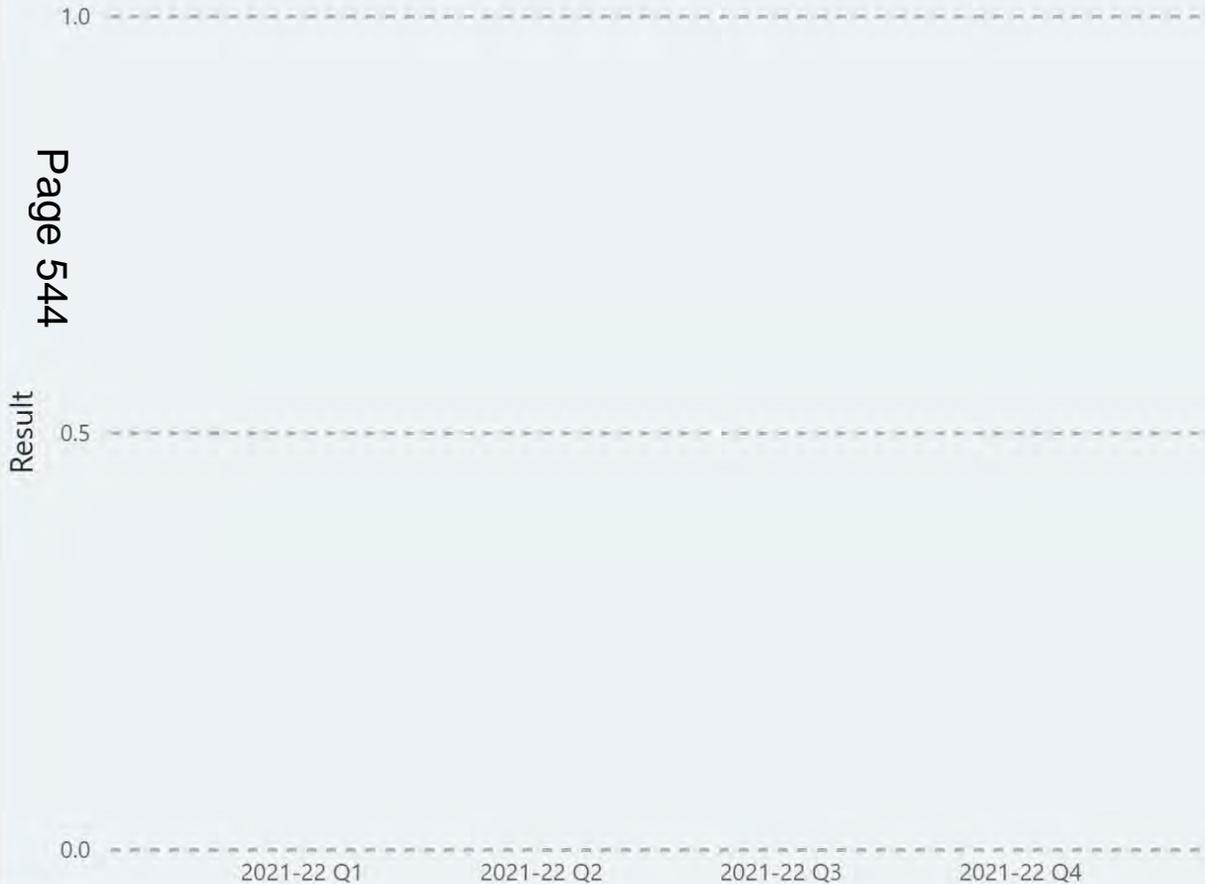
Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of enforcement notices served: Compliance Notices

Performance by Quarter



Latest Result

0

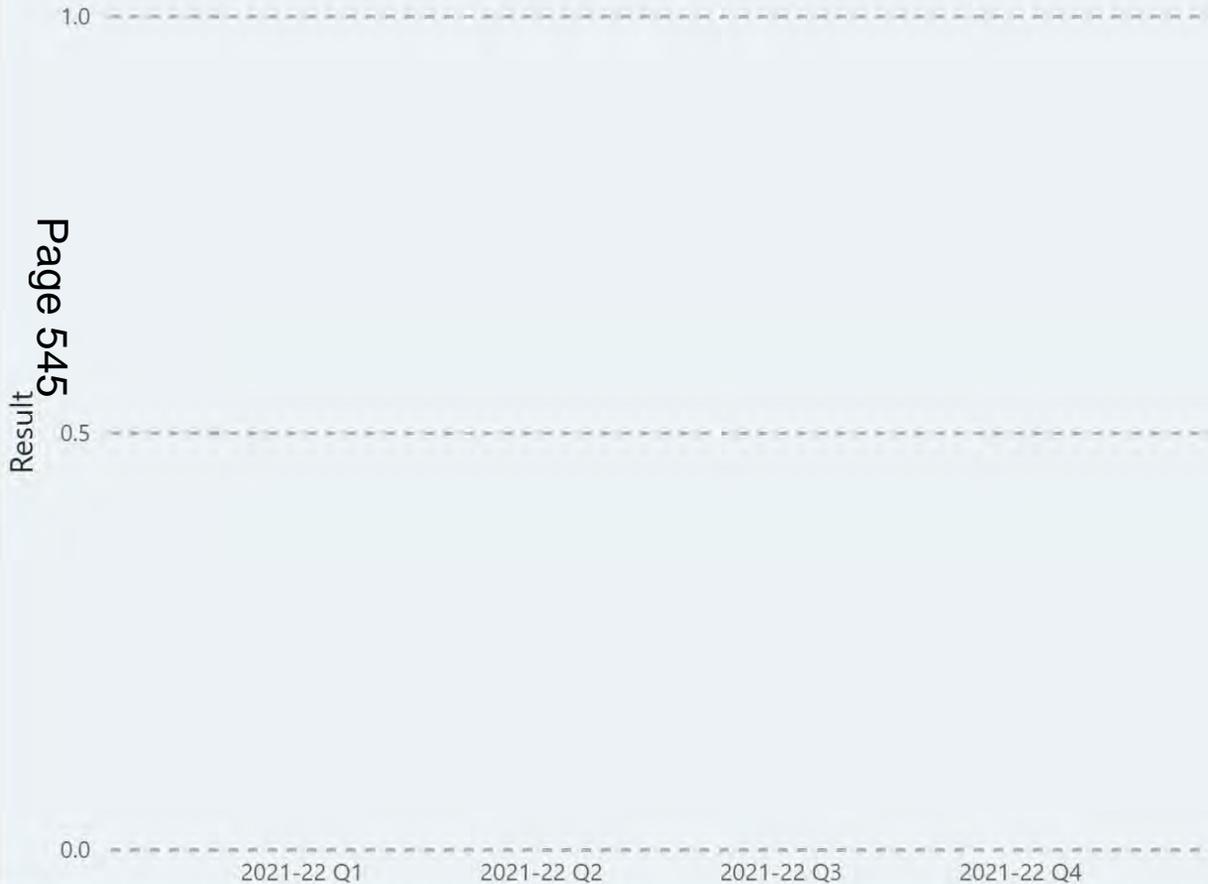
Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

The number of enforcement notices served: Fixed Penalty Notices

Performance by Quarter



Latest Result

0

Monitor KPI but no target set

Year End Result

New KPI Introduced 2021-22 reported.
There will be no Year End Result data until
Q4 results in 2021-22

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Quarter 2 Technical Appendix – Steps 2021/22

Appendix C

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

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Promote and fulfil children’s rights by:</p> <ul style="list-style-type: none"> • Achieving recognition as a Unicef Child Friendly City – which will include the development of a participation charter and framework – by December 2021; • Increasing the number of Cardiff schools that are designated as Rights Respecting Schools. 	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>Cardiff is progressing to become the UK’s first Child Friendly City where all children and young people have an equal chance to thrive and reach their potential. Unicef assessment is due to take place in early summer 2022. Over the next six months, the Unicef assessment phase requires a suite of evidence to be collated to showcase sustainable change over time across the Child Friendly programme.</p> <p>The RRSA (Rights Respecting Schools Approach) forms a significant element of our Child Friendly Cardiff strategic goal 4 which has a focus on rights-based approach to education. There are currently:</p> <ul style="list-style-type: none"> • 47 Bronze Schools • 22 Silver Schools • 5 Gold Schools 	G	G		
<p>Ensure that all Cardiff schools are able to reopen safely and maintain safe learning environments for all pupils and staff, in line with the gradual lifting of Covid restrictions during 2021/22.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>Cardiff Schools opened full-time in early September for all learners.</p> <p>Communication between the Local Authority; Test, Trace, Protect; schools; other Directorates; and Health partners has been strong. This includes support around Covid-19 restrictions, protocols for managing confirmed cases, testing, risk assessments and parental concerns. Maintaining safe learning environments for pupils and staff will continue to be a priority throughout the academic year.</p> <p>There have been instances where some year groups and classes have had to close as a result of staffing issues due to increased cases and isolation.</p>	G	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Produce a Cardiff Schools Recovery Plan by May 2021, including focused action to:</p> <ul style="list-style-type: none"> Support pupils to re-engage with school life, including a summer programme of city-wide activities; Address any safeguarding, emotional or mental health concerns; Deliver catch-up strategies, for example accelerated learning programmes and extra-curricular activities, with a focus on vulnerable children and young people. 	Cllr Sarah Merry	Education & Lifelong Learning	<p>Proposals to deliver a Child Friendly Recovery were approved by Cabinet in May 2021 as part of the Capital Ambition: Recovery and Renewal Programme.</p> <p>The Local Authority delivered the ‘Summer of Smiles’ re-engagement and well-being programme for children and young people over the summer holidays, including targeted activities for vulnerable learners. Attendance was over 20,000 across the festival. The festival comprised of two key elements</p> <ul style="list-style-type: none"> Community programme of local activities and experiences: 550+ sessions, 50+ partners City centre programme (City Hall lawn site, Churchill Way & Cardiff Bay): 38 sessions, 18 partners, 10,000 attendance <p>With a focus on the most vulnerable children and young people across the city, the Children and Young People Recovery Board has been established to ensure joined-up governance to oversee four key programmes of work:</p> <ul style="list-style-type: none"> Business Intelligence and Information Management Integrated Youth Support Services Tackling Youth Violence and Exploitation Locality Based Services/ Community Focused Schools <p>The RRRS (Recruit, Recover, Raise Standards) Accelerated Learning Programme review of impact and to build on lessons learned has been delayed until Q4.</p>	G	G		
<p>Develop and deliver a sustainable, quality approach to blended learning, that enables all children and young people to access education and learning, both within and outside of school, and grow as</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>The Local Authority is continuing to invest in digital devices and infrastructure. All learners that did not previously have access to Wi-Fi connectivity away from school have been provided with access, with support being given to those who are working from home as a result of Covid-19.</p>	G	G		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
confident 'independent learners', building on the lessons learnt from the pandemic.			Continued support has been provided to schools since their return in September from the Local Authority and Central South Consortium Improvement Partners in response to pupils and staff having to isolate because of Covid-19.				
Support the health and well-being of the education workforce as schools reopen and work towards the implementation of a new Workforce Development Strategy by March 2022, to take forward the goals set out in the Cardiff 2030 Vision.	Cllr Sarah Merry	Education & Lifelong Learning	<p>Protecting the health and well-being of the education workforce has and will continue to be a priority.</p> <p>The Local Covid-19 Infection Control Decision Framework has been published to enable schools to tailor some interventions to reflect the level of risk identified locally.</p> <p>It is for leaders and staff in:</p> <ul style="list-style-type: none"> • Primary schools • Secondary schools (including sixth forms) • Special schools, special post-16 providers • Infant, junior and middle schools • Pupil Referral Units • Boarding schools • Independent schools <p>There have been instances where some year groups and classes have had to close as a result of staffing issues due to increased cases and isolation.</p> <p>The Local Authority is working closely with HR colleagues and schools around sickness.</p>	A	A		
Increase the level of support available to young people to help secure and maintain a positive destination in education, employment or training post-16, whilst also helping to mitigate the impact of the emerging economic crisis and the negative	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Economic Development	<p>Economic Development Update (Green)</p> <p>The Council continues to take on new members and a number of new investment projects, such as BBC Works, have been keen to utilise the Cardiff Commitment as they see the benefit of connecting with local schools. The initiative is also looking to work with local sector clusters such as creative and compound semi</p>	G	G		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>effects of disrupted education in examination years, by utilising the Cardiff Commitment partnership to:</p> <ul style="list-style-type: none"> • Improve the accessibility and range of post-16 learning pathways; • Increase the levels of youth work support and mentoring available to the most vulnerable young people; • Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme. 			<p>conductors to help raise debating skills in schools in south Cardiff. This initiative has already commenced with a pilot in Fitzalan School and Cantonian High School focussing on the fin tech sector.</p> <p>The Cardiff Commitment has over 300 organisations engaged with the initiative to date, with 6 companies pledging over the summer including Knight Frank, Hytech Detailers and J.G. Hale. The Cardiff Commitment has also developed 'Business Forums' in 5 secondary schools in Cardiff. The virtual 'Open Your Eyes Week' that took place in June saw 175 classes of year 5 and 6 children (over 5,000 children!) receive virtual talks from a wide range of organisations – 10 in total.</p> <p>Education Update (Green)</p> <p>The post-16 learning pathways platform is on course to be completed by January 2022.</p> <p>The Youth Service have, following consultation with young people, continued to deliver a range of wellbeing projects funded by the Youth Support Grant. The pandemic has meant adjustments to delivery, usually online through social media or via live chat. This is being supported by Youth Mentors for young people on case.</p> <ul style="list-style-type: none"> • Gaming club for socially-isolated young people to develop friendship and support networks identified via the Early Help Family Advice Service. This has been developed within each neighbourhood area. • Inner strength programme working with young girls promoting emotional health and wellbeing through physical exercise in partnership with schools and Cardiff Metropolitan University. • Education other than at school (EOTAS) emotional health support – individual grant-funded initiatives that enable the engagement of those identified as most vulnerable from the 				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>EOTAS cohort working with the Youth Justice Service (where appropriate), the Education Welfare Service and commissioned providers via education services.</p> <ul style="list-style-type: none"> Fighting fit – Boxing engagement to support emotional health and support wellbeing alongside schools and hostels. 168 individual young people engaged. 134 young people sustaining attendance (six sessions). 119 young people with improved emotional health and wellbeing. 119 young people with improved resilience. 89% with improved emotional health and resilience. <p>The Kickstart traineeship programme is underway with opportunities and advice available to young people aged 16-24.</p>				
<p>Introduce pre-16 mentoring capacity for Children Looked After to support education recovery and progression, and continue to forge links with the Bright Start programme for care leavers.</p>	<p>Cllr Sarah Merry & Cllr Graham Hinchey</p>	<p>Education & Lifelong Learning, and Adult Services, Housing & Communities</p>	<p>Education Update (Green) Three Youth Mentors have been appointed to support Children Looked After.</p> <p>In partnership with Children’s Services, the Education Directorate will review joint systems and processes around the Brighter Futures panel and the discussion about education at the earliest opportunity when a child is moving out of county.</p> <p>Adult Services, Housing & Communities Update (Green) Regular meetings have been set up between the Bright Futures Co-ordinator and Looked After Children Co-ordinator to gather information on the destinations of care-experienced young people who have recently left Year 11. It has been agreed that:</p> <ul style="list-style-type: none"> The team will update the young person’s status on Care First if they are in employment, education or training. 	<p>G</p>	<p>G</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<ul style="list-style-type: none"> Bright Futures Mentors will pick up young people who are not in employment, education or training. Regular monthly panel meeting arranged to discuss any concerns and share information on 16 year old care-experienced young people. <p>Seven referrals were sent over from them following the first meeting in October.</p>				
<p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to:</p> <ul style="list-style-type: none"> Increase the number of school places available; Improve the condition of school buildings; Improve the teaching and learning environment; Reshape and enhance specialist provision for pupils with additional learning needs. 	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>Delivery of the new Band B schemes in accordance with the programme is underway following delays as a result of the pandemic. The programme is significant in value (£284m) and complex, spanning the work of directorates and requiring significant capacity including:</p> <ul style="list-style-type: none"> Fitzalan is developing well on site. In September 2021 the enabling works that includes pitches, the dome relocation and changing rooms was successfully handed over. The project is on track to be complete by Easter 2023. Engagement for Fairwater campus to encourage community input into the development of design briefs for their facilities is complete. <p>The overall quantum of places is sufficient to meet demand for places across the Local Authority in both Welsh-medium and English-medium, in primary and secondary. Some schools have demand in excess of supply with catchment changes supported by infrastructure investments identified to address these included within the Band B programme. All entitled pupils can access places across the statutory age range.</p> <p>There is an evident increase in demand for provision for pupils with Additional Learning Needs (ALN). The Council brought forward a</p>	<p>A</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>strategic proposal to Cabinet in October 2021 for an additional 467 places. Further provision is also under review to increase provision ahead of Band B.</p> <p>There is an ongoing shortage of construction materials due to Covid-19 and Brexit which has had an impact on the asset improvement programme. The Council is bulk-purchasing materials and considering backup supplies. Medium term cost increases will be mitigated by robust planning and prioritisation.</p>				
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	The Welsh Education Strategic Plan (WESP) and ALN provision paper have been considered by Cabinet. Other plans are under development to consider the change of birth rates	G	G		
Develop a ten-year Welsh Education Strategic Plan (WESP) in line with Cymraeg 2050: Welsh Language Strategy.	Cllr Sarah Merry	Education & Lifelong Learning	<p>The draft WESP 2022-32 was submitted to Cabinet on 14th October 2021.</p> <p>To deliver the WESP, the Council will increase co-ordination capacity and work closely with partners to address key challenges, such as workforce development.</p>	G	G		
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	Plasdŵr and M4 Junction 33 outline specifications have been agreed, with phase two set begin before the end of 2021.	G	G		
Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2022.	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development	<p>Economic Development Update (Green) The 2021/22 Asset Renewal programme is being delivered as planned. Attention being paid to rising costs due to market conditions.</p> <p>Education Update (Amber) The wider school estate has been subject to underinvestment, but significant improvements are being made to develop a long-term</p>	A	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			programme of work, which will allow more strategic procurement. A comprehensive asset investment plan is in place to spend circa £20m on condition and suitability priorities over the next two financial years.				
<p>Invest in digital infrastructure, equipment and new learning technologies for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice:</p> <ul style="list-style-type: none"> Complete the refresh of the Wi-Fi infrastructure in every school in the city by September 2021; Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school; Complete a refresh of all audio-visual equipment in all school classrooms by September 2024; Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with Welsh Government and the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support. 	Cllr Sarah Merry	Education & Lifelong Learning	<p>Education technology upgrades in Primary, Special and Nursery schools have been completed by September 2021.</p> <p>Secondary schools are due to be complete by March 2022.</p>	G	G		
<p>Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Transformation Programme by 2024.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Well-developed multi-agency processes are in place to identify and assess children and young people with additional learning needs (ALN), and to create appropriately resourced individual development plans (IDPs).</p> <ul style="list-style-type: none"> Good progress is being made to prepare for ALN Reform. 	A	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<ul style="list-style-type: none"> 98% of Cardiff schools have completed readiness audits and are working together in ALN Clusters. Good progress is being made to pilot Person-Centred Planning approaches and IDPs, especially in the early years, in readiness for implementation of the ALN Code. 				
<p>Support Cardiff schools to work towards the introduction of the Curriculum For Wales 2022, with implementation for nursery through to Year 7 by September 2022, and for all remaining year groups in the period up to 2026.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>Schools have been encouraged to start implementing the new curriculum from September 2022, but have been provided with flexibility taking into account challenges faced as we continue to manage the pandemic and with ongoing operational issues caused as a result.</p> <p>The Central South Consortium (CSC) undertook a survey in the summer term to review schools' readiness for Curriculum Reform. The next steps are:</p> <ul style="list-style-type: none"> The CSC Strategic Lead and Associate Advisers for curriculum will continue to work with the CSC school improvement team to visit schools in Cardiff to capture examples of practice to share regionally and nationally. Schools in Cardiff identified as less fully advanced will receive focussed, targeted support in their journey to curriculum roll-out. CSC officers will work with regional colleagues, Estyn, Trade Unions and Welsh Government to agree the system's expectations of schools and reporting arrangements. Further development of the CSC website and the new CSC Curriculum for Wales website to ensure that all information, guidance, resources and professional learning to support schools in the journey to curriculum roll-out is easily accessible and available. This will include sharing of school practice. Professional learning continues to be a priority at both a regional and national level. 	<p>A</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<ul style="list-style-type: none"> The CSC team will continue to work with stakeholders to identify needs and use this to inform the professional learning offer. <p>A cross-regional project is being developed of working parties of practitioners to co-construct models of high-level curriculum design. Cardiff schools will be invited to apply to participate in the project.</p>				
<p>Develop an interim Performance and Evaluation Framework for education in Cardiff that takes account of the national changes to school accountability and assessment arrangements by September 2021.</p> <p>556</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>As part of 'Education in Wales: Our national mission', work is in progress with the development of a new Evaluation, Improvement and Accountability Framework. The outcome from this work will help to determine what data and information will be required at all levels in the school education system.</p> <p>The Local Authority and the Consortium have good systems and procedures for understanding, challenging and supporting all schools.</p> <p>The Estyn inspection profile is good. There are currently three schools in an Estyn category – one primary, one secondary and one special.</p> <p>The Local Authority Education Service is due to be inspected by Estyn in November 2021.</p>	A	A		
<p>Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by March 2022.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Two resilience officers have been placed and are providing support for pre- and post-16 teams to develop resource to support their interventions with young people. Some of this work has helped to develop engagement activities and opportunities online.</p> <p>During lockdown many young people found themselves isolated and unable to care for some of their most basic needs. Food parcels were delivered but many young people identified some other</p>	G	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>requirements such as shower gel or deodorant. From this discussion a separate gift box set has been developed.</p> <ul style="list-style-type: none"> 8 partners/ providers with an improved understanding of resilience. 60 young people attending projects with improved resilience. 30 curriculum resources created and utilised. 8 workshops for partners. <p>Online resource are being developed using the Padlet platform – www.cardiffyouthservices.wales</p>				
<p>Continue to deliver the ambitions of the Cardiff Commitment to support children and young people to access careers and work-related experience, with a focus in 2021/22 upon:</p> <ul style="list-style-type: none"> Delivering the Experiences of Work programme in three secondary school clusters, with a focus on regional economic growth sectors; Opening up increased social value opportunities; Delivering industry and higher education projects linked to the curriculum with schools. 	Cllr Sarah Merry	Education & Lifelong Learning	<p>217 organisations have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p> <p>Cardiff University, Cardiff Metropolitan University and the Open University are all committing to curriculum engagement activities.</p> <p>The Virtual Work Experience pilot ‘Jobs for The Future’ was delivered in July.</p> <p>The introduction of the Social Value Portal and Themes, Outcomes, Measures (TOMs) will advance the way in which the Local Authority captures and assesses social value commitments in goods and services tenders. The Cardiff Commitment will continue to work in partnership with commissioning and procurement services to ensure social value commitments provide meaningful outcomes for children and young people and support ambition, opportunities, skills and progression into education, employment and training.</p>	G	G		
<p>Develop and embed an approach for Community-Focused Schools to enhance the relationship between schools and communities, with a focus on supporting</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>A formalised approach for Community-Focused Schools is ongoing. This is a significant piece of work that requires the input of a range of stakeholders and has been delayed as a result of competing</p>	A	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
the continued learning and well-being of vulnerable children and families.			<p>priorities and taking into account operational challenges faced as a result of Covid-19.</p> <p>A key focus to the approach to developing 21st Century Schools is to make sure that schools are at the heart of their communities.</p> <p>Progress is being made in the development of locality-based services with Children's Services.</p>				
Deliver the 'Passport to the City' model with the Children's University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning	<p>The Local Authority is developing Wales's first Children's University in Cardiff. Children's Universities encourage 5-14 year olds to challenge themselves, to try new experiences, to develop new interests and acquire new skills.</p> <p>A pilot was completed in June 2021 with phased roll-out starting from October half-term.</p>	G	G		
Enable all young people – who are known to social services – to play an active and central role in planning for their transition to adulthood during the year.	Cllr Graham Hinchey	Children's Services	<p>Engagement with staff and stakeholders to help shape the transition process has commenced.</p> <p>This step is rated amber as it is recognised that a full review of progress to date is required, and work in this area needs to be widened to ensure the inclusion of care leavers with Additional Learning Needs.</p>	G	A		
<p>Support mental health and emotional well-being for children and young people by working in partnership to deliver an integrated approach to emotional and mental health support by:</p> <ul style="list-style-type: none"> Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Adult Services, Housing & Communities	<p>Education Update (Amber) <u>Children and young people's mental health resilience project</u> Since October 2019 the Resilience Project has achieved the following:</p> <ul style="list-style-type: none"> Education staff requested support for 181 children and young people, who received a professional consultation. 177 families have been supported through direct intervention (Resilience Project and through other health teams). 938 education staff including school nurses received training. 	A	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Access Emotional and Mental Health Hub by January 2022;</p> <ul style="list-style-type: none"> Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified; Promoting consistent whole school approaches to well-being through Thrive and Nurture approaches; Delivering emotional and mental health support for young people through Youth Worker intervention. 			<ul style="list-style-type: none"> 45 resources developed for educators, parents/ carers and children and young people. 13 YouTube resources produced that have been watched 2,468 times. 33% of children and young people receiving a consultation or formulation for the Resilience Project indicated a key theme of the request related to a developmental trauma. <p><u>Youth Service</u></p> <p>The Youth Service have, following consultation with young people, continued to deliver a range of wellbeing projects funded by the Youth Support Grant. The pandemic has meant adjustments to delivery, usually online through social media or via live chat. This is being supported by Youth Mentors for young people on case.</p> <ul style="list-style-type: none"> Gaming club for socially-isolated young people to develop friendship and support networks identified via the Early Help Family Advice Service. This has been developed within each neighbourhood area. Inner strength programme working with young girls promoting emotional health and wellbeing through physical exercise in partnership with schools and Cardiff Metropolitan University. Education other than at school (EOTAS) emotional health support – individual grant-funded initiatives that enable the engagement of those identified as most vulnerable from the EOTAS cohort working with the Youth Justice Service (where appropriate), the Education Welfare Service and commissioned providers via education services. Fighting fit – Boxing engagement to support emotional health and support wellbeing alongside schools and hostels. <ul style="list-style-type: none"> 168 individual young people engaged. 134 young people sustaining attendance (six sessions). 				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<ul style="list-style-type: none"> • 119 young people with improved emotional health and wellbeing. • 119 young people with improved resilience. • 89% with improved emotional health and resilience. <p>Adult Services, Housing & Communities Update (Green) An Early Help Training Needs Analysis was sent out to internal and external working partners to complete in early September. This survey is live until 1st October and the results will feed into a training planner which is being developed for November 2021-March 2022. We anticipate that this will identify training needs around the mental health needs of children and young people.</p> <p>The service undertook an audit of all Mental Health training courses currently delivered through the Early Help Workforce Development Team, as well as conducting some exploratory work with training providers on other Mental Health training we could commission. This was fed back to an Early Help Mental Health Pathways meeting on 15th September.</p> <p>A service wide Emotional and Mental Health group has been established, chaired by the Operational Manager, to review internal and external pathways for working with C & YP who self-harm or who have attempted suicide. This quarter, Family Help and Cardiff Parenting have reviewed internal EMH pathways and work is being completed together, to establish and improve our pathways to respond to need.</p> <p>Any EMH development work of the service is being fed into the regional Emotional Health and Wellbeing workshops. The Operational Manager has also contributed to the Regional NEST Readiest Review.</p>				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>The Family Gateway and Early Help Manager is a representative on the Whole School Approach working group and is actively participating in discussions about appropriate referral pathways.</p> <p>Cardiff Parenting team is working with the Resilience Project within Education to develop and co-deliver a DDP programme – a trauma-informed attachment group for parents (which was previously only available to Children Looked After).</p>				
<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads; Adopting the joint Education and Children’s Services Adolescent Strategy; Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans; Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people’s involvement in violence through early intervention and prevention; Participating in the mapping, design and implementation of the Early Help 	<p>Cllr Sarah Merry & Cllr Graham Hinchey</p>	<p>Education & Lifelong Learning, Children’s Services and Adult Services, Housing & Communities</p>	<p>Children’s Services Update (Amber) A post is to be created to complement the work of the Youth Justice Service (YJS) Education Worker and create more joined-up working between YJS and Education</p> <p>Education Update (Amber) <u>Adopting the joint Education and Children’s Services Adolescent Strategy</u> The Adolescent Strategy is now the ‘Young People’s Views on Safeguarding’ document; it is due to be launched during National Safeguarding Week in November. <u>Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans</u> Significant progress has been made in the tracking of EOTAS (Educated other than at school) learners and quality assurance provision. However, some schools are commissioning alternative curriculum arrangements which need to be reviewed alongside Step 3 and 4 provision (school-based provision to support learners who are having trouble accessing education).</p> <p>Adult Services, Housing & Communities Update (Green)</p>	<p>A</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>element of the Vulnerability Change Project led by South Wales Police;</p> <ul style="list-style-type: none"> Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working. 			<p>Cardiff Parenting representatives and the Family Gateway Team Leader have attended a Youth Justice Service (YJS) team meeting to share information about Early Help (EH) services and referral pathways. In turn the YJS Operational Manager attended an EH Operational Group meeting to share information about the YJS service.</p> <p>Updated prevention criteria for the YJS is required in order to progress this work.</p> <p>A meeting has been scheduled for October between the Cardiff Parenting Service Manager and YJS Operational Manager to start the process of including YJS in 'Thinking Together' Conversations.</p> <p>YJS will meet with Cardiff Parenting again to share information about YJS Service in late October/November following staffing changes in YJS.</p>				
<p>Continue to reduce the impact of adverse childhood experiences on children's well-being by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.</p>	<p>Cllr Graham Hinchey & Cllr Sarah Merry</p>	<p>Adult Services, Housing & Communities, and Children's Services</p>	<p>The Cardiff Early Help Cost Avoidance tool is being piloted by three teams across Early Help and data from the pilots is in the process of being gathered and analysed. Officers involved in the pilot are reporting back to the Early Help Senior Management team on its ease of use and the practical application of the tool as a standard part of casework. A request has been submitted to the Eclipse development team to incorporate the tool into the Eclipse case management system.</p> <p>A group of young people have been identified to work in partnership with Promo Cymru to develop a promotional campaign for Cardiff Family Advice & Support (CFAS). The young people have previously received support through the service and would like to share their experiences in order to encourage others to access the information, advice and assistance that they need.</p>	G	G		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>Family Help Advisors have identified a group of children and young people who are keen to share their thoughts about feedback processes which would be more accessible for peers who access the service. Two focus groups are being established, one for children of primary school age and one for secondary age children. The aim is to work with both groups to develop meaningful feedback processes which will provide the service with information, ideas and suggestions about how it can develop, whilst continuing to ensure that the voice of the child is included in all aspects of its work.</p>				
<p>Enable more children to be placed closer to home by:</p> <p>• Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including:</p> <ul style="list-style-type: none"> - Supporting children to return safely to their own homes during the year using a Reunification Framework; - Re-shaping respite provision to offer flexible short-break opportunities, including emergency provision for children with disabilities; - Developing accommodation sufficiency for vulnerable young people and those leaving care; - Improving the timeliness of the adoption process during 2021/22 by improving linking and matching processes, developing adoption 	<p>Cllr Graham Hinchey</p>	<p>Children's Services</p>	<p>Supporting children to return safely to their own homes during the year using a Reunification Framework (Amber)</p> <p>The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, has been implemented and the focus has now turned to embedding this approach across the service. A small group of staff are to be trained as a core group – and this group of staff will support the role out across the wider service. Training on chronologies has commenced and training on reflective supervision is to be developed with a trauma informed approach in mind.</p> <p>A Reunification Team comprising a principal social worker, social worker and 4 support workers has been set up. This team will focus entirely on the reunification of children to their families. In the first instance the team will work with young people subject to section 76 (voluntary care) or who have been looked after for a period of 2 and a half years.</p> <p>This step is rated as amber due to the Framework not yet being embedded across the service.</p>	<p>A</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
support planning and improving delivery of adoption services.			<p>Re-shaping respite provision to offer flexible short-break opportunities, including emergency provision for children with disabilities (Amber)</p> <p>During the quarter we have held workshops with all stakeholders, including children and families, to look at services for children with additional needs and disabilities. A short break statement has been developed alongside information for parents advising them of the ranges of short break services available to them. We are currently looking at the development of a needs led panel that will assist with support of quality assurance of care packages within the service.</p> <p>Our current overnight short break provision is being reviewed to identify what changes we need to make to ensure that it is able to meet the identified needs of children and families going forward. Options for the reshaping and recommissioning of overnight residential respite for families with children with disabilities are being developed for consideration.</p> <p>This step is rated amber because the provision will not be fully reshaped by March 2022.</p> <p>Developing accommodation sufficiency for vulnerable young people and those leaving care (Green)</p> <p>Our new Assessment Centre, Falconwood, was registered by Care Inspectorate Wales during the quarter and the first 3 young people who will benefit from this new approach are currently in placement. The delivery of this new home is the first in our ambitious development plan to increase in house residential provision, with the aim of reducing out of county placements and to better meet the need of those on the edge of care or care experienced children and young people in our city. The 4 bedroom</p>				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>property in the south of the city will provide a 10 week multi-disciplinary assessment (including Health and Education) in a residential setting for up to 3 young people, to identify and respond to the presenting need of those who are either on the edge of care or care experienced.</p> <p>Our emergency “pop up, pop down” accommodation, Oakway, is due to be visited by Care Inspectorate Wales on 11th October and we anticipate it being available for emergency placements shortly after.</p> <p>Additional Integrated Care Fund (ICF) funding has been agreed for the development of a range of residential provision, including a second assessment centre, edge of care provision and a further 2 residential units to support the return of young people in out of county placements to Cardiff. In addition to this, 2 external residential provisions are due to open in Cardiff in late Quarter 3 / early Quarter 4.</p> <p>The second batch of Young Person’s Gateway provision has come on stream with 4 young people accommodated. Agreement has been reached for additional units to be sourced due to the current waiting list for semi independent living accommodation for young people.</p> <p>Improving the timeliness of the adoption process during 2021/22 by improving linking and matching processes, developing adoption support planning and improving delivery of adoption services (Green)</p> <p>Work to improve the timeliness of the adoption process continues and the following progress has been made in Quarter 2:</p>				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<ul style="list-style-type: none"> A review of children on Placement Orders has been undertaken to identify those children where family finding activity need to be reviewed and care plans adjusted. We have identified those children on Placement Orders where the plan is adoption by foster carers, and been able to move through the adoption process by identifying support needed in the adoption support plan. A proposal for a Reviewing Hub is being developed. One of the functions of the Reviewing Hub will be to develop a review mechanism for all children on Placement Orders. We have improved the family finding and matching process by providing in-house training to all staff via the Vale, Valleys and Cardiff (VVC) regional adoption collaborative. <p>It is noted that there are potential funding implications for Cardiff due to the number of children who are placed in Cardiff by surrounding local authorities – responsibility for funding adoption costs transfers to the host local authority 3 years post adoption.</p>				
<p>Continue to develop and support the Children’s Services workforce by implementing a recruitment and retention strategy and workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> Increasing the tailored recruitment campaigns setting out the Cardiff offer; Ensuring Social Workers are fully supported by using a multi-disciplinary workforce to support them in discharging their duties; Building on the progress made in stabilising the workforce, through the market supplement, by progressing 	<p>Cllr Graham Hinchey</p>	<p>Children’s Services</p>	<p>Work in relation to recruitment and retention is ongoing. Key progress during Quarter 2 includes:</p> <ul style="list-style-type: none"> Consultation with staff to identify individual learning needs and styles. This will inform the learning needs and core training provision for staff at all grades – including Business Support and Operational Managers. Work to identify strengths in the workforce has commenced and we will be working with Community Care to create 5 articles over 12 months that highlight our workforce, learning plan and how we work with children and families in Cardiff. This will focus on 4 key area of delivery that are to be agreed shortly. 	<p>A</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
new permanent contractual arrangements.			<ul style="list-style-type: none"> We have consulted with staff re: what good looks like and are developing best practice sessions to ensure a consistent approach to social work across all teams. Key members of staff have been identified to take part in workforce recruitment fayre with representation from all services. This is linked to our Community Care recruitment campaign that sets out what it is like to deliver social work services in Cardiff. A Principal Social Worker has been identified to work with a cohort of newly appointed Grade 7 social workers to take them through what good looks like and the Quality Assurance expectations in Cardiff. This will be a rolling programme for new groups of Grade 7s. Plan for work with universities developed to focus on 3 elements: <ul style="list-style-type: none"> Students on placement in Cardiff. Students in Cardiff universities NOT on placement in Cardiff. Wider UK students – to fill any shortfall from the above. <p>Social worker vacancies in Children’s Services have fallen to 22.1% (45.7) in September 2021 from 28.8% (59.4) in June 2021.</p> <p>This step is rated amber due to the ongoing issues with recruiting experienced social workers.</p>				
Make use of community resources and work with partners to support families and better understand the impact of poverty on child protection.	Cllr Graham Hinchey	Children’s Services	The locality working approach between Children’s Services and Education is being embedded into practice with regular meetings scheduled between the East locality team and the high schools in the area. The South locality have also started implementing this approach. A proposal for each high school to be linked with an East locality team is being developed and will be implemented when capacity in the teams allows. At this point, responsibility will	A	A		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 568</p>			<p>be delegated from the Operational Manager to the relevant Team Manager and the work will become business as usual. A means of implementing regular meetings with primary schools is being explored with the intention of using a mechanism that is currently in place – such as a cluster meeting. In the meantime, primary schools are making contact through the Education Service Operational Manager for Achievement and Inclusion. This approach is already supporting early identification of vulnerable learners. Next steps will involve establishing this model of practice with Health Visitors and Police / Community Safety and introducing joint assessments teams in schools – starting with a pilot in one high school. The ongoing implementation of locality working is intended to mitigate the impact of poverty on child protection.</p> <p>This step has been rated as amber due to the work to truly embed a locality approach taking longer than first anticipated.</p>				
<p>Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.</p>	<p>Cllr Graham Hinchey & Cllr Sarah Merry</p>	<p>Children’s Services, Education & Lifelong Learning, and Adult Services, Housing & Communities</p>	<p>Children’s Services Update (Green)</p> <p>The first Corporate Parenting Operational Group was held during the Quarter to discuss how both external and internal agencies in Cardiff can contribute to the implementation of the Corporate Parenting Strategy. The Operational Group was well attended with representation from a wide range of partner agencies including Health, Education, Cardiff Commitment, Economic Development, Housing and participation agencies. Each agency contributed to the Corporate Parenting Strategy Action Plan and made pledges on how they would help support and improve outcomes for children looked after and care leavers in Cardiff.</p> <p>A multi-agency performance dashboard has been developed showing a range of key performance indicators from a number of agencies who have a role to play in improving the lives of children</p>	<p>G</p>	<p>A</p>		

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>looked after and care leavers.</p> <p>A progress report has been completed showing the progress made against the 5 key priorities outlined in the Corporate Parenting Strategy. Progress report will be presented at next Corporate Parenting Advisory Committee meeting in October.</p> <p>Education Update (Amber) The new Corporate Parenting Strategy is in place, written with all relevant partners and putting the Looked after child at the centre. Operational meetings are set up to monitor progress on actions by all partners. This strategy has helped to strengthen corporate parenting in Cardiff and enabled better partnership working. The strategy makes it clear that corporate parenting is not just a function for children's services and elected members, but a responsibility spanning the functions of the whole authority and partners. Education is represented at the Corporate Parenting Committee where education is a regular item that is reviewed and challenged.</p> <p>Adult Services, Housing & Communities Update (Amber) A Tenancy Training waiver has been introduced which allows young people in Children's Services accommodation who are ready to live independently to access the training without needing to be placed in the Young Person's Gateway. The Social Worker or Personal Advisor will still need to provide evidence that the young person has the necessary skills to live independently before being able to attend the training.</p> <p>The second four-bed accommodation project opened in September 2021. It is hoped to have the third four-bed project in place by the end of Quarter 3.</p>				

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
			<p>Unfortunately, two rounds of recruitment for the post of Young Person's Accommodation & Support Gateway Manager have not been successful. The post will be re-advertised and it is hoped it will be filled in Quarter 3.</p> <p>With regards to young people leaving care with complex needs, work has begun on identifying the higher support needs in order to begin discussions around possible service solutions.</p>				
<p>Implement the 'All Our Futures' Youth Justice Strategy and Improvement Plan to strengthen governance, performance management and practice.</p>	<p>Cllr Graham Hinchey</p>	<p>Children's Services</p>	<p>Work to progress the Youth Justice Improvement Plan continues. Key updates this quarter include:</p> <ul style="list-style-type: none"> • A draft action plan has been created via the Youth Justice Service (YJS) subcommittee, drawing from the Health Needs Assessment. • Inspection preparation is underway for the follow up inspection that is due during the current financial year (date TBC by HMIP). A presentation, board briefing and timeline has been drafted. Staff and Board members have been asked to review the new inspection criteria. • The YJS policies have been reviewed in line with review deadlines. The constructive resettlement and transition policies are in first draft. <p>This step is rated as amber as there is still some way to go before all the elements of the Improvement Plan are implemented.</p>	<p>A</p>	<p>A</p>		

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

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Further develop our Independent Living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the ‘What Matters’ conversation within social work and support practice by March 2022; • Developing Local Community Well-being teams by bringing together Independent Living and Homecare Services and delivering these on a locality basis by March 2022; • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021; • Empowering people to commission their own care and support through greater promotion of direct payments by September 2021; • Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. 	Cllr Susan Elsmore	Adult Services, Housing & Communities	<p>Work between Social Care and Health is now underway to better align the hospital Single Point of Access (SPA) team, both within the hospital and with our Community First Point of Contact (FPOC) teams.</p> <p>The SPA process will now take place in hospital for hospital discharges and within the community for step-up cases. Work is underway to agree the new processes; system changes will also be required. Reviews are underway to understand staffing requirements to support hospital and community teams to meet their needs and workload. This will ensure a truly integrated approach to supporting citizens between social care and health.</p> <p>The SPA has been mapped and a new process is to be collated; a Pink Army frontline triage will be trialled and an in-reach into the hospital.</p> <p>The review of the Community Resource Team (CRT) has taken place; work to introduce a new scheduling system has started which will inform and support the future process for the team.</p> <p>The Direct Payment Project Group continues to meet on a three-weekly basis. The Director has agreed the focus of the review is to be on internal processes in the first instance, including policies, procedures and training for social work staff.</p> <p>The Commissioning Team will continue to review the current Direct Payment Service; however it has been agreed new arrangements for this service no longer need to be in place by the end of the financial year.</p>	A	G		

			An Options Paper for the Direct Payment Agency Rate has been drafted and meetings have been set up with officers from Finance to discuss the implications of these options.				
Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities	The on-boarding portal for the new Domiciliary Care Dynamic Purchasing System (DPS) went live on 20 th August 2021. Potential domiciliary care providers are able to join via the accreditation and enrolment process between this date and 25 th October in order to have successfully joined by the DPS launch date of 4 th November.	G	G		
Deliver the Older Persons Housing Strategy to support independent living , fully understanding older people's housing needs and aligning work between Council and Health Services including: Working to build and refurbish Community Living schemes for older people including: <ul style="list-style-type: none"> - Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but taking an inter-generational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; - Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021; - Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older 	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities	<p>Ward Member consultation has taken place with all three ward members being very supportive of the Michaelston College proposals. Our next step is to hold public engagement sessions in November ahead of finalising planning drawings.</p> <p>Work on the Community Living Schemes at Poplar House, Whitchurch and Broadlands House, St Mellons is progressing well. The detailed design for Worcester Court, Grangetown has been reviewed.</p> <p>The Community Living Schemes at Bute Street and Riverside (Canton Community Centre) have been submitted for planning approval, and both are scheduled for Planning Committee in November.</p> <p>The tender evaluation process for St Mellons and Maelfa has been completed and the contract award report is with the Corporate Director for sign-off. Pre-contract meeting with the winning bid will take place mid-October 2021.</p> <p>Work is still ongoing to finalise the revised allocation and shortlisting arrangements. Following this, new arrangements will be piloted and any changes to policy will be reflected within the Allocations Policy Review. Briefings for staff and registered social landlords will take place once processes have been finalised.</p>	G	G		

<p>people and those with physical disabilities by June 2021.</p> <ul style="list-style-type: none"> Improving the current use of existing Community Living and Extra Care schemes including: <ul style="list-style-type: none"> Reviewing the current allocation criteria for Community Living and Extra Care, and developing a single waiting list by September 2021; Promoting Extra Care housing as an alternative to residential care and a step-down from hospital by September 2021. 			<p>A new adapted allocations process is being built and is almost ready to go live. Questions and restrictions are in place on the system for the community living properties, and the medical officer has identified older persons with a medical need for community living.</p> <p>All systems work has now taken place to include Extra Care into the waiting list. Data received from Adult Services/ Extra Care providers has now transferred. The operation of the Extra Care List remains the responsibility of Adult Services and Extra Care providers.</p> <p>Meetings were held with representatives from Adult Services where the new Extra Care administration process was discussed and the new application form was circulated. Adult Services decide if Extra Care would be suitable instead of residential care and as a possible alternative to stepdown from hospital and act accordingly. The Allocations and Rehousing Unit (ARU) have created a new administration process for Extra Care application forms and held meetings with Adult Services and Linc Cymru Housing Association regarding its implementation.</p> <p>In future some cases may be identified within ARU where someone applying to the general waiting list or on the waiting list could be deemed as possibly needing Extra Care instead of independent living, relevant referrals to Adult services/Linc would be made in that scenario and the Extra Care application would be completed if deemed appropriate. We are also looking to make changes to the housing website in future, so updated information about Extra Care can be added as part of those changes.</p>				
<p>Work with partners to prevent hospital admissions and reduce the need for care by:</p>	<p>Cllr Susan Elsmore</p>	<p>Adult Services,</p>	<p>Through our research to date, we have identified that specialist input is required in this field. Funding has been sought, and arrangements have commenced to commission a consultant to</p>	<p>A</p>	<p>R</p>		

<ul style="list-style-type: none"> Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and; Ensuring that all care and support planning considers the possible use of supportive technology by March 2022. 		Housing & Communities	<p>provide expert advice, and help create a Cardiff Technology-Enabled Care (TEC) strategy.</p> <p>Once we have a full TEC strategy, our aim is to:</p> <ul style="list-style-type: none"> create TEC champions, set up a staff TEC portal, incorporate TEC in our assessment process when determining Care and Support planning, and Provide staff training on how and what TEC should be considered. 				
<p>Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to re-attendance services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities	<p>The ‘team around the individual’ project has been started in partnership with Social Care Wales and Public Health Wales, and working with the residential homes to create the “as-is” profile. Regular meetings are being held with providers to understand their challenges to feed into the project group.</p> <p>Research is underway to commission research on best practise, including work around dementia care models, dementia care and care homes to best meet needs and this will involve work with citizens to identify what they want in the future and how they will want this to look moving forward. This will be completed in Q3.</p>	G	A		
<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none"> Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both 	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	Adult Services, Housing & Communities, and Education & Lifelong Learning	<p>Adult Services, Housing & Communities Update (Green)</p> <p>Joint working between the Hubs and Day Centres has already brought about changes offering different opportunities such as exercise classes to support citizens and promote wellbeing. The first Day Centre under this plan is now operational and the second one is due to be opened in Quarter 3. Plans are underway to open Ely Day Centre to support people with complex dementia and this is being undertaken in partnership with health colleagues. Work was delayed due to building repair issues, but is now moving forward.</p>	G	G		

<p>voluntary and employment opportunities;</p> <ul style="list-style-type: none"> Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence; Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships. 			<p>The Hubs and libraries have continued to develop and build upon a community face-to-face events programme designed to help older people reconnect. This has included Meet Up Mondays, Friends and Neighbourhood Groups, and Craft and Sporting activities – including low-impact sessions that form part of the Falls Prevention programme. The outside spaces at our Hubs have also been fully utilised with community gardening spaces, e.g. the Sunflower club at Rumney Library Hub which brings older people together to garden and chat. Hub staff have been joined by Adult Learning staff to introduce some of these activities within Minehead Day Centre where service users have enjoyed painting, chair yoga, gardening and reminiscence sessions</p>				
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <p>Page 575</p> <ul style="list-style-type: none"> Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022; Developing a school engagement programme to encourage more inter-generational activities and events; Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme; Delivering dementia friendly events – both digital and face-to-face – when restrictions allow; Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff. 	<p>Cllr Susan Elsmore & Cllr Sarah Merry</p>	<p>Adult Services, Housing & Communities, and Education & Lifelong Learning</p>	<p>Adult Services, Housing & Communities Update (Green)</p> <p>Hubs and libraries have supported the Lord Mayor's selected charity – Alzheimer's Society by rolling out donation boxes for unwanted jewellery at all venues. Promotion of the Dementia Friendly Website has also taken place during the quarter with targeted social media, supermarket digital screen advertising and bus stop promotions. In addition, the website address is now printed on all hygiene waste bags that are issued by the Council to increase awareness. The website has seen some uplift in usage with 783 new users and an overall upward trend. Compliance reporting for the Dementia Friends module has now been migrated to Power BI with all Operational Managers now having access to their staff compliance. More dementia friendly events have also been made available during this quarter – including some face-to-face. This has included delivery of sports reminiscence and gardening groups delivered by the new Wellbeing Team. Although the pledging by businesses remains low, 32 have expressed interest in working towards becoming Dementia Friendly during this period.</p>	<p>A</p>	<p>G</p>		

<p>Work to become an Age Friendly City by identifying opportunities for people to be integrated in their local communities by:</p> <ul style="list-style-type: none"> Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation; Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes; Providing housing that is safe and adaptable to personal preferences and changing capacities; Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being. <p>Page 576</p>	<p>Cllr Susan Elsmore & Cllr Lynda Thorne</p>	<p>Adult Services, Housing & Communities</p>	<p>The ‘Cardiff, Working Towards an Age Friendly City action plan’ has been finalised and approved by the Regional Partnership Board and the Older People’s Commissioner. Consultation events have taken place with the 50+ Forum – both virtually and in person.</p> <p>A work programme has been approved by Welsh Government under the Age Friendly Nation strategic delivery plan. This includes planning around the new Age Friendly web platform for Cardiff.</p> <p>Cabinet are due to consider the application to join the World Health Organisation global network and the action plan in October 2021.</p>	<p>G</p>	<p>A</p>		
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Well-being Objective 3: Supporting people out of poverty

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2022; • Filling over 3,000 Council posts through placements from Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	<p>Cllr Chris Weaver</p>	<p>Resources, and Adult Services, Housing & Communities</p>	<p>Resources Update (Green) 15 Corporate Apprenticeship and 15 Corporate Trainee posts have been created. Bids have been received, reviewed and decisions made on successful bids and managers notified. A number of higher apprenticeships are included in the successful bids. 124 paid opportunities for apprentice or trainee roles were provided at the end of Quarter 2.</p> <p>Adults Housing & Communities Update (Green) Cardiff Works has significantly increased the number of non-administrative and clerical positions offered; to include Home Carers, Support Workers, Senior Support Workers, Cleaners, Clean and Clear Mobile Operatives, Residential Childcare Officers, Summer Play Staff, Social Worker Assistants, Drivers, Warehouse Operatives and Recycling Communications Officers. The team will also be pivotal in the success of the new Cardiff Cares Academy.</p> <p>Cardiff Works have been working in partnership with the Employer Liaison Team to run recruitment drives with internal Council departments (taking place during Quarter 3) but have also been liaising with the Matrix Account Manager to analyse which roles can be moved across to Cardiff Works for recruitment.</p> <p>The team has seen an increase in the number of people accessing employment since the beginning of the year, with referrals for the service at an all-time high. With the majority of employment sectors reopening after lockdown, the number of employment opportunities have also risen exponentially. Employment mentors have assisted 700 people secure employment since April, many of which are in priority sectors.</p>	<p>G</p>	<p>G</p>		

<p>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> • Providing robust, remote into work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access; • Reviewing into work support for care-experienced young people to ensure it is meeting their needs by October 2021; <p>Page 578 Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021;</p> <ul style="list-style-type: none"> • Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker; • Supporting the Council's Economic Recovery Taskforce, ensuring that into work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable. 	<p>Cllr Chris Weaver</p>	<p>Adult Services, Housing & Communities</p>	<p>The Into Work Service have secured 29 possible Bright Start placements across various Council departments, with five care-experienced young people already completing their first three-month placements. A further six young people will start Bright Start placements in October. An additional three young people are undertaking a mini- placement with the Down to Earth Project, a landscaping project at one of the local hospitals.</p> <p>The 'not in education, employment or training (NEET)' status for our care-experienced young people is reviewed on a daily basis and the Bright Futures team contact those who have a NEET status in a targeted approach. The list of looked after young people will be fully reviewed in October to include new Year 11 leavers and remove those people who are now 25. The Personal Advisor Services Wellbeing & Participation Coordinator and Bright Futures Co-ordinator meet monthly to share information on young people's statuses.</p>	<p>G</p>	<p>G</p>		
<p>Ensure support is available to mitigate potentially negative consequences</p>	<p>Cllr Lynda Thorne</p>	<p>Adult Services,</p>	<p>The Money Advice Team (MAT) has increased the publicity on the rent arrears pathway process by working with the Housing Options Centre (HOC) and Welfare Reform Team. This includes running</p>	<p>G</p>	<p>G</p>		

<p>associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund; • Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified; • Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic. 		<p>Housing & Communities</p>	<p>radio adverts on Heart FM, placing adverts on bus stops and electric screens in supermarkets, distributing approximately 40,000 printed leaflets to high-footfall locations (including Hubs and Wellbeing Hubs), emailing the leaflets to key partner organisations, and posting on social media. Additionally, a Cardiff Council press release covered the pathway process and information about the scheme was emailed to stakeholders and partner organisations. The MAT managers attend monthly meetings with Registered Social Landlords (RSLs) to promote MAT services and best practices. The team work closely with RSLs and have open channels of communication daily/weekly, so they are on hand to help with any individual cases that are brought to the team's attention. The RSLs have been made aware that the team are open to helping out with rent arrears via the Discretionary Housing Payment (DHP) fund. The team have also briefed RSLs this year on the work of the MAT, services available at the HOC and Into Work Services so they are up to date on what support is available.</p>				
<p>Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.</p>	<p>Cllr Chris Weaver</p>	<p>Adult Services, Housing & Communities</p>	<p>ARC Training deliver the five-day industry certification course on behalf of the Onsite Construction Academy. The course has been designed in consultation with employers for labourers, gatepersons and general operative roles and includes the following components:</p>	<p>G</p>	<p>G</p>		

			<ul style="list-style-type: none"> • Level 1 Health and Safety in a Construction Environment (QNUK Accredited) • Level 2 Asbestos Awareness (QNUK Accredited) • Level 2 Abrasive Wheels & Disc Cutter Safety (QNUK Accredited) • Level 2 Manual Handling Loads at Work (QNUK Accredited) • Safe Working with Ladders & Stepladders including ARCo Working at Height Awareness • Traffic Marshall & Plant Machinery Awareness • Construction Skills Certification Scheme (CSCS) General Operatives (green) card <p>The programme has already been delivered in Merthyr in September in partnership with Merthyr Jobcentre Plus and the contractor for the Prince Charles Hospital development. The course was delivered at the contractor's offices on site and further satellite training is scheduled for Quarter 3 in all other Local Authorities in the region.</p>				
Play our role in creating a Living Wage City by encouraging and supporting organisations to become accredited Living Wage employers .	Cllr Chris Weaver	Resources	The first two Living Wage Buildings in Wales have now been accredited, both of which are in Cardiff. The Living Wage Wales website has been launched with content around Cardiff as a Living Wage City. A communications campaign with key sectors is ongoing and a Living Wage for Cardiff employers' award is still under active consideration.	G	G		
<p>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> • Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including: <ul style="list-style-type: none"> – Briardene by May 2021; 	Cllr Lynda Thorne	Adult Services, Housing & Communities	<p>The Rapid Rehousing Move-On pilot has now been agreed, however there are no immediate plans to make changes to the allocations policy. Once the pilot has been implemented, the data will be reviewed and used to inform more permanent allocations arrangements.</p> <p>Since April 2021 there have been 84 positive move-ons from the low-needs pathway into Private Rented Sector (PRS) and Social Housing with over half (52%) moved into PRS accommodation. The</p>	A	G		

<ul style="list-style-type: none"> - The Gasworks by Winter 2021/22; - Harrison Drive by Winter 2021/22; • Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021; • Taking forward the strategic review of services for single homeless people, including: <ul style="list-style-type: none"> - Implementing full assessment of needs for single homeless people via the new Assessment Centre by May 2021; - Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces; - Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022; 			<p>rate of positive move-on from the low-needs pathway supports the view that this pathway has been effective in moving clients out of temporary accommodation and into permanent housing. The pathway will continue to be reviewed.</p> <p>Further development of the multi-agency approach has continued. Strategic level meetings have taken place with three new streams of NHS support agreed:</p> <ul style="list-style-type: none"> • The Dietetics Service commenced at the beginning of September 2021. • A one-off dental hygienist session has been arranged to initially work with the Diversionary Activities Service. • Optometry Services are looking to undertake their first session in November 2021. <p>In addition to the three services above, GP services have now also commenced since August 2021. This service offers support two days per week, one day at the Single Assessment Centre and one day at the Housing Options Centre. These sessions are drop-in, with no appointment required.</p>				
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<ul style="list-style-type: none"> - Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021; • Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021; • Reviewing the 'Real Change' and 'Give Differently' campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022. 							
<p>Develop a training and activities service for single homeless people to support</p>	<p>Cllr Lynda Thorne</p>	<p>Adult Services,</p>	<p>The Diversionary Activities (DA) Service is operating a full curriculum across all six hostel sites. The service is also working</p>	<p>G</p>	<p>G</p>		

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them to make lasting changes as part of a Covid-exit strategy prepared by April 2021 and introduced as soon as restrictions allow.

Housing & Communities

with the street-based lifestyles agenda to support current rough sleepers and individuals who engage in street-based lifestyles.

The DA Service has been working closely with Sport Wales, delivering physical activity sessions, for example, walks in the Brecon Beacons, white water rafting. Discussions are also ongoing with 'Learning for Life'.

A new peer mentoring service commenced in September 2021 in partnership with the mental health charity, Plattform. This gives people with lived experience an opportunity to work face-to face with service users as part of the wider DA project.

The accompanying website was ready to be launched, but due to unforeseen delays with ICT, this had to be pushed back. The site has since gone live in October 2021.

Recruitment to the new service is ongoing, with the aim of the full team being in post by the end of October. A training plan has been developed for the team.

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

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.</p>	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>	<p>At the end of Quarter 2, 591 new Councils homes have been built and handed over to tenants.</p> <p>The Caldicot Road scheme is completed with handover in September 2021; all properties are now occupied.</p> <p>Planning applications for Meridian Court have been finalised and are with the architect; these are due to be submitted in October 2021.</p>	<p>A</p>	<p>A</p>		
<p>Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through:</p> <ul style="list-style-type: none"> • Enforcement action against rogue agents and landlords letting and managing properties; • Intelligence-led enforcement actions for unsafe properties and rogue landlords; • Work with Rent Smart Wales to address problem landlords. 	<p>Cllr Lynda Thorne & Cllr Michael Michael</p>	<p>Resources, and Economic Development</p>	<p>Resources Update (Red) Staff recruitment has been ongoing since March. This has been extremely challenging due to difficulty in finding suitable candidates and retaining those staff through the induction programme and once released to the service. This, in conjunction with the predicted increase in customer contact, has had an impact on performance with the percentage of calls being answered decreasing to 70%. Work re-prioritisation is ongoing and communication strategies are being implemented to manage expectations.</p> <p>Economic Development Update (Green) Work continues to deliver the actions set out in the SRS Business Plan with several actions completed and many in progress. The initial phase of the Minimum Unit Pricing (MUP) inspections for alcohol is near to completion, and two intelligence led underage sales operations were conducted in retail premises during Quarter 2 in relation to the purchase of alcohol and e-cigarettes. Another intelligence led operation concerning the sale of illegal tobacco resulted in seizures of tobacco in premises in Bridgend and Cardiff leading to 71,700 individual cigarettes (street value £12,500) and</p>	<p>A</p>	<p>R</p>		

			27.7kg of hand rolling tobacco (street value £2,770). Furthermore service plans for the delivery of food safety, health and safety and communicable disease were approved by the Joint Committee in September. Our work in responding to the Covid-19 pandemic continues through the enforcement of Coronavirus Regulations, supporting the Test, Trace, Protect Service and managing the investigation of Covid-19 cases and outbreaks in the care sector.			
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by November 2021; • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 	Cllr Lynda Thorne	People & Communities	<p>Consultation on final plans for estate regeneration schemes were completed by August 2021.</p> <p>Phase 1 of the Llanishen Park Neighbourhood Renewal Scheme (NRS) has been completed, but Phase 2 has been delayed by capacity within other teams to complete the design and tender process.</p> <p>The estate regeneration scheme for Lower Llanrumney has not been completed due to the need to redesign part of the final phase and then re-consult with residents on the new proposal.</p> <p>The Phase 1 decant of Channel View is underway and a number of properties are void. The mothballing of future empty properties is taking place as these will be kept as void ahead of the demolition.</p> <p>Consultants have been appointed to develop the tender pack for the Phase 1 contractor and this work is underway. The Pre-Qualification Questionnaire (PQQ) is scheduled for November with full Invitation to Tender (ITT) due in January 2022. Demolition is expected to take place early 2022.</p> <p>Consultation on the final year schemes under the NRS programme has been delayed due to a range of capacity issues within design teams to take forward initial ideas and external factors such as a forthcoming sale of land adjacent to the proposed site for a new</p>			

			multi-use games area (MUGA) in Llanrumney and the implications of this on the possible location of the MUGA.				
<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> Progressing plans for Youth Hubs in the city centre and Butetown; Working with partners to deliver a Community Hub in south Riverside; Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; <p>Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities, and People & Communities	<p>A change in the chair of the board and Director of South Riverside Community Development Centre has meant that discussions have paused to give the group time to settle in ahead of a new introductory meeting with the Regeneration Team.</p> <p>The Cardiff Royal Infirmary (CRI) Chapel partnership project is complete and opened in late July 2021 in line with Covid-19 restrictions. Planning permission was secured for the redevelopment of Rhiwbina Library in July 2021.</p> <p>Face-to-face services and activities are now being delivered within Community Hubs, numbers are limited by social distancing guidelines. Digital activities are still popular with a continual month-on-month rise for hits to the dedicated Hubs website with over 2,000 users a month. Blended activities are also being delivered where suitable. Need and demand are constantly evaluated considering demographic scope.</p>	G	A		
<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	Work is ongoing in relation to identifying new burial areas in the city which will feed into the Local Development Plan. A review of the website is on-going, and work has started on looking to update the current IT administration system in Bereavement Services and digitise all cemetery maps.	G	G		
<p>Deliver the Northern Cemetery by October 2021.</p>	Cllr Michael Michael	Planning, Transport & Environment	All works are now complete. The official opening of the site is to take place on 20th October 2021. Action complete	G	G		
<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our</p>	Cllr Susan Elsmore &	Adult Services, Housing & Communities	The new structure for the Social Care Training Unit is yet to be finalised pending feedback from Children's Services. This will then be followed by consultation with Trade Unions and the job evaluation process.	A	A		

<p>frontline social work and preventative teams by:</p> <ul style="list-style-type: none"> Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements; Reviewing the arrangements for delivering outcome-focussed/ strengths-based training to maximise participation and strengthen impact on practice; Embedding the Quality Assurance framework in Children’s Services case management teams; Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service. 	<p>Cllr Graham Hinchey</p>		<p>A draft induction programme, including a mandatory training programme and information on a career pathway, has been developed with the Into Work Service to support new care staff.</p> <p>As part of the restructure, a new post has been created to support the roll-out and embedding of Collaborative Communication Skills.</p> <p>Following the identification of 25 mentors, plans were in place for regular mentor support groups to be held, however these are currently on hold whilst the creation of a new Quality Assurance Manager is considered.</p> <p>Audits have continued to take place monthly with 24 completed since May 2021. Quality Assurance panels for assessment and direct services take place on a monthly basis to discuss good practice and improvements required. Current assessment and planning tools to support the implementation of strengths-based approaches are being reviewed.</p>				
<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> Providing easily accessible locations for partners to meet throughout the city; Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people’s social care into locality practice; 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>	<p>Phase 1 has been completed. The high level action plan has been developed and is awaiting final sign-off so that timelines can be agreed. This will outline the full approach over the next 12 months.</p> <p>Packages of care are being issued in localities in response to current pressures and arrangements are assisting a move towards the new locality model due to implemented in November 2021.</p> <p>The new Domiciliary Care Dynamic Approved Provider List (DAPL) on-boarding enrolment and accreditation has been launched.</p>	<p>G</p>	<p>A</p>		

<ul style="list-style-type: none"> Developing closer relationships with domiciliary care providers, starting with recommissioning; Developing working relationships and practices with the six health clusters. 							
<p>Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul style="list-style-type: none"> Developing a whole-system approach for improving and monitoring performance; Embedding a rights-based approach into everything we do; Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not. 	Cllr Susan Elsmore	Adult Services, Housing & Communities	<p>Publication of the strategy will be later in the year and the strategy will now focus on services for older people and the ageing well agenda. A key vision, along with aims and objectives for the development of older persons services, has been established with key leads, Team Managers and other staff groups across Adult Services fully involved.</p> <p>Work is progressing on the examination of performance data to inform how the Council can modernise the delivery of our services for older people. A range of equalities data from those who have completed a wellbeing assessment over the last three years is also being examined to inform the Equality Impact Assessment which is being drafted alongside the strategy.</p>	A	A		
<p>Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for 'A Healthier Wales' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities	<p>The 'Cardiff, Working Towards an Age Friendly City action plan' has been finalised and approved by the Regional Partnership Board and the Older People's Commissioner. Consultation events have taken place with the 50+ Forum – both virtually and in person. Due to the importance of public toilet availability to older people, the Public Toilet Strategy will now be aligned with the Age Friendly and Dementia Friendly Cardiff work streams.</p> <p>A work programme has been approved by Welsh Government under the Age Friendly Nation strategic delivery plan. This includes planning around the new Age Friendly website for Cardiff.</p> <p>Cabinet are due to consider the application to join the World Health Organisation global network in October 2021.</p>	G	G		

			<p>Promotion of the Dementia Friendly Website has also taken place during the quarter with targeted social media, supermarket digital screen advertising and bus stop promotions. In addition, the website address is now printed on all hygiene waste bags that are issued by the Council to increase awareness.</p> <p>An action plan is being developed for implementation of Technology-Enabled Care (TEC) across older persons services. This includes researching available products, understanding the TEC requirements of citizens, reviewing TEC strategies and operations of neighbouring Local Authorities, identifying best practice, identifying partners to support an enhanced TEC plan, and developing a customer engagement protocol.</p> <p>The 2022 Population Needs Assessment for Cardiff and the Vale of Glamorgan is being produced through partnership working between local authorities from Cardiff and the Vale of Glamorgan, Cardiff & Vale University Health Board, the third sector, independent providers, and service users and carers. Theme leads have been identified to look at specific areas. Engagement with children and young people, citizens, and providers and professionals is currently being undertaken through surveys, and the responses will shape the Population Needs Assessment.</p>				
<p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by October 2021; • Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of 	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>	<p>An interim action plan has been developed from the last crisis care concordat meeting and a progress report is developing with feedback from mental health services due. The second meeting of the Regional Crisis Concordat is to be held on 13th October.</p> <p>The mapping of mental health and wellbeing services is being finalised in consultation with Adult Social Services, Cardiff & Vale UHB – Adult Mental Health and Cardiff & Vale Action for Mental Health. During Quarter 2, an overview of models used across Wales was presented and a visit to the Crisis Café in Bridgend was undertaken with partners.</p>	<p>A</p>	<p>A</p>		

<p>needs of the population moving forward;</p> <ul style="list-style-type: none"> Reducing the number of people in crisis and acute admissions by using preventative measures. 			<p>A crisis plan is being developed to improve recording and reporting of people in crisis and work will begin to develop a crisis single point of access for people experiencing acute mental health crisis. There has been ongoing delay in gathering individual data from Adult Services social workers due to high pressures in older people's services.</p> <p>Cardiff & Vale UHB have received funding until April 2022 to develop a 111 pilot in partnership to ensure that people of all ages who are experiencing early signs of a personal, emotional, or early-stage mental health crisis have 24/7 'out of hours' access to a 'safe place to go' sustainable service/ facility, when needed, for respite, safety, or to help avert a crisis.</p>				
<p>US 500 000</p> <p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none"> All commissioned services in Children's Services, including Young Carers Contract, Independent Foster Panel Chair, Assessment and Therapies, Young Families, Family Group Conferencing, Support with Leisure and Overnight Respite; Direct Payments (Adults and Children's); Domiciliary Care Contract. 	<p>Cllr Graham Hinchey & Cllr Susan Elsmore</p>	<p>Adult Services, Housing & Communities</p>	<p>The Direct Payment Project Group continues to meet on a three-weekly basis. The Director has agreed the focus of the review is to be on internal processes in the first instance, including policies, procedures and training for social work staff.</p> <p>The Commissioning Team will continue to review the current Direct Payment Service; however it has been agreed new arrangements for this service no longer need to be in place by the end of the financial year.</p> <p>An Options Paper for the Direct Payment Agency Rate has been drafted and meetings have been set up with officers from Finance to discuss the implications of these options.</p> <p>The on-boarding portal for the new Domiciliary Care Dynamic Purchasing System (DPS) went live on 20th August 2021. Potential domiciliary care providers are able to join via the accreditation and enrolment process between this date and 25th October in order to have successfully joined by the DPS launch date of 4th November.</p>	<p>A</p>	<p>A</p>		

			<p>The Institute of Public Health (IPC) presented the draft sustainability report to the Regional Commissioning Board on 7th September. A response to the sectors (Domiciliary Care & Care Homes) is to be agreed.</p> <p>A regional workshop has been convened to design the Quality Assurance Framework for the ongoing quality monitoring of care homes. It is proposed this will be aligned with the 21 quality indicators as outlined in the Regional Older Person's Service Specification. The Operational Manager for Commissioning (Adult Services) is developing a quarterly contract monitoring form and visiting template aligned with this principle. A feedback session with volunteers from the care home market is to be arranged with consultation from the Adults Senior Management Team (ASMT), prior to finalising for sign off.</p>				
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2022; Completing the corporate safeguarding self-evaluations by March 2022; Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. 	<p>Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver</p>	<p>Adult Services, Housing & Communities</p>	<p>Performance & Partnerships Update (Amber) Following on from directorate feedback, the Corporate Safeguarding self-evaluation template has been reviewed and a first draft developed for further discussion and pilot; the timescale for this to be disseminated is November. It is intended that the self-evaluation process will be transferred into a portal to enable ease of use for services and analytics to take place.</p> <p>The review of the Corporate Safeguarding Policy has been delayed to enable its alignment with Welsh Government developments in relation to a corporate safeguarding template. A working group is to be established in January and Cardiff Council will be part of this. This was approved at the Safeguarding Board in September.</p> <p>Adults, Housing & Communities Update (Green) A number of quantitative key performance indicators (KPIs) have now been developed that will be collated monthly and reported on quarterly.</p>	<p>A</p>	<p>A</p>		

			Self-audit and peer audit procedures have been introduced within the team that will evidence the KPIs set. A proposal is being developed to invite external auditors annually to provide guidance and feedback on the running of the Safeguarding Team and to review compliance with the Wales Safeguarding Policy, including timeframes of response, outcomes of direct contact with citizens and use of advocacy services when managing cases.				
Implement with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2021.	Cllr Lynda Thorne	People & Communities	<p>Crimestoppers and their youth arm, Fearless, held a promotional and intelligence gathering event across Butetown and Grangetown on 25th August. A social media campaign will follow this up in mid-October in order to avoid overlapping with a South Wales Police-sponsored knife crime initiative.</p> <p>The ‘aspirations’ work stream has now been inherited by and improved upon by the Into Work Service and Employment & Representative Workforce group of the Race Equality Taskforce. Into Work held an employability event at Grangetown Hub on 14th July which Cardiff Works supported by debuting a pilot "Get Into Cardiff Works" course in the week commencing 26th July. This pilot course aims to support young people in the Grangetown area into employment with the Local Authority.</p> <p>The three ‘Problem-Solving Groups’ (PSGs) Terms of Reference and monthly meetings have been designed to encourage improved partner awareness and strategic alignment when addressing issues raised by the OSARA (objective, scanning, analysis, response and assessment) approach, which will be reviewed further in December following this trial period.</p> <p>The Cardiff Digital Team are currently adapting the existing drug litter reporting process to capture different types of drug paraphernalia and support the work of Keep Wales Tidy and Love Where You Live. Although an interim graffiti reporting web page is now live, work by the Digital Team to incorporate geo-tag data on</p>				

			captured incidents, thus enabling a heatmap report, is ongoing and due in Quarter 3. In the meantime the Cohesion Team have developed a mapping exercise which is informing work to address offensive graffiti going forward.				
Work in partnership with the Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by December 2021.	Cllr Lynda Thorne	People & Communities	<p>The Regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) and Cardiff-specific Night Time Economy operational sub-groups are established with priorities and remit agreed, however these require the identification of chairs. Chairs and priorities have been identified for the Serious Violence and Serious Organised Crime sub-group; this will be shaped in line with the Safeguarding Adolescents From Exploitation (SAFE) workstream and the first meeting will be held during Quarter 3. Terms of Reference for all sub-groups are to be agreed during Quarter 3.</p> <p>Stakeholders have informed mapping of data requirements, service mapping, policy and practice reviews to provide clarity on the remit and attendance to avoid duplication, making connections with other groups as necessary. Other reviews of strategies/ assessments, e.g. VAWDASV/ Population Needs Assessment have been identified to inform the local needs assessment.</p> <p>Progress has been made on a Community Safety data dashboard, with strong links to the Violence Prevention Unit and their Violence Intelligence for Prevention (VIP) hub to enable sharing of data and good practice while enabling Cardiff- specific analysis.</p> <p>The work programme for the Violence Prevention group and sub-groups will be agreed following the meeting on 7th October including establishment of task and finish groups for data and strategy development. It is anticipated that during Quarter 3 these sub-groups will contribute towards a draft local needs assessment/ problem profile and will have identified priorities to be included</p>	G	G		

			within the Violence Prevention Strategy, with an anticipated draft in Quarter 4.				
Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	Cllr Susan Elsmore	Adult Services, Housing & Communities	There has been a slight delay, further meetings have taken place during Quarter 2 to finalise the specification and pathways with all partners involved. It is anticipated the new service will commence by the end of Quarter 3. Please also see above update for additional information.	A	A		
Implement the Cardiff PREVENT Strategy by September 2021.	Cllr Lynda Thorne	People & Communities	(Engagement - Amber) A community champions group has been launched, and members have completed a 12-week training programme. The PREVENT team will work with the group during Quarter 3 and support them to apply for some Home Office funding for 2022/23 which will enable the project to engage with local providers across the city. The team plan to facilitate another 12-week training programme to recruit new champions in Quarter 3. Core membership of a stakeholder group has been agreed and will include some of the champions. However due to Covid-19 restrictions, a first meeting has not taken place as a group. The PREVENT engagement officer is in regular contact with the membership and a wide range of community groups such as the faith sector, asylum seeker refugee groups and the membership of Cardiff Third Sector Council (C3SC). Although the stakeholder group has not formally met, good progress has been made, with the priority to develop our community contacts and engage with people who have not traditionally been involved in the PREVENT agenda. (Monitoring - Green) The Home Office has recently assessed Cardiff's performance on their delivery of the PREVENT duty. They acknowledged the work of the team and stated that "huge strides have been made in 2020/21 with Cardiff's PREVENT delivery".	G	G		

			The Home Office have also recently visited the Channel Panel and have assessed that a good standard of delivery is being provided. A few areas of development were mentioned, from which an action plan will be developed. Progress against this will be reported to the PREVENT Partnership Board.				
Continue to deliver the Inclusive Cities project.	Cllr Susan Elsmore	People & Communities	<p>The Joint Programming Initiative Europe roundtable was held with key council and partnership services to develop the city approach to supporting people with precarious immigration status.</p> <p>Comprehensive reception support has been provided to newly-arrived Afghan nationals and access to services including health screenings and education provision was co-ordinated.</p> <p>A development project has been launched for the Unaccompanied Asylum Seeking Children (UASC) service in partnership with Newport Council to enhance support for these children.</p>	G	G		
Progress the Race Equality taskforce and report on progress to Council and Cabinet.	Cllr Lynda Thorne	People & Communities	<p>All Taskforce Sub-Groups met this quarter – Employment and Representative Workforce; Citizens’ Voice; Education and Young People; Health; and Criminal Justice.</p> <p>The second tier of proposals were received by the Race Equality Taskforce during the September meeting and accepted for implementation. A press release was issued and updates regarding Taskforce activity were prepared for the website.</p> <p>A third and final tier of proposals will be brought to the Race Equality Taskforce in December, after which an annual report will be provided to Cabinet detailing the work of the Taskforce and its sub-groups.</p>	G	G		
Implement the Welsh Government’s Community Cohesion Delivery Plan.	Cllr Susan Elsmore	People & Communities	Engagement with key stakeholders has taken place regarding the Hong Kong visa scheme to support new arrivals to Wales.	G	G		

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			Participation in multi-agency hate crime forums and Cardiff community cohesion group has also taken place.				
Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy.	Cllr Huw Thomas	People & Communities	<p>The Bilingual Cardiff Strategy and action plan have been revised and consultation has taken place internally with staff. External stakeholders and partners have also agreed the actions within the plan. The launch of the public consultation as well as that for the Welsh Education Strategic Plan (WESP) is planned for 15th October, and aligns with 'Diwrnod Shwmae Sutmae Day' to maximise coverage.</p> <p>Following the public consultation, the Bilingual Cardiff Members Group will reconsider the final strategy and consultation report at the group's meeting in December. The strategy will then be received by Cabinet in January.</p>	G	G		
Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.	Cllr Huw Thomas	People & Communities	<p>It has been agreed that "Welsh desirable" is a minimum requirement for all customer-facing posts in the Council; this has been communicated to the Senior Management Team and DigiGov will be amended from 1st November to enable "Welsh desirable" posts to be monitored and captured.</p> <p>The actions in the Welsh Language Skills Strategy were considered by the Bilingual Cardiff Members Group in September. The group were broadly pleased with progress made. A six-weekly progress meeting has been convened to ensure the implementation of the plan maintains momentum.</p> <p>There has been an increase in the number of staff engaging and learning Welsh throughout the first six months of 2021/22. It is hoped this trend will continue through the launch of the mandatory eLearning module which will be launched to all staff in Quarter 3; this will be alongside a menu of other Welsh language courses aimed to cater for all levels of learning and commitment.</p>	G	G		
Support grass-roots and community sports by:	Cllr Peter Bradbury	Economic Development	Post Covid-19 Recovery Plans - Sport Wales introduced a number of grants to support clubs post Covid-19. Sport Cardiff have been	G	G		

<ul style="list-style-type: none"> Working with partners and stakeholders through the joint venture with Cardiff Metropolitan University and Sport Cardiff to identify clubs at most risk and in need of support and to develop post-Covid recovery plans that ensure both short-term and long-term sustainability; Working with partners to develop strategic plans for the development of sport and physical activity through until 2021/22 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; Developing and embedding an approach for Community-Focused Schools to ensure access for local community sports clubs and organisations and increase participation whilst improving opportunities in extra-curricular time. 			<p>supporting clubs with applications. Clubs have emerged from Covid-19 fairly strongly with membership at pre Covid-19 levels. The Maintenance Fees for Bowls Clubs has reduced by 50% given the lack of opportunity to fund raise during lockdown.</p> <p>Sport Strategy - The Public Service Board supported the work undertaken to date on the Strategy particularly the emphasis and engagement with Health. The draft Strategy will be socialised in Quarter 3.</p> <p>Community Focussed Schools - Discussions are ongoing with GLL regarding a contract variation to enable a new Cathays High School on the Maindy site.</p>				
<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; Working with partners in order to bring forward overarching proposals for increasing Cardiff's tree canopy, as part of the One Planet Cardiff strategy, by July 2021; 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>Green Flag Parks - Self assessment exercise undertaken and Hendre Lake will be submitted for judging in Spring 2022. Successful formal assessment of Waterloo Gardens undertaken in June with formal announcements to take place on in October. Confidentially Keep Wales Tidy has confirmed that the Waterloo Gardens submission has been successful, as has the submissions for our 13 other Green Flag sites.</p> <p>Increasing Cardiff's Tree Canopy - Project Manager (PM) and Volunteer Coordinator (VC) have been appointed. PM to start in post 18th October, VC likely to be November. Member</p>	<p>G</p>	<p>G</p>		

- Undertaking a fundamental review of the allotment strategy in conjunction with stakeholders of the service to ensure fitness for purpose and to respond to emerging issues;
- Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community based platforms;
- Implementing a renewal programme for improving playgrounds through until 2021/22;
- Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.

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consultation exercise has been carried out and the analysis is being compiled. A public consultation will commence in Quarter 3.

Review the Allotment Strategy - Allotment consultation has been completed and results are being analysed.

Volunteer Movement - Regular information has been circulated to the Friends Forum to keep groups updated with information about re-starting of volunteering, funding opportunities and training courses being run. A programme of biodiversity training for volunteers has been running through the summer to upskill volunteers in aspects of survey work. A Friends Forum will be held in the next quarter. Recruitment has taken place for the Coed Caerdydd Volunteer Co-ordinator and an appointment has been made with the successful candidate due to take up post in November. Community volunteering has restarted under Covid-19 Safe Guidelines which limits numbers and duration on the sessions. This is being monitored and reviewed regularly to determine if any changes are required to support the volunteer sessions.

Improving Playgrounds - A number of Playground schemes have been completed and a focussed programme of delivery is set with weekly reviews. The service is currently experiencing issues with recruitment. There are also shortages of materials post Covid-19 and costs have escalated putting pressure on delivery times and programme budgets.

Llanishen Reservoir - Planning Application heard at Committee in June 2021 with a unanimous decision in favour of the development. Currently working through pre-commencement conditions to submit for discharge. Inaugural meeting of the Friends Group took place on site 20th July 2021, voted in committee members and the constitution. Committee currently establishing themselves and ways of working / communicating

			with members. Currently have 130+ registration of membership. A community engagement and education programme will include volunteering, education, adult learning and signage and interpretation. A Welsh Roundhouse is being constructed on site and is being used as part of a training programme. Risk Assessments and Method Statements will be submitted as part of planning conditions. (Construction to be completed March 2022 under the ENRaW Programme).				
<p>Maintain the long-term future of our leisure centres by:</p> <ul style="list-style-type: none"> • Reviewing the Leisure Services contract with GLL by December 2021 to ensure the sustainable delivery of the contract over the full term; • Developing a plan for Pentwyn Leisure Centre to remove the operational deficit by 2022. 	Cllr Peter Bradbury	Economic Development	<p>Leisure Services Contract with GLL - Local Partnerships appointed to review the current operating model, contract management and financial sustainability of the contract. A number of stakeholder meetings have been held and benchmarking surveys taken place. The outcome report will be prepared in Quarter 3.</p> <p>Pentwyn Leisure Centre - Professional services have been procured to design and accurately cost the new design of the facility. Financial due diligence is being undertaken on Cardiff RFC to establish their operating risk and the draft lease is being prepared. TUPE issues continue to be considered.</p>	G	G		

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

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
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	A new post has been created to deal with regional partnership working. The Council has worked with the Cardiff Capital Region City Deal (CCRCD) to deal with arrangements for the Corporate Joint Committee, investment in Brewhouse and also initial discussions regarding business case funding for film studio investment projects. Two projects have been approved in principle by the Housing Investment Fund – the Gas Works Site and Waungron Road – and we are working through discharging the conditions.	G	G		
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	Some concerns regarding the emerging design proposals for the station. The issue is being escalated to ensure Cardiff Council's requirements are properly taken into account.	G	A		
Ensure Cardiff remains an open, competitive and outward looking city post-Brexit by: <ul style="list-style-type: none"> Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021; Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses. 	Cllr Huw Thomas & Cllr Susan Elsmore	People & Communities, and Economic Development	<p>Performance & Partnerships Update (Green)</p> <p>At the close of the EU Settlement Scheme (EUSS), a total of 23,990 applications were made, in line with our highest estimate for the number of EU nationals eligible to apply for the scheme in Cardiff.</p> <p>Following closure of the scheme, the Council has supported the resolution of open EUSS cases where additional evidence is required to demonstrate residency in the UK, particularly for child applicants to the scheme. Information regarding late applications has been shared with all Council staff.</p> <p>Economic Development Update (Green)</p> <p>Produced e-documents for a range of sectors including life sciences, fin tech and the relocation of civil services departments. Delivered a programme of webinars for business and potential</p>	G	G		

			investors including a recovery seminar held with the business sector with Cllr Goodway.				
<p>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to:</p> <ul style="list-style-type: none"> • Progress the development of Metro Central; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration for Callaghan Square; • Support the development of new commercial premises that respond to the post-Covid demand for workspace; • Establish arrangements to ensure the recovery of the city centre post-Covid; • Develop a new masterplan for the Canal Quarter area. 	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>	<p>Metro Central - The wider Metro Central development is progressing, with the first parts of the Central Quay development now being brought forward. There are some emerging concerns regarding the integration of the central station proposals with the wider development proposals.</p> <p>Central Quay - The first phases of the Central Quay development are now being brought forward.</p> <p>Capital Quarter / Callaghan Square - Dialogue is ongoing with Welsh Government (WG) and Transport for Wales (TfW) regarding the next phase of the delivery of the Metro link from Central Station.</p> <p>Development of new commercial premises - Proposals being brought forward for new incubation space as part of the regeneration scheme for Tudor Street, the extension of Chapter Arts and repurposing Landmark Place in Churchill Way for new office accommodation for an inward investment client.</p> <p>Recovery of the city centre - Draft Recovery Strategy published. Engagement sessions undertaken across the summer with key stakeholders.</p> <p>Canal Quarter - Work with landowners to develop proposals is ongoing.</p>	G	G		
<p>Write the next chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> • Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; 	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>	<p>Arena - Progressing towards approval of the Full Business Case (FBC) in Quarter 3. Pre Panning work has commenced. Planning application expected to be submitted in Quarter 3.</p> <p>International Sports Village (ISV) - Currently negotiating the acquisition of land at ISV and a Cabinet report will be presented in</p>	G	G		

<ul style="list-style-type: none"> Progressing a development strategy for the next phase of the International Sports Village by October 2021; Bringing forward proposals to protect and revitalise historic buildings in the Bay. 			<p>Quarter 3. An updated masterplan and FBC for the Velodrome will also be presented to Cabinet in Quarter 3.</p> <p>Historic buildings in the Bay - Proposals for the restoration of Merchant Place to be presented to Cabinet in Quarter 3. Discussions regarding a community lease with the Norwegian Society for the Norwegian Church ongoing with a report expected to be presented to Cabinet in Quarter 3. Discussions ongoing with investors regarding the completion of the Coal Exchange development.</p>				
<p>Develop a sustainable post-Covid economy by:</p> <ul style="list-style-type: none"> Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city; Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton; Working with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city; Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post-Covid economy. 	<p>Cllr Russell Goodway</p>	<p>Economic Development, and Planning, Transport & Environment</p>	<p>Cardiff Parkway - Consultants appointed to explore financial investments to support delivery of the Cardiff Parkway development.</p> <p>Explore proposals for Coryton - Discussions are taking place with Cytiva Ltd (formally GE Healthcare) regarding their investment plans to upgrade accommodation on this site.</p> <p>Support the growth of creative enterprises - Recently awarded Strength in Places project bringing £50 million funding into the region.</p> <p>Innovation and start-up space - A venture initiative is currently taking place including the Brewhouse proposals plus establishment of a fin tech foundry at the Tramshed at Cardiff. In addition, active discussions are taking place with space providers to establish a city wide innovation space.</p>	<p>G</p>	<p>G</p>		
<p>Work with partners to support the retail and hospitality sector in successfully re-emerging from lockdown by:</p> <ul style="list-style-type: none"> Continuing to adapt and re-purpose the city to create a Covid-Safe Space; 	<p>Cllr Russell Goodway</p>	<p>Economic Development, and Planning, Transport & Environment</p>	<p>PTE Update</p> <p>Most businesses are complying with the new terms and conditions and associated design guide for Street Café licences. A programme of active travel and public transport improvements are continuing to be implemented that will support the recovery from Covid-19.</p>	<p>G</p>	<p>G</p>		

<ul style="list-style-type: none"> • Enhancing the promotion of Cardiff as a visitor destination; • Developing a new pipeline of major events to drive up footfall and visitor numbers; • Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery. 			<p>Traffic demand has increased to near pre-Covid-19 levels. Although there have been significant increases in walking and cycling, many people are still working from home and there is on-going reluctance to use public transport due to the risks associated with Covid-19. There is a risk of increased congestion if traffic volumes continue to increase as people return to their workplaces.</p> <p>Promotional measures to encourage the use of sustainable travel as the economy recovers in partnership with the Welsh Government, Transport for Wales, City Region, public transport operators and key stakeholders.</p> <p>Economic Development Update (Green) Continue to adapt and repurpose the city - The Council is supporting FOR Cardiff to develop safe spaces for women at night in the city centre.</p> <p>Enhancing the promotion of Cardiff - Established an Outdoor Ambassador Programme and submitted a funding bid to Welsh Government (WG) to support the Visit Cardiff Neighbourhoods Campaign.</p> <p>Developing a new pipeline of major events - Work with WG continues on identifying future major event opportunities as Covid-19 restrictions ease. In the interim the Council has continued to support the recovery of the Event Sector through its ongoing engagement with the Event Wales Industry Advisory Group and through the facilitation of a number of events throughout Quarter 2. Cardiff Castle was the host venue for a series of music events over the summer. The Council also supported the Titan Event at Alexandra Head which included three nights of music. The Council is working with the UK government and WG on an event to celebrate the Festival UK 2022. A Christmas programme of attractions has been developed with a</p>				
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			<p>number of commercial partners to support the ongoing recovery of the city centre.</p> <p>Establish a tax and regulatory environment that can accelerate recovery - Business rates have been suspended for the entire year for hospitality and retail. The Council is working with WG to establish a new fund to support business growth.</p>				
<p>Re-establish Cardiff as a centre of creativity and culture by:</p> <ul style="list-style-type: none"> Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2022; Considering development and investment opportunities for St David's Hall by March 2022; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2022. 	Cllr Peter Bradbury	Economic Development	<p>Supporting the Cardiff Music Board - New post established managing culture and creativity industries in Cardiff. Consultation on the Busking Strategy was undertaken during the summer.</p> <p>St David's Hall - A detailed condition survey has been undertaken and will be reported to Cabinet in Quarter 3. Discussions ongoing with stakeholders regarding the long term sustainability of the venue.</p> <p>Cultural City Compact - Research is being undertaken as part of the Infuse project to inform the Council's response.</p>	G	G		
<p>Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer, reflecting the ongoing Covid-19 challenges, by:</p> <ul style="list-style-type: none"> Developing a new post-Covid Events Strategy with Welsh Government to champion and reinvigorate the event sector; Developing a 'signature music event'; Working in partnership with the Welsh and UK Governments to inform the 	Cllr Peter Bradbury	Economic Development	<p>Post Covid-19 Events Strategy - work continues with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer whilst being cognisant of the ongoing Covid-19 threat.</p> <p>St David's Hall reopened on 31st August and has hosted a number of full house performances. The newly branded Cardiff Classical Season recently launched with the BBC NOW commenced its 17-concert series on the 30th September.</p> <p>The property lease for the New Theatre has been concluded with HQ Theatres & Hospitality and the venue reopened on the 19th</p>	G	G		

<p>feasibility of a 2030 FIFA Football World Cup bid.</p>			<p>September. The new operators are reporting positive trends in patrons response to tickets and attendance.</p> <p>The Museum of Cardiff, Cardiff Castle and City Hall have all reopened and are hosting events and activities in line with current guidelines, Bookings across all venues are encouraging, although not back to pre- Covid-19 levels yet.</p> <p>Signature Music Event – this was postponed for 2021 due to Covid-19 and a revised plan for 2022 is being established.</p> <p>2030 FIFA Football World Cup bid - The Council continues to work in partnership with the Welsh Government (WG), Millennium Stadium and the FAW to inform the feasibility of a 2030 FIFA Football World Cup bid.</p>				
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Well-being Objective 6: Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Approve the final One Planet Cardiff strategy and associated action plan by June 2021.	Cllr Huw Thomas	Planning, Transport & Environment	A Final Strategy and Action plan is now complete and will be presented to October Cabinet for approval. The documentation contains a detailed analysis of the City's and the Council's carbon footprint, assesses the carbon reduction impacts of our current projects and strategies, and sets out the target areas for action over the next decade. The intention is to produce an annual monitoring report to document progress and to highlight the contribution of new projects and initiatives as they emerge.	G	G		
Finalise the delivery contract for the Cardiff Heat Network by April 2021 and begin construction by December 2021.	Cllr Michael Michael	Planning, Transport & Environment	<p>Update/Progress: Design work is progressing well and a detailed work programme and phasing plan is nearing completion. The Council are still targeting an autumn start on site.</p> <p>Issues/Concerns: An easement is required for the connection of the heat pipes between the Viridor Energy from Waste plant and the backup energy centre. The terms for the easement were agreed in the spring, however we are still in the process of gathering approval to proceed from their many funders. Though the risks of failure to secure the easement appear to be low, the time delay and uncertainty are now exerting pressures on the project delivery timeline.</p> <p>In addition, discussions on a connection to the Arena Development remain incomplete and there are indications that the Arena will now require less heat than was originally envisaged. This could trigger some of the risk profiles outlined in the approved final business case for the Heat Network.</p>	G	A		

			<p>Mitigating Actions: We are considering a strategy to escalate the Easement issue through management and key funders. Discussions are on-going with the Arena developer.</p>				
<p>Develop a pipeline of potential renewable energy generation projects for subsequent approval and implementation from 2022.</p>	<p>Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>The One Planet Cardiff (OPC) Strategy now formally lists this corporate step as a medium-term project for progression during the next financial year.</p> <p>A desktop study has already been completed, supported with expertise at Welsh Government Energy Service, and has highlighted two potential schemes with technical viability. These will be further developed following the approval of the OPC strategy.</p>	G	G		
<p>Establish a private wire connection for the Solar Farm at Lamby Way by summer 2021.</p>	<p>Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>The private wire infrastructure is now in place and a detailed commissioning plan for final connection has been developed. However, connection is slightly delayed as the customer is yet to complete the works at their site to accept the cable safely. Their completion target is late October. There will be a small reduction in the final annual income that we had projected for this year which is already included in a mid-year financial assessment for the scheme.</p> <p>Issues / Concerns Original income targets for the year may not be achieved. Need to discuss and agree with Finance colleagues when the initial loan repayments need to commence as this will affect the in-year income target profile</p> <p>Mitigations There are live discussions around this and there is only an issue if loan repayments are deemed to have started before project completion</p>	G	G		

<p>Deliver a Housing Energy Efficiency Retrofit programme across all tenures of housing, including 2,000 domestic retrofits per year by 2024.</p>	<p>Cllr Michael Michael & Cllr Lynda Thorne</p>	<p>Planning, Transport & Environment</p>	<p>Update / Progress:</p> <p>A funded programme is in place to retrofit approximately 5,000 housing units in around 700 Council owned low rise blocks by 2030. A procurement exercise is underway (led by the Housing service) which will see first works in 2022.</p> <p>The 250 unit Welsh Government (WG) grant funded scheme is delayed as the WG Arbed scheme is ending on 3rd November 2021 and an alternative funding and delivery mechanism is currently being discussed in order for the scheme to potentially progress. If successful there will be significant delay to the project as a full procurement will need to be undertaken prior to works taking place (as the scheme will not be able to utilise the closed WG Arbed procurement).</p> <p>Discussions on how to better access Energy Company Obligation (ECO) funding across the region, in particular the Local Authority Flex element of this, have taken place with Cardiff City Region representatives. The fourth iteration of the obligation, ECO4, comes into force in spring 2022.</p> <p>A second round of WG Optimised Retrofit funding is anticipated shortly and very initial discussions have started around development of a bid.</p> <p>Issues/Concerns:</p> <p>Issues and risks exist as a significant upscaling of this activity may be inhibited by a potential skills and materials shortage as the ambition is replicated elsewhere in the country. Additionally, we are seeing large cost increases in building works due to a combination of Covid, Brexit and customer demand.</p> <p>There is also a low uptake and some uncertainties with grant funding available at national level and a need for public</p>	<p>A</p>	<p>A</p>		
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			<p>engagement and incentivisation to encourage greater interest amongst owner occupiers.</p> <p>Mitigating actions: Ongoing work and dialogue with our City Region partners and Welsh Government.</p>				
<p>Ensure good air quality by:</p> <ul style="list-style-type: none"> • Implementing the Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by the end of 2021; • Implementing the wider Clean Air Strategy and action plan to reduce Nitrogen Dioxide (NO₂) concentrations across the city and establish a city-wide, real-time monitoring network; • Working with the sector to support buses and taxis to achieve the Welsh Government’s target of “Zero Tailpipe” by 2028. 	<p>Cllr Caro Wild, Cllr Michael Michael & Cllr Susan Elsmore</p>	<p>Planning, Transport & Environment</p>	<p>Update / Progress: The Clean Air Plan continues to be delivered. The Bus Retrofit is near completion with all buses being upgraded by the end of September. Both Cardiff Bus and Stagecoach will include branding to demonstrate buses have been ‘cleaned’ up to the latest Euro VI emissions standards and reducing NOx emissions by up to 90%.</p> <p>All Terms & Conditions for a grant taxi scheme have been signed off by an external legal company. We are awaiting a political decision on the launch.</p> <p>Tier 2 grant scheme whereby the Council will lease Wheelchair Accessible Vehicles (WAVS) taxi driver; unfortunately, there is no successful bidder to run the scheme alongside the Cardiff Capital Region (CCR) “Try before you buy” scheme. Ongoing dialogue with CCR and CTS colleagues on facilitating management of the Lease Scheme.</p> <p>Following the cabinet decision in June to revert to the original Clean Air Scheme for Castle St, officers presented information to the Welsh Government expert panel regarding the information in support of the decision. The purpose of panel was to provide information and advice to Welsh Government officials in order to inform Ministerial Advice regarding Castle Street. The initial feedback from Welsh Government is that the advice will state that they will only provide funding for interim measures on Castle</p>				

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			<p>Street as that has been demonstrated to deliver compliance. An interim option is now being implemented / constructed.</p> <p>Realtime monitoring Assessing the option to acquire 50 real-time monitors being deployed to provide increased density of monitoring across city. Use of One Planet Capital to fund this.</p> <p>Issues/Concerns:</p> <ol style="list-style-type: none"> 1. Management of the lease scheme for Taxi Measure and ongoing delay in launching schemes – there is no guarantee funding will be carried over into 2022/23. 2. Funding for permanent option on Castle Street <p>Mitigating Actions: Dialogue with CTS, CCR and procurement colleagues to identify a solution for the management of the lease scheme. Discussions are progressing with Cabinet Members and Leader on agreeing the launch of the two Cardiff schemes – Grant Scheme and Lease Scheme</p> <p>Ongoing dialogue with Welsh Government Senior Officials to identify options to secure funding for Castle Street.</p>				
<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 December 2021; • Developing a new electric by default procurement policy, with a strict “exemptions by exception” basis; 	<p>Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>Update / Progress: Work has commenced with Pod Point for the fleet infrastructure project, with 59 charging units scheduled to be completed by Christmas. In addition, six rapid chargers will be installed at the waste facility at Lamby Way to support Electric Refuse Collection Vehicles (E-RCV).</p> <p>One E-RCV is in service and five more are on order with delivery due in December. An additional six more refuse collection vehicles (RCVs) are currently being ordered which will be delivered during Quarter 4.</p>	<p>A</p>	<p>A</p>		

<ul style="list-style-type: none"> Ensuring that a minimum of 90 Council vehicles are replaced by electric vehicles by 2022. 			<p>CTS are currently working on the procurement and ordering of as many fleet vehicles as practically possible. There is uncertainty over when a Cabinet Report setting out Staged Approach on full transition will be forthcoming.</p> <p>Issues/Concerns: There are concerns over the progress of the transition cabinet report which was being led by CTS and Financial Services</p> <p>Mitigating Actions: There are discussions with Financial Services/ CTS on status of Fleet Transition Report.</p>				
<p>Promote healthy, local and low-carbon food through delivering the Cardiff Food Strategy, including:</p> <ul style="list-style-type: none"> Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by December 2021; Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains; Developing a land use strategy to address inequality of access to healthy fresh food across the city by December 2021. 	<p>Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>Pilot sites for food growing identified by Housing, Parks, Schools and Highways and Strategic Estates starting to map. City Region Challenge Fund bid is about to be submitted – the main challenge identified is ‘How do we harness the power and potential of land, technology and people to increase the sustainable production and supply of locally grown food in the Cardiff City Region?’, and in doing so looking to ‘increase the sustainable production of food in the region and generate positive economic, social and environmental impacts’ and ‘supply nutritious, locally grown food to the public sector whilst ensuring a fair price for producers and the wellbeing of future generations’.</p> <p>Following the completion of the mapping of fresh food outlets in June 2021 discussions have been ongoing with Public Health Wales to feed the findings of the mapping exercise into the work they are undertaking in establishing projects to increase access to fresh food (e.g., community pantries, growing projects, etc.) in areas that have been identified as deficient. In addition to this, discussions are ongoing with Public Health Wales to secure a temporary staff resource to complete the qualitative assessment</p>	<p>A</p>	<p>G</p>		

		<p>of the range of fresh food products available in each of the outlets.</p> <p>In terms of developing a land use strategy to address inequality of access to healthy food the Council recently completed the first stage in the preparation of the Replacement Local Development Plan, which was consultation on the draft vision and objectives. The vision and objectives due to be agreed by Cabinet and Council in September recognise the importance of this issue and include an objective to support access to local healthy food and promote healthier lifestyles. This provides a framework to develop this theme as the plan preparation process progresses to Preferred Strategy in autumn 2022.</p> <p>This summer Food and Fun was delivered in 28 schools across the city. Additional Welsh Government funding was provided to enable the programme to be extended to include communities beyond the traditionally Welsh Government funded targeted areas, to help make sure as many children as possible could access the provision. Over 1,200 children accessed the provision which provides a healthy breakfast and lunch, and nutrition and food sessions each day, as well as enrichment activities provided by a range of city-wide partner organisations, enabling children to learn new skills in a fun and safe environment. Each school was supported with physical activity sessions delivered by Sport Cardiff. Education catering teams served over 22,000 healthy breakfasts and lunches, with 46 school staff trained in Nutrition Skills for Life to enable delivery of fun nutrition education sessions to children to promote healthy eating and encourage up take of school meals.</p> <p>Pre pandemic, families of children attending Food and Fun sessions would be invited into school to eat lunch together. This year the family lunch was replaced with more than 5,000 family</p>				
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			<p>food bags, including ingredients and a step-by-step recipe developed by dieticians from Cardiff and Vale Health Board, and were distributed to Food and Fun families across the city. This enabled families to prepare, cook and eat together. Over 30 partner organisations supported the delivery of fun enrichment activities which included visits by the emergency services; dance; music; football; cricket; rocket launching; drama; gardening; water safety; rail safety; internet safety; science; construction; flying drones and many more.</p> <p>The school meal service is facing increasing challenges in respect of staffing, food supply chain issues and Covid-19.</p> <p>A 3 year post to support implementation of the Food Strategy is about to be advertised.</p>				
<p>Work in partnership with Welsh Government and Transport for Wales to design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2024. It will include key stages of:</p> <ul style="list-style-type: none"> • North West Corridor; • Phase 1 City Centre to Cardiff Bay Metro; • Crossrail; • New stations; • Strategic Park and Ride; • Eastern Corridor Study; and • A Bus Strategy. 	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Partnership working arrangements have expanded further to include the Burns Unit and Regional Bus Working Group. The WelTAG 2 Phase 1 work for NorthWest Corridor is in progress. Further Metro studies as part of crossrail including new stations to progress phase 1 from the City Centre to Cardiff Bay are progressing and master planning work is being integrated with the Highway Review and known developments. The Park and Ride at Junction 33 is continuing to be progressed through the developer. The brief for the Eastern Corridor WelTAG Stage 2 study is being prepared and procurement route being scoped. The bus survey questionnaire to inform the development of the Bus Strategy is finalised and will be published in Sep/Oct as part of a 6 week consultation with the general public and engagement with key stakeholders and hard to reach groups.</p> <p>This step is amber as the delivery of the programme of future Metro improvements and public transport network improvements will be subject to securing funding through the preparation of business cases with key partners.</p>	<p>A</p>	<p>A</p>		

<p>Continue to progress the City Centre (Loop) Network Improvements Upgrade projects, including:</p> <ul style="list-style-type: none"> • The Central Square Transport Project by April 2022; • City Centre East Phase 1 by summer 2022; • Castle Street by summer 2022; • Boulevard de Nantes by late 2022. 	<p>Clr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Central Square</p> <ul style="list-style-type: none"> • Construction Progressing • Phase change implemented • Works on programme <p>Castle Street</p> <ul style="list-style-type: none"> • Temporary scheme is on site and programmed to compete end of October 2021 (opening up to all traffic and replicating the 'Clean Air Scheme') <p>City Centre East + Canal Phase 1</p> <ul style="list-style-type: none"> • Scheme tendered and returned • Tender was extended at request of the contractors • Currently scheduled to be on site early November 2021 <p>Boulevard De Nantes</p> <ul style="list-style-type: none"> • Scheme delayed due to COVID and Programme pressures • Detailed Design has restarted • Stakeholder and Member Engagement sessions to develop Boulevard de Nantes will be held in Quarter 3 and Quarter 4 	<p>G</p>	<p>G</p>		
<p>Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme, completing design and planning permissions by the end of 2021 and delivery by 2023.</p>	<p>Clr Caro Wild & Clr Lynda Thorne</p>	<p>Economic Development</p>	<p>Final designs and consultation are being undertaken. Planning submission expected in Quarter 3. Concerns regarding the escalation of costs relating to the Council's required specification for the bridge.</p>	<p>G</p>	<p>A</p>		
<p>Invest £20m in a new fully segregated, safe cycling network across the city, completing the:</p> <ul style="list-style-type: none"> • Cross City and Bay Pop-ups by summer 2021; • Hailey Park Cycleway by winter 2021; • Cycleway 5 (Lawrenny Avenue) and Tudor Street by spring 2022; 	<p>Clr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Pop Up Cycleways</p> <ul style="list-style-type: none"> • Cross City Scheme nearing completion. Last section (Newport Rd) to be completed Oct/Nov 2021. • Bay Pop Up complete, now requires new street lighting to be compliant with safety regulations. • Scheme to open officially once the lighting work is complete <p>Hailey Park</p> <ul style="list-style-type: none"> • Scheme awaiting tender following consultation outcome 	<p>G</p>	<p>G</p>		

<ul style="list-style-type: none"> • Cycleway 1 (Cathays Terrace) by summer 2022. 			<p>Cycleway 5</p> <ul style="list-style-type: none"> • Scheme out to consultation • Awaiting tender launch • Scheduled to be on site Quarter 4 <p>Cycleway 1</p> <ul style="list-style-type: none"> • Scheme entered on site September 2021 • Work progressing well • Controlled Parking Scheme to follow early 2022 				
<p>Develop a new Active Travel Network Map by December 2021.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 615</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Cabinet approval secured for draft Active Travel Network Map. Public consultation launched on 9th August running until 31st October 2021. Circa 800 responses received as of 27th September 2021.</p> <p>The number of responses and technical work required means that it will not be possible to evaluate comments and make appropriate adjustments to draft Map and complete it in time to meet Welsh Government's (WG) 31st December 2021 deadline.</p> <p>WG officers to be informed that Cardiff unable to meet 31st December 2021 deadline and Council officers will seek extension of deadline in light of exceptional level of engagement on Cardiff's Active Travel Network Map (ATNM) compared to other local authorities and scale</p>	<p>A</p>	<p>G</p>		
<p>Roll out 20mph speed limits in the areas of Cardiff relating to Welsh Government 20mph Pilot, including Whitchurch & Tongwynlais, Llandaff North, Rhiwbina and Heath, by December 2021.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Traffic Regulation Order consultation went live on 27th September 2021 with 21 days on street for public comments to be submitted. It is anticipated that the orders will be sealed (subject to consultation) by early November. Scheme installation is due to commence from November onwards. Baseline data collection is being undertaken. A joint communications plan is being developed with Welsh Government.</p>	<p>G</p>	<p>G</p>		

<p>Complete the rollout of the Ebike fleet by September 2021, delivering a new fleet of 125 bikes in up to 15 rental stations.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Update / Progress: Six sites were installed in September and planning is underway for the installation of an additional 9 subject to site suitability and survey. Much of the preliminary survey work has been undertaken however some sites still need to be surveyed for electrical connection No issues anticipated.</p> <p>Issues/Concerns: The September target deadline has not been met due to reasons related to the impacts of Covid-19 on contractor availability and the ability to complete this type of work on street.</p> <p>Mitigating Actions: We have put into place a process that will provide alternative contractors and the planning for the additional sites is well advanced.</p> <p>Anticipated delivery by end of Quarter 3.</p>	<p style="text-align: center;">G</p>	<p style="text-align: center;">A</p>		
<p>Support schools with Active Travel by:</p> <ul style="list-style-type: none"> • Delivering an Active Travel Plan for every local authority-maintained school by March 2022; • Ensuring all new schools adopt Active Travel principles; • Integrating activities to support walking, scooting and cycling to school through the development and delivery of a Schools Active Travel Infrastructure Programme, including School Streets, by 2024. 	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>School Active Travel Plans: 127 schools have either produced or are progressing the development of Active Travel Plans.</p> <p>Delivery of third phase of the Cardiff School Bike Fleets project is in progress. Bike Fleets will be in place in over 100 Cardiff Schools by the end of the financial year.</p> <p>Using Active Travel Fund a number of small-scale infrastructure improvements to support active travel have been delivered at:</p> <ul style="list-style-type: none"> • Danescourt Primary School – pavement widening • Mount Stuart Primary School – Pavement widening • Ysgol Glan Morfa – new pavement construction • Moorland Primary – new path link through adjacent park • Trelai Primary School/Western High School – new connecting shared use pathway and access improvements • Birchgrove Primary School 	<p style="text-align: center;">G</p>	<p style="text-align: center;">G</p>		

		<ul style="list-style-type: none"> • St Patricks Primary School <p>Further schemes are planned for:</p> <ul style="list-style-type: none"> • Tredegarville Primary School – pavement widening, new crossing, one-way operation, guardrail removal <p>Tendering completed to install new bike shelters for around 30 schools – works due to commence in Quarter 3 and be completed in Quarter 4.</p> <p>Larger Active Travel Schools schemes being progressed through design and consultation prior to construction this financial year include:</p> <ul style="list-style-type: none"> • Active Travel Schools Penylan – major junction improvement at Colchester Avenue/Penylan Road - out to tender, construction set to be commence in Quarter 3 • Engagement with Ysgol Bro Ederyn led by Sustrans on future school gate active travel improvements due to commence in Quarter 3 • Active Travel Schools – Ysgol y Wern – contract awarded, construction due to commence in Quarter 3. • Active Travel Schools Thornhill Primary – out to tender construction due to commence in Q4 • Active Travel Schools – St Mellons Church in Wales – out to tender construction due to commence in Quarter 4 <p>School Streets – some delays in implementing next tranche of School Streets due to capacity issues in Traffic Regulation Order and Legal teams. Next five schemes due to be implemented in Quarter 3 and further schemes commenced in Quarter 4 (schemes to be confirmed).</p>				
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			The Council has funding for pre-delivery of new Active Travel Schools schemes this year. This will be progressed once a dedicated project manager is appointed.				
<p>Build on the “Healthy Streets” pilot by:</p> <ul style="list-style-type: none"> Adopting a healthy streets initiative to guide all transport and highway programmes; Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture & child friendly enhancements, through Section 106 contributions and other funding by 2022; 	Cllr Caro Wild	Planning, Transport & Environment	<p>Update/Progress:</p> <ul style="list-style-type: none"> Adopting a healthy streets initiative to guide all transport and highway programmes <p>Issues/Concerns:</p> <p>No progress has been made on developing a wider healthy streets initiative since Quarter 1. However, elements of healthy streets are being delivered through various schemes including sustainable drainage features as part of new cycleway schemes (e.g. CW1.2). There are new innovative design features such as blended footways across junctions (implemented recently as part of the Crwys Road Road safety scheme and the regeneration improvements on Cowbridge Road East) and artist-designed zebra crossings (implemented as part of Cowbridge Road East scheme). Further blended footways and artists designed crossing planned as part of Canton Safe Routes in Communities project – works due to commence in Quarter 4.</p> <ul style="list-style-type: none"> Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture & child friendly enhancements, through Section 106 contributions and other funding by 2022; See update for healthy streets initiative, above. Developing a plan for two Low Traffic Neighbourhood (LTN) schemes by 2022 <p>Plasnewydd has potential to become an LTN and there is interest from local amenity groups in developing a project in this area. The project will be best progressed in the context of future plans to develop a new cycleway along the Richmond Road, Albany</p>	G	A		

			<p>Road and Roath Rec./Roath Park corridor and the associated parking mitigation measures. Plans for this likely to be published for engagement later in Quarter 3/early Quarter 4. There is also local interest in developing an LTN in Pontcanna.</p> <p>Mitigating Actions: Officers now considering commissioning Living Streets to facilitate work with local amenity groups to generate ideas/aspirational proposals for LTNs in Plasnewydd and Pontcanna. These would form the basis of future plans LTNs for these 2 areas. Work would be commissioned in Quarter 3.</p>				
<p>Prepare an Intelligent Transport System (ITS) Strategy by October 2021 to establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Work is continuing to be progressed on identifying the requirements and costs of the option of relocating the UTC Control Room to Oak House. The preparation of the ITS strategy is delayed to ensure that it is comprehensive and aligned with the plans for Oak House and the Property Strategy. The first draft is nearing completion that will be used to inform officer discussions. The ITS Strategy is planned to be reported to Cabinet in December 2021 rather than October.</p> <p>Issues / Concerns The October target deadline was not met due to the large quantum of work being done on several related projects for Oak House and the Property Strategy is requiring further detailed consideration in the preparation of the ITS Strategy.</p> <p>Mitigations There are ongoing meetings and working groups to align the ITS strategy with the proposals for Oak House and Property Strategy.</p>	G	G		
<p>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.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Consultation on Replacement Local Development Plan (LDP) draft Vision, Issues and Objectives completed as well as draft Integrated Sustainability Appraisal Scoping Report and Call for Candidate Sites. Revised Replacement LDP Vision and Objectives and Integrated Sustainability Appraisal Scoping Report approved</p>	G	G		

			<p>following pre-decision Scrutiny in September.</p> <p>Dialogue is ongoing with Welsh Government on new regional strategic planning arrangements with Corporate Joint Committee (CJC) to oversee the preparation of the new Strategic Development Plan which is due to be established in February 2022.</p>			
<p>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities, as described by the Council's Master Planning Principle, by:</p> <ul style="list-style-type: none"> Applying place-making principles to major new settlements and developments, as well as existing communities, to support local centres and support the '15-minute city' principle; Utilising Section 106 contributions to help facilitate these improvements. 	Cllr Caro Wild	Planning, Transport & Environment	<p>As per Quarter 1 work continues to embed the masterplanning and placemaking principles within major development proposals including Strategic Sites identified in the adopted Local Development Plan. Current outline planning applications for Land South of Creigiau (Strategic Site E), North East Cardiff (Strategic Site F), St Mellons Business Park (Strategic Site H) and land west of Dumballs Road (Strategic Site A) all being progressed. Development monitoring and review of infrastructure delivery through S106 ongoing.</p>	G	G	
<p>Deliver the Council's Green Infrastructure Plan, including:</p> <ul style="list-style-type: none"> Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet objectives and Action Plan; Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches. 	Cllr Caro Wild	Planning, Transport & Environment	<p>Revised Replacement Vision and Objectives prioritising the protection and enhancement of Green (and Blue) Infrastructure approved following pre-decision Scrutiny in September. Work on preparing Green Infrastructure Assessment to support the preparation of the Replacement LDP ongoing.</p>	G	G	
<p>Develop a sustainable water, flood and drainage strategy for Cardiff by 2022.</p>	Cllr Michael Michael	Planning, Transport & Environment	<p>As Q1, no progress</p> <p>Quarter 1 Update</p>	A	R	

			<p>No funding was achieved therefore development of the strategy has been delayed.</p> <p>Until funding is made available the resources required to formulate and deliver the strategy cannot be employed. The ability to set out a clear strategy for how water will be managed across the city to reduce flood risk, consider sustainable options and improve environments cannot be developed.</p> <p>The Flood Risk Management Team are continuously working on flood risk management schemes utilising available funding streams as and when they become available. A number of schemes have been completed, are ongoing or in early investigation stages. In addition, the introduction of the Sustainable Drainage (SuDS) legislation and Cardiff being a Sustainable Drainage Approval Body (SAB) since January 2019 has helped drive the ambitions of the use of SuDS to improve the flood risk rating for new developments. Additionally, Growth Bids are being looked at help mitigate the situation.</p>				
Complete coastal defence improvements in Cardiff East by 2024.	Cllr Michael Michael	Planning, Transport & Environment	<p>A draft Full Business Case (FBC) was submitted to Welsh Government (WG) who have reviewed and returned comments. The Flood Risk Management Team are continuing to work through the FBC with WG and progress is good. The Marine Licence application has been submitted to and accepted by Natural Resources Wales (NRW) and advertised twice in local media as per the requirements of the application process. The application is currently being processed by NRW. A Pre-Qualification Questionnaire (PQQ) has been sent out by Procurement with returns requested by mid-October. This will form the basis for the contract tendering process for Quarter 3.</p> <p>Issues/ Concerns: The issue remains with the marine licence and getting full permissions from NRW to allow us to work in the river and SSSI</p>	A	A		

			<p>areas within specified timescales. As per Quarter 1 the costs increase, and situation remains a risk. No clear confirmation has been received from WG regarding the works on the eastern side of the Rhymney River and their qualifications to the terms of the grant related to protection of property, but talks are ongoing.</p> <p>Mitigations: Meetings are ongoing with NRW, with the support of WG, to achieve the granting of licences within time to allow commencement of construction in 2022. Consultation is ongoing about the additional contribution towards the eastern side of the river.</p>				
<p>Deliver phase 1 of the new Canal Quarter scheme by 2022.</p>	<p>CLlr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>City Centre East + Canal Phase 1</p> <ul style="list-style-type: none"> • Scheme back from tender. • Tender period was extended due to contractor requests, scheme now due on site early November 2021. • Area has now been legally 'Stopped Up' and is ready to be constructed once the tender has been awarded. 	G	G		
<p>Commence the delivery to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.</p>	<p>CLlr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Installation of new lighting units commenced in Quarter 2. Works started in Cathays and Grangetown and by w/c 27th September 2021, approximately 1,000 units were in lighting. Works will continue to be delivered until unit stocks run out.</p> <p>Issues/ Concerns: The worldwide shortage of electronic components required for the lanterns and central management system continues. This has resulted in a delay in the manufacture and delivery of the lanterns. Only approximately 800 additional units are scheduled to be delivered at the time of writing this report.</p> <p>Mitigations: There is continual engagement with the contractor and supplier (Phillips) to ensure that any delays and additional costs are minimised. The Council has committed to and therefore ordered</p>	A	A		

			full stock (c.23,500 units) to ensure that our requirements are prioritised.			
Deliver a programme of over 30,000m² patching improvements to our roads to reduce potholes by March 2022.	Cllr Caro Wild	Planning, Transport & Environment	<p>Localised resurfacing or patching works have continued throughout Quarter 2. Delivery rates and quality remain on track and works being delivered appear to be well received by stakeholders throughout the city.</p> <p>The figures to date for 2021/22 are as follows: Carriageway Micro Asphalt - 36 streets - 63,646 SqM Carriageway Resurfacing - 19 streets - 49,621 SqM Localised resurfacing (patching) Footways 10,500 SqM Carriageways 30,800 SqM</p> <p>Approximately 70% of budgets have been spent to date to take advantage of the favourable weather and allow for the decrease of delivery as an inevitable result of inclement winter weather. However, it is ensured that enough budget is maintained to react to rapid deterioration related to very low road temperatures.</p> <p>Demand is directly related to highway condition and delivery is prioritised on a defect severity and highway hierarchy. This process is closely managed to provide budgetary control.</p>	G	G	
Deliver a programme of over 150,000m² of surfacing and surface treatments to our roads by March 2022.	Cllr Caro Wild	Planning, Transport & Environment	<p>Approximately 28,000m² of resurfacing has been delivered on the high speed routes, namely the A4232, A48 and A4234 (Central Link). The carriageway micro asphalt treatment programme has commenced and will continue through into Quarter 3 for as long as weather permits or until the programme, that is circa 60 roads and 104,000m², is completed. Footway reconstruction works are ongoing and will continue into Quarter 3 and a footway micro asphalt programme is also due to be awarded. Carriageway resurfacing programmes for residential and gateway routes are being developed for delivery this financial year.</p>	G	G	

<p>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</p> <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and Welsh Local Government Association (WLGA); Rolling out city-wide separate glass collection in 2021; Preparing a draft waste/recycling strategy for consultation in 2021. 	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>Project work - Undertaken a theoretical collections model. Gathering information from a pilot in Quarter 4 to inform the business case for the city wide recycling collection model. Arranging a further Recycling Performance Programme Board meeting for Quarter 3.</p> <p>Separate Glass Collection - Approach modified following work with WRAP and the development of a business case. The recycling collection model will incorporate a separate collection of bottles and jars alongside containers and fibres to be delivered in 2022/23.</p> <p>Draft Recycling Strategy - Awaiting results of a composition analysis of flats undertaken by WRAP. The strategy will be presented to Cabinet in Quarter 3.</p>	<p>G</p>	<p>G</p>		
<p>Launch an education and enforcement campaign to promote changes in resident behaviour and monitor improvements throughout 2021/22.</p>	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>Alongside the Pink Sticker Campaign a dedicated Recycling Education Team has been established to target areas with the highest levels of contamination to encourage improvements in recycling behaviour. The results of the composition analysis of residual waste were provided by WRAP in October and are now being reviewed by the team. An update will follow in Quarter 3.</p>	<p>G</p>	<p>G</p>		
<p>Develop a citizen-based strategic plan for recycling centres to achieve a re-use/recycling rate of above 85% every year.</p>	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>The Reuse Shop opened at Lamby Way Recycling Centre in August. The recycling rate at the HWRC remains at 85% - 90%, at this time.</p>	<p>G</p>	<p>G</p>		
<p>Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services.</p>	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>Awaiting a Cabinet decision on the approval of the pilot which will incorporate reusable bags. Currently 24 million single use comingled recycling bags are used every year. To achieve this corporate ambition will require a cross council approach.</p>	<p>A</p>	<p>A</p>		
<p>Deliver a comprehensive programme of improvement to the Council's Street Scene services by September 2021 through integration, digitalisation and the</p>	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>Consultation with trade unions regarding the new model is planned for Quarter 3. There will be a delivery delay to 2022 due to a review of the business case to ensure the model meets the service and budget requirements.</p>	<p>G</p>	<p>A</p>		

use of data to support the efficient and effective use of resources.							
<p>Engage with citizens and businesses on concerns in their communities through ‘Love Where You Live’ to encourage volunteering and working in collaboration.</p>	<p>Cllr Michael Michael</p>	<p>Economic Development</p>	<p>A review meeting with community groups to share best practice and identify opportunities to improve support is planned for Quarter 3. The number of volunteers remains high.</p> <p>The student ‘Love When You Leave’ campaign commenced as planned. Activities thus far have included:</p> <ul style="list-style-type: none"> • A letter has been sent to all 3,500 student registered properties, welcoming them to Cardiff and enclosing a recycling one-step guide. • Door-knocked over 4,000 properties and spoken to over 700 students (data still being collated). • Attendance at Fresher’s Fairs across all three universities, spoken with 1,000 students. • Pop-up outreach sessions in Cathays, speaking to a further 100 students. • New suite of communication material designed, and downloadable at Waste and Recycling Toolkit - Cardiff DIGS. • Bags and recycling equipment delivered to over 1,000 student properties. 	<p>G</p>	<p>G</p>		

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

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Develop a comprehensive programme of organisational recovery and renewal focused on:</p> <ul style="list-style-type: none"> • Adopting agile working across the Council; • Promoting service innovation in response to the new operating environment; • Enhancing digital technologies in customer service and in back office functions; • Delivering recovery plans for the services whose business models were most impacted by the pandemic; • Embedding new locality delivery models in key community services; • Continuing to drive efficiencies across the Council. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities	<p>Resources Update (Green) Progress continues to be made in respect of Organisational Recovery and the focus continues on reshaping our service model under the themes of People, Accommodation, Customer and Technology. Quarter 2 included significant engagement activity in the development of the Council’s Hybrid working model, with a staff survey attracting nearly 3000 responses. This work is continuing in Quarter 3 where the next steps includes targeted focus groups and discussions on the detailed outcomes with Services. During Quarter 2, further work on other aspects of the Recovery Plan included reviews of relevant staff guidelines and training (e.g. Information Governance), work at County Hall to reconfigure office space and the provision of desk top solutions at key sites to allow for drop-in facilities. Audit Wales have undertaken some work in this area during the quarter looking at the implications of new ways of working on the workforce and assets and this will be fed back during Quarter 3 and will be part of a wider review ‘Springing Forward’ that is being undertaken across all local authorities in Wales in the second half of this year</p> <p>Adults, Housing & Communities Update (Amber) A decision on the commissioning and procurement of the new Domiciliary Care model and accompanying Fee Setting Strategy has been signed off by the Director of Social Services. The new Domiciliary Care Dynamic Approved Provider List (DAPL) on-boarding enrolment and accreditation has been launched.</p>	G	A		

			Briefings have been undertaken for evaluation panel members for the new (DAPL). Mapping is underway, however other priorities have put this back.			
Improve the Council's digital offer by: <ul style="list-style-type: none"> Increasing the number of citizens accessing Council services via digital channels each year; Developing a new Data Strategy by September 2021. 	Cllr Chris Weaver	Resources	The data strategy is scheduled to go to Cabinet for approval in December. A draft proposal for a resource plan has been created and a budget for the corporate Power BI toolset has been agreed.	G	G	
Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by adopting the new Smart City roadmap by September 2021.	Cllr Chris Weaver	Resources	Actions and an implementation plan have been created and are included in the Smart City Roadmap. The Roadmap will be going to Cabinet in November 2021 for approval.	G	G	
Deliver fewer and better Council buildings and protect the Council's historic buildings <ul style="list-style-type: none"> Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021; Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts. 	Cllr Russell Goodway	Economic Development	City Hall - A detailed conditions survey of City Hall has been undertaken and will be presented to Cabinet as part of the Property Strategy in Quarter 3. Corporate Estate - The Annual Property Plan for 2021/22 will be presented to Cabinet in Quarter 3.	G	G	
Reduce sickness absence rates by: <ul style="list-style-type: none"> Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health; Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. 	Cllr Chris Weaver	Resources	Work to support staff wellbeing is ongoing: <ul style="list-style-type: none"> Continued mental health promotion on a variety of themes, and wellbeing information provided on a weekly basis; Promotion of national awareness days via Staff Information such as World Suicide Awareness Day, Sepsis Awareness Day etc.; Updated Health and Wellbeing Intranet site to be more user-friendly; Virtual Awareness sessions including sepsis and screening talks; 	A	A	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 28</p>			<ul style="list-style-type: none"> • Creation of Neurodiversity guide; • Continued promotion of Carefirst support along with promotion of webinars. Information from Carefirst has also featured in a number of health and wellbeing newsletters; • I-act training is being provided for both managers and employees; • Wellbeing sessions on topics such as improving your sleep, anxiety about returning to work etc.; • Building self-confidence and self-esteem sessions provided; • One-to-one support provided for some employees suffering with anxiety, bereavement reaction, anxiety and depression. <p>Support has been provided to managers to help reduce long term sickness cases. Data has also been provided to Directorates, the Senior Management Team, and Trade Unions to monitor sickness levels.</p>				
<p>Work towards achieving the Gold Level Corporate Health Standard Award by March 2024 by progressing the initiatives that are set out in the standard.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>Work to achieve the Gold Standard is ongoing:</p> <ul style="list-style-type: none"> • Creating and communicating monthly newsletters; • Supporting Occupational Health in relation to the Wellbeing sessions; • Working with the employee networks to ensure information relevant to the networks is promoted; • Continuing to promote healthy travel information to support the delivery of the Healthy Travel Charter and ensure Cardiff meets its targets by April 2022. <p>Please see above for further examples.</p>	<p>G</p>	<p>G</p>		
<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Ensuring that our recruitment processes are not biased; • Supporting careers events in our least represented communities; 	<p>Cllr Chris Weaver</p>	<p>Resources, and Adult Services, Housing & Communities</p>	<p>Resources Update (Green)</p> <p>Work has been undertaken with the Employee Networks to understand any potential barriers/ challenges to the recruitment process:</p> <ul style="list-style-type: none"> • Designated HR officer working with each Network; 	<p>G</p>	<p>G</p>		

<ul style="list-style-type: none"> • Reviewing current arrangements for Cardiff Works staff. 		<ul style="list-style-type: none"> • Programme of meetings – monthly meetings with HR’s Organisational Development (OD) team and quarterly meetings with Chief HR Officer. • Discussions with Network Chairs, co-chairs, steering groups and members; • Development of the Joint Employee Network Survey to establish a benchmark of membership and their lived experiences of working for the Council – findings will be available for Quarter 3; • Black, Asian & Minority Ethnic Network and Women’s Network - surveys undertaken to identify barriers etc. – currently working with these Networks to understand findings and develop appropriate interventions; • Starting a programme of additional HR support to Network members through HR, OD and Learning & Development officers attending Network meetings to answer questions and provide additional support and signposting e.g. recruitment process queries, training opportunities etc. <p>A pilot independent recruitment panel process has been implemented. This has been developed and agreed by the Senior Management Team. An implementation plan is being developed and the process will be piloted in 2022.</p> <p>Activities have been undertaken as a result of the Race Equality Taskforce:</p> <ul style="list-style-type: none"> • Independent Recruitment Panel member scheme; • Reverse Mentoring Scheme in development; • Leadership Development Programme in development. <p>Adults, Housing & Communities Update (Green) Job Descriptions and Job Evaluation Questionnaires (JEQ) have been written for both the Cardiff Works Co-ordinator and</p>				
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			<p>Assistant Co-ordinator Posts; both will be shortly going to JEQ panel. The posts will be created following the panel.</p> <p>Cardiff Works staff who have been in long-term placements (4+ years) are now in permanent roles. Managers across the Local Authority have also been notified of their long-term placements' entitlements; the Cardiff Works Project Manager has helped to support. This will be an ongoing exercise.</p>			
<p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities	<p>Resources Update (Green) Long term placements are being reviewed and managers challenged to advertise roles that are regular and continuous. Monitoring is being improved to identify those placements which are not relief staff so that work can be done to reduce long-term placements.</p> <p>Adults, Housing & Communities Update (Green) It was decided to focus on ensuring that the Cardiff Works application process, including assessments, is completely online by introducing an online portal. This will significantly speed up the application process and ensure that candidates do not need to attend in person to register. The job matching IT solution is currently in the prototype phase with the software developer, TCS, although other providers will also be assessed for suitability.</p>	G	G	
<p>Get the best social and community value from the Council's £430m annual spend on goods, services and works by fully implementing the TOMs National 'Social Value' Framework on all contracts above £75,000 by December 2021.</p>	Cllr Chris Weaver	Resources	<p>Work is ongoing to accelerate the TOMs (Themes, Outcomes, Measures)/ Social Value Portal (SVP) approach with the Contract Forward Plan being utilised to identify tenders where TOMs/SVP can be included within tender documentation.</p>	G	G	
<p>Continue to support the foundational economy through the delivery of our Socially Responsible Procurement Policy by working with partners to further promote opportunities for social</p>	Cllr Chris Weaver	Resources	<p>Detailed analysis of spend data has been undertaken and work is ongoing to analyse organisations registered to supply Cardiff Council on the PROACTIS tool. This analysis will be used to finalise a Social Enterprise/ Third Sector action plan. The</p>	G	G	

enterprises in Cardiff and to promote ethical employment.			Council's Selling to the Council Guide has been updated and re-advertised to Cardiff's Third Sector organisations.				
Strengthen our social partnership approach by updating our Procurement Strategy to promote fair work, the Foundational Economy and One Planet Cardiff objectives by July 2021.	Cllr Chris Weaver	Resources	The draft Strategy has been developed and targeted consultation has begun.	G	G		
Develop a new citizen engagement strategy by December 2021.	Cllr Chris Weaver	People & Communities	The delivery timescale for this step has changed. This will now be developed and published in 2022, in line with the requirements of the Local Government & Elections (Wales) Act 2021.	A	A		
Progress and deliver our customer service agenda with a focus on: <ul style="list-style-type: none"> • Delivering a programme of online-based customer service training; • Progressing the customer and digital champions group across the organisation; • Reviewing customer services satisfaction through biannual benchmarking surveys. 	Cllr Chris Weaver	Resources	The Customer Service Strategy has been presented to the Senior Management Team. The E-Learning module has been drafted and Level 2 training is being delivered throughout the Council.	G	G		

Well-being Objective 8: Managing the Covid-19 pandemic

Steps	Lead Member	Lead Directorate	Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Support the delivery of the Mass Vaccination Programme by: <ul style="list-style-type: none"> • Repurposing Council Buildings as vaccination centres; • Providing assistance with the logistical management of attendance at vaccination centres; • Supporting the delivery of the appointment booking system; Supporting the identification of priority cohorts and the targeting of harder-to-reach groups.	Cllr Huw Thomas	Economic Development, Resources, and People & Communities	<p>Performance & Partnerships Update (Green) Following the completion of their initial workplan, the Ethnic Minority Sub-Group are now focusing on long-term work looking at improving health outcomes and a new full-time role has been created with funding from the University Health Board to deliver community engagement on key issues such as immunisation and screening services.</p> <p>Economic Development Update (Green) Vaccination Centres - Repurposing Council Buildings - Vaccination Centres at Pentwyn and Splott are being wound down and returned to GLL / Council management. Feedback from the public and Health Board remains positive.</p> <p>Vaccination Centres - logistical management - The Council continues to provide logistical management support at the vaccine centres.</p>	G	G		
Continue to deliver the Cardiff and Vale Test, Trace, Protect service to ensure effective contact tracing capacity.	Cllr Huw Thomas	Resources	There have been major changes to Welsh Government (WG) self-isolation legislation which has had a significant impact on service delivery. Cases have risen dramatically and we are seeing similar numbers to case rates experienced in December 2020, with no additional staff resource or service delivery tools. Alongside the increase in case numbers, the customer relationship management (CRM) system is no longer fit for purpose, the service is unable to keep up with daily demand, and is struggling to recruit temporary staff from agencies within the timeframe needed. A significant amount of resource is also required due to high numbers of school cases which are also being experienced due to change in WG school guidance. The service continues to	G	A		

			work with WG and Public Health Wales (PHW) on the modelling of a new contact tracing service.			
Provide a national Test, Trace, Protect surge capacity service.	Cllr Huw Thomas	Resources	With increased volumes of international travellers, follow-up calls have been ceased. Investigations are being undertaken into updating the CRM so follow-up calls can be replaced by an automated text message. This is now being carried out on a risk-based approach. Red list arrivals are managed via quarantine facilities and Amber and Green list arrivals are prioritised through two levels. Level 1 is based on full vaccination and level 2 on the positivity rate of the country. The team continue to adapt to the three-week RAG changes to enable this prioritisation.	G	A	
<p>Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul style="list-style-type: none"> Working with partners to implement the latest guidance. Initiating outbreak management responses as required. 	Cllr Susan Elsmore & Cllr Lynda Thorne	People & Communities, and Economic Development	<p>Economic Development Update (Green)</p> <p>Implement the latest guidance - In line with alert level '0' Health and Safety resources will be increased in Quarter 3 to support restart and recovery efforts. Continued support to high-risk settings in line with Welsh Government (WG) and Public Health Wales (PHW) advice.</p> <p>Initiate outbreak management responses – Shared Regulatory Services (SRS) officers continue to support Test, Trace, Protect (TTP) and the Head of Service leads the daily public health cell to assess case rates and determine appropriate response in congress with Public Health Wales.</p> <p>During Quarter 2 the service continued to investigate and manage sporadic cases and incidents of Covid-19 and other communicable diseases in care homes and domiciliary care providers across the SRS region. The service dealt with 541 escalated referrals of confirmed cases of Covid 19 in care homes and the domiciliary care sector in the Cardiff and Vale University Health Board area, and 136 outbreaks of communicable disease in care settings across the SRS region. In addition, the service was notified of over 14,000 confirmed or suspected cases of</p>	G	G	

			<p>communicable disease, the majority of which were Covid-19 cases.</p> <p>Adults, Housing & Communities Update (Green) The Health and Safety Team, Trade Union colleagues and the Adults Senior Management Team (ASMT) agreed to the proposal for the return to routine contract monitoring. The Operational Manager for Commissioning has drafted a proposal to transition from current arrangements to routine contract monitoring, in addition to defining the roles and remit of the team to support monitoring of all contracts within the capacity of the team.</p> <p>A consultation workshop with the Contract and Service Delivery Team was delivered on 7th September. A proposal is to be finalised following feedback prior to seeking further approval and agreement from ASMT.</p> <p>Multi-agency Covid management meetings are continuing fortnightly, given the current number of open incidents of Covid-19 in care homes and domiciliary care providers. Domiciliary care provider meetings continue to be held monthly with quarterly domiciliary care provider forums. Care Home Association Committee Member meetings continue to be held fortnightly, again with quarterly care home provider forums.</p> <p>Covid-19 homeless task group meetings with statutory and Third Sector partners take place every quarter. The meetings are used to review Covid-related matters including PPE, vaccinations, testing and other matter associated with homelessness provision. Various task and finish groups with homelessness service providers and statutory partners meet on a monthly/ quarterly basis where applicable. Contract monitoring meetings continue on a monthly/ quarterly basis where applicable.</p>				
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			Four outbreaks of Covid-19 have occurred this quarter in hostels/ supported accommodation settings; isolation units (Cargo House) continue to be utilised to manage symptomatic or positive cases across homelessness provision. Daily outbreak meetings with PHW/ Regulatory Services continue to be held when there is an open incident so that it can be risk-managed.				
Ensure the Council has a robust Covid-19 Secure Policy, which remains in line with Central and Welsh Government legislation and Public Health Wales Guidance.	Cllr Chris Weaver	Economic Development	Continued to update corporate Covid-19 specific guidance in relation to updates from Welsh Government (WG) and Public Health Wales (PHW). More recently corporate guidance has been updated to reflect the move to level zero and to undertake Covid-19 risk assessments to determine reasonable measures to implement to reduce the risk of transmission of Covid-19. Updated guidance has been circulated to OMs and Headteachers and updated on the Health & Safety SharePoint site.	G	G		
Ensure all services that are located in a Council building or delivering contact services complete the risk assessments identified in the Council's Risk Assessment Guidelines.	Cllr Chris Weaver	Economic Development	Monitoring updated Welsh Government (WG) and Public Health Wales (PHW) Covid-19 guidance to ensure the Corporate Covid-19 Risk Assessment is continually up to date and reflects WG and PHW guidance. When the Corporate Covid-19 Risk Assessment is updated, a communication email is sent to all OM's requiring them to update their Service Area Covid-19 risk assessment and the updated assessment is made available on the Health and Safety SharePoint site for all.	G	G		
Ensure the continued timely access to key worker testing (PCR) for Council and partner staff, and the roll-out of additional asymptomatic Lateral Flow Testing for the Council and partners.	Cllr Huw Thomas	People & Communities	Arrangements for Council and partner staff to access PCR and Lateral Flow testing are in place and working well.	A	G		
Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Cllr Chris Weaver & Cllr Susan Elsmore	Adult Services, Housing & Communities	Due to ongoing concerns regarding PPE compliance within Social Care following scrutiny of the compliance analysis, a survey was issued to all external care homes and domiciliary care providers. Results are being considered by the contracts team. A direct supply of lateral flow devices (LFDs) to educational support teams, internal social care teams and the general workplace is continuing. Discussions are underway with Welsh Government to	G	G		

			support venues with the Covid-pass/ LFD testing following the announcement relating to nightclub and event access. This will relate to acting as a local distributor where necessary. Schools returned at the end of the quarter and following a change in direction by WG regarding the Covid-19 Hardship fund it was necessary to procure relevant products to ensure school demand was met.				
Enforce compliance with all Covid-19 regulations which fall under the authority of Shared Regulatory Services.	Cllr Chris Weaver	Economic Development	The work of the Covid-19 Enforcement Teams continues to ensure compliance, with detailed advice being given to individual businesses to support them in operating safely and enforcing the regulations where necessary. The team issued 2 Premises Improvement Notices to businesses in Cardiff during Quarter 2. Whilst this support to businesses continues, the latter part of the quarter saw the focus of the team moving to the routine checking of arriving travellers to ensure compliance.	G	G		

Date: 7 December 2021

Councillor Huw Thomas,
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Dear Huw,

**PRAP Performance Panel - Mid-year Performance Assessment 2021/22:
6 December 2021**

Further to the recent online scrutiny session to consider the Council's Mid-year Performance Assessment 2021/22, on behalf of all Scrutiny Chairs and Members of the Policy Review and Performance Scrutiny Committee's Performance Panel, a sincere thank you for collaborating with scrutiny to inform the assessment.

Attached to this letter is a table capturing all the points raised by Chairs and Panel Members. Where we are making recommendations and requests, they are indicated in bold in the table. The Mid-year Assessment, together with the Panel's observations, will be noted at PRAP on 14 December 2021.

Thank you for your ongoing commitment to ensuring scrutiny engagement in performance monitoring and forward corporate planning. On behalf of the Scrutiny Chairs and Panel Members please pass my sincere thanks to all Members and senior officers who attended.

Compliments of the Season,

**COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the PRAP Performance Panel

Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance

Councillor Lee Bridgeman, Chair, Children & Young People Scrutiny Committee

Councillor Shaun Jenkins, Chair, Community & Adult Services Scrutiny Committee

Councillor Ramesh Patel, Chair, Environmental Scrutiny Committee

Councillor Nigel Howells, Chair, Economy & Culture Scrutiny Committee

Paul Orders, Chief Executive

Chris Lee, Corporate Director, Resources

Sarah McGill, Corporate Director, People & Communities

Gareth Newell, Head of Performance and Partnerships

Dylan Owen, OM Performance and Policy

Gary Jones, Head of Democratic Services

Principal Scrutiny Officers

Mr David Hugh Thomas, Chair, Governance & Audit Committee

Chris Pyke, OM Governance & Audit

Debi Said, Cabinet Support Officer

Joanne Watkins, Cabinet Office Manager

Scrutiny comments and observations for further consideration

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

- Recommendation Accepted: Six direct recommendations have all been accepted.
- Recommendation Partially Accepted
- Recommendation Not Accepted
- Observation Noted
- Observation Accepted

Mid-Year 2021/22 Performance Observations

PAGE	Observation/for further reflection	Response	Status
WBO1	<i>Cardiff is a great place to grow up</i>		
	<p>Increased demand on services and the capacity to deal with them – The Panel sought assurance from Cabinet of their intention to tackle the challenge of increasing demand for services and capacity to deliver. Members heard that the Council would do everything in its power to meet increased demand, and its commitment was demonstrated by a good track record of providing additional funding year on year to Education, Children's Services and the wider social services of, particularly schools, where there has been growth over and above council budgets.</p> <p>The Panel noted there are significant challenges in recruitment, but that a market supplement had been offered to social workers and was paying</p>	<p>An evaluative assessment of the strategic challenges and risks within this area are included within the chapter. The strategic response and policy interventions are also outlined in the areas of forward look.</p> <p>This issue was considered at the Children and Young People Scrutiny Committee of the 9th December (agenda item 7).</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 9</p>	Observation Noted

Scrutiny comments and observations for further consideration

	<p>dividends. We note the Cabinet will continue to look at innovative ways to meet demand pressures, as reflected in the call to action.</p>		
	<p>Measuring educational achievement and school improvement locally and nationally, and the role of the Central South Consortia – The Panel raised the issue of measuring educational achievement and school improvement, what the Council is doing to address this, and what role the Central South Consortium plays in addressing the need.</p> <p>Cabinet indicated this will be an area of continued focus to ensure that the challenge via <i>the Central South Consortia</i> in schools is appropriate to each school. The School Improvement Team and the Consortia work “hand in glove” and the Council is satisfied with the work done between the two. Cabinet is also putting in place a local approach which has a comprehensive view of individual schools across a range of factors (e.g., attainment, health and well-being, governance and leadership) and will target resources accordingly whilst working alongside the Consortia.</p> <p>The Cardiff Schools Report by the Consortia confirms schools are meeting the improvement priorities identified. Twice termly meetings take place between the LEA and Consortia “All Schools</p>	<p>In the New Year, further work will be progressed with the Consortium to consider, challenge and support the latest suite of School Improvement Plans produced by schools during the Autumn of 2021 for the academic year 2021/22. The Director of Education will ensure that Consortium Improvement Partners play a pivotal and consistent role in maintaining the continuity of learning in schools, and in securing positive outcomes for learners, and will further strengthen arrangements for the Consortium to report pupil progress and school performance to the local authority whilst the new national accountability and assessment framework emerges.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Page 3, 4, 7 and 8</p>	<p>Observation Noted</p>

	<p>Risk Meeting” to monitor and track the performance of schools.</p> <p>National Assessment Framework – The sector would benefit from clarity around the National Framework. This is very important, and the Council would like to see the publication of the Framework, as there is some uncertainty for schools around comparative performance and data sets nationally. Qualifications for next year – currently being told that the exam process for 2022 will go ahead but will be adapted should there be any need to do so arising from the Pandemic.</p>		
WBO2	<i>Cardiff is a great place to grow older</i>		
	<p>Quality of Care - The Panel noted the significant pressure and increased demand on adult services and questioned which KPI provides insight into the quality of care being delivered. Advised the service area captures a range of data which provides this insight, which is reported quarterly to CASSC.</p> <p>The Panel suggested consideration be given to including the data on quality of care within the KPIs.</p>	<p>A single indicator is unlikely to provide meaningful insight into the quality of care provided, however it is recognised that a suite of indicators could provide useful information about the quality of service being provided. A basket of indicators is collected at a service level and consideration will be given to the appropriate corporate indicators in the development of the Corporate Plan 2022-25.</p> <p>Customer satisfaction indicators, such as <i>“the percentage of clients who felt able to live independently in their homes following support</i></p>	<p>Observation Accepted</p>

Scrutiny comments and observations for further consideration

		<i>independent living services</i> ”, are included within the current Corporate Plan.	
	Social Care Workforce - Panel suggested more emphasis is placed in the Mid-Year Performance Report on the demands and challenges facing the social care workforce. Panel was advised this is a theme captured throughout the report and specifically detailed on <i>page 15</i> of the draft report.	An evaluative assessment of the strategic challenge is included, with a substantive update provided in relation to the nature of the pressures, the materiality of the risk and the policy interventions being progressed in response. <u>Relevant page of the Mid-Year Assessment:</u> Page 15	Observation Noted
KPI2.5	First Point of Contact - Given the results for number of cases dealt directly at First Point of Contact the Panel asked the Cabinet’s thoughts on raising the target. Panel was advised Cabinet would be cautious of taking this approach, due to the importance of ensuring inappropriate decisions are not made.	Given that each referral must be considered on its merit, and based on an understanding of appropriate activity given the level of referrals and types of issues being dealt with, a “range target” is considered most appropriate, with the range being between 70%-80%. The key performance indicator dashboard will be amended to make this range target clear. This discussion can be revisited when selecting KPIs and agreeing indicators for the Corporate Plan 2022/23.	Observation Noted Key Performance Indicator dashboard will be amended.
	Joint Equipment Service – Lack of Aids. Due to the challenge facing the Joint Equipment Services (shortage of equipment and aids), the Panel recommends this challenge is better reflected in the Mid-Year Performance Report.	The shortage of equipment is a national issue and mitigating actions have been adopted. For instance, the service is seeking opportunities, beyond the all-Wales contract, to secure the necessary equipment and are systematically	Recommendation Accepted Mid-Year Assessment amended (page 16)

Scrutiny comments and observations for further consideration

		<p>collecting equipment no longer required which can then be re-used in the community.</p> <p>An evaluative assessment of the delivery challenge and future work has been included in the report. A position statement on the Joint Equipment Service and the accessibility issues can be provided to CASSC if required.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 16</p>	
WBO3	<i>Supporting people out of poverty</i>		
Challenges & Risks	<p>Removal of EU funding for Into Work posts – Members note that the Leader has a high expectation that the UK Government will provide central monies to meet the gap left by removal of EU funding following Brexit. Members note the Chief Executive’s comment that the Council has been working with colleagues in the Cardiff Capital Region City Deal area on a regional approach as it is believed monies may come to the City Deal via the Shared Prosperity Fund as part of the Levelling-Up process, although there is no certainty on this yet. Members are concerned at the lack of certainty, as £1million is a big gap to fill without additional monies and this service is vital to the wellbeing of citizens, both in terms of gaining employment and in terms of encouraging employment in critical areas such as social care roles and other roles important to Cardiff’s</p>	<p>The removal of EU funding for into work and employment services has been identified as a key challenge and risk in the report and the work with the Capital Region highlighted as an area of focus for the period ahead. This issue is fully recognised within the Directorate Risk Register and Business Continuity Plans have been updated to set out the service’s response should the funding be removed.</p> <p>An Employability Framework is being established by the Cardiff City Region’s Regional Skills Partnership Group, in order to bid for future funds, including Central Government’s Shared Prosperity Fund. A decision on this funding is not due to be made until late December by Central Government.</p>	Observation Noted

Scrutiny comments and observations for further consideration

	<p>economy, such as leisure and hospitality. The Panel concurs that this is a risk that needs spotlighting in the mid-year assessment.</p>	<p>Other sources of funding are also being explored, including two successful bids to the Community Renewal Fund, Department of Work & Pensions and WLGA.</p> <p>The service will also be allowed to retain income generated through Cardiff Works, to sustain essential provision for priority groups i.e. care experienced, disabled, southern arc residents etc. though this does not meet all the funding requirements.</p> <p>Direct representations on this issue have also been made to the Secretary of State for Levelling Up, Housing and Communities by the Leader of Cardiff Council and the WLGA.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Pages 20 and 21</p>	
<p>Challenges & Risks</p>	<p>Impact of Covid pandemic on volunteering – Members were interested to understand what the Council is doing to encourage and support people back into volunteering, following suspension during earlier Covid pandemic lockdowns. Members note the Council is promoting volunteering this week, as part of Volunteering Week, particularly in areas such as social care where there are current staff shortages and increasing demand. Members also note that the</p>	<p>Despite a number of volunteering placements being impacted by the imposition of social distancing restrictions, volunteering continues to play an important role in supporting service delivery and, in certain circumstances, supporting the transition into work. Where volunteering places are available, the Council has robust health and safety measures in place to ensure the wellbeing of volunteers, staff and service users.</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 21)</p>

Scrutiny comments and observations for further consideration

	<p>role of volunteer coordinators within specific service areas is crucial in terms of identifying bespoke support needs to encourage volunteers to return and that these staff are best placed to manage concerns and put in place mitigations.</p>	<p>In terms of promoting volunteering placements, the Council must strike an appropriate balance between preventing the spread of the virus and promoting safe opportunities. The call for support within the adult social care sector is a particular case in point with targeted communication work being undertaken in this area.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 21</p>	
KPI3.7	<p>Universal Credit – The Panel was advised the spike in demand of applicants for Universal Credit is a result of the pandemic and the expectation is that the trend should go downwards.</p> <p>Given the possibility of long-term impact from the pandemic, the Panel feels consideration should be given to raising the target for this KPI in line with demand.</p>	<p>The proposed target for this KPI will be presented to the Performance Panel as part of the next session on the new Corporate Plan 2022-25.</p>	Observation Noted
KPI3.15	<p>Homelessness- The Panel explored why roughly 38% of rough sleepers housed are not maintaining their accommodation. The Panel was advised there are a range of reasons such as the individual having a high level of complex needs, not wishing to engage, and not wishing to remain in accommodation provided. The Panel was advised</p>	<p>This KPI was introduced for the first time in 2021/22 and a benchmark target was set. At the end of Quarter 2, 62% of rough sleepers had maintained their accommodation after one month. This is considered a good result, given the difficulties associated with supporting individuals who have chaotic lifestyles and complex needs.</p>	Observation Noted

Scrutiny comments and observations for further consideration

	the service area will continue to work with and support such individuals.	The offer of accommodation is there for all; no individual needs to sleep on the city's street and the Outreach Team continues to engage with and support all rough sleepers.	
WBO4	<i>Safe, confident and empowered communities</i>		
Challenges & Risks	<p>Libraries and Hubs attendance visits – Members were interested to understand what the Council is doing to encourage usage of libraries and hubs, to encourage people to feel safe to use these and other community facilities, for the good of residents' health and wellbeing and to assist the Council in generating income. Members note the Leader's comments that the Council faces a balancing act of wanting to encourage usage and build the public's trust in the safety of these services but also needing to adhere to and wanting to reinforce the pandemic messaging regarding safety in the middle of a pandemic – this was the case given the high case rates in Cardiff and has been brought into sharper focus by the arrival of the Omicron variant. Members further note the Leader's points regarding working differently to assist residents' health and wellbeing, for example via digital, schools, Youth Service, Summer of Smiles and the 'Move More: Eat Well' strategy that Public Service Board partners are signed up to implement. Members agree that the challenge of boosting usage for</p>	<p>Since libraries and hubs re-opened in June they have seen a rise in footfall. Libraries and hubs continue to develop and build face-to-face activities (within social distancing guidelines) which will see an increase in number of people using the facilities. The Council also has robust health and safety measures in place to ensure the wellbeing of volunteers, staff and service users whilst using libraries and hubs.</p> <p>Digital activities are still ongoing, with month on month increases in the number of hits on the hubs website. Blended activities are also being delivered where suitable.</p> <p>The importance of volunteering, the impact of Covid on volunteering numbers and the need to ensure a pipeline of volunteers has been included in the Mid-Year Assessment.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 21</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 21)</p>

Scrutiny comments and observations for further consideration

	libraries and hubs should be flagged as a challenge & risk in the mid-year assessment.		
Areas of Focus	<p>Work with GLL – Members highlighted that the work with GLL is referenced in earlier sections but is not listed as an Area of Focus in this report. Members are surprised by this, given the importance of the work in reviewing the contract and determining its sustainability. Members note the Leader’s point that not all work is listed in the Areas of Focus sections but believe the work with GLL is of sufficient significance to warrant inclusion.</p> <p>The Panel also stressed due to the changing and competitive nature of the market it is important Council expertise informs our liaison with GLL - particularly around staff wellbeing, including hours worked and rates of pay, to attract the right staff and encourage gym membership.</p>	<p>The review of the contract with GLL has been included as an Area of Focus.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 28</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 28)</p>
Areas of Focus	<p>Regional Sports Partnerships – Members are undertaking an inquiry into Community Sport in Cardiff and are aware that Sport Wales is proposing a regional sports partnership to cover the following local authority areas – Cardiff, Vale of Glamorgan, Bridgend, Merthyr, and Rhondda Cynon Taff. Members wondered why this is not reflected in the mid-year performance assessment report given its significance for Cardiff and why it is not included in the Areas of Focus</p>	<p>The Task & Finish inquiry into the Sports Wales proposal for a regional sports partnership will be taken to the Economy and Culture Scrutiny Committee in January and will subsequently be considered by Cabinet.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 29</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 29)</p>

Scrutiny comments and observations for further consideration

	list. Members note the response from the Leader that the Administration will work to ensure community sport proposals are fit and right for Cardiff.		
Areas of Focus	Shared Regulatory Services – Members note the challenges and risks flagged for Shared Regulatory Services. Given the importance of this service area, particularly but not solely in being at the forefront of pandemic management, Members are surprised this is not included in the Areas of Focus list, a view which is strengthened by the Chief Executive’s comments that there is work going on at a national level regarding the future role of Environmental Health Officers. Members believe the Areas of Focus list should include work re Shared Regulatory Services.	The challenges faced by Shared Regulatory Services have been further articulated in the Mid-Year Assessment and included in the area of focus. <u>Relevant pages of the Mid-Year Assessment:</u> Pages 27, 52 and 54	Observation Accepted Mid-Year Assessment amended (pages 52 and 54)
KPI4.1	New Build Council Homes - Panel sought assurance that the target to deliver 1,000 new council homes by December 2022 will be complete. The Panel note it has been impacted by inflation and workforce pressures however the target is on track.	To date, 591 Council homes have been delivered over the course of the administration, including 38 homes this financial year. Delays to delivery have been experienced due to Covid-19 and the availability of building materials has caused disruption to delivery. Delivery of large construction programmes is often back-ended with projects of this nature and the Council remains on target to reach an overall total of 720 new homes by 31 st March 2022. <u>Relevant pages of the Mid-Year Assessment:</u> Pages 23 and 27	Observation Noted

Scrutiny comments and observations for further consideration

KPI4.14	ASB – Panel stated it is pleasing to note that following the panel’s recommendation, a KPI on ASB will be included from year-end. The Panel requests information on how this data will be collected. The Panel recommends a KPI detailing the instances of ASB across the city is also developed.	A proposal for measuring ASB will be presented to the Performance Panel as part of the Corporate Plan discussion on KPIs and Targets for 2022-25.	Recommendation Accepted
WB05 <i>A capital city that works for Wales</i>			
Challenges & Risks	Labour Shortages – leisure and hospitality – Members noted these and linked this to the earlier comments made regarding the removal of EU funding for Into Work services. Members note the Leader’s agreement with this and that this reinforces the importance of the Into Work services.	700 people have been assisted into secure employment by the Into Work Service since April. Many of the roles secured have been in high-demand sectors such as leisure and hospitality. The team have continued to support the sector and partnered with FOR Cardiff in November on a hospitality recruitment fair at the Motorpoint Arena attended by over 20 top employers. <u>Relevant pages of the Mid-Year Assessment:</u> Pages 30 and 32	Observation Noted
Challenges & Risks	Cost inflation and materials shortages – Members note the risks of these to some major projects and that these are being monitored.	All affected projects are being reviewed. These risks are noted in the Mid-year Assessment. <u>Relevant page of the Mid-Year Assessment:</u> Page 32	Observation Noted
Challenges & Risks	St David’s Hall – Members highlighted the report references a report will be taken in Quarter 3 on	The Corporate Property Strategy, which includes the condition survey of St David’s Hall, will be	Observation Accepted

Scrutiny comments and observations for further consideration

	<p>St David's Hall but that this has not happened. Members note the Chief Executive clarified the report was the Corporate Property Strategy, which included reference to a condition survey of St David's Hall that showed significant issues and costs re asset management and renewal. Members note discussions are ongoing to maximise the usage of St David's Hall going forward.</p>	<p>brought to both PRAP and Cabinet for consideration in December.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 34</p>	<p>Mid-Year Assessment amended (page 34)</p>
Challenges & Risks	<p>Furlough Scheme – Members highlighted that the wording in this section does not make clear the relevance of this to the work of the Council. Members note the Corporate Director, Resources response that the end of the furlough scheme will deprive the Council of an income stream to offset the loss of income from income-earning service areas particularly hit by the pandemic lockdowns where staff have been furloughed. Members also note the Operational Manager – Performance and Policy comments that the end of furlough will affect other service provision, such as Into Work and Universal Credit advice services. The Panel recommends that the wording be amended to clarify the relevance to the Council of the end of the furlough scheme.</p>	<p>The wording has been amended to reflect the relevance to the Council. The ongoing impact of the economy will continue to be monitored as any increase in unemployment will place pressure on the Council's into work services, which have already experienced unprecedented levels of demand.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Pages 30 and 33</p>	<p>Recommendation Accepted</p> <p>Mid-Year Assessment amended (page 33)</p>
WBO6	<i>Cardiff grows in a resilient way</i>		
KP16.4	<p>Electric Vehicles – It was confirmed to the Panel work has commenced with Pod Point for the fleet infrastructure project, and the 59 charging units</p>	<p><u>Relevant page of the Mid-Year Assessment:</u> Page 39</p>	<p>Observation Noted</p>

Scrutiny comments and observations for further consideration

	scheduled to be completed by Christmas are broadly on target.		
KPI6.5	<p>Electric Vehicles – The Panel welcomed the planned approach to delivering on-street public electric charging points and noted the comments made regarding limited intervention at this point ahead of further developments in technology. The Panel advised feedback they have received from some residents is that public pavement charging is not viable due to differing tariffs. The Panel recommends a careful and cautious approach. Recognition of developments in technology highlighted at the meeting should be better reflected in the KPI and a rewording of the KPI title is required.</p>	<p>The deployment of electric charging infrastructure across the city will be subject to the development of a new roadmap, as set out in the One Planet Cardiff Strategy, to ensure that any future investment is fit for purpose, is future proofed and represents best value.</p> <p>As part of the development of the new Corporate Plan 2022-25, the current Corporate Plan step regarding electric vehicles is being reviewed to ensure that it captures the work being undertaken on the infrastructure. Consideration is being given to a stand-alone EV infrastructure step.</p> <p>A proposal for a revised KPI will also be presented to the Performance Panel as part of the next session on the new Corporate Plan 2022-25.</p> <p><u>Relevant page of the Mid-Year Assessment: Page 39</u></p>	Recommendation Accepted
KPI6.6	<p>Commuting – The Panel questioned whether the increase in commuters indicates a real increase in people travelling to work by sustainable transport or is because there is a reduced number due to more people working from home.</p>	<p>This KPI will be amended going forward to reflect the recommendation of the committee.</p>	Recommendation Accepted

Scrutiny comments and observations for further consideration

	<p>Panel was advised a survey was last conducted in 2019, is historical and further work is required to ensure it now reflects people's movements post pandemic.</p> <p>The Panel recommends that as the KPI is reported in %, the baseline (i.e., number of respondents to the survey) is included in the notes at the bottom of the KPI.</p>		
KPI6.16	<p>Recycling – The Panel sought assurance that the Council will reach its recycling target by 2024 and 2025 and questioned the risk of not achieving this target. The Panel was informed movement is in the right direction and the new recycling strategy due to be considered by the Environment Scrutiny Committee at their December meeting.</p>	<p>The new Recycling Strategy will be considered by Cabinet in December, and was considered by Environment Scrutiny Committee on 7th December.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 43</p>	Observation Noted
WBO7	<i>Modernising & integrating our public services</i>		
KPI 7.8	<p>Reduce the total running cost of occupied operational buildings -</p> <p>The Panel highlighted the potential for a large budget saving in the cost of running occupied operational buildings, however the current year target is £400k.</p> <p>Members note that the core office estate has undergone a period of rationalisation over the past 5 years totalling a 15% reduction in running costs between 2015 and 2020. We also note that ending the Wilcox house lease was a large element of reducing running costs. However, despite a limited return to core offices there are</p>	<p>The Council has already achieved a reduction in running cost of over 15% over the last five years, delivering a saving of circa £20.5m. The new Property Strategy for the next five years will set new targets for reducing total running cost, which will be linked to the modernisation of the estate and will support the shift to hybrid working.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Pages 45, 49 and 50</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 50)</p>

Scrutiny comments and observations for further consideration

	<p>other variables to consider and the requirement to heat offices applies irrespective of the number of staff present. The Corporate Director (Resources) offered to provide a break-down of running costs by core office.</p> <p>Cabinet confirmed there has been no change in policy with regard to the Council estate and within the forthcoming Property Strategy there will be new targets for running costs and reducing the maintenance backlog. When looking at property disposals over time it will very much depend on how the Disposals Programme is running.</p>		
KPI 7.10	<p>Capital income generated - The Panel highlighted a substantial difference between the target of £10m and the actual result (£1.2m) at the end of 20-21.</p> <p>We note this KPI is a cumulative 5-year target and over the past 5 years the profile has been lumpy. We look forward to the forthcoming new Corporate Property Strategy and sight of new targets.</p>	<p>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. An interim plan was adopted in 2020/21, given the disruptive impact of Covid-19 on long-term planning, and this will be reported to Cabinet in December. The lockdown period impacted much of the Council's work in relation to asset disposal in 2020/21 which affected the target for capital income generation. New targets have been included within the new five-year Property Strategy, which will be considered by Cabinet in December.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Pages 45, 49 and 50</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 50)</p>

Scrutiny comments and observations for further consideration

<p>KPI 7.12</p>	<p>Sickness absence. Given sickness absence levels improved last year the Panel considers (2019/20) it is disappointing that the outturn forecast for 2021/22 is 10.76 against a target of 9.5. We note your confidence that some Council systems are working to contain sickness, however a combination of Covid-19 absence, increased mixing, restricted access to hospital treatment for other illnesses, increases in other communicable diseases and staff wear and tear following the pandemic, has resulted in the increase. We also note the 3 areas that have concerning long term sickness, Schools, Adult Services, and Waste Management.</p> <p>As short-term sickness absence continues to fall, we recommend you consider separating out the short and long-term sickness results, introducing a new KPI for long-term sickness absence.</p>	<p>Further work on the feasibility of introducing meaningful KPIs for both short term and long-term sickness is being undertaken and proposed KPIS in relation to sickness absence can be rehearsed with the Performance Panel as part of the process for agreeing KPIs and Targets for the 2022/25 Corporate Plan.</p> <p><u>Relevant page of the Mid-Year Assessment:</u> Page 49</p>	<p>Recommendation Accepted</p>
<p>WB08 <i>Managing the Pandemic</i></p>			
<p>KPI8.3</p>	<p>PPE – Panel questioned the cost implications of increases in PPE and how the council is managing the disposal of PPE.</p> <p>Panel was informed to date all costs have been recovered from WG Hardship Fund however it has been indicated to the council this fund will end from 1 April. The Panel were informed sensitivity analysis around the length of time PPE is required is currently ongoing.</p>	<p>Update included on page 53 of the Mid-year Assessment to better reflect the ongoing financial impact of PPE and the work being undertaken to understand to likely demand for, and budgetary impact of, PPE equipment going forward</p> <p>Any PPE issued should be disposed of through general waste with no centralised collection or disposal process. Health and Safety guidance has</p>	<p>Observation Accepted</p> <p>Mid-Year Assessment amended (page 53 and 54)</p>

Scrutiny comments and observations for further consideration

	<p>Ongoing Cost of PPE - The Panel stressed the importance of analysing the ongoing cost of providing PPE and the urgency of using this information to adequately inform the budget setting process.</p> <p>Panel was advised for the forthcoming budget setting the cost is likely to be taken as a one off due to unknown in length of time PPE will be required, rather than adding it to the base budget.</p>	<p>been issued on the safe disposal of PPE items where there has been direct contact with Covid-19, which is to double-bag the used items, and leave them isolated for 72 hours before adding them to general waste.</p> <p><u>Relevant pages of the Mid-Year Assessment:</u> Pages 53 and 54</p>	
	<p>Commendation - the Chair of the Children and Young People's Scrutiny Committee considers the Committee has been instrumental in monitoring the impact of the pandemic and recovery for Children & Young People for the past 18 months. We receive bi-monthly reports from Education and Lifelong Learning, updating us on progress in this area, bi-monthly updates from the Youth Justice Service, and we have received further briefings and quarterly performance reports from Children's Services on the pressures they face, with the latest update being brought to CYPSC this week. The Chair commends the Cabinet and Service Areas for their response and proactive approach to dealing with this and would echo the comments from Estyn, as set out in Appendix A to the papers. CYPSC will continue to closely monitor progress going forward.</p>		<p>Observation noted</p>

Scrutiny comments and observations for further consideration

General			
Cllr Howells	Mid-year performance report shows there has been a lot of good work undertaken across service areas, coping with the pandemic, and delivering services for citizens. It is pleasing to see so many Indicators with a green status.		Observation noted
Cllr Howells	Very pleased to see previous recommendation of this panel has been taken on board and that this report now includes the number of employees who have benefited from Living Wage work and the value of this to the economy.		Observation noted

PRIVATE SECTOR EMPTY HOMES POLICY 2021-2024**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)****AGENDA ITEM: 10**

Reason for this Report

1. To seek adoption of an Empty Homes Policy for properties within the Private Sector.

Background

2. It is commonly accepted that long term empty homes are a wasted resource. This is a matter which has been thrown into sharper focus by the Coronavirus pandemic and the resulting housing crisis. If properties remain empty, the inevitable deterioration has an impact on neighbours and blights communities.
3. This year there are 1,355 long term empty private sector dwellings in Cardiff which shows a decrease from 1,568 during 2018/19.
4. This area of work remains a priority for Welsh Government with Public Accountability Measures in place to measure the performance of all Councils in Wales. Welsh Government has recently contacted Councils requesting that they submit empty property enforcement action plans and is making available town centre regeneration funding to indemnify Councils against losses reasonably incurred in doing so. Cardiff Council has submitted an action plan and will bid for funding on a case-by-case basis.
5. This Empty Homes Policy outlines the assistance that can be offered to owners to encourage them to bring properties back into use as well as the enforcement tools that are available where advice and assistance fails. If the Policy is to be truly effective, it will require effective corporate working across several service areas and the prioritisation of resources towards this area of work.

Issues

6. Public Accountability Measures PAM013 and PAM45 look at the number of private sector houses returned to use, and the number of new housing units created respectively. The Council reports performance annually

against the total number of long-term empty homes, with the total number of empties being derived from Council Tax records. The total number of empty homes varies from year to year but is usually in the range 1300 to 1400 properties which have been empty for more than 6 months.

7. The work sits with the Housing Enforcement Team within the Shared Regulatory Service. Base funding provides for one Neighbourhood Services Technical Officer to lead exclusively on this work.
8. In Cardiff, owners of unfurnished properties which have been empty for more than 12 months are charged a premium rate of Council Tax at 150% of the assessed rate. The money generated is ring fenced to Housing and bringing empty properties back into beneficial use. That money is currently being used to fund two additional officers, one of which will focus on routine advice, assistance and enforcement while the other will drive forward the more challenging enforcement cases on the worst properties, possibly through compulsory purchase or enforced sale. Those officers have been employed on 1-year temporary contracts while it is assessed whether the Council Tax premium funding is sustainable, but the complex enforcement cases being identified will require a longer-term revenue commitment. Dealing with the most complex cases can be time consuming. For example, it may take 2 to 3 years to progress a Compulsory Purchase Order from initial inspection to conclusion. It would be important to ensure that any officer resource employed to drive forward these long and complex cases is not lost during the course of that project.
9. A commitment has therefore been made by Cardiff Council to continue to fund the additional SRS Officer resource into 2024 to ensure that the key objectives of the Empty Homes Policy can be delivered. The current projections for income from the Council tax premium are such that the funding is seen as sustainable and will sit as an authority specific resource for the SRS. The Officers employed will only be utilised by the SRS for empty homes work in Cardiff and the funding stream sits outside the core funding regime agreed as part of the Joint Agreement between Bridgend, Cardiff and the Vale of Glamorgan.
10. The Council has established an Empty Homes Working Group chaired by Assistant Cabinet Member Cllr Peter Wong. The Working Group will ensure effective inter-departmental working and the development of best practice.
11. The policy examines the scale of the problem, the reasons why properties lie empty and the impacts that they have on neighbours and communities.
12. The routine empty homes work, described in the policy, includes:
 - a. An annual mailshot to all owners providing advice and opening a positive dialogue with tailored advice

- b. Directing owners to developers, housing associations or the Council's own leasing scheme
 - c. Promoting the Council's own Houses into Homes Loans Scheme
 - d. Dealing with complaints about the condition of the property from neighbours, Councillors and Senedd Members
 - e. Carrying out enforcement action to deal with insecure properties or issues of dilapidation which are causing nuisances to neighbouring properties
13. In some extremely complex cases, properties may lie empty for decades without resolution. In these cases, the solutions may be more time consuming and resource intensive, requiring the input of several officers from various relevant disciplines
- a. The Council may use powers of Compulsory Purchase in order to bring the property into the Council's own portfolio or for sale to a developer. It is important to note that dispossessed owners are entitled to compensation from the Council in the form of market value, home loss, disturbance and legal costs. Progressing this work may mean that the Council incurs a financial loss. The Town Centre empty homes fund aims to ensure that the Council can progress these cases on a cost neutral basis on certain qualifying properties.
 - b. The Council may serve notice on the owner, under a variety of pieces of legislation, requiring the carrying out of improvement works and where the owner does not comply, the Council may complete the works in the owner's default. The resulting financial charge may be used to enforce the sale of the property in order to recover the debt, but the process has the additional benefit that the property is sold to a person willing and able to renovate and ensure its reoccupation.
14. The policy itself does not create any new obligations or any additional resourcing demands, and the policy allows flexibility to operate within the resources available. However, if the Council wishes to operate an effective policy and to compare favourably with other Councils in Wales there will need to be a commitment across the Council to dedicate existing resources to this area of work and to secure the longer-term employment of temporary staff currently funded through Council Tax premium funding.

Scrutiny Consideration

15. The Community & Adult Services Scrutiny Committee considered this issue. Any comments received will be circulated at the Cabinet meeting.

Reason for Recommendations

16. Empty Homes work is important, complex and of value to neighbourhoods and local Members. The adoption of an Empty Homes Policy commits the Council to effective, joined up corporate working and

will ensure good performance against Public Accountability Measures moving forward.

Financial Implications

17. Implementation and development of the policy for Cardiff Council will be undertaken by dedicated officers within the Shared Regulatory Service. The costs of these will be funded from Council Tax premium income receivable, which is deemed sustainable based on current projections. The level of income receivable should be monitored closely to ensure these costs can continue to be met and where this is not the case, this will need to be met from within directorate revenue budgets. Where income in a year is in excess of expenditure, opportunities should be considered to create mitigating solutions, via an Earmarked Reserve where approved to do so and no other commitments exist for such income.
18. The policy sets out a number of interventions for addressing empty homes. The report highlights the compensation costs payable under CPO type arrangements, which may not be recoverable and for which no specific budgets currently exist within the Council. Any proposals brought for consideration in terms of addressing empty homes will need to consider the likely costs and to determine the approach to paying for such costs including the Council Tax premium. Where enforcement or other action is taken within Cardiff, with the intention that such costs will be recoverable from any owner, processes should be set in place to ensure regular monitoring of such sums due to ensure all such sums remain recoverable.

Legal Implications

19. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council eg. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.
20. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. This means that Cabinet must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, Cabinet 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.

21. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. As such a decision to implement the proposal has to be made in the context of the Council's equality act public sector duties.'

HR Implications

22. The report has no Human Resources implications.

Property Implications

23. The report has no property implications.

RECOMMENDATIONS

Cabinet is recommended to adopt the Private Sector Empty Homes Policy 2021-2024.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	10 December 2021

The following appendix is attached:

Appendix 1 Private Sector Empty Homes Policy 2021-2024

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The County Council of the City and County of Cardiff

Shared Regulatory Services

Private Sector Empty Homes Policy 2021-2024



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Shared Regulatory Services for The County Council of the City and County of Cardiff

Private Sector Empty Homes Policy

Scene Setting / Introduction

At any one time in Cardiff, there are a number of empty residential properties. This variable figure will be made up of both transitional and non-transitional empty properties and it is the latter type with which this policy is concerned. Transitional empty properties are properties which are empty typically less than 6 months and are actively involved in the local housing market, whereas non-transitional empty properties are considered to be those empty for more than 6 months.

Although transitional empty properties form an essential part of a healthy housing market, non-transitional properties in comparison represent stagnation and a wasted housing resource, in addition to potentially causing nuisance to neighbouring properties and blighting local communities.

The purpose, therefore, of this policy is to tackle the issue of long-term or 'non-transitional' private sector empty properties. Although the primary focus of this policy is residential properties, the Council may consider the impact of long-term empty commercial properties where they could feasibly be returned to use as new residential accommodation.

The Welsh Assembly Government is committed to supporting local authorities in dealing with long-term empty properties and has considered several recommendations made by the Equality, Local Government and Communities Committee within their document Empty Properties; October 2019. The Council intends to review and update this policy in line with any changes as appropriate as this is particularly important with increasing demand for affordable housing.

The Council intends to tackle the issue of empty properties by taking a corporate strategic approach, which involves working proactively across the various sections of the Council for which housing and community issues are integral to their respective policies and strategies. In addition to using a corporate approach, the Council will work with other partners, detailed later.

Definition of an 'empty property'

For the purpose of this policy and in terms of how the Council reports performance to the Welsh Assembly Government, an empty property is defined as follows within the Welsh Local Government Association 'Public Accountability Measures 2019-20:

'An empty property is a property liable for Council Tax, which has been unoccupied for a period of 6 months or more'

This definition excludes:

- A second or holiday home
- A property owned by any of the following:
 - Registered Social Landlords (RSLs)
 - Police and Armed forces
 - National Health Service
 - Universities and colleges
 - Local authorities and government
 - Crown estate
 - Churches and other religious bodies
- A property that is purpose built for use as student accommodation
- A property that is in use but for non-residential purposes
- Properties that have been unbanded by the Valuation Office Agency

Reasons properties become empty

Residential properties can become empty long-term for a wide variety of reasons. The more common reasons can include the following type of situations however, this list is not exhaustive:

- **Unresolved ownership** – the legal process to resolve ownership can be lengthy and the property may be left unoccupied during this time. This is often seen when an owner dies intestate.

- **Abandonment** – owners abandon a property for various reasons, but typically due to construction, location or condition, mortgage debt, lack of funds.
- **Dilapidation** – the condition of the property prevents it from being occupied before renovation work is undertaken.
- **Inheritance** – incidental ownership following death of previous owner. The new owner may financially and/or practicably be unable to deal with the property or may be unwilling to deal with it, particularly if they are living away or abroad.
- **Property Holding** – owners keep the property empty for a speculative or inheritance reasons rather than sell or let it, including homeowners who begin co-habiting but do not sell or let the other property.
- **Care Holding** – owner moves into other accommodation for care or support on a permanent/long-term basis and do not sell or let their property.
- **Lack of knowledge/options** – owners are unsure of how to deal with their property and lack awareness of help available.

Effects of empty properties on local communities, housing markets and the Council

Effects on communities:

Very often, properties left empty long-term deteriorate in condition as a result of neglect and lack of maintenance which often results in overgrown gardens in addition to poor property condition, which can advertise that a property is likely empty. There is also the potential for dangerous structures.

Aside from deterioration in property condition, neglected empty properties can blight a community by becoming a target for:

- Anti-social behaviour – vandalism, fly-tipping, unauthorised entry and/or arson, pest issues
- Cover for criminal activity
- Squatting and/or drug use

This is particularly problematic in areas of lower housing demand as it can be made difficult to improve an area and attract development due to the negative perception of an area. This in turn can contribute to increased crime rates and further economic decline. In more affluent parts of Cardiff, such issues can contribute to a lack of security and fear of crime.

Effects on local housing markets:

Long-term empty properties present a wasted housing resource and in some cases, this may be the only effect if the exterior is maintained however, neglected empty properties can result in serious issues for neighbouring residents, described above and can cause depreciation of property values. Research by the Royal Institute of Chartered Surveyors estimate that properties adjoining poorly maintained empty properties can be devalued by up to 18% and can also make it difficult to sell a property.

Effects on the Council:

Although there are a number of enforcement options available to the Council to deal with problematic long-term empty properties, there is significant demand for input both in terms of time and cost. This is true of both the reactive and proactive work (discussed later) necessary to make a visible impact on the number of empty properties.

Additionally, whether or not the property is maintained, the lack of inclusion in the local property market is significantly problematic given the disparity between available housing and the high level of housing need in Cardiff and the Council continues to be under pressure to provide assistance to address homelessness issues. Additionally, there is ever-increasing demand for housing developments on 'greenfield sites' with Cardiff's Local Development Plan agreeing 35% non-strategic earmarked land for greenfield development. If housing cannot be found within the existing housing stock, further housing will be sought elsewhere, leading to further edge of City pressure.

Although a 50% reduction in Council Tax charges can be awarded for a maximum of 6 months, in April 2019 a premium of 150% was introduced on Council Tax charges for empty properties following any discount in order to discourage owners from leaving properties empty long-term. This has been carried out in response to recognition of the seriousness of the impact both environmentally and economically, that long-term empty properties present.

Local Context for Cardiff

Local housing market:

There are approximately 152,374 residential properties in the Cardiff County Borough made up of:

- 63% Owner occupied
- 21% Privately rented
- 8% Rented from an RSL
- 8% Rented from Local Authority

Cardiff is made up of concentrated urban areas immediately surrounding a vibrant economic centre, in addition to central parkland with further diverse outlying suburbs. 10.8% of the Cardiff population is made up of students and 15.5% is made up of ethnic minorities. There is an unsurprising trend of increased population over the years which is projected to increase further, year on year. The Council's Local Development Plan outlines the issues faced within the county and includes evidence-based objectives relating to housing and economic development needs.

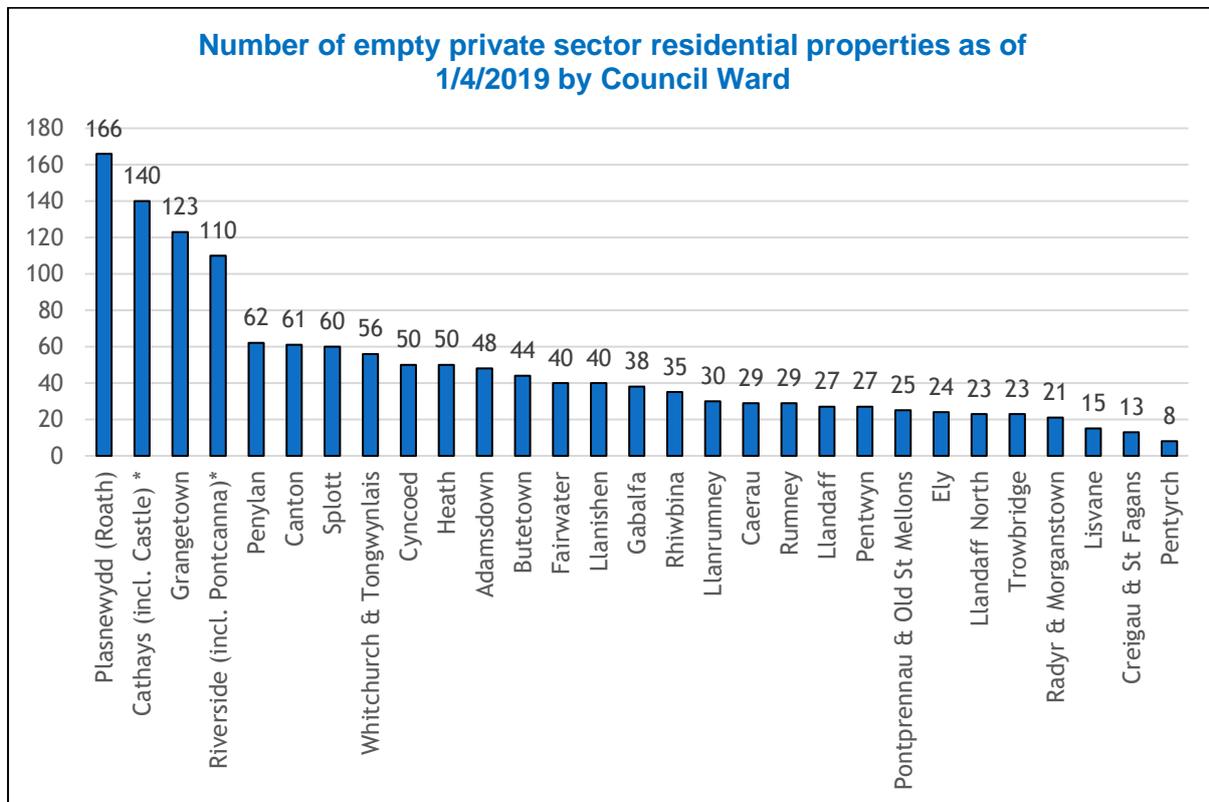
Additionally, the Plan recognises significant health inequalities experienced by the Cardiff population and although Cardiff possesses generally a high quality of life, there are areas of deprivation geographically concentrated in the 'southern arc'.

Empty homes in Cardiff:

Data from Council Tax shows that 2.14% of the total chargeable dwellings for the whole of Cardiff were empty as at April 2019, which equates to 3363 dwellings. Of that figure 1% or 1451 had been empty for more than 6 months.

The chart below shows the spread of empty private sector residential across the County. Although there appears to be a concentration of empty properties in Plasnewydd (Roath), Cathays, Grangetown and Riverside, it is worth noting that these areas are heavily populated and contain many sub-divided properties. The overall percentage of empty properties in Plasnewydd (Roath) is 2% compared to,

for example Lisvane, the figures for which, represent 1% of all properties in that area.



Housing need:

A solid indicator of the need for housing in Cardiff is demonstrated by the number of applications for housing on the social housing register. This can be through applications for social housing or through those seeking assistance under homelessness legislation.

Social housing demand:

Since April 2014, a Common Waiting List has operated in Cardiff, providing a single point of access for all social housing across the city. As at June 2021, 7544 households are registered on the Common Waiting List for Council and Housing Association properties. In 2020/2021, only 1504 social housing lets were made demonstrating how significantly demand exceeds supply.

Homelessness and temporary accommodation:

During 2020/21 3,875 applications for assistance were received which resulted in a homeless assessment being made. Of these 3,739 were eligible for assistance. As at 31/3/21, 1,480 households were in temporary or supported accommodation across the family, young persons and single persons gateways.

Affordable Housing:

The Council recognises the need for more affordable housing. Cardiff's Local Development Plan (2006-2026) indicates it will seek 30% affordable housing provision on green field sites and 20% affordable housing provision on brownfield site residential developments. The Cardiff Housing Strategy (2016-2021) anticipates that 4,220 units of affordable housing would be delivered via various routes, including 2,770 anticipated units delivered as a result of planning obligations. In addition, the Council has its own target of completing 1,000 new council homes by 2022.

The Cardiff Local Housing Market Assessment (2015) also recognises the contribution that bringing empty properties back into use can make and encouraging the return to use of long-term empty properties helps to relieve pressure on housing need and the push to develop green field sites. It can be appreciated that the number of long-term empty properties in Cardiff has the potential to impact significantly on the need for affordable housing.

The Council's approach

This policy builds upon and replaces the Council's Empty Property Policy published in 2014 and expands by placing greater focus on the need to deal with private sector empty properties in order to support the corporate objectives of the Council to provide much needed housing.

In general, the Council's approach to empty property work is to use informal methods to encourage owners to return properties to use, to foster positive engagement and to be a source of advice and assistance. The work comprises a combination of proactive and reactive work:

Proactive work:

The Council carries out an annual targeted mailshot of properties from Council Tax data which have been empty for more than 6 months however, the definition of an empty property in terms of length of time empty is currently subject to review by the Welsh Assembly Government. The mailshot includes a questionnaire in addition to helpful literature offering advice and invites recipients to respond.

Reactive work:

Alongside cases generated by proactive work, the Council also deals with complaints regarding empty properties not already being monitored. These may be properties for which no response was received from a mailshot exercise or properties that do not appear on Council Tax data because they have either not been reported by their owner as an empty property or have been unbanded by the Valuation Office Agency.

Prioritising action:

The Council is generally dealing with approximately 200 active cases at any given time and whilst there is a procedure (see **Appendix 1**), the way cases progress following initial investigation is bespoke depending on a number of factors such as whether the owner engages with the Council, the extent of the issues caused by the property and whether the Council needs to consider using enforcement action. In

order to deal effectively with the significant number of properties the Council deals with, it is necessary to prioritise the work. This is done by risk assessing, or 'categorising' each property against a set of criteria for example the length of time empty, whether or not it is causing nuisance or whether the Council has had to carry out works in default to remedy any nuisance. The score is then banded into categories A, B or C, with A being the worst. A copy of the categorisation form and associated guidance notes can be seen in **Appendix 2**.

Although higher category empty properties will generally be prioritised for targeted action, a category C property for example could also be considered a priority if it is in an area of higher housing need and of a type in higher demand. This reflects the need to not only deal with visibly problematic properties, but to address housing need as described earlier.

Engagement, Advice and Assistance:

The first stage to resolving long-term empty property issues is to establish a dialogue with owners. Once the Council is in a positive dialogue with empty property owners, there is a range of advice and assistance that can be offered to encourage and enable them to bring their property back into use. Advice can range from providing information and signposting to partners for the Houses into Homes loan scheme; Registered Social Landlord lease and repair schemes; advice on letting a property; advice on selling a property via estate agents or auction; access to a list of private developers; advice on the Council's 'Buy Back' scheme; and other bespoke advice depending on the individual circumstances.

Enforcement:

Whilst informal action will help to resolve a significant number of cases, it is necessary in some instances to resort to formal enforcement action. There are a number of legislative provisions which the Council can use legally require owners to carry out works where properties are causing a nuisance, are dangerous and/or are contributing to wider community issues such as anti-social behaviour. Legislation also exists to enable the Council to compulsorily purchase empty properties or carry

out Enforced Sale in certain circumstances. The enforcement options available to the Council are outlined in Appendix 3

Aims and objectives

The Council sets out to meet the aims and objectives below by the various methods described in this policy, building on previous work in order to raise the profile of the issue of empty properties to maximise the number brought back into use.

Aims	Objectives
Identify and prioritise empty properties	In line with the proactive and reactive work summarised earlier, the Council will maintain a database of empty properties and continue to monitor and prioritise work.
Provide advice and assistance to owners	<p>Proactively provide advice and invite owners to engage via periodic mailshot.</p> <p>Periodically review the help available and update advice as appropriate.</p> <p>Maximise the possibility of owners effecting their aspirations for their property by providing sound, practical advice and signposting.</p>
Publicity of policy	<p>Ensure this policy is available on the Council and Shared Regulatory Services websites.</p> <p>Ensure maintenance of the online reporting facility for empty properties.</p>
Develop partnership working	<p>Further develop links with internal and external partners to promote effective communication and information sharing.</p> <p>Take a lead in collating with internal partners by developing a Working Group to meet on a quarterly basis, to ensure a corporate approach to empty properties.</p>
Effective use of enforcement	<p>Consider use of the various legislative powers available to limit the impact of empty properties on communities.</p> <p>Consider the use of Compulsory Purchase Orders and Enforced Sale where appropriate and in the public interest.</p>

Monitoring

Within the Council itself, this policy will be monitored and updated on an annual basis in order that it is based on the most up to date information and recognises any legislative changes in addition to newly identified aims and objectives.

The Council also reports on the numbers of properties brought back into use by following the Welsh Local Government Association (WLGA) Public Accountability Measures (PAMs), specifically:

- **PAM/013** – The percentage of empty private sector properties brought back into use during the financial year through direct action by the local authority.
- **PAM/045** – The number of new dwellings created as a result of bringing empty properties back into use.

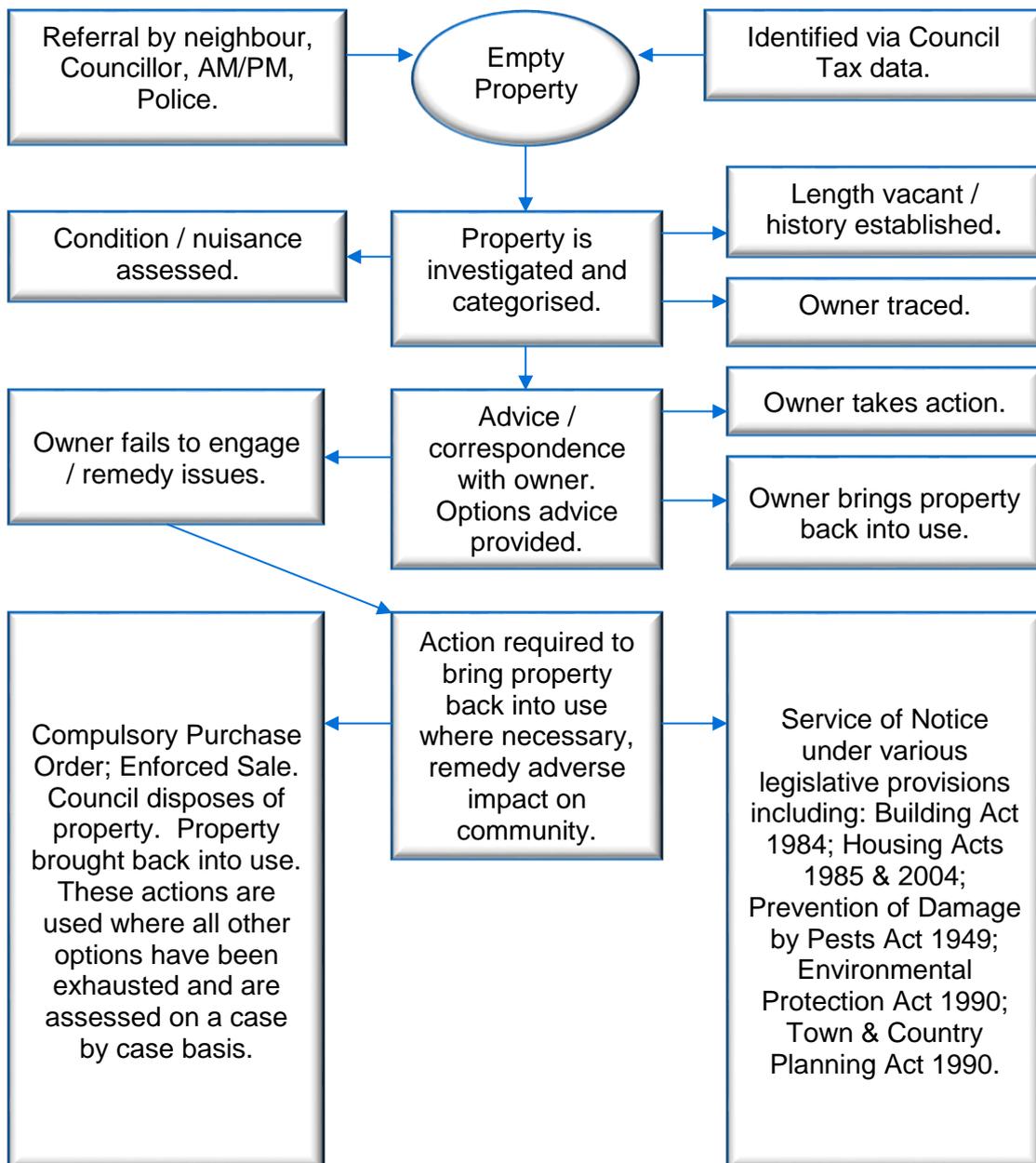
Results from empty property work is recorded by the Empty Property Officer and is published on a quarterly basis, with performance being reported to Welsh Government on an annual basis. The local authority is required to evidence engagement and enforcement which has led to the return to use of empty properties.

Appendix 1

Empty Property procedure

Although the Council will have a significant number of empty properties on record from Council Tax data, which are subject to an annual mailshot, additional empty properties will come to the Council's attention as a result of empty property complaints.

Properties for which complaints are received and which do not already appear on the database are generally properties that have been taken out of rating by the Valuation Office or have not been reported to Council Tax as being an empty property. In all cases however, the procedure is the same:



Appendix 2

Empty Property Risk Assessment

Properties are categorised into bands A – C; with A being the worst. The criteria for categorisation of an empty property are as follows:-

			Score
<u>Length of time vacant</u>			
6 months – 1 year			1
1 – 2 years			3
3 – 5 years			5
5 – 10 years			10
Over 10 years			20
<u>Property condition</u>			
No disrepair			0
Minor disrepair			2
Major disrepair			5
<u>Social impact</u>			
Front and/or rear garden overgrown			3
Vandalism to property			3
Incidents of arson/fire at property			5
Fly tipping occurring/occurred at property			5
Property provides cover for criminal activity			5
<u>No. of complaints received</u>			
Low number (1 – 3)			1
Medium number (4 – 8)			3
Substantial number (9 and over)			5
<u>Notices served/to be served</u>			
	No.	Weighting	
EPA Section 80 (nuisance)		x5	
TCPA Section 215 (detrimental to amenities/gardens)		x5	
PDPA Section 4 (rubbish and pests)		x3	
BA Section 59 (drainage)		x3	
BA Section 78/79 (dangerous structure)		x5	
MPA Section 29 (securing property)		x3	
<u>Works in default undertaken</u>			
Yes		x5	
No			0
<u>Debt history</u>			
None			0
Up to £500			2
£500 - £1000			3
£1000 - £5000			4
Over £5000			5
Total			
TOTAL	0 - 10	11 - 25	OVER 25
CATEGORY	C	B	A

Guidance Note to assist with completing Risk Assessment

Length of time vacant:

To be assessed on the best information available i.e case history, information from neighbours.

Property condition:

No disrepair – no work required to property;

Minor disrepair – repair work to roof, windows, brickwork and rainwater goods;

Major disrepair – renewal of roof, windows, rainwater goods.

Social Impact:

Front/rear garden overgrown – garden is overgrown i.e passage through garden is impacted;

Vandalism – smashed windows, graffiti etc;

Arson/fire – score if incident has occurred;

Fly tipping – evidence of rubbish left in property/garden, inert or domestic;

Provides cover for criminal activity – overgrowth, property open to access etc to allow people cover to take drugs, deal drugs, prostitution etc.

No. of complaints

Total number of complaints received relating to its vacant status.

Notices served:

Multiply the number of notices served by its weighting i.e:

2 Section 80 notices served: - $2 \times 5 = 10$ Score = 10

Works in default:

IF WID is undertaken, multiply the number of times by its weighting i.e:

WID has occurred 3 times: - $3 \times 5 = 15$ Score = 15

Debt history:

The amount of debt outstanding against the property i.e debt resulting from notices served by the Council / cost of WID unpaid / Council Tax charges.

Appendix 3

Enforcement Options

There are various legislative provision available to the Council in order to deal with issues caused by empty properties and also to secure their return to use. The most commonly used are detailed below:

Statutory Notices

Building Act 1984 – Section 76

Section 76 of the Act provides the Council with the power to serve notice where: -

- Premises are in a defective state as to be prejudicial to health or a nuisance; and
- There would be an unreasonable delay in remedying the defective state by following the procedure set out in Section 80 of the Environmental Protection Act 1990.

The notice is served on the person on whom would be appropriate to serve an abatement notice under the Environmental Protection Act 1990 and will state that the Council intends to remedy the defective state and specify the defects it intends to remedy.

The person on whom notice is served, is entitled to serve a counter-notice on the Council stating they intend to remedy the defects specified in the notice. If the person serving that notice fails to take the action in a reasonable time, the Council may then complete the works.

Costs incurred by the Council in serving notice and carrying out the work are recoverable by applying to the Court. The Court must be satisfied that the action was justified and that the notice was served correctly.

Building Act 1984 – Section 79

This section of the Act can be served on the owner of a building or structure which the Council considers to be seriously detrimental to the local amenity because of its ruinous or dilapidated condition. The notice can require the owner to execute repair or restoration works or the owner may choose to demolish and remove any rubbish or other materials resulting from or exposed by the demolition as necessary in the interests of the local amenity.

Section 99 of the Act provides the Council with power to carry out the works itself and recover reasonably incurred expenses. The owner may also be prosecuted.

Prevention of Damage by Pests Act 1949 – Section 4

This section of the Act provides the Council with the power to serve notice on an owner or occupier requiring them to carry out such works which may include applying a treatment to the specified land or premises to remove and keep free of vermin. The notice may also require structural repairs to be carried out for the same purpose.

If the person on whom the notice is served fails to carry out the specified works, the Council may carry out those works in default and charge the notice recipient. If the person on whom the notice is served, fails to pay the charge, the Council can force the sale of the property under the power of The Law of Property Act 1925, Section 103 provided the Council gives notice of its intention to do so, should the charge not be paid.

Environmental Protection Act 1990 – Section 80

If the Council is satisfied of the existence, recurrence or likely occurrence of a statutory nuisance, it can serve an abatement notice requiring: -

- Abatement of the nuisance and / or prohibit or restrict its occurrence or recurrence;
- Execute works and take other necessary steps for any of those purposes.

The notice is served on the person responsible for the nuisance unless it relates to a structural defect, in which case it is served on the owner of the premises. The person on whom the notice was served may appeal the notice at the Magistrate's Court. Failure to comply with the notice may lead to prosecution.

Housing Act 2004

Under the Housing Act 2004, the Council must take the appropriate enforcement action in accordance with enforcement guidance where it considers that either a Category 1 or 2 Hazard exists on residential premises. Such action can include: -

- Service of an improvement notice;
- Making of a prohibition order;
- Service of a hazard awareness notice;
- Emergency remedial action.

Enforced Sale

Where costs have been incurred by the Council following inspection, service of notice/s and carrying out works in default as a result of a failure of the notice recipient to comply with the requirement, certain legislative provisions allow the Council to place a charge on the property in order that it may recover its costs.

Once charges are registered against the property. The local authority can force the sale in order to recover the debts owed to it. This power is used when all other attempts to address the empty property have been exhausted.

Compulsory Purchase Orders (CPO)

Section 17 of the Housing Act 1985 gives the Council the power for the purposes of Part II of that Act to acquire: -

- Land to build houses;
- Houses or buildings which may be made suitable as houses together with any occupied land;
- Land proposed to be used for any purpose authorised by legislation (facilities to be provided in connection with housing accommodation; and
- Land to carry out works on it for the purpose of or in connection with the alteration, enlarging, repair or improvement of an adjoining house.

The Council may acquire land either by agreement or compulsorily by way of authorisation from the Welsh Government. The Council must justify the making of a compulsory purchase order by assembling a compelling case in the public interest for the acquisition. This will take into account many factors including the length of time the property has remained vacant; history of engagement / lack of with the owner; impact of the property on the local amenity; and the level of housing need in the local area.

As with enforced sale, the making of a compulsory purchase order is reserved as a last resort enforcement option in appropriate cases where all other attempts to return the property to use have been exhausted.

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CABINET MEETING: 16 DECEMBER 2021

CORPORATE PROPERTY STRATEGY 2021-26

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL
GOODWAY)**

AGENDA ITEM: 11

Appendix 3 & 4 to this report are not for publication as they contain exempt information of the kind described in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972

Reason for this Report

1. To seek Cabinet approval of the Corporate Property Strategy 2021-26 and Annual Property Plan 2021-22

Background

2. The Council owns a large property estate with a current use value of circa £1.6 billion. This comprises over 330 operational properties, such as schools, venues, depots, offices and sports facilities, which are used to deliver or support the delivery of Council services. The Council also owns over 450 leased properties which either generate income and sustain economic regeneration around the city or facilitate community use and activities. These properties are let by the Council and produce revenue income of circa £4m per annum.
3. Land and Property management is a key strategic activity which aligns service strategies with the property estate. It ensures optimisation of property assets in a way which best supports the Council's business goals and objectives. The requirement for effective land and property management is based on treating property as a corporate resource which forms the basis of the associated Corporate Landlord programme. The importance of a corporate approach relates to the significant costs of operating the estate and the limited resources available to address the on-going pressures to maintain and modernise the estate.
4. After staffing costs, expenditure on the Council's estate represents the next largest call on the Council's revenue budget. Currently, the running cost of the operational estate stands at around £38m per annum comprising of revenue spend relating to Repair and Maintenance; Non Domestic Rates; Rent (on leased properties); Utility outgoings (water, gas, electricity); Cleaning; etc. The Council's estate is also subject to a

significant capital maintenance programme with £45m of Priority 1 works programmed over the next five years.

5. In 2014 Cardiff Council introduced the Corporate Property Strategy 2015-20 – “Fewer but Better Buildings”. This established new governance and processes at a corporate level to manage the estate. Property targets were introduced to measure success over the course of the 5 year strategy, the core theme being rationalisation. The Annual Property Plan was established as a means of tracking progress towards the targets and to provide a framework for regular reporting to Cabinet. The table below shows the results over the 5 years.

STRATEGY TARGET SUMMARY 2015-2020

	Building GIA (sqft) reduction	Maintenance Backlog reduction	Total Running Cost reduction	Capital Receipts received
Strategy target	1,172,351	£20,000,000	£5,000,000	£20,000,000
Strategy target %	15%	n/a	14%	n/a
Achieved	1,196,774	£20,516,519	£5,709,856	£35,845,939
Achieved %	15%	n/a	15%	n/a

Table 1. Corporate Property Strategy 2015- 2020

6. In 2019, with the Corporate Property Strategy 2015-20 approaching the end of its period, preparations began on a successor strategy to cover financial years 2020-25. It was agreed via discussions with Cabinet that a new strategy would also include the leased estate and would seek to build on the successes of the previous strategy. New performance targets would be created to align with the new objectives of the strategy.
7. In March 2020, the COVID 19 pandemic began and the resulting priority for the Council to manage the crisis had a significant initial impact on normal Council processes and governance. This also effected the Council’s use of property to support the delivery of services. The strategy was postponed by a year to allow time for the Council to understand its future requirements taking account of the impacts of the COVID 19 pandemic. A one-off Annual Property Plan (APP) for 2020-21 was reported to Cabinet recording property transaction performance through 2019/20 year and obtaining approval to progress with new transactions for financial year 2020-21.

Issues

8. Budgetary and Financial Impact. Corporate Property and Corporate Finance are intrinsically linked. Robust property asset management plans, understanding the condition, risks and value for money in respect of property assets needs to be consistent with the budget framework and its Capital Strategy in order to deliver the objectives of the authority. The approved budget for 2021-22 included making significant savings amounting to £10.2 million. Over the past 10 years the level of savings

identified as part of the budget setting process has amounted to circa £210 million and these have become more challenging to achieve year on year. The Budget Strategy report published in July 2021 identified a budget gap of £21 million in respect of 2022-23 and an anticipated shortfall over the Medium-Term Financial Plan of £81 million.

9. Changing demand for services. Cardiff's population is expected to grow faster than any other local authority in Wales in forthcoming years. In particular, there will be significant growth in the city's older and younger population, with commensurate demands for services. The city's population aged 85 or over is expected to grow by 80% by 2033 according to Welsh Government data, whilst the population aged 15 and under is expected to rise by 28% over this period. These changes, as well as changing preferences of service users, are likely to have a considerable impact on the demand for local services.
10. Schools estate. The city's schools located throughout our city's communities accounts for almost two thirds of the Council's property estate. Given the size and location of the city's schools estate, and the need to improve and invest in school buildings to support improvement in educational outcomes, they offer significant opportunities for modernisation.

Regeneration and Local Development Plan. In March 2021 the Council agreed a timetable with Welsh Government to prepare a Replacement LDP to cover the period 2021 to 2036. It is important that the Corporate Property Strategy and related development feed into the preparation of the Replacement LDP as it evolves in more detail through the preparation process over the next few years. This is particularly relevant to the candidate site process.

Cardiff Council led major projects remain significant drivers for regeneration. Ongoing examples include the new Arena project in Cardiff Bay, Cardiff Bay redevelopment, The International Sports Village and the regeneration of James Street.

11. Community and Neighbourhood Regeneration. The Development and Regeneration team in the People and Communities Directorate works closely with County Estates to improve housing, local environments and community facilities across the city through small and large scale housing and regeneration schemes within existing communities all over Cardiff. Partnership work with other teams in the Council such as social services, transport and planning and external bodies such as CAVUHB, RSLs and the 3rd sector run through the wide portfolio of property related programmes and projects.

Policy Framework

12. The Corporate Property Strategy 2021-26 further develops the framework for clear property decision making and ensures all decisions relating to property are taken for the strategic benefit of the Council and in support of the Corporate Plan, the Council's budget and the requirements of service areas. The strategy provides clarity on how the Council intends to monitor

and measure the performance of its estate and how it will benchmark performance against key areas of focus.

13. The strategy has key 5 objectives:

- Objective 1: Corporate approach
Build on the achievements of the 2015-20 strategy, continue to develop the governance, business processes and reporting arrangements that ensure property is managed as a corporate asset.
- Objective 2: Strategic direction
Establish the strategic direction of each property portfolio (Operational, Non-operational and Investment) and work with services areas through established governance to ensure accommodation alignment with service requirements.
- Objective 3: Modernisation the retained estate
Embed the theme of modernisation across the estate, focussing on the improvement of quality and suitability of the Council's property. Establish Hybrid Working and One Planet Cardiff as central to the asset management decision making process
- Objective 4: Property Performance Targets
Measure performance against targets through the Annual Property Plan.
- Objective 5: Partnership Working
Continue to develop strong strategic working arrangements with public sector partners to achieve common and mutually beneficial objectives in support of the Council's well-being priorities.

14. Central to the strategy will be the ongoing work to rationalise and modernise the Council's estate to reduce the cost of occupying, managing and maintaining buildings and to improve operational efficiency. It will also seek to improve co-operation around property assets with other public sector service providers to ensure the Council and its partners deliver services in an optimum way. With the majority of the Council's property costs relating to schools it is also important to continue the integrated approach to the Schools Organisational Programme.

15. County Estates will work with services to understand short, medium and long term property requirements. Service needs are constantly changing and new approaches developed through the COVID pandemic may lead to permanent adoption of new ways of service delivery. Opportunities to improve delivery through new/adapted accommodation solutions will be explored through service property plans, allowing for early planning and anticipation of service accommodation needs.

16. The Council leases selected assets from third parties and occupies these properties to support or deliver services. In the 2015-20 strategy the Council stated the intention to relinquish leased properties where the

opportunity existed and in line with service delivery, in favour of better utilising existing freehold properties. This was driven by the need to reduce the additional costs associated with rental payments and dilapidation and ensure full and long-term management control. Many leased properties were relinquished over the last six years including large, expensive sites such as Global Link Offices and the Friary Centre.

17. The 2021-26 strategy will continue this approach with the Council undertaking proactive appraisal of cost, carbon, dilapidations, valuation and service requirement to make decisions on the future of leased premises. Existing lease terms remain under review to understand any forthcoming options such as break clauses which may present opportunities to relinquish leased property – subject to sourcing acceptable alternative service accommodation and resolution of lease conditions in line with affordability.

Modernisation

18. The theme of the CPS 2021-26 is Modernisation (Leaner and Greener). Over the course of previous strategy the estate was subject to a rationalisation programme and with the implementation of Corporate Landlord, the Council is investing in its retained estate to ensure it is compliant, fit for purpose, supports the delivery of services and is energy efficient. The Strategy also further embeds the Corporate Landlord function as the principle means of managing the estate on a day-to-day basis and explains how this will continue to develop through the period of the strategy.
19. During the previous strategy, the Council invested in an estate wide property condition programme to understand the works required across the operational estate. This programme was undertaken by independent advisors to a clear brief which returned condition survey information in a consistent format for the purpose of planning maintenance programmes, estimating budgets and reporting.
20. The Council has used this information to create planned maintenance programmes for both the Corporate and Education estates. New resource and governance has been established to manage this process, which links closely with colleagues in Finance. The result is a planned programme for the current financial year and an indicative plan for the subsequent years, which is then managed according to priority and cost.
21. The programme is aligned to and includes Health and Safety works as recommended through cyclical statutory inspections. Health and Safety compliance within corporate and education properties is managed through the RAMIS system with identified remedial works fed back through the corporate landlord process to be incorporated into annual programmes. In the case of Education this also includes ALN adaptations.
22. Over the five year 2021-26 timescale of the strategy, the identified capital maintenance requirement across the operational estate is currently being finalised and is estimated to contain £45m worth of Priority 1 works. Broadly this is split 65% Education Estate and 35% Corporate estate.

County Estates undertake an annual review of Priority 1 works together with Finance and key service stakeholders to ensure affordability and delivery of the programme.

23. Cardiff Council is developing a Hybrid Working Programme and also progressing the carbon reduction initiatives of One Planet Cardiff. The maintenance programme, hybrid working assessments and carbon reduction proposals will be aligned to ensure best value for money is achieved within our retained estate when implementing simultaneous building works and refurbishments. It is important to note that when considering all three of these priorities together, the Council will review the findings and through the asset management process, determine recommendations on whether that asset still represents a good point of investment to support or deliver council services.
24. The alignment with One Planet Cardiff will change the way we plan and procure certain works. Work is ongoing to understand if large scale planned replacements across multiple properties, for example heating systems, may offer better value for money in the long-term.
25. Improving the overall quality of the estate will be achieved through a combination of:
 - Planned Preventative Maintenance programmes
 - Improvement or refurbishment schemes such as Refit or strategic investments
 - One Planet / Hybrid building improvement programmes
 - Case by case refurbishments where identified
 - Rationalising properties surplus to Council requirements

Each of these points will be subject to affordability assessment and reviewed through the established asset management governance process.

26. In delivering the modernisation programme, and addressing the aforementioned priorities, the Council will need to progress a business case approach to considering the required improvements against the backdrop of continuing budget pressures. This business case approach will inform if the optimum way forward is to invest in existing property or to relinquish and re-invest in a new property. Core to this approach will be the consideration of carbon related impacts as well as financial consequences.

Condition surveys

27. The Council has a large estate which consists of a variety of properties in regard to age, size use and condition. As part of the property management process, condition surveys are continually undertaken to inform the asset renewal programme. In the Education estate, surveys are routinely undertaken on High Schools and Primary Schools to inform planned preventative maintenance and investment requirements. In the Corporate Estate condition surveys have been undertaken on County Hall, City Hall

and St David’s Hall in order to determine current condition and maintenance requirements going forward.

28. The report attached at Confidential Appendix 3 identifies the works that are required for County Hall and City Hall. The Council has also undertaken a detailed survey of St David’s Hall following a number of issues arising with the fabric of the building. This report is attached at Confidential Appendix 4. All three buildings, due primarily to their age, have significant maintenance backlogs and require investment.

One Planet Cardiff

29. Cardiff Council declared a climate emergency in 2020 and shortly after published the draft One Planet Cardiff (OPC) Strategy which sets out the Council’s strategic response. The principal objective of the strategy is to become a Carbon Neutral City by 2030. The strategy determines 7 key streams with the most relevant to the property estate being the “Built Environment”. This comprises existing and planned buildings and infrastructure. It states the need to constantly improve the energy efficiency and resilience of our new and existing buildings and communities, and capture the skills and jobs required to achieve this for the benefit of the local economy.
30. The strategic utilisation and management of Council land and property assets will be required to achieve each of the 7 One Planet Streams. The Built Environment stream encapsulates the need for a new approach to the management and decision making relating to all Council property assets.
31. The OPC objective to achieve a net zero carbon estate by 2030 carries significant implications for the Council’s property estate ranging from the impact on strategic decision making, resources, budgets and procurement through to the day to day use and management of land and property.
32. The first challenge is to accurately understand the carbon footprint of the Built Environment. New benchmarking projects are in the process of being implemented that will provide the accuracy needed to measure carbon in the Built Environment over time. Using current data the estimated carbon contribution of the Built Environment (excluding Housing) in the One Planet Cardiff baseline year 2019/20 is:

2019/20		
BUILT ENVIRONMENT (exc Housing)		
	Consumption kWh	Carbon tCO2e
TOTAL	87,706,424	18,478

Table 2: Overview carbon output in the Built Environment (excl Housing) in 2019/20 and 2020/21)

Achieving Net Zero

33. At a strategic level, achieving the net zero carbon target in the Built Environment can be broadly divided into two categories:
- **Carbon Reduction – circa 60%.** Reducing carbon output in new and existing buildings through physical and behavioural change
 - **Carbon Offsetting – circa 40%.** To be achieved through the planting of trees and other natural means

Carbon Reduction – Grid decarbonisation:

34. Decarbonisation of the National Grid will provide passive decarbonisation benefits for Cardiff Council, as the GHG intensity of electricity supplied progressively decreases with an increase in renewable and low carbon generation sources.

Carbon Reduction – Rationalisation:

35. To date carbon reduction in the Built Environment has primarily been achieved through property rationalisation – the disposal of property or termination of leases. When a property is sold or lease relinquished, the operational carbon contribution of that asset is removed from the Council's carbon footprint. The scale and rate of property relinquishment has slowed since the completion of the previous property strategy (which included the office rationalisation programme and Leisure Centre ADM), The Council now manages a leaner estate, better aligned to service requirements.

Carbon Reduction - Modernisation

36. Moving forward the Council's approach to carbon reduction across the property estate will be largely achieved through modernisation, i.e. the repair, refurbishment and upgrade of retained properties. This is a broad area of activity that will be enhanced in regards to scale, scope and budget. It will include upscaling 'invest to save' projects such as Refit to take place on a larger scale.
37. Programmed and reactive repair & replacement of property components is under review to align with OPC. The Council will establish minimum standards of energy performance in building components embedded within the procurement process, to ensure components below the agreed standard can no longer be purchased. The Council will pursue estate wide replacement of more energy efficient components providing economies of scale. Examples include new heating systems (i.e boilers), lighting, window replacements etc. These programmed replacements will be undertaken on a larger scale than previous programmes, targeting end of life or below average performing assets.
38. The capital costs for more energy efficient components and larger energy reduction schemes will likely be above existing budget allocation and case-by-case business cases may be required as schemes are developed. It is

likely additional resource will be required to plan these schemes and new equipment may require additional training and maintenance support to manage.

Carbon Reduction – Offsetting

39. 40% of the carbon reduction target is anticipated to be achieved through offsetting measures. This will primarily be achieved through the planting of trees and other natural means. The Coed Caerdydd project sets out how the Council's open spaces can be used to provide space for new tree growth that will offset Cardiff's city carbon contribution across the city.

Building use

40. The way we use our buildings will also be a significant contributor to the reduction target. Managing the use of properties more efficiently is estimated to be just as significant as the physical building adaptations in reducing carbon, with some research showing up to 11% reduction through behaviour change. This has already been observed in the carbon output reductions over the COVID period as the Council vacated the vast majority of operational premises for long periods. Education, training and management support of new practices to staff, managers and building users will be required to ensure efficient use of council property over the short, medium and long term.

Strategic Property Decisions

41. The carbon footprint of a property will be considered as an ongoing liability the Council will need to consider if it can "afford" much in the same way revenue budgets are assessed. When considering a property acquisition, the carbon impact will be analysed and the cost of mitigating it factored into the acquisition business case. Similarly, when reviewing a property for retention, the carbon footprint over time will be assessed together with the cost of mitigating weighed against service need and affordability. Together with the value of the site, maintenance backlog and ongoing running cost budgets, this may result in properties becoming surplus to Council requirements in the future following assessment. Currently targets are set against the reduction of operational carbon in the Built Environment, however reducing embedded carbon is also a priority. Future Annual Property Plans will provide further detail on the approach to reducing embedded carbon in the Built Environment.

Hybrid Working

42. Prior to the COVID 19 pandemic, Cardiff Council had commenced initial research into how technology and new approaches to working could be used to improve the efficient use of space, technology to enhance service delivery. Examples seen in other Welsh and UK local authorities, particularly in office environments, had shown how investments in reconfigured work spaces and supporting technology could be used to successfully deliver these objectives.

43. However the onset of the global pandemic in March 2020 transformed the way we worked, the Council's workforce shifted to home working almost overnight. Since then, over 80% of the Council's core office workforce have undertaken their work from home. Over 2000 laptops were issued and the use of communication software (such as Microsoft Teams) allowed the switch to virtual meetings and training to support continued Council business.
44. There have been benefits from remote working, both to the organisation and individual employees which include increased flexibility, improved work-life balance, greater productivity, reduced travel and building usage. However, as we emerge from the pandemic the Council will progress a flexible approach to workspaces to support service delivery. Homeworking will continue to feature in this new flexible approach, but will be complimented by re-designed workspaces which provide an activity based focus for collaboration, learning and mentoring as well as building team relationships, all of which have been impacted by the isolation of the pandemic.
45. As a consequence, the Council seeks to build on the benefits of the workforce change experienced over the last 18 months, whilst also establishing a flexible and balanced approach to ensure the needs of the service and the individual are met. This approach is called Hybrid Working and a programme to transfer to this model is underway.

Hybrid Working Project Objectives

46. The programme will implement the transition to a new Hybrid way of working which aims to support service delivery, embrace diversity and personal choice. Through delivery of the Hybrid Working model, the Council's corporate property estate will be reviewed and modernised to support the new working pattern with a focus on shaping the work environment to meet service requirements and the activities they carry out, enabling effective service delivery.
47. As the Council is a diverse organisation providing a wide range of services, it is recognised that workplace designs should provide staff with what is required to work in the best way possible for their activity types. An internal Hybrid Working project team has been established to lead this fundamental change to working arrangements and to manage the project governance in alignment with corporate objectives, specifically:
 - **One Planet Council** - Post-pandemic the Council will maximise environmental impact as an anchor employer and use the power of its organisational policies, practice, and partnerships to lead a greener recovery and renewal.
 - **Flexibility** – the ability to act quickly and flexibly, with a focus on outcomes over process or presenteeism, and radical change enacted swiftly and effectively across organisational and service boundaries.
 - **Digital by Default** - The Council will adopt a 'Digital by Default' approach, providing access to an enhanced range of services online where all those who can use digital routes to service choose to do so.

- **Community/Locality-focussed** - In the future, services need to respond to the different challenges faced by communities across the city, bringing public service assets and resources together to create ‘teams around the community’.
- **Child, family, citizen at the centre** – In rebuilding local public services, the needs, and strengths of those receiving the service will be – at all times – front and centre.

The programme aims to reflect these key strategies and ensure that the requirements for the Council’s Core Office accommodation aligns with future working patterns.

Core Office Review

48. Cardiff Council has three core office buildings - County Hall, City Hall and Willcox House. This will be reduced to two as Willcox House is in the process of being relinquished.

	County Hall	City Hall	Willcox House
Tenure	Freehold	Freehold	Leased
Status	Review	Review	Relinquish / Vacate
Floor area (sqft)	277,000	150,000	60,000
Annual Running Cost	£2.4m	£1m	£1.6m
Carbon (tCO2e) 2019/20	1061	629	213
Capital Value	£25m	n/a	n/a

Table 3. Core Office Summary

49. Although the footprint of the core office estate is being reduced by circa 20% through the relinquishment of Willcox House the COVID-19 pandemic and the consequent changes to working patterns suggest a further review will be required. Over recent years the Council has explored the idea of developing a new headquarters building to further consolidate the core office estate. However, in light of new working patterns and the growing importance of carbon priorities a full review of the Council requirements and the best solution for meeting those requirements needs to be undertaken through a business case process.
50. In the meantime the Council will continue to utilise both City Hall and County Hall. The recent surveys carried out in 2021 outline some constraints on the use of these buildings until remedial works are undertaken. In the case of County Hall this is predominantly due to an antiquated heat and ventilation system. With City Hall the main issue relates to the heating plant and the associated heat distribution system. The capacity and use of these buildings will be significantly reduced until remedial works are undertaken. Nonetheless, for the time being, the available floorspace capacity across the two buildings will be more than sufficient to accommodate staff operating the new Hybrid Working model.

51. The Council is currently in the process of implementing a Hybrid working model. Office based work is particularly applicable to Hybrid working as a large percentage of the workforce that previously worked exclusively in core offices will be able to work in other locations. Work is now ongoing to define the exact floor space required to deliver core office Hybrid Working, but models to date suggest it will require circa 150,000 sqft or less.

One Planet Cardiff Considerations

52. OPC and the carbon reduction target is established as one of the key considerations in the strategic asset management process. To achieve net zero carbon by 2030 the Council is required to make significant strategic decisions and investments in regards to reduction and offsetting measures across the estate. As above the Council is committed to assessing the carbon “cost” of each of its assets and understanding the medium to long term impact of retaining that property.
53. County Hall is the largest carbon contributing core office property by a considerable margin. To meet the carbon reduction targets, large-scale capital investment into the building in the form of windows, insulation, energy supply, lighting etc would be required to achieve the required reduction. The capital commitment needed to undertake this could only be reasonably justified in a property that the Council was committed to retain over the long-term.

	County Hall	City Hall	Willcox House
Carbon (tCO2e) 2019/20	1061	629	213

Table 4. Core Office Carbon output 2019/20

Leased Estate

54. The management of the leased estate forms part of the Corporate Property Strategy 2021-26, whereas the previous strategy only dealt with the operational estate. The leased estate comprises the Investment portfolio leased on commercial terms, and the non-operational estate leased for community purposes.
55. The Non-Operational Estate management strategy enhances existing governance arrangements and commits to new tenant management processes. In particular, there is a renewed focus on the health and safety understanding of community leased property and the budgets that support investigations and remediations. County Estates will work to undertake planned property inspections and liaise with tenants, Finance and legal on matters of lease compliance and resulting remediating action.
56. The investment estate currently produces an income of just over £4m per annum. Over the past five year period, the organic rental growth seen within the portfolio averaged c.3.4% per year. In the absence of either materially expanding or reducing the capital base of the investment estate,

it is considered reasonable and conservative to target a continuation of organic rental growth of 3% per annum for the portfolio. This would imply an overall income increase of c.15% or £600k over 5 years, with the rental growth achieved by a continuation of the existing commercial approach to lease events (i.e. re-gearing and reletting units at higher commercial market rents especially in the industrial sector) and in-built RPI increases on certain.

Capital Receipts

57. The delivery of capital receipts remains a critical objective to support the Council's capital programme. Although the large-scale rationalisation of operational property was largely completed through the previous strategy, Hybrid working, One Planet Cardiff and changing service needs as the Council emerges / recovers / adapts from COVID may result in land and property becoming surplus to requirements over the next five years. Subject to approval and assessment, surplus assets may present opportunities to dispose and realise capital receipts.
58. The receipts programme will also be heavily informed by the ongoing review of the Non-Operational portfolio, in particular from the disposal of retail parades, which are subject to an ongoing rationalisation programme approved through the previous property strategy.
59. The Council will also continue to review all land to identify sites that are surplus to service requirements and appropriate for disposal. Any such opportunities identified require full consideration and due diligence, including discussions with local Members. Any specific parcels of land that may be suitable for disposal will be considered as part of a business case to release investment to improve facilities. In all circumstances detailed proposals will be brought back to Cabinet for full consideration before proceeding.
60. The Council's Housing Revenue Account (HRA) programme will remain a significant contributor to the capital receipts target as proposed / planned / phased land appropriations result in capital receipts into the general fund.
61. The Council will seek to generate a total of £25m general fund capital receipts over the next five financial years.

£40 million capital receipts programme 2018-23

62. A revised Capital Receipts targets was agreed by Cabinet in the APP 2018/19. The target covers five financial years 2018/19 through to 2022/23. The objective is to deliver £40m General Fund capital receipts within the time period. All general fund receipts contribute to this target with the current position shown in Table 5 below.
63. £25m is projected to be delivered by the end of 2022/23. The remaining £15m has been identified within the schools estate however the sites identified to generate these receipts are subject to separate processes and decision making. From a property perspective the sites align with the valuation expectations to meet the £15m target, however these

transactions are currently not forecast to be delivered within the 2022/23 timescale. The table below provides an update on the programme.

	Year 1	Year 2	Year 3	Year 4 (Projected)	Year 5 (Projected)
	2018/19	2019/20	2020/21	2021/22	2022/23
<i>In year total</i>	£5.9m	£1.4m	£1.2m	£9.7m	£6.8m
Rolling TOTAL	£5.9m	£7.3m	£8.5m	£18.2m	£25

Table 5. Status of the £40m Capital Receipt programme

Corporate Property Strategy 2021-26 - TARGETS

64. The Corporate Property Strategy 2021-26 establishes targets to be achieved over the five year period designed to track progress towards the key aims and objectives of the strategy. The targets relate to:

- One Planet Cardiff
- Modernisation
- Efficiency
- Capital Receipts
- Rental Income

Table 6 shows the strategy targets.

	Carbon Reduction	Programmed Maintenance	Running Cost reduction	Capital Receipts	Rental income increase
Strategy target end 2021/26	5,543 tCO ₂ e	£45m	£6m	£25m	£600k
Strategy target end 2021/26 %	30%	100% of Priority 1	15%	n/a	n/a

Table 6. Corporate Property Strategy 2021-26 targets

Annual Property Plan

65. The Annual Property Plan for 2021-22 is attached as Appendix 2 to this report. It shows the property transactions completing in 2020-21 and the proposed transactions for 2021-22.

66. By the 1st April 2020, the significant impact of COVID 19 on the property estate and Council working practices was already being felt. As the first national lockdown commenced on 23rd March 2020, a rapid adjustment to home working was successfully implemented and continues to effect many facets of how the Council runs and operates its estate. In terms of the APP, the business disruption in March inevitably saw some transactions which

were anticipated to complete in 2020-21 roll over into this year's 2021/22 APP.

67. APP 2021-22 is the first annual report of the new 2021-26 strategy detailing the property programme of the previous and current financial years. The targets have been updated to align with the Modernisation priorities and objectives of the CPS 2021-26.

APP Targets - 2021/22

68. The following targets are expected to be achieved by the end of the financial year.

	Condition Backlog reduction	Running Cost reduction	Capital Receipts	Built Environment Carbon reduction
APP target 2020/21	£2,000,000	£300,000	£15,000,000	1%

Table 7. Annual Property Plan 2021/22 Targets

Governance

69. The implementation of the Corporate Property Strategy 2021-26 and APP 2021-22 will be overseen by Cabinet and reported to the Economy and Culture Scrutiny Committee. A cross service strategic asset group made up of officers from all of the Council's service areas will oversee day to day delivery of the strategy. This will enable a strategic and corporate oversight and proper consideration and contribution towards the political Administration's objectives. The Terms of Reference have been reviewed with regards to membership and frequency of meetings.
70. In addition to the internal Council review of the estate, opportunities to work closer across the public sector will also be considered via quarterly meetings of relevant partners. Throughout 2021/22 the Council has frequently reviewed property partnership opportunities with public sector partners as part of our joint COVID response. Any initiatives generated by this activity will also be presented to the Cabinet Member for Investment & Development and subsequently Cabinet to consider.

Local Member consultation

71. Member engagement will take place throughout the implementation of the Corporate Property Strategy and the Annual Property Plan.

Scrutiny Consideration

72. The Policy Review and Performance Scrutiny Committee considered this issue on 17 November and 14 December. Any comments received will be circulated at the Cabinet meeting.

Reasons for Recommendations

73. To enable Cabinet to agree the principles by which the Council's property portfolio will be managed and operated through the Corporate Property Strategy 2021-26 and to seek approval of the 2021/22 Annual Property Plan.

Financial Implications

74. The report highlights various strategies and approaches in respect to property and sets targets for achievements. This includes the Council's One Planet strategy, hybrid working and modernisation and Core Office Review. The report does not currently identify the costs of such commitments and it is essential that the commitments in the strategy are aligned to the budget framework, with resources allocated to addressing issues raised, where deemed affordable and a priority to do so. The successful delivery of outcomes will need to be underpinned by an effective and robust governance and assurance framework that delivers clear measurable results through informed decision making.
75. In respect of the one planet and decarbonisation targets identified in the strategy – whilst it is a clear target, the financial implications are unknown but there are likely to be cost implications for this, e.g. any retrofitting, to ensure this does not remain an uncosted overall Council commitment, the detailed projects and proposals will need to be developed in future iterations of the Annual Property Plan and be supported by robust business cases which clearly identify the funding source and provide assurance that they remain affordable within the Council's overall financial envelope.
76. The report highlights the backlog of maintenance on Council buildings and identified in particular the backlog of maintenance on the specific sites St David's Hall and Core Office Buildings. Options appraisal in respect to the specific buildings will need to consider sustainability and affordability of the Council addressing the backlog. The robust options appraisal will be required to be subject to a five-stage business case assessment. The report identifies that addressing such issues is a priority and whilst a solution is sought, these remain unaddressed liabilities for the Council. The cost of developing the business cases is not set out in the report and a funding source will need to be identified prior to commencement.
77. The report sets out the challenges in sustaining the estate despite the additional capital funds being allocated in the budget for schools and non-schools property asset renewal. Given limited financial resources available, the sustainability of the estate is currently reliant on seeking capital investment when there is no choice to undertake works, rather than addressing revenue and capital maintenance issues as they arise. Any financial pressures would need to be considered along with other commitments as part of the development of the budget framework.
78. The report highlights risk re: Health and Safety, it should be ensured that any significant risks are aligned and reported as part of the Council's risk management and mitigation process. The report also highlights the need

- to consider additional revenue investments—to support the land management and non-operational property identified. Any solution to addressing identified risks will need to be managed and allocated from within existing revenue budgets prior to commencement.
79. The strategy indicates an additional income target of £600,000 has been set, based on previous trends in respect to additional income. Any future target will need to be tested and continually reviewed to ensure it is at an achievable level and be from lease reviews, re-purposing and regearing of existing property, rather than acquisition of new commercial investment solely for yield. Any such target needs to also consider the capacity and skills required to ensure that lease reviews are undertaken when due. Consideration needs to be given to the achievability of these targets within the financial resource budget currently allocated.
80. Where properties are the subject of lease agreements, monitoring and enforcement of tenants obligations to repair should be taken to ensure liabilities don't fall back on the Council. In the event of liabilities being accepted (after a robust options appraisal) then these will need to be managed within existing resources and prioritised with other commitments. Where any new Community leases are proposed to be approved, these should be after a robust business case including consideration of sustainability of any entity to manage and operate that asset.
81. Where the Council has entered into lease agreements for its use of properties or land, regular review of the use of such properties needs to be undertaken as outlined in the strategy to ensure decisions can be made in advance of any options periods identified in the lease. Any such options appraisal will need to include any dilapidations payable as well as the benefits in terms of savings in expenditure where the property can be relinquished. Where there are such leased properties, provisions should be created for future lease costs such as dilapidations as part of the continued use of such sites.
82. The report provides an update on the £40m general fund target of non-earmarked Capital receipts. Whilst £15 million of the target has been identified in respect to school sites, future iterations of the plan are proposed to provide further detail when approved as part of the specific sites and potential valuations. The report indicates that the balance of the £25m target in respect to non-earmarked receipts will be receivable by 31 March 2023. Where such targets are set these need to be demonstrated as achievable within a short timescale, as continued inclusion of a capital receipts target in the budget framework represents a risk and will need to be reviewed as part of the budget framework for 2022/23.
83. Lost income from sites to be disposed of towards £40m target that are not part of the investment property estate will have an impact on the estates property budget and will need to be managed within the existing budget or as part of the increased income target. Where such sites are to be disposed there needs to be a clear rationale for disposal as part of the Council's Governance Process including consideration of yield lost and extent of any liability inherent in the asset which forms the rationale for disposal.

84. Where proposals are reliant on the generation of Earmarked receipts assumptions, there is a risk to budget framework and unplanned increases to level of borrowing if such receipts not realised in terms of value and timing. Where additional sites are acquired to meet strategic aims, the holding costs and VAT implications should be a key financial consideration of the business case development at an early stage.

Legal Implications

85. The Council has an obligation to ensure value for money in its management, acquisition, and disposal of land and property as public assets. The report sets out proposals in relation to core office strategy and the future of St David Hall. It is noted that this report delegates authority to prepare outline business cases in relation to those matters. It is expected that further reports will be required in relation to any final proposals upon which detailed legal advice can be provided as required.

Equalities & Welsh Language

86. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.
87. 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.
88. An Equality Impact Assessment aims to identify the equality implications of the proposed decision, including inequalities arising from socio-economic disadvantage, and due regard should be given to the outcomes of a Equality Impact Assessment.
89. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

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

90. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier,

more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2020 -23.

91. When exercising its functions, the Council is required to take all reasonable steps to meet its wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
92. The wellbeing duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
 - Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them
93. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Policy and Budget Framework

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

HR Implications

95. There are no immediate HR implications arising from this report and its recommendations. Should further work be undertaken which impacts on the work locations of employees there will be a need to assess the employee implications and for full consultation to be undertaken with the trade unions.

Property Implications

96. All property considerations are described in the report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the Corporate Property Strategy 2021-26 and the associated performance targets to be achieved over the 5 years period.
2. Approve the Annual Property Plan 2021/22 attached as Appendix 2.
3. Delegate authority to the Director of Economic Development, in consultation with the Cabinet Member for Investment and Development, the Section 151 and the Legal Officer to:
 - i) Develop an Outline Business Case to consider the Council's future core office requirement taking account of the recent surveys attached at Confidential Appendix 3.
 - ii) Develop an Outline Business Case to consider the future investment requirements for St David's Hall taking account of the recent survey attached at Confidential Appendix 4.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	10 December 2021

The following appendices are attached:

Appendix 1: Corporate Property Strategy 2021-26

Appendix 2: Annual Property Plan 2021/22

Confidential Appendix 3: Core Office Condition Survey

Confidential Appendix 4: St David's Hall Condition Survey

CORPORATE PROPERTY STRATEGY 2021 - 2026

Leaner and Greener

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1. Executive Summary

This Corporate Property Strategy 2021-26 establishes the strategic direction, performance targets, key processes and governance relating to the management of the Council's land and property estate over the next five years.

The strategy focuses on the modernisation of a leaner and greener operational estate, whilst also setting out the themes and principles of managing the Council's leased portfolios. There are three clear paths to the management of the property estate via the Operational, Non-Operational and Investment portfolios.

The Council uses property to deliver or support the delivery of statutory and community services. It is vitally important the Council's property is configured to align with changing service needs, as well as the wider strategic and financial objectives of the Council. The strategy details the approach to new challenges that will change the way we use and invest in our estate going forward.

The introduction of the One Planet Cardiff strategy identifies a clear role for the Council's estate in de-carbonising the city by 2030. The Council will progress new physical adaptations and behavioral approaches across the estate to meet this target.

The Hybrid working programme will change the way we work, how we use our properties and lead to a reassessment of operational property requirements. The Council will work to align service need to workforce change, ensuring investment in reconfigured working environments.

Ongoing maintenance and modernisation planning to improve the condition of the estate will be aligned with One Planet Cardiff and Hybrid programmes to inform the retain or relinquish decision making process over the course of the strategy, ensuring best value for money investments. The Council will also work to understand the impact these programmes will have on the core office requirement.

New management principles are established within the leased estate (non-operational and investment property) to ensure enhanced management of tenants, timely collection of rent and review of tenant obligations.

The strategy establishes new property targets to measure estate performance over the 2021-26 period. Progress towards these targets will be reported to Cabinet via the Annual Property Plan (APP).

2. Overview and Purpose of the Strategy

Cardiff Council owns and manages over 750 properties with a current use value of over £1.6 billion. The operational estate is made up of 336 sites containing a total of 628 individual buildings held to deliver or support delivery of Council services. The leased estate contains 450 properties, 200 leased on commercial terms at market rent for the purposes of revenue generation, employment and economic development. A further 250 properties are leased on community terms to local community tenants such as sports teams, scouts groups and other charitable organisations.

In addition to buildings, Cardiff Council also owns a considerable land portfolio primarily consisting of parks, housing land and land held for development. In total, Cardiff Council either owns or manages approximately 1/3 of the surface area of the Cardiff administrative boundary.

The cost of managing, operating and maintaining the Council's operational estate is in excess of £38m per annum, the second largest call on the Council's revenue budget after staff costs. The overall quality of the Council's estate means that a number of properties require repair works, with a value of £45m Priority 1 works currently programmed over the next 5 years.

	Used/managed for Council Services		Let to Third Party	
	Operational Property	Operational Land	Non-Operational Estate	Investment Estate
Type	Service Occupied Property Assets	Service Occupied and Managed Land		
Example	Offices, Schools, Depots, Venues, Libraries, etc.	Parks, Highways, Estates & Misc	Retail Parades Community Leases	Multi-Let properties, Ground Leases
Size	336 Sites 628 buildings	Over 10,000 acres	250 properties Approx 50/50 split Retail & Community Leases	200 properties
Current Strategy	Corporate Property Strategy 2015/20 Annual Property Plan	Progressing Land review to feed £40m Disposal target	n/a	Investment Estate Strategy 2016/21
Next Steps	New Corporate Property Strategy 2021/26	Complete land review and work with services to understand future requirement	Incorporate into Corporate Property Strategy 2021/26 Implement proactive estate management	Continue to improve performance of portfolio (Rental income)

Table 1: Council property estate summary

The purpose of this successor strategy 2021-26 is to build on the progress made over the last 6 years and provide a framework for supporting and stimulating the Council's organisational

objectives and sets performance targets to support the Council's budget and One Planet Cardiff.

The strategy further develops the framework for clear property decision making and ensures all decisions relating to property are taken for the strategic benefit of the Council, in support of the Corporate Plan, the Council's budget and the requirements of service areas.

2.1. The Corporate Significance of the Property Strategy: Finance, Service Delivery and Regeneration

Finance

- **Budgetary and Financial Impact**

Corporate Property and Corporate Finance are intrinsically linked. Robust property asset management plans, as well as understanding the condition, risks and value for money in respect of property assets, needs to be consistent with the budget framework and its Capital Strategy in order to deliver the objectives of the authority. Property is the second largest call on the Council's budget after staff with the management and transaction process carrying significant capital and revenue implications. Recent updates in codes of practice by CIPFA and regulatory changes have highlighted the need for robust reporting and option appraisal, particularly in respect to property assets that are held solely for the generation of yield. As guidance emerges the APP needs to be consistent with such guidance and will, on an ongoing basis need to highlight performance and risks particularly in respect to Investment Property. Table 2 describes the income and expenditure of capital and revenue in regards to the property estate.

- **Capital Programme and Receipts**

The Council has a significant capital programme to support capital schemes such as new school builds, new housing, addressing building condition as well as local and significant major projects to secure regeneration and service reform in the City.

Capital receipts are an important means of increasing the affordability of the Capital Programme. The generation of capital receipts is also consistent with the need to accelerate a reduction in the Council's asset base where this can support savings requirements. The 2018/19 Capital Programme set a £40 million target for non-earmarked receipts (net of fees) for the period 2018/19 - 2022/23, with a subsequent increase of £1 million to this target in 2019/20, after making a deduction for eligible revenue costs of disposal. The Council's approach to the delivery of the capital receipts target and those deemed to be earmarked where approved by Cabinet as ring-fenced for specific projects or strategies, or ring-fenced by legislation are updated in the Annual Property Plan.

It is recognised that realisation and timing of receipts will vary, even so it is important to be clear that receipts included as receivable in the budget have associated clear timescales for delivery, are site specific and are confidently achievable in order to reduce risk to the Council's borrowing requirement and future revenue budget.

It is also important to ensure that where business cases are approved which require the acquisition of land or investment in property on the basis that these will dispose an income stream, that ongoing performance monitoring and status is reviewed. The APP will

help to support this aim, allowing effective planning for projects to ensure financial resilience risk can be monitored and understood.

- **Revenue Income / expenditure**

Council owned property as well as working with other property owners, public and private, to develop objectives is a key driver to meeting many objectives set out in Capital Ambition. These activities can also either support savings and efficiencies or have potentially adverse implications on capital or revenue budgets if not managed by a clear and agile strategy. Examples of the types of cost and income are set out in the table below.

Type	Income	Expenditure
Capital	<ul style="list-style-type: none"> • Capital receipts from the disposal of land and property • Premium lease payments 	<ul style="list-style-type: none"> • Land and property acquisition • Council financed build projects • Large scale repair / refurbishment
Revenue	<ul style="list-style-type: none"> • Rent from leases and licences • Fee income to support estates revenue budget 	<ul style="list-style-type: none"> • Rent lease costs • Repairs and maintenance including statutory observations • Running costs (rates, utilities, insurance, cleaning and security etc) • Dilapidations obligations • Costs of managing the estate • Provision for bad debt and voids

Table 2: Overview of capital and revenue income and expenditure

Service Delivery

- **Changing service requirements**

The Council is constantly reviewing the best way to deliver services. Property is intrinsically linked to the delivery of these services whether through statutory provisions such as education or social services, or community uses such as libraries, hubs, venues and sports facilities. This is also the case for Council operational facilities that support front line operational services such as depots and waste services. The way these services are delivered evolves over time and this influences the types of properties and spaces required to best support the delivery of services.

- **Flexible and versatile estate**

As services evolve the Council's property estate must be dynamic and able to change over time to meet the need of those services. Recently all Council services were required to adapt rapidly to a greater or lesser extent in response to COVID, where some essential services were delivered in new or different ways. This has resulted in an acceleration of new service delivery methods, many of which will now be incorporated into business as usual. This may lead to changes in the Council's operational property requirements over the short, medium and long term and the estate will adapt to meet these requirements.

- **Hybrid working**

Cardiff Council is in the process of implementing a Hybrid working model (see Section 4). This new way of working changes the way the workforce will use all our buildings and in particular our core offices. As less people will work in the office each day, it is anticipated the need for office space will be less than what is currently available. This will be complimented by locality working – where council employees will be able to work in bookable spaces in the city, outside of core office buildings. Hybrid working will impact all operational property and the way we manage our working environments.

Regeneration

The Council's property estate plays an important role in the ongoing regeneration of the city. Examples include:

- **The Council's housing objectives**
- **Land and property for the purposes of employment**
- **Opportunities to regenerate communities**
- **Ensure service delivery**

It is important that the Corporate Property Strategy and related development feed into the preparation of the replacement LDP as it evolves in more detail through the preparation process over the next few years. This is particularly relevant to the candidate site process.

Cardiff Council led major projects remain significant drivers for regeneration. Ongoing examples include the new Arena project in Cardiff Bay, The International Sports Village and the regeneration of James Street.

The Development and Regeneration team in the People and Communities Directorate works to improve housing, local environments and community facilities across the City through small and large scale housing and regeneration schemes within existing communities all over Cardiff. Partnership work with other teams in the Council such as social services, transport and planning and external bodies such as CAVUHB, RSLs and the Third Sector run through the wider portfolio of programmes and projects.

The work of the team is closely aligned with the Council's strategic property and estate management, examples of this include:

- Working jointly on property and land negotiations for public sector partnership schemes such as new Health and Wellbeing Hubs with the regeneration team and CAVUHB, the Police and GPs

- Advising on housing property acquisitions for social care, housing and regeneration projects
- Feeding into the design and feasibility work on a range of refurbishment and new build sites including multi agency community hubs, housing sites and regeneration proposals
- Supporting development and regenerations schemes where there are lease, licence and operational arrangements with council teams and outside parties

Some recent strategic development projects achieved through effective corporate working between Communities and Economic Development, Estates & Housing include:

- The ongoing redevelopment of the former public amenity site at Waungron Road to deliver new Council housing and a transport Hub and also a wide range of public space improvements and new green infrastructure
- The ongoing redevelopment of the former Michaelston College site to deliver a new 'wellbeing Village' for Ely, focused on older person housing and a range of public buildings and spaces
- The purchase and redevelopment of the former Gasworks site in Grangetown for circa 500 new homes, public realm and community buildings

2.2. Corporate Property 2021-26: Objectives & Targets

The Corporate Property Strategy 2021-26 introduces 5 objectives:

- **Objective 1: Corporate approach**
Build on the achievements of the 2015-20 strategy, continue to develop the governance, business processes and reporting arrangements that ensure property is managed as a corporate asset.
- **Objective 2: Strategic direction**
Establish the strategic direction in each of the Operational, Non-operational and Investment portfolios and work with services areas through established governance to ensure accommodation alignment with service requirements.
- **Objective 3: Modernisation of the retained estate**
Embed the theme of modernisation across the estate, focusing on the improvement of quality and suitability of the Council's property. Establish hybrid working and One Planet Cardiff as central to the asset management decision-making process.
- **Objective 4: Property Performance Targets**
Measure performance against strategy targets through the Annual Property Plan.
- **Objective 5: Partnership Working**

Continue to develop strong strategic working arrangements with public sector partners to achieve common and mutually beneficial objectives in support of the Council's well-being priorities.

The Corporate Property Strategy 2021-26 introduces 5 Headline Targets:

1. **Carbon reduction**
Supporting delivery of the One Planet Cardiff strategy and contributing to net zero by 2030. Reduce the carbon footprint in the Built Environment by **30%**.
2. **Modernisation:** Completion of all Priority 1 works
Achieve **100%** of Priority 1 programmed asset works in each financial year based on an annually reviewed rolling programme.
3. **Efficiency:** Running cost reduction
Records the degree to which the Council is using its assets in a more cost effective way and reducing revenue costs. Reduce the running cost by **£6m**.
4. **Capital Receipts**
Commitment to ensure support to the Council's capital programme via disposal of land and property. Achieve **£25m** general fund capital receipts.
5. **Investment Estate:** Rental income
Target to increase the rental income from leased property by **£600k**.

Corporate Property Strategy 2021-26 Targets summary

	Carbon Reduction	Programmed maintenance	Running Cost reduction	Capital Receipts	Rental income increase
Strategy target end 2021/26	5,543 tCO2e	£45m	£6m	£25m	£600k
Strategy target end 2021/26 %	30%	100% of Priority 1	15%	n/a	n/a

Table 3. Corporate Property Strategy 2021-26 targets. See Appendix 1 for Corporate Property Strategy 2015-20 review.

Annual Property Plan

Performance against the targets will be reported on an annual basis via the Annual Property Plan (APP), which will be presented to Cabinet each year of the strategy. The APP reports target achievements for the previous financial year and the new targets for the current financial year.

3. One Planet Cardiff: Carbon Reduction in the Built Environment

Cardiff Council declared a climate emergency in 2020 and shortly after published the draft One Planet Cardiff (OPC) Strategy which sets out the Council’s strategic response. The principal objective of the strategy is to become a Carbon Neutral City by 2030. OPC proposes a wide range of ambitious actions that will begin to form the basis of a delivery plan to achieve carbon neutrality. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

The strategy determines seven key streams all of which are to some extent dependent on land and property to achieve;

- **Energy** – How it is used, sourced, distributed and generated
- **Green Infrastructure and Biodiversity** – Protect and enhance
- **Transport** – Review of required infrastructure, minimize impact of vehicle emissions and air quality
- **Food** - Support smarter more localized and more socially equitable food systems
- **Water** – How we source, manage and use water
- **Waste** – Reduce waste production, increased recycling and implement new procurement decisions

And most relevant to land and property;

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

The OPC objective to achieve a net zero carbon estate by 2030 carries significant implications for the Council’s property estate ranging from the impact on strategic decision making, resources, budgets and procurement through to the day to day use and management of land and property.

Carbon footprint in the Built Environment 2019/20

The One Planet Cardiff benchmark year is 2019/20. In terms of scope, the Built Environment includes all corporate property such as offices, depots and HUBs, together with all school buildings and all Council managed Housing. This is a broader portfolio than the Council has previously reported carbon performance and the first challenge is to accurately understand the carbon footprint of the Built Environment. This establishes a starting point from which to track progress. New benchmarking projects are in the process of being implemented that will provide the accuracy needed to confidently measure carbon in the Built Environment over time. This strategy details carbon reduction reporting in the Corporate and Education portfolios. Carbon reduction relating to Housing is subject to separate reporting governance.

BUILT ENVIRONMENT (exc Housing)		
	Consumption kWh	Carbon tCO2e

TOTAL	87,706,424	18,478
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Table 4: Overview Carbon output in the Built Environment (excl Housing) in 2019/20.

New governance is in the process of being established that will ensure a corporate approach to management and consistency in reporting and terminology relating to Carbon reduction in the Built Environment.

Achieving net zero

The objective of OPC is to reduce the net carbon contribution of the Built Environment to zero by 2030. At a strategic level, achieving the net zero carbon target can be broadly divided into two categories shown in table 5.

Type	Percentage of Net Zero	Achieved via	Lead
Carbon Reduction	60%	Reducing carbon output in new and existing buildings through physical and behavioural change	County Estates, Education, Housing
Carbon Offsetting	40%	New projects to offset city carbon production such as tree planting and biodiversity	Strategic Energy, Parks services

Table 5: Split between carbon reduction and carbon offsetting to achieve carbon net zero

CARBON REDUCTION MEASURES:

Grid decarbonisation

Decarbonisation of the National Grid will provide passive decarbonisation benefits for Cardiff Council, as the GHG intensity of electricity supplied progressively decreases with an increase in renewable and low carbon generation sources.

Modelling is ongoing but current estimates suggest 5-10% of the 60% reduction target could be met through grid decarbonisation.

Rationalisation

Carbon reduction in the Built Environment over the last several years has primarily been achieved through property rationalisation – the disposal of property or termination of leases. When a property is sold or lease relinquished, the carbon contribution of that asset is removed from the Council’s Built Environment carbon footprint. However, the scale and rate of property relinquishment has slowed since the completion of the previous property strategy 2015-2020 as the Council now manages a leaner estate, better aligned to service requirements.

Relinquishment will remain an important theme and the adoption of a hybrid working model may ultimately result in the need for a smaller corporate estate footprint - which could in turn lead to additional properties becoming surplus.

Presently however, the degree of carbon reduction anticipated to be achieved through rationalisation will need to be complimented by additional reduction measures. It is estimated approximately 5-10% of the carbon reduction figure will be achieved through rationalisation.

Modernisation

Modernisation describes the repair and refurbishment of the retained operational estate. This is a broad area in the process of being realigned in regards to focus, scope and budget to meet the carbon reduction objectives.

Carbon reduction investment projects

Historically the Council has implemented energy efficiency schemes on a relatively modest scale. For example in the Refit programmes, properties the Council has determined to retain were assessed for physical building works resulting in energy performance enhancing / carbon reducing measures which were then implemented on an invest to save basis. Payback has typically in the region of 10 years.

- Refit tranche 1 completed in 2017/18 on a portfolio of **8** properties.
- Refit tranche 2 is currently being implemented, a further **11** schools are receiving energy efficiency adaptations with a total project budget of £1.4m.

To date the scale of carbon reduction investment projects has been on a relatively small scale, with the remainder of the Built Environment, approximately 315 operational properties of varying size, use and condition yet to undergo full assessment.

It is intended for schemes such as Refit to be scaled up significantly and applied across the extent of the retained corporate, education and housing portfolios subject to appropriate supporting budget, resource and governance. Time will be required to develop feasibility of these schemes and a programme of works to be implemented on a larger scale.

Onsite energy generation opportunities have been implemented in selected Council properties, primarily within the education estate through solar panel roofs. The opportunities for onsite energy production at assets the Council intends to retain over the long term will be explored by way of a structured and consistent review process. This will be an extensive and specialised programme requiring specific focus and resource to fully explore and implement.

The Refit programme to date has delivered an average carbon reduction of 10% per annum in the buildings retrofitted. With lessons learned and improvements in site management the tranche 2 works have identified the potential for circa 20-30% carbon reduction across the 11 properties in scope. Future refit schemes will allow opportunities to consider a more holistic modernisation and energy improvement programme by defining carbon reduction targets and allowing framework providers to introduce asset renewal works such as new windows, roofs etc alongside traditional energy conservation measures. This holistic approach will lead to energy performance improvements delivering additional carbon reduction within the estate. An estate wide refit programme will need to be further complimented with additional reduction initiatives as below.

Asset Renewal repair & replacement

Programmed and reactive repair & replacement of property components is under review to align with OPC. The Council will seek to establish minimum standards of energy performance in building components embedded within the procurement process, to ensure components below the agreed standard can no longer be purchased.

Opportunities to pursue estate wide replacement of more energy efficient components may take advantage of economies of scale. Examples include new heating systems, lighting, window replacements etc. These programmed replacements are proposed to be undertaken on a larger scale than previous programmes, subject to budget allowance, targeting poorly performing assets due for replacement over the next few years.

Behavioural Change

The way we use our buildings will also be a significant contributor to the reduction target. Managing the use of properties more efficiently is estimated to be just as significant as the physical building adaptations in reducing carbon, in some research between 15-20%. This has already been observed in the carbon output reductions over the COVID period as the Council vacated the vast majority of the premises for long periods. Education, training, and management support for new practices to staff, managers and building users will be required to ensure efficient use of council property over the short, medium and long term.

CARBON OFFSETTING MEASURES

40% of the carbon reduction target is anticipated to be achieved through offsetting measures. This will primarily be achieved through the planting of trees and other natural means. The Coed Caerdydd project will be central to this initiative. The project outlines an ambition to increase the tree canopy across the city by 19% – 25% by 2030. Progress against this offsetting strategy will be reported through Coed Caerdydd governance and the Annual Property Plan.

Strategic property decisions

Going forward the carbon footprint of a property will be considered as an ongoing liability the Council will assess in terms of affordability much in the same way revenue budgets are assessed. When considering a property purchase, the carbon impact will be analysed and the cost of mitigating factored into the acquisition business case.

Similarly, when reviewing a property for retention, the carbon footprint over time will be assessed together with the cost of mitigating weighed against service need and affordability. Together with service need, value of the site, maintenance backlog and ongoing running cost budgets, this may result in properties becoming surplus to Council requirements in the future following assessment. This aligns closely with the Council's Hybrid working proposals. Assessing Carbon reduction requirements together with the cost of Hybrid adaption and known maintenance requirement will be considered together as part of the decision making process.

Built Environment Summary

The OPC strategy has resulted in a step change in the way the Council manages and makes decisions throughout the asset lifecycle. Carbon output and energy efficiency is now a key consideration in the decision process for the acquisition or disposal of property. The reduction and offsetting measures required to meet the strategy targets will require new revenue,

capital and staff resource considerations as the various reduction initiatives evolve over the next 5 years.

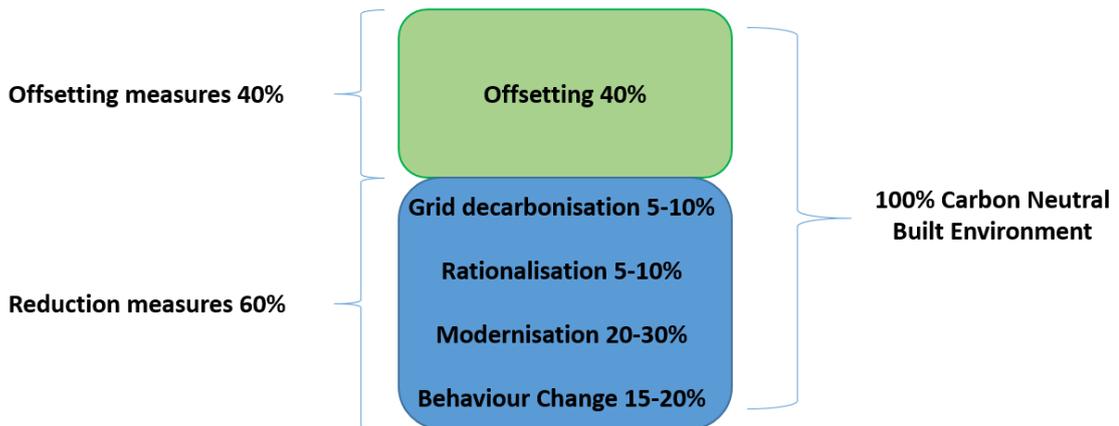


Figure 1: Proposed areas of carbon reduction focus

The detail of the implementation plan to reach net zero in the Built Environment is still being investigated and will be reported annually through the APP with specific case by case initiatives presented to Cabinet Report.

The carbon reduction approach in figure 1 reflects the current potential of identified areas of focus. New benchmarking tools are in the process of being implemented that will ensure the Council has a more accurate understanding of the carbon reduction potential in the key areas and will facilitate accurate reporting via the APP as processes and systems are refined. Currently targets are set against the reduction of operational carbon in the Built Environment, however reducing embedded carbon is also a priority.

Target: One Planet Cardiff – Carbon reduction

Reduce the carbon footprint in the Built Environment by 30% by the end of the strategy

4. Hybrid Working: A new approach to working

Hybrid working and Future Working Patterns

Prior to the COVID 19 pandemic, Cardiff Council had commenced initial research into how technology and new approaches to working could be used to improve the efficient use of space and technology to enhance service delivery. Examples seen in other Welsh and UK local authorities, particularly in office environments, had shown how investments in reconfigured workspaces and supporting technology could be used to successfully deliver these objectives.

However, the onset of the global pandemic in March 2020, transformed the way we worked, the Council's workforce shifted to home working almost overnight. Since then, over 80% of the Council's core office workforce now undertake their work from home. Over 2000 laptops were issued and the use of communication software (such as Microsoft Teams) allowed the switch to virtual meetings and training to support continued Council business.

There have been benefits from remote working, both to the organisation and individual employees which include increased flexibility, improved work-life balance, greater productivity, reduced travel and building usage. However, as we emerge from the pandemic the Council will progress a flexible approach to workspaces to support service delivery. Homeworking will continue to feature in this new flexible approach but will be complimented by re-designed workspaces which provide an activity based focus for collaboration, learning and mentoring as well as building team relationships, all of which have been impacted by the isolation of the pandemic.

As a consequence, the Council seeks to build on the benefits of the workforce change experienced over the last 18 months, whilst also establishing a flexible and balanced approach to ensure the needs of the service and the individual are met. This approach is called Hybrid Working and a programme to transfer to this model is underway.

Hybrid Working Project Objectives:

The programme will implement the transition to a new Hybrid way of working which aims to support service delivery, embrace diversity and personal choice. Through delivery of the Hybrid Working model, the Council's corporate property estate will be reviewed and modernised to support the new working pattern with a focus on shaping the work environment to meet service requirements and the activities they carry out, enabling effective service delivery. Some of the key areas in scope of this change include:

- Reviewing ways of working across all areas of the organisation and working with services to manage the transition to a new Hybrid way of working.
- Developing, communicating, and embedding key principles for Hybrid Working across the organisation.
- Reviewing accommodation requirements and working with services to shape the environment to reflect activity-based working.

- Ensuring that hybrid working accommodation requirements are central to the business case brought forward to inform the future requirement of the Core Office accommodation.
- Reviewing touch down locations across the city taking into consideration Council premises, partnering public sector organisations (such as NHS and Police etc) and private sector opportunities and future developments with the potential for touch down spaces.
- Ensuring the environment within any building identified as part of the Locality Working Strategy is shaped to reflect the new Hybrid Working model and activity-based working.
- Identifying opportunities to merge the building management systems with the management and monitoring of utilisation and occupancy to ensure effective use of space.
- Reviewing technology requirements in line with future office environment needs to determine improvements in relation to desk top technology, connectivity, telephony, and audio-visual solutions.

As the Council is a diverse organisation providing a wide range of services, it is recognised that workplace designs should provide staff with what is required to work in the best way possible for their activity types. An internal Hybrid Working project team has been established to lead this fundamental change to working arrangements and to manage the project governance in alignment with corporate objectives, specifically:

- **One Planet Council** - Post-pandemic the Council will maximise environmental impact as an anchor employer and use the power of its organisational policies, practice, and partnerships to lead a greener recovery and renewal.
- **Flexibility** – the ability to act quickly and flexibly, with a focus on outcomes over process or presenteeism, and radical change enacted swiftly and effectively across organisational and service boundaries.
- **Digital by Default** - The Council will adopt a ‘Digital by Default’ approach, providing access to an enhanced range of services online where all those who can use digital routes to service choose to do so.
- **Community/Locality-focussed** - In the future, services need to respond to the different challenges faced by communities across the city, bringing public service assets and resources together to create ‘teams around the community’.
- **Child, family, citizen at the centre** – In rebuilding local public services, the needs, and strengths of those receiving the service will be – at all times – front and centre.

The programme aims to reflect these key strategies and ensure that the requirements for the Council’s Core Office accommodation aligns with future working patterns.

5. Operational Estate

5.1. Operational Estate overview

Operational property includes land and buildings the Council uses to either deliver or support the delivery of Council services. Examples include Offices, Libraries, Venues, Sports facilities, Depots and Schools. Operational property consists primarily of freehold assets – property the Council owns. However, a small number are leased from third parties.

Operational property

- Number of sites – 336
- Number of buildings: 628

By service area

- **Education:** (incl. Schools, Youth Services, Resources etc) : 144 Sites, 343 Buildings
- **Education Caretakers Houses:** 45 Sites, 45 Buildings
- **People & Communities:** 29 Sites, 31 Buildings
- **Planning, Transport & Environment:** 26 Sites, 73 Buildings
- **Social Services:** 23 Sites, 24 Buildings
- **Economic Development:** 69 Sites, 112 Buildings

By Internal Area

- **Total GIA:** 596,198 sq. m
- **Education:** 418,551 sq. m
- **Education Caretakers Houses:** 5,033 sq. m
- **People & Communities:** 22,105 sq. m
- **Planning, Transport & Environment:** 10,768 sq. m
- **Social Services:** 7,392 sq. m
- **Economic Development:** 132,349 sq. m

Service Area	Operational Land in Acres	Non-Operational Land in Acres	Combined Land in Acres
Economic Development	4.8	362.5	367.3
Education	746.5	21.9	768.4
Environmental Protection	0.3	0.1	0.4
Strategic Estates	0.0	1,608.9	1,608.9
Highways	897.0	7.9	904.9
Housing	1,892.8	93.8	1,986.6
Headquarter Buildings	30.8	0.0	30.8
Parks & Leisure	4,249.5	294.3	4,543.7
Miscellaneous (mainly CBTC)	118.7	0.0	118.7
Social Services	8.2	2.4	10.6
Transportation	29.6	57.8	87.4
Total Area	7,978.2	2,449.7	10,427.8

Table 6: The Council's land estate divided by service area

5.2. Aims and Objectives

The operational estate has been significantly rationalised over the last six years to realign with service requirements. This is an ongoing process particularly at the time of writing as Hybrid Working, One Planet Cardiff and evolving new ways of delivering services continue to change the way the Council can best use its property assets. Consequently, it is a priority of this strategy to continue the governance approach of reviewing the council's operational estate need against the changing service requirements and to develop opportunities to meet changing need.

5.3. Corporate Landlord

In July 2018 the Council commenced implementation of a Corporate Landlord Programme, which is endorsed by both CIPFA and RICS. The function of the Corporate Landlord is to ensure that service departments are adequately accommodated, to ensure that the future asset requirements for each service are identified and procured and to maintain and manage property assets in accordance with corporate strategic priorities and standards and relevant property and Health and Safety Legislation. The model vests ownership and responsibility for all of the Council's non-domestic land and property assets centrally within County Estates based in the Economic Development Directorate. The model has established new management processes around decision-making, governance and financial management.

An implementation programme has delivered projects integral to progression of the corporate landlord model. The programme established Five workstreams to address key areas including Health and Safety, Property Maintenance Backlog, Estate Running costs, Data & Technology, governance and the appointment of new management resource.

Corporate Landlord Programme work streams:

- People and Change
- Enterprise and Architecture Technology
- Asset Management Principles
- Building Maintenance Framework
- Health and Safety compliance

Current Position

Since July 2018 significant progress has been made in each workstream with all projects now complete and incorporated into 'Business as Usual' County Estates has been successfully established in line with the agreed model and supports effective management, maintenance and improvement of the corporate estate, including schools.

People and Change

The focus of this work stream was on ensuring sufficient and appropriate staffing resource existed within the model to deliver each function. This included the restructure of existing teams and as a consequence, new posts and appointments, this included:

- i) Corporate Landlord Programme
Recruitment – Assistant Director to lead the County Estates Division and manage the Corporate Landlord programme.

- ii) Schools Organisational Planning
Recruitment – Programme Director to lead and manage the SOP process.
- iii) Health and Safety
Establishment of a Health and Safety function to drive through improvements in statutory compliance across the council’s estate, providing a technical role in relation to high-risk issues such as Fire Risk Assessment, Asbestos Surveys, Legionella Risk Assessment and Mechanical and Electrical inspections. A specific team was established to provide focused support to schools to secure improvement in health and safety standards across all Cardiff schools.
- iv) Building Maintenance
A restructure and rebranding of Facilities Management to a Property Services Division established ‘Pre-delivery and ‘Delivery Teams as well as the Statutory Obligations Team.

In addition, Establishment of a Customer Liaison Team to manage the One Front Door first point of contact for School and Corporate building managers was completed as well as recruitment of an Asset Manager for management of the Council’s Estate, including schools.
- v) Capital Delivery
Recruitment of two Operational Managers to lead the implementation of the 21st Century Schools programme.

Enterprise and Architecture Technology

1. This stream captured new IT systems, data and information flow processes required to underpin the effective delivery of Corporate Landlord services. It provided the means from which previously separate teams could align information and share data and systems more readily:
 - i) RAMIS
Health and Safety software system to manage Statutory Obligations tasks and data.
 - ii) Technology Forge Phase 1
Estates Management software to hold all property data, case management and property condition information.
 - iii) One Front Door
Improvement of existing software systems to support single point of entry for school and corporate customers in respect of requesting new building works jobs.

Asset Management Principles

2. Work completed in relation to specific projects designed to provide new information or guidance in support of Corporate Landlord core business activities.
 - i) Property Condition Surveys
A programme of surveys undertaken across the corporate and schools estate providing up to date property condition information to inform both immediate and planned preventative works

- ii) **Asset Renewal Programme**
A project implemented to utilise the data from the property condition programme to inform a planned maintenance programme across the schools and non-schools estate.
- iii) **Education and Corporate Handbook**
Production of a corporate landlord handbook for the schools and non-schools estate detailing the building management responsibilities of the corporate landlord function and service area managers.

Further Developments

For the period of the Property Strategy further developments will be progressed under the Corporate Landlord function: -

Estate Management

Additional property management support to be provided to service areas including schools to progress continued estate management and planned preventative maintenance programmes. Specific support to be provided to school estates teams on the safe management of school premises, planning maintenance work and contracting directly for maintenance work.

Statutory Compliance

Further development of the statutory obligations team through relocation of the function to Strategic Estates to ensure it forms part of the wider Asset Management Programme.

Technology Forge Phase 2

Implementation of a Job management system to improve the management and maintenance of Council building assets, and also provide mobile working technology for the Building Services DLO.

5.4. Modernisation

The theme of the CPS 2021-26 is Modernisation (Leaner and Greener). With the implementation of Corporate Landlord the Council is focusing concentrated investment in its retained estate to ensure it is compliant, fit for purpose, supports the delivery of services and is energy efficient.

Over the course of the previous strategy 2015-20, the Council invested in an estate wide property condition survey programme to understand buildings work requirements across the operational estate. This programme was undertaken by independent advisors to a clear brief which returned condition survey information in a consistent format for the purpose of planning programmes, estimating budgets and reporting.

The Council has used this information to create planned maintenance programmes for both the Corporate and Education estates. New resource and governance has been established to manage this process, which links closely with teams in finance. The result is a planned programme for the current financial year, an indicative plan for the subsequent years, which is then managed according to priority and cost.

The programme is aligned to and includes Health and Safety works as recommended through cyclical statutory inspections. Health and Safety compliance within corporate and education properties is managed through the RAMIS system with identified remedial works fed back through the corporate landlord process to be incorporated into annual programmes. In the case of Education this also includes ALN adaptations.

The planned programmed maintenance requirement of the Priority 1 items in the operational estate from 2021 to 2026 is circa £45m. This has been derived from the estate wide condition survey programme and additional statutory health and safety inspections encompassing all corporate and education buildings.

The Council records all works within a wider programme including all statutory obligation remedial works and Priority 1 and Priority 2 items identified through the condition programme and any relevant subsequent follow up surveys.

These are defined as:

- **Statutory Obligation remedial works** – Any works that have been identified through statutory obligation surveys and are required to make that asset compliant with the relevant health and safety / building regulations.
- **Priority 1** – works that need to be undertaken immediately (including statutory obligation remedial works)
- **Priority 2** – works that if not undertaken in the next 12 months, will progress to Priority 1.

Typically Priority 1 items will include roofs, ceilings, windows, security systems, electrical and gas plant etc.

Broadly the £45m identified programme is split 65% Education Estate, 35% Corporate estate. County Estates undertake an annual review of Priority 1 works together with Finance and key service stakeholders to ensure affordability and delivery of the programme.

Cardiff Council is developing a Hybrid Working Programme and also progressing the carbon reduction initiatives of One Planet Cardiff. The maintenance programme, hybrid working assessments and carbon reduction proposals will be aligned to ensure best value for money is achieved within our retained estate when implementing building works. It is important to note that when considering all three of these priorities together, the Council will review the findings and through the asset management process, determine recommendations on whether that asset still represents a good point of investment to support or deliver Council services.

The alignment with One Planet Cardiff will change the way we plan and procure certain works. Work is ongoing to understand if large scale planned replacements across multiple properties, for example heating systems, may offer better value for money in the long-term.

Improving the overall quality of the estate will be achieved through a combination of:

- i) Planned Preventative Maintenance programmes
- ii) Improvement or refurbishment schemes such as Refit or strategic investments
- iii) One Planet / Hybrid building improvement programmes

- iv) Case by case refurbishments where identified
- v) Rationalising properties surplus to Council requirements

These points above will be subject to affordability assessment and reviewed through the established asset management governance process.

In delivering the modernisation programme, and addressing the aforementioned priorities, the Council will need to progress a business case approach to considering the required improvements against the backdrop of continuing budget pressures. This business case approach will inform if the optimum way forward is to invest in existing property or to relinquish and re-invest in a new property. Core to this approach will be the consideration of carbon related impacts as well as financial consequences.

Condition Surveys

The Council has a large estate which consists of a variety of properties in regards to age, size use and condition. As part of the property management process condition surveys are continually undertaken to inform the asset renewal programme. In the Education estate surveys are routinely undertaken on High Schools and Primary Schools to inform planned preventative maintenance and investment requirements. In the Corporate estate recent condition surveys have been undertaken on County Hall, City Hall and St David's Hall in order to determine current condition and maintenance requirements going forward.

The property condition surveys undertaken on County Hall and City Hall identify issues which will require attention in order to maintain the buildings in an operational condition. Currently due to the pandemic the buildings are accommodating a reduced number of occupants, improvement works will be required prior to a substantial increase in occupancy numbers.

A recent survey of St David's Hall identifies condition issues in the roof and ceiling structure. The works require significant investment to maintain the building to ensure it remains in an operational condition in the long-term.

The Council have implemented the required health and safety strategies to ensure these buildings remain safe and useable until such time their futures are determined.

5.5. Historic Buildings

The Council's operational estate contains historic buildings of different construction types and uses which may have listed and/or heritage status. As part of the Corporate Landlord management process, County Estates has compiled a list of all historic properties for review. Some of these assets are in need of specialist maintenance, particularly in regards to stonework, in order to ensure they are safe and their condition is preserved. These sites have been added to the County Estates risk register that is updated quarterly. Where necessary the Council has taken action in the form of surveys, repairs, safety envelopes (including scaffolding) or other relevant measures as required. It is recognised that historic buildings are often of unique design and construction and as each asset is reviewed, businesses cases for their repair and maintenance will be prepared on a case-by-case basis.

Target: Modernisation – Completion of Priority 1 works

Achieve 100% of Priority 1 programmed works in each financial year based on an annually reviewed rolling programme.

5.6. Running Cost Review

The annual revenue cost of the operational estate as of start 2021-22 was £38m.

This total cost is comprised of various areas of spend that can be broken down into broad cost headings - grouped below into the top 5.

Cost type	Description	Value	Opportunity
Maintenance	Revenue maintenance within the operational estate	£8.3m	Review need for revenue maintenance aligned with planned maintenance programmes
Cleaning	Total cleaning cost per year in the operational estate	£6.8m	Review cleaning requirements in line with new ways of working
Utilities	Gas, Electric, Water and Other sources of energy in the operational estate	£7.5m	Reduce use of utilities in line with new ways of working and with offsetting projects
Business rates (NNDR)	Tax against all property in the operational estate	£7.1m	Review existing rates on large properties and maximise rate relief where appropriate
Rent	Total annual rent payment for properties within the operational estate	£1.85m	Rationalise the remaining operational leased assets

Table 7. The 5 biggest annual revenue costs in the operational estate

The remaining spend categories are smaller in scale and specific to building types and uses.

Reducing the running cost of the estate will be achieved by a combination of:

- i) Examining each area of spend through focused, County Estates instigated projects designed to identify opportunities maximise efficiency
- ii) Behavioural change resulting from new ways of working
- iii) Efficient use of space led by Hybrid Working and new approaches to service delivery.

The target is to reduce the running cost by £6m over the period of the strategy.

This has been calculated by projecting potential property relinquishments, allowing for the successful review of the five key areas of spend and resulting efficiencies, savings resulting from the changing use of the council's operational estate as new ways of working are established.

The current approach to revenue maintenance budget is to be reviewed over the course of the strategy. If the Council determines larger scale works can be avoided or reduced through enhanced early intervention revenue maintenance works, then it may be the case that rather than see a saving in this area, the spend may actually increase.

Target: Efficiency: Running cost reduction

Reduce the running cost by £6m by the end of the strategy

5.7. Leased Operational Assets

The Council leases selected assets from third parties and occupies these properties to support or deliver services. In the 2015-20 strategy the Council stated the intention to move away from leasing properties where possible, in favour of better utilising existing freehold properties. This was driven by the need to reduce the additional costs associated with rental payments and dilapidations and to ensure full and long-term management control. Many leased properties were relinquished over the last six years including large, expensive sites such as Global Link Offices and the Friary Centre.

This approach will continue during the period of the 2021-26 strategy with the Council undertaking an appraisal of cost, carbon, dilapidations, valuation and service requirement to make decisions on the future of leased premises. Existing lease terms remain under review to understand any forthcoming options such as break clauses which may present opportunities to relinquish leased property – subject to sourcing acceptable alternative service accommodation and resolution of lease conditions in line with affordability.

5.8. Core Office Review

Background

Cardiff Council completed a large-scale Office Rationalisation programme in 2019. Starting in 2013 and running for 6 years. The objective of the programme was to maximise use of core office buildings and either sell or relinquish surplus smaller satellite offices.

As a consequence of this programme the Council currently has three core office buildings - County Hall, City Hall and Willcox House. This will imminently be reduced to two as Willcox House is in the process of being relinquished. Table 8 below summarises the key characteristics of the remaining core office buildings.

	County Hall	City Hall	Willcox House
Tenure	Freehold	Freehold	Leased
Status	Review	Review	Relinquish / Vacate
Floor area (sqft)	277,000	150,000	60,000
Annual Running Cost	£2.4m	£1m	£1.6m
Carbon (tCO2e) 2019/20	1061	629	213
Capital Value	£25m	n/a	n/a

Table 8: Core Office summary

Issues

Although the footprint of the core office estate is being reduced by circa 20% through the relinquishment of Willcox House, the COVID-19 pandemic and the consequent changes to working patterns suggest a further review will be required. Over recent years the Council has explored the idea of developing a new headquarters building to further consolidate the core office estate. However, in light of new working patterns and the growing importance of carbon priorities a full review of the Council requirements and the best solution for meeting those requirements needs to be undertaken through a business case process.

In the meantime, the Council will continue to utilise both City Hall and County Hall. The recent surveys carried out in 2021 outline some constraints on use until remedial works are undertaken. In the case of County Hall this is predominantly due to an antiquated heating and ventilation system. With City Hall the main issue relates to the heating plant and the associated heat distribution system. The capacity and use of these buildings will be significantly reduced until remedial works are undertaken. Nonetheless, for the time being, the available floorspace capacity across the two buildings will be more than sufficient to accommodate staff operating the new Hybrid Working model.

Office based work is particularly applicable to Hybrid working as a large percentage of the workforce that previously worked exclusively in core offices will be able to work in other locations. Work is ongoing to define the exact floor space required to deliver core office Hybrid Working, but models to date suggest it will require circa 150,000 sq ft or less.

OPC and the carbon reduction target is established as one of the key considerations in the strategic asset management process. To achieve net zero carbon by 2030 the Council is required to make significant strategic decisions and investments in regards to reduction and offsetting measures across the estate. As above the Council is committed to assessing the carbon “cost” of each of its assets and understanding the medium to long term impact of retaining that property.

County Hall is the largest carbon contributing core office property by a considerable margin. To meet the carbon reduction targets, large-scale capital investment into the building in the form of windows, insulation, energy supply, lighting etc would be required to achieve the required reduction. The capital commitment needed to undertake this could only be reasonably justified in a property the Council was committed to retain over the long-term. Table 9 shows the carbon contribution of County Hall increased by 7% between 2019/20 and 2020/21.

Property	2019/20 tCO2e	2020/21 tCO2e
County Hall	1061	1139
City Hall	629	521

Table 9: County and City Hall carbon contribution change 2019-20 to 2020-21.

5.9. Education Estate

The School Organisation Programme (SOP) is made up of the following elements:

- **21st Century Schools** – delivery of £164m Band A and £284m Band B
- **Local Development Plan Schools** – 8 primary schools and 2 high schools
- **School Reorganisation** – proposals brought forward to meet strategic needs
- **Asset Renewal and Suitability works** – upgrading and enhancement of the existing estate

These elements are underpinned by the strategic planning of places.

Priorities for current transformation projects and ongoing investment are progressing consistent with those outlined in the Band B Strategic case which aligns with the Cardiff 2020 and more recently Cardiff 2030 education strategies. The Council has recently acquired Sites in Splott and Llanishen to assist delivery of Band B.

With proposed forward planning programmed for Band C the Council will engage with stakeholders to inform planning to ensure effective join up with the large LDP developments that are now building out at greater speed. It is expected to feature the continued emphasis on levelling up and prioritising equity in our education system with every school considered a good school that is well located, responsive to community needs and able to cater for learner aspirations.

The 21st Century Schools planning is also being supported by an improving asset renewal programme that is beginning to improve the estate and teaching and learning environments, and this will continue until new build opportunities are available.

The SOP programme is subject to separate governance managing implementation which feeds into the Cross Service Strategic Asset Group. Education and County Estates work closely on all transactions relevant to the SOP programme particularly in regards to acquisition and disposal. The SOP programme is fundamental to the realisation of Capital Receipts generated from surplus school sites.

5.10. Land Management

Cardiff Council owns over 10,000 acres of land with County Estates department managing 1,600 acres. This is largely land held for development however also includes land subject to leases and other agreements such as easements and wayleaves. In some instances Cardiff Council is responsible for the management of all or parts of this land. County Estates will review this land and enhance the associated maintenance and security principles through the asset management process for land that is retained.

6. Non-Operational Estate

6.1. Definition of the Non-Operational Estate

Non-Operational estates are assets owned by the Council but leased to third parties, which may be on commercial terms, but with a large proportion also let on 'community' lease terms. Examples of community leases include scout huts, community centres and local sports facilities. The Non-Op portfolio has been created to capture all leased assets which do not fall within the definition of the Council's Investment Estate.

As a result, this portfolio is diverse and requires a different style of management within the portfolio whilst having regard to the Landlord and Tenant principals. Some of these community leases have evolved through the lease of former Council community operational properties, with others being leisure and social groups such as Scouts which have come into the portfolio from being former operational assets. There are approximately 250 assets in the portfolio producing a gross income of approximately £520k pa.

Given the types of groups or Tenants, the portfolio has been sub divided into Commercial tenants which are predominantly retails parades and pub ground leases and Non-Commercial tenants which consists of Community leases and groups providing a service to the community through leisure and social functions. The split is roughly 50/50 commercial and non-commercial.

6.2. Non-Operational Strategy Aims and Objectives

Whilst there has not been a standalone strategy for the Non-Operational portfolio, in anticipation of an updated Corporate Property Strategy, work commenced in 2018 to review each asset to understand the lease structure and the type of tenant and to align this to the investment Estates categories for the purposes of ongoing management and prioritising the work required as follows:

Retain	<ul style="list-style-type: none">• The asset has long term strategic value, supports the Council in partnership working and disposal will contribute minimal monetary value to the disposal programme• Pro actively manage ensuring all leasehold covenants performed including statutory compliance;• restructure leases for better performance of the asset;• re-establish Landlord and Tenant relationships
Remodel	<ul style="list-style-type: none">• The asset lends itself to community, master planning as the building may be coming to end of economic life and requires investment whilst still providing a valuable and beneficial community service• seek alternative partners to deliver fit for purpose facilities• work with the tenant on delivering a scheme
Release	<ul style="list-style-type: none">• The asset is presenting significant backlog maintenance with no budget to repair, management of the asset is intensive in relation to the value• prepare programme to include retail parades based on city wide location, maintenance backlog and value• undertake due diligence to include lease actions, tenant covenants and legal preparations

Figure 2. Non-Operational estate review method

6.3. [Non-Operational Strategy 2021-2026](#)

To ensure a consistent approach, the Council propose to adopt a policy for a variety of requests to ensure the Council's Freehold and retained interest is not adversely affected.

Existing Assets – Regear

If there are existing requests outstanding then it is proposed that we will continue to negotiate on a case by case basis provided that the proposal does not have a detrimental effect on the reversionary value of the asset.

Granting New leases

New Non-Operational Estate assets will predominantly come from the operational estate where service areas have declared the asset surplus to their requirement.

In progressing a leased opportunity, certain actions and criteria must be followed to ensure that the buildings formally declared surplus following the Council's policy and is safe and compliant prior to transfer.

Lease Renewal

Each renewal should be reviewed 12 months prior to the expiry date. This provides enough time for the Council to consider needs for the future.

As opposed to serving a Section 25 notice offering new terms, each asset should be carefully considered and discussed at the non-operational working group if necessary. Given that the Council is considering the remodelling of some of its assets consideration should be given as to new terms offered.

Contact with tenants

It is intended to contact all tenants annually to remind them of their terms under the lease and in particular the statutory obligations that they need to undertake. This is more relevant to the non-commercial side of the portfolio but for completeness, contact will be made with every tenant.

Training for Community Lease contacts

As a Social landlord, we propose to invite all non-commercial tenants who have a leased building (not ground lease) to a training session at the Council, to be run by Health and Safety. This will be tailored on the existing Premises Manager/Duty Holder training courses run for internal staff. The course is intended to be a half day and three dates will be offered. Participation will be very strongly encouraged and a record will be kept of all attendees. Should no representative attend, then the occupier will be contacted for an immediate inspection.

The training course will cover all aspects of building management and the aim of the course is to ensure all attendees understand the importance of statutory maintenance to include fire, asbestos and legionella.

It is anticipated that the Council will offer a list of approved contractors for the Tenants to liaise with and in the future, an SLA can be arranged whereby the Council undertake the works on behalf of the Tenant and recharge.

Inspections

Generally, internal inspections of approximately 33% of Retain and Remodel is aimed for annually). The data collected will be logged onto Tech Forge. If concerns are raised on breaches in lease and in particular Health and Safety issues, there will be clear guidelines as part of the County Estates handbooks outlining relevant actions to be taken.

6.4. Debt

The Council has an established Debt policy which is managed through income recovery. However, we propose to liaise more closely with tenants going forward on any debt issues occurring and provide greater support to our finance colleagues.

6.5. Cardiff Market

Cardiff Market is a historic building at the heart of the city having traded in various capacities since the 1700s. The Council is reviewing options to modernise the market to ensure the property is fit for purpose and able to meet the needs of traders and customers. This review will also consider opportunities to broaden the scope of activities at the market to include community events and activities such as literary festivals, more night markets and other food focused activities. Further updates will be reported through the APP at the appropriate time.

7. Investment Estate

7.1. Investment Estate Purpose

The investment estate is a portfolio of non-operational property for the primary purpose of maintaining levels of income to support the Council's existing revenue budget.

The portfolio also serves the purpose of being a key enabler to stimulate and encourage economic growth by investing in key sites for regeneration purposes. Examples include the regeneration of Central Square, the Canal Quarter and employment space initiatives

In November 2015 Cabinet approved some changes to the way the investment estate is managed. These key changes were:-

- All non-operational income producing property be held corporately, managed by Strategic Estates, with associated budgets realigned.
- The establishment of a new investment estate with a recommended approach to governance and operational arrangements
- Proactive asset management of the estate with capital receipts generated from the sale of investment estate assets being ring-fenced for reinvestment in similar assets to improve the yield of existing assets or to purchase better quality and better yielding assets that may also support longer term strategic aims.

7.2. Investment Estate Summary

The estate currently comprises circa 200 assets producing a gross rental income in 2020/2021 of circa £4 million. The current estimated capital value of the estate is circa £66 million, with this income representing a gross yield of circa 6.2%.

The estate includes a wide range of property types of variable commercial quality, with a focus on industrial property ground leases.

There is sometimes a distinction between properties held for investment and those which are held primarily for economic development purposes. The Council has a social role to play in holding or acquiring property for economic development and regeneration and in this regard, appropriate sites and properties will be considered as additions to the investment estate, subject to a robust business case, risks and agreed policy initiative for doing so.

A professional and proactive approach to the management of the existing estate is good commercial asset management practice, with opportunities reviewed on an ongoing basis. Opportunities to improve asset value include:

- Disposal of poor performing assets and reinvestment in better yielding properties which support the strategic aims of the Council
- Re-gearing ground leases
- Selective buying in of ground leases and re-letting

Red Dragon Centre

The Council acquired the Red Dragon Centre in January 2019 as approved by Cabinet Report. The asset is a substantial leisure investment anchored by an Odeon multiplex cinema,

bowling facility, casino and a variety of smaller tenants providing restaurants, bars and a gym. Since acquisition the centre has been managed by the Council's retained asset managers (Savills) and onsite staff, with whom the Council has worked closely to mitigate the significant impact of COVID-19 restrictions on operations. The centre is now returning to normal operation and the existing management arrangements remain in place going forward, with regular monitoring and reporting of the income taking place involving Savills and the Council's Estates and Finance teams.

In line with the developing Arena masterplan, in the longer term, a strategic analysis is being undertaken for the centre which will be presented to Cabinet early next year.

7.3. Investment Strategy 2021 -2026

As of start 2021/22 the Investment estate comprises circa 200 assets, valued at £65.75 million (2020 valuation date), generating £4.078m rental income per annum, representing a gross yield of 6.20%. The estate is dominated by 147 ground rent assets representing 72% of the portfolio.

More proactive asset management will enable the Council to increase income generation through maximising value from existing assets and buying in additional income via new acquisitions.

Existing Assets - Acquisition of Long leaseholds

The Council will continue to identify properties in the industrial ground rent portfolio, particularly in the core locations of Hadfield Road and Ipswich Road, where the long leasehold interest has less than 40/50 years unexpired. A target list of such opportunities will be maintained and reviewed, with the primary aim of achieving surrenders of the long leaseholder's interest. Successful implementation of this surrender and regrant strategy will drive income generation, by tapping into the occupational market rents in a historically strong industrial sector.

Existing Assets - Regears

Continued portfolio review will also identify ground rent assets in instances where reversionary potential is limited, or where the long leaseholder is unwilling to discuss surrender terms, lease regears should be explored on a case-by-case basis in return for a market rent/capital sum or combination of both. Any capital receipts can be ring-fenced to assist in funding of the acquisition of long leaseholds with stronger reversionary potential.

Additional Income - Acquisition of New Assets

In order to improve the quality and diversity of the portfolio, the Council will selectively consider the acquisition of new investments. Opportunities pursued should preferably be anchored by strong tenant covenants, on institutional quality lease, in strategic locations supporting the Council's long-term regenerative activities. Opportunities which have synergies with the existing estate will be prioritised.

In recent years there has been a trend from certain local authorities to acquire investment property on a national basis solely for yield and to support diminishing revenue budget support from central and devolved governments. In many cases this has been paid for by

undertaking borrowing from the Public Works Loan Board. Borrowing to invest has not been part of the strategy of Cardiff Council, which has limited acquisitions to opportunities within its own boundaries from the rationalisation of the existing estate and this approach will be continued to support the proactive management of the estate to meet strategic aims of the Council. Such activities will only be undertaken without increasing the Council’s borrowing requirement i.e. from receipts in hand.

Furthermore, it is noted that there has been significant regulatory concern about the sustainability, risks and proportionality of such borrowing activities. CIPFA in proposed updates to codes as well as the PWLB changes in lending policy are clearly of the view that such activities need a strengthening of governance, to the extent that the PWLB will prevent local authorities from accessing borrowing from it for any activity, if capital programmes include acquisition of investments solely for generating additional yield. This therefore represents a significant corporate risk moving forward, were such activities deemed to be captured within updated regulatory regimes.

Capital Raising - Freehold Disposal

Where ongoing review of the investment portfolio identifies assets with limited strategic value, high maintenance backlogs or where the Council are unable to realise the maximum value, disposal will be considered. This will generate ring-fenced funds to assist the funding of acquisitions on new or long leasehold interests, whilst any revenue income loss will be managed within existing revenue budgets for the estate

Governance

Where necessary, the Council engages the services of external property consultants to advise and assist in this objective. A governance framework is in place to oversee all decisions and ensure accountability.

All valuations pertinent to these activities will be carried out, or verified, by a fully qualified member of the Royal Institution of Chartered Surveyors with relevant valuation competency.

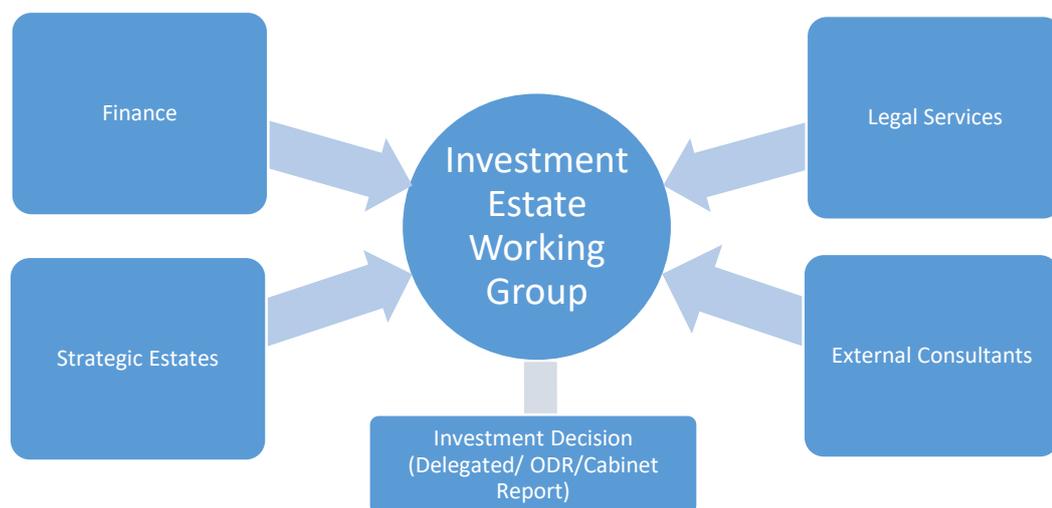


Fig 3: Diagram showing the governance arrangements of the Investment estate

7.4. Rental Income Target

The Council will seek to increase the rent collected from the Investment estate. The investment estate currently produces an income of just over £4m per annum. Over the past 5

year period, the organic rental growth seen within the portfolio averaged c.3.4% per year. In the absence of either materially expanding or reducing the capital base of the investment estate, it is considered reasonable and conservative to target a continuation of organic rental growth of 3% per annum for the portfolio. This would imply an overall income increase of c.15% or £600k over 5 years, with the rental growth achieved by a continuation of the existing commercial approach to lease events (i.e. re-gearing and reletting units at higher commercial market rents especially in the industrial sector) and in-built RPI increases on certain.

It is important the portfolio continues to be managed solely on commercial terms and under the principle that any capital receipt achieved from sale of an investment property, is ring-fenced into future investment estate acquisitions.

Target: Rental Income

Increase the portfolio income by £600k from £4m per annum to £4.6m by end of the strategy.

8. Capital Receipts

The delivery of capital receipts remains a critical objective to support the Council's capital programme

Capital Receipts are obtained principally through the sale of Council owned land and property. This is a consequence of the Council having considered all options through the asset management review process and ultimately determined that appropriation or freehold disposal is recommended as the best way for the Council to achieve its objectives.

Although the large-scale rationalisation of operational property was completed through the previous strategy, Hybrid working, One Planet Cardiff and changing service needs as the Council recovers from the impacts of COVID may result in land and property becoming surplus to requirements over the next five years. Subject to approval and assessment, surplus assets may present opportunities for appropriation or disposal and the realisation of capital receipts.

The receipts programme will also be heavily supported by the ongoing review of the Non-Operational portfolio, in particular the disposal of retail parades, which are subject to an ongoing rationalisation programme approved through the previous property strategy.

The Council will also continue to review all land to identify sites that are surplus to service requirements and appropriate for disposal. Any such opportunities identified require full consideration and due diligence, including discussions with local members. Land disposal proposals will continue to be worked-up on a case-by-case basis and opportunities presented in the form of a Cabinet report for Cabinet to consider. Any specific parcels of land that may be suitable for disposal will be considered as part of a business case to release investment to improve facilities. In all circumstances detailed proposals will be brought back to Cabinet for full consideration before proceeding.

The Council's Housing Revenue Account (HRA) programme will remain a significant contributor to the capital receipts target as land appropriations result in capital receipts into the general fund.

The capital receipt target will be monitored by collating the receipts from all land and property transactions (excluding the Investment portfolio) throughout the financial year.

8.1. General Fund Target - £40m

A revised Capital Receipts target was agreed by Cabinet in APP 2018/19. This target covers five financial years 2018/19 through to 2022/23. The objective is to deliver £40m General Fund capital receipts within the time period. All general fund receipts contribute to this target with the current position shown below:

Corporate Estate disposal programme	Year 1	Year 2	Year 3	Year 4 (Projected)	Year 5 (Projected)
	2018/19	2019/20	2020/21	2021/22	2022/23
In year total	£5.9m	£1.4m	£1.2m	£9.7m	£6.8m
Rolling TOTAL	£5.9m	£7.3m	£8.5m	£18.2m	£25m

Table 10: £40m Capital Receipt programme status.

£25m is projected to be delivered by the end of 2022/23 from within the Corporate Estate (non-SOP). The remaining £15m has been identified within the schools estate however the sites identified to generate these receipts are subject to separate processes and decision making. From a property perspective the sites align with the valuation expectations to meet the £15m target, however these transactions are currently not forecast to be delivered within the 2022/23 timescale.

8.2. Capital Receipts 2021-26

Further continuing the review of land and property established through the previous strategy and the £40m receipt programme, Strategic Estates will identify and deliver general fund capital receipts over the five year 2021-26 strategy period.

Corporate Estate disposal programme	Year 1	Year 2	Year 3	Year 4 (Projected)	Year 5 (Projected)
	2021/22	2022/23	2023/24	2024/25	2025/26
<i>In year total</i>	<i>£9.7m</i>	<i>£6.8m</i>	<i>£3m</i>	<i>£3m</i>	<i>£3m</i>

Table 11: Anticipated capital receipts profile 2021-26.

The first two years of the 2021-26 strategy period are already profiled as part of the £40m target timescale. The final three years of the strategy are projected to deliver circa £9m from the sale of surplus assets resulting from ongoing operational property reviews, retail disposals and land reviews.

Target: Capital Receipts

Deliver £25m general fund capital receipts by the conclusion of the strategy

9. Governance & Processes

9.1. Governance

The Director for Economic Development is the senior responsible officer for the strategy. County Estates lead on the transactional implementation of the Annual Property Plan, reviewing through the Cross Service Strategic Asset Group and the Cabinet Member for Development & Investment. Examples of key property related governance include:

- **Cross Service Strategic Asset Group**
Manage the implementation of the Corporate Property Strategy. Undertake actions, propose initiatives, deliberate property proposals.
- **Non-Operational Estate Working Group**
Manage the direction and performance of the Non-Operational Estate.
- **Investment Estate Working Group**
Manage the direction and performance of the Investment Estate.
- **Estates Programme Working Group**
Manage the programme of large scale / resource intensive property projects.
- **SOP Strategic Programme Group**
Manage the delivery of the SOP programme.
- **Social Services accommodation Working Group**
Manage the property requirements of the Council's Social Services departments
- **Ystadau Cymru - Cardiff & Vale Regional Group**
Cardiff Council, Vale of Glamorgan Council, Welsh Health Estates, Cardiff and Vale University Health Board, SW Police and SW Fire.

9.2. Partnership Working

Effective collaboration with public sector organisations to deliver mutual well-being objectives and partnership service provisions remains a key priority of the Council's strategic property management process. It is important that this process is supported via an agreed governance system that feeds through to the Public Services Board.

The COVID period has been a substantial challenge for all public organisations but has also resulted in new partnership projects and relationships that have been very successful - such as Testing and Vaccination centres as part of the COVID 19 response. These collaborative projects demonstrate what can be achieved through effective partnership working between public sector organisation.

Recent other examples of collaboration ongoing include the HUB programmes at Maelfa and Ely & Caerau phase 2 proposals.

There are opportunities for further strategic partnerships for example in newly emerging communities through the Local Development Plan. Governance is via:

- **Partnership Working Group**

Review, manage, propose and direct partnership property projects aligned with well-being objectives and mutual collaboration objectives. Cardiff Council, Cardiff and Vale University Health Board, SW Police and SW Fire.

9.3. Key Processes

Council constitution

Cardiff Council's Constitution sets out how the organisation conducts business and makes decisions. The constitution establishes the delegated authority decision process for the purchase, sale or appropriation of land. It defines the value of transaction that can be authorised by the Head of Estates, the Director of Economic Development and by Cabinet and also the time period those decisions need to be advertised for on the Council's website. The Council's legal obligation under section 123 of the local Government Act 1972 when disposing of land, including public open space disposal. Also the Welsh Government General Disposal Consent 2003 in regards to community orientated transactions contributing to economic, social or environmental wellbeing.

Disposal process

The disposal process describes the steps the Council progresses through when managing land and property that becomes surplus to service and then Council requirements. Ensures a corporately consistent approach applies to all Land and Property including HRA assets. The process provides a clear alignment to the Council's constitution and audit of decision making.

1. Land Declared surplus by managing service area.
2. County Estates undertake an initial assessment of alternative operational uses and other opportunities such as suitability for appropriation or disposal via lease or disposal of freehold.
3. Options are presented to the Cross Service Strategic Asset Group for consideration and recommendation.
4. Recommendations are presented to the Cabinet Member for Development & Investment for consideration.
5. Where agreed, recommendation is included as a proposal within the Annual Property Plan.
6. Annual Property Plan is presented to Cabinet for approval.

Inevitably the Council will be required on occasion to progress in year transactions that sit outside the annual APP publication timescales. The Director of Economic Development will approve transactions or where relevant seek approval from cabinet on a case-by-case basis.

10. Conclusion

The Council's Property estate serves a vital role in the provision of statutory and community services. It is a large and varied portfolio of land and property that benefits from a clear strategy setting out a framework for management and decision making.

New challenges that will lead to further review of the operational estate include One Planet Cardiff and Hybrid Working. Modernisation of the estate through planned preventative maintenance remains a priority that must be aligned with investment to implement Hybrid Working and One Planet Cardiff. Service need is central to the requirements of the operational estate and it is important 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.

The leased estate provides income from investment assets leased on commercial terms providing an important source of revenue to the Council. Non-operational leases provide opportunity for local community provision.

The strategy establishes new targets to track performance that will be reported to Cabinet annually via the Annual Property Plan.

Land and Property remains central to the strategic, financial and service delivery objectives of the Council.

10.1. Strategy Target Summary

The table below summarises the Corporate Property Strategy 2021-26 targets.

	Carbon Reduction	Programmed maintenance	Running Cost reduction	Capital Receipts	Rental income increase
Strategy target end 2021/26	5,543 tCO ₂ e	£45m	£6m	£25m	£600k
Strategy target end 2021/26 %	30%	100% of Priority 1	15%	n/a	n/a

Table 12: The Corporate Property Strategy 2021-26 targets

The nature of property transactions and property management dictates the delivery of the strategy targets will not be achieved through equal annual contributions. This is consistent with the previous strategy. Some years may have larger contributions to targets than other years with the exact forecasts and achievements being reported via the APP.

Although targets and achievements may vary from year to year, the objective is to deliver the strategy targets by the end of the five year strategy period.

11. Appendix

Appendix 1. Corporate Property Strategy 2015-20 Review

Corporate Property Strategy 2015-20 Review

In 2014 Cardiff Council published the Corporate Property Strategy (CPS) 2015-20. The strategy was developed to provide a Council wide framework for managing the estate, establishing new governance, a clear direction of travel, quantitative improvement targets and general themes to be pursued over the 5 year period.

Focussing primarily on the operational estate and excluding Housing and leased assets, the key points the strategy established included:

- i) All property to be considered as a Corporate asset
- ii) New governance was introduced in the form of Asset Management Working Group.
- iii) Property performance targets to be achieved by 2020 including:
 - Reduction of Gross Internal Area (floor space)
 - Reduction of Annual Estate Running costs
 - Reduction of Total Maintenance Backlog
 - Delivery of capital receipts
- iv) Introduction of the Annual Property Plan (APP), reporting progress on the targets each year to cabinet together with proposed property transactions for the coming year

All property to be considered as a Corporate asset

As identified in the Audit Wales 2014 report, Cardiff Council had an opportunity to adopt a more corporate, joined up approach to property management. Property in the Council portfolio is either owned or leased by Cardiff Council, however management is divided between responsible service areas. Audit Wales noted that service areas were clear on the property objectives of their managed area, but examples had been noted where service areas had acted in isolation and missed opportunities to deliver joined up mutually beneficial strategic projects.

The Corporate Property Strategy 2015-20 established that all property would be considered a corporate resource. This highlighted the need to resource a strategic asset management function in the Estates team to work across all service areas to understand service area requirements, share planned transactions, identify opportunities for strategic join up and undertake reviews of the operational estate.

New governance

To support the strategic approach and establish property as a corporate asset, new governance was established. Service Areas already had individual governance streams

relevant to property but there was not one group that had overall sight of proposed transactions. The Cross Service Strategic Asset Group was created to serve this function. The Working Group would consider the annual transaction list and propose options and recommendations on strategic projects for Cabinet consideration.

The Partnership Working Group was also introduced, chaired by Cardiff Council and attended by the Cardiff and Vale University Health Board, SW Police, SW Fire Service and other public sector partners depending on agenda. The purpose of the Working Group was to align cross partnership strategic property projects and devise new ways to work together on property matters that assisted delivery of the well-being objectives.

Property performance targets

To ensure performance towards the strategy objectives could be accurately measured and tracked, targets were introduced in four key areas. As the theme of the strategy was rationalisation, “Fewer, but better buildings” the targets were selected to support delivery of that objective.

1. Gross Internal Area Reduction

Introduced to track the decreasing size of the estate. Achieved through property sales, operational lease relinquishments, letting of operational property and demolitions.

2. Maintenance backlog reduction

Introduced to track the reducing maintenance backlog of the estate. Achieved through property sales, operational lease relinquishments, large scale repair works, letting of operational property and demolitions.

3. Running Costs reduction

Introduced to track the reducing running cost of the estate. Achieved through property sales, operational lease relinquishments, letting of operational property and demolitions.

4. Capital Receipts

Introduced to track all property disposals and all land and property sale receipts. Achieved through the disposal of land and property.

Introduction of the Annual Property Plan (APP)

To ensure performance against the targets was reported in a planned and consistent way, the Annual Property Plan (APP) was introduced requiring approval by cabinet each year. The APP records all property transactions from the previous year and all planned transactions for the coming year. In total 5 APPs were produced for each year of the property strategy plus a further 6th APP for the 2020/21 COVID impacted year.

The APP's 2015-20 showed all strategy performance targets were achieved and exceeded.

STRATEGY TARGET SUMMARY 2015-2020

	Building GIA (sqft) reduction	Maintenance Backlog reduction	Total Running Cost reduction	Capital Receipts received
Strategy target	1,172,351	£20,000,000	£5,000,000	£20,000,000
Strategy target %	15%	n/a	14%	n/a
Achieved	1,196,774	£20,516,519	£5,709,856	£35,845,939
Achieved %	15%	n/a	15%	n/a

Appendix Table 1. Corporate Property Strategy 2015- 2020 – all targets exceeded

Annual Property Plan 2021/22



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



Annual Property Plan overview

In 2014 Cardiff Council agreed the Corporate Property Strategy 2015-2020. This established new governance to ensure the Council's estate was managed strategically. Performance targets were introduced to track improvement over time. These targets are reported annually to Cabinet via the Annual Property Plan (APP). The APP provides an update on the transactions from the previous financial year, and the proposals for the present financial year. A new Corporate Property Strategy was planned for 2020-2025 however the impact from COVID resulted in this being moved to 2021-26.

To ensure continuity a one-off APP was presented to Cabinet in 2020/21.

This APP provides a summary of year 2020/21 property transactions and proposals for 2021/22.

Annual Property Plan 2020/21

The table below shows the targets and results for 2020/21

	Floor Area (GIA Sqft)	Condition Backlog	Total Running Cost	Total Capital Receipt
2020/21 Target	100,000 sqft	£500,000	£400,000	£10,000,000
2020/21 Achieved	111,708 sqft	£2,316,000	£339,500	£1,236,000

Various transactions originally planned to complete in 2020/21 were affected due to the impact of COVID 19.

Transactions that did not complete in 2020/21 have been moved into the 2021/22 plan.

Annual Property Plan 2020/21 – Completed Transactions

Land and Property Acquisitions				
Property	Ward	Tenure	Action / Status	Acquisition Purpose
Oak House	Trowbridge	Freehold	Purchased	New accommodation for the Alarm Resource Centre
Land at Lewis Road	Sploot	Freehold	Purchased	To facilitate replacement Willows High
Cory's Buildings / Merchant Place	Butetown	Freehold	Purchased	To facilitate sustainable regeneration
James Street & Mandalay House	Butetown	Freehold	Purchased	To facilitate sustainable regeneration

School Organisational Planning				
Property	Ward	Tenure	Action / Status	
Former Michaelston College (DEMOLITION)	Ely	Freehold	DEMOLISHED	

Land Disposals				
Property	Ward	Tenure	Action / Status	
Land at the Beacon Centre	Trowbridge	Freehold	SOLD	
Land at 200 Fairwater Rd	Fairwater	Freehold	SOLD	

Retail Parade and Non-Operational Disposals			
Property	Ward	Tenure	Action / Status
Fishguard Road Retail Parade	Llanishen	Freehold	SOLD
Bishopston Road Retail Parade	Caerau	Freehold	SOLD
Llangranog Road Retail Parade	Llanishen	Freehold	SOLD
Llangranog Road - Premium payment 1 - COMPLETED	Llanishen	Freehold	COMPLETED
Llangranog Road - Premium payment 2 - COMPLETED	Llanishen	Freehold	COMPLETED
56a & 56b shops at Plasmawr Road Retail Parade	Fairwater	Freehold	SOLD

Operational Estate Transactions			
Property	Ward	Tenure	Action / Status
Former Radnor Road Caretakers House	Canton	Freehold	COMMERCIAL LEASE
Land at Railway Street (Green City)	Splott	Freehold	COMMUNITY LEASE
Former Trelai Bowls Pavilion (Ely & Caerau Sports Trust)	Caerau	Freehold	COMMUNITY LEASE
Lydstep Changing Rooms (Cardiff Draconians FC)	Llandaff North	Freehold	COMMUNITY LEASE

Annual Property Plan 2021/22

The table below shows the targets for 2021/22

	Condition Backlog reduction	Running Cost reduction	Capital Receipts	Built Environment Carbon reduction
2021/22 Target	£2,000,000	£300,000	£15,000,000	1%

Floor area (GIA reduction) has been removed as a performance target as it no longer represents an indicator of improvement.

Carbon reduction has been introduced as part of the One Planet Strategy to track the objectives relating to a carbon neutral Built Environment by 2030.

Annual Property Plan 2021/22 - Transactions

Land and Property Acquisitions				
Property	Ward	Tenure	Action / Status	Acquisition value
Land at ISV (Greenbank)	Grangetown	Freehold	Purchase	To facilitate International Sports Village development
Former HMRC Offices, Ty Glas Avenue	Llanishen	Freehold	Purchase	Strategic acquisition

Operational Property Disposals			
Property	Ward	Tenure	Action / Status
St Mellons Housing site (Linc Cymru)	Trowbridge	Freehold	SELL
Former Llanrumney Play Centre & Land - COMPLETE	Llanrumney	Freehold	SOLD
Wyndham Street Car park (part)	Riverside	Freehold	SELL
Trowbridge Children's Home	Rumney	HRA	SELL
Canton & Riverside Community Centre	Riverside	Freehold	APPROPRIATE
Land at CTS Depot	Grangetown	Freehold	SELL
57 Romilly Road - COMPLETE	Canton	HRA	SOLD
1 Cyril Crescent - COMPLETE	Adamsdown	HRA	SOLD

School Organisational Planning

Property	Ward	Tenure	Action / Status
Former Michaelston College (Band A) - COMPLETE	Ely	Freehold	APPROPRIATED
Former Rumney High School (Band A)	Rumney	Freehold	APPROPRIATION
Former Llanedeyrn Family Centre & St Teilo's Land	Pentwyn	Freehold	APPROPRIATION
Part Glan Morfa school site	Splott	Freehold	APPROPRIATION
Former Baden Powell Caretakers House	Splott	Freehold	SELL

Land Disposals			
Property	Ward	Tenure	Action / Status
Land at James Street	Butetown	Freehold	APPROPRIATION
Land at Beaumaris Road	Rumney	Freehold	APPROPRIATION
Land at Greenway Road, Adjacent allotment	Rumney	Freehold	SELL
Land at Rhydlafar Drive	Creigiau / St Fagans	Freehold	SELL
Land adjacent to Aldi, Treseder Way	Caerau	Freehold	SELL
Land at Bishopston Road retail parade	Caerau	Freehold	SELL

Retail Parade and Non-Operational Disposals			
Property	Ward	Tenure	Action / Status
Former Fairwater Social Club	Fairwater	Freehold	APPROPRIATION
Moorland Community Centre	Splott	Freehold	APPROPRIATION
Heol Trenewydd Retail Parade	Caerau	Freehold	SELL
Harris Avenue Retail Parade	Rumney	Freehold	SELL
Plasmawr Road, 171, 173 Pwllmellin	Fairwater	Freehold	SELL
Wilson Road Retail Parade	Ely	Freehold	SELL
Burnham Avenue Retail Parade	Llanrumney	Freehold	SELL
Penlline Car Park (former cafe)	Whitchurch & Tongwynlais	Freehold	SELL

Other Operational Estate Transactions			
Property	Ward	Tenure	Action / Status
New Theatre (HQ Theatres/Trafalgar Entertainment) - COMPLETED	Cathays	Freehold	COMMERCIAL LEASE
Norwegian Church (Norwegian Society)	Butetown	Trustees	TRUSTEE CHANGE
Maes-y-Coed Changing Rooms (St Joe's AFC & RFC)	Heath	Freehold	COMMUNITY LEASE
Splott Bowls Pavilion (St Albans FC)	Splott	Freehold	COMMUNITY LEASE
Canal Park land (CAVC)	Butetown	Freehold	COMMUNITY LEASE
Stacey Road caretakers (Flying Start)	Adamsdown	Freehold	COMMUNITY LEASE
Morganstown Changing Rooms (Radyr Rangers FC)	Radyr	Freehold	COMMUNITY LICENCE
Heath Park Changing Rooms	Heath	Freehold	COMMERCIAL LEASE
Former Museum Avenue PC's	Cathays	Freehold	COMMERCIAL LEASE
Mill Road Pavillion (Private Childcare provision)	Ely	Freehold	COMMERCIAL LEASE
Waterloo Gardens Rangers Hut	Penylan	Freehold	COMMERCIAL LEASE
Lisvane Changing rooms	Lisvane	Freehold	DEMOLITION
Land at Bessemer Close, adjacent to HWRC	Grangetown	Freehold	COMMERCIAL LEASE
Land at Flaxland Avenue	Gabalfa	Freehold	COMMUNITY LEASE

Investment Estate Disposals

Property	Ward	Tenure	Action / Status
Flat C Kingswood Court - COMPLETE	Penylan	Freehold	Enfranchisement
Flat 4, Marlborough Close	Penylan	Freehold	Enfranchisement
Flat 3 Melrose Close	Penylan	Freehold	Enfranchisement
Flat 5 Melrose Close	Penylan	Freehold	Enfranchisement
Flat 4 Melrose Court	Penylan	Freehold	Enfranchisement

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**LLANDAFF CONSERVATION AREA EXTENSION:
CONFIRMATION OF ARTICLE 4(2) DIRECTION**

**STRATEGIC PLANNING & TRANSPORT (COUNCILLOR CARO
WILD)**

AGENDA ITEM: 12

Reason for this Report

1. To seek Cabinet approval to confirm the Article 4(2) Direction relating to the area recently added to the Llandaff Conservation Area; removing permitted development rights afforded to single dwelling houses relating to various minor alterations.

Background

2. Cabinet approved the extension to the Llandaff Conservation Area and the making of an Article 4(2) Direction in December 2020.
3. The Direction was made on 7th August 2021 to remove permitted development rights for the following works:
 - **Windows & doors** - the alteration, removal & renewal of all doors & windows in a house where they front a highway.
 - **Porches** - the construction of a porch outside any external door which faces a highway.
 - **Hardstandings** - the construction of a hard surface where it is nearer a highway than the dwelling.
 - **Painting** - the covering of original walling material by painting & the changing of the colour of existing painted exterior walls, masonry or windows where they front a highway.
 - **Roofs** - planning permission is required for 'any other alteration to a roof' e.g. from re-covering using different materials. Re-roofing in visually similar materials will usually be considered maintenance as opposed to alteration.
 - **Boundaries** - the erection, improvement or alteration of a means of enclosure (walls, gates, fences) fronting a highway.
 - **Boundary demolition** - of the whole or any part of any gate, fence, wall or other means of enclosure within the curtilage of a dwellinghouse and fronting a highway.

4. As a result of the Direction, these works now require planning permission. No fee is payable by householders for such applications.
5. In accordance with the relevant legislation, the Article 4(2) Direction must be confirmed by the Council within six months of making it.

Issues

6. Notice of making the Article 4(2) Direction was served on the owners and occupiers of the affected properties and a press notice was published in the local press on 7th August 2021. A statutory time period of 21 days from this date was allowed for representations to be made. An advice note (see Appendix 2) was provided to residents to explain the implications of the Direction.
7. From the approx. 35 affected dwellings, just one representation was received within the 21 day consultation period. The resident sent an informal objection to the restrictions that the Direction would impose. Whilst agreeing that it was important to maintain standards of originality and continuity, the resident suggested that the measures were excessive for minor works of repair and replacement. A reply was issued noting that that most works of maintenance (as opposed to alteration) can be undertaken without the need to apply and that advice would be offered where residents are uncertain. Further formal comments were invited but none were received.

Reason for Recommendations

8. Approval of the recommendation to confirm the Article 4(2) Direction to remove these permitted development rights will assist in the management of change in order to preserve the character and appearance of this recently extended conservation area.

Legal Implications

9. In addition to designating an area as a Conservation Area under Section 69 of the Planning (Listed Building and Conservation Areas) Act 1990, the Council has the additional power to serve an Article 4(2) Direction under the Town and Country Planning (General Permitted Development) Order 1995 (“the Order”).
10. Welsh Government Circulars provides guidance on the use of Article 4(2) Directions and the procedure for making and confirming them. The legal requirement for notification of confirmation of the Directions is the same as required for notification of making of the Directions; by further public notice in the local press as well as individual notices to affected owners/occupiers.
11. A Direction under the Article 4(2) restricts the scope of the permitted development rights in relation to a Conservation Area. By withdrawing the deemed permission under the Order, its effect is that an application for

express planning permission has to be made for those development proposals excluded under the Direction. If the permission is refused or granted subject to those other than in the Order, the landowner is entitled under the Order to claim compensation for abortive expenditure and any loss or damage caused by the loss of rights.

12. It should be further noted that the Council has six months from the date of making of the Directions to confirm them otherwise they will expire. In this instance the Directions must be confirmed by 7th February 2022. The Order confers no power upon the Council to confirm the Directions with variations. They must, therefore, be confirmed in the same terms on which they were initially drawn and consulted upon.
13. The decision about these recommendations has to be made in the context of the Council's public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are: • Age • Gender reassignment • Sex • Race – including ethnic or national origin, colour or nationality • Disability • Pregnancy and maternity • Marriage and civil partnership • Sexual orientation • Religion or belief – including lack of belief.
14. 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.
15. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
16. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2019-22 <http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf> 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.

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

18. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh Language. The Council has to consider the Well Being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

Financial Implications

19. No direct financial implications are expected to arise from this report. The management of any resulting future applications will be met from within existing resources.

HR Implications

20. There are no HR implications arising from this report.

Property Implications

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

RECOMMENDATIONS

Cabinet is recommended to confirm the additional Llandaff Conservation Area Article 4(2) Direction to remove permitted development rights afforded to single dwelling houses as detailed within the attached Direction.

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director Planning, Transport & Environment
	10 December 2021

The following appendices are attached:

- Appendix 1 – Article 4 Direction – Llandaff
- Appendix 2 – Advice note sent to residents

The following background papers have been taken into account:

- Background Paper 1 – [Llandaff Conservation Area Appraisal \(2020\)](#)
- Background Paper 2 [Cabinet Decision, December 2020, Llandaff Conservation Area Review](#)

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THE COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF
TOWN AND COUNTRY PLANNING ACT 1990
TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT) ORDER
1995

DIRECTION MADE UNDER ARTICLE 4(2)
LLANDAFF CONSERVATION AREA – EXTENDED AREA

WHEREAS the Council of the City and County of Cardiff ('the Council') being the appropriate planning authority within the meaning of article 4(6) of the Town and Country Planning (General Permitted Development) Order 1995 ('the Order') is satisfied that it is expedient that development of the description set out in the Schedule below should not be carried out on the land shown edged red on the attached plan unless permission is granted on application made under Part III of the Town and Country Planning Act 1990 (as amended)

NOW THEREFORE the Council in pursuance of the power conferred upon it by Article 4(2) of the Order hereby direct that the permission granted by Article 3 of the Order shall not apply to the development on the land shown edged red on the plan annexed hereto of the description set out in the Schedule below.

THE SCHEDULE

1. The enlargement, improvement or other alteration of a dwellinghouse to include the alteration to or the removal of or the renewal of doors and / or windows set in walls of the dwellinghouse fronting a highway being development comprised within Class A of Part 1 of Schedule 2 to The Order and not being development comprised in any other class.

2. The erection or construction of a porch outside any external door of a dwellinghouse where the door is set in a wall fronting a highway being development comprised within Class D of Part 1 of Schedule 2 to The Order and not being development comprised within any other Class.

3. The provision within the curtilage of a dwellinghouse of a hard surface for any purpose incidental to the enjoyment of the dwellinghouse as such where any part of the hard surface would be nearer to any highway which bounds its curtilage than the part of the dwellinghouse nearest that highway being development comprised within Class F of Part 1 of Schedule 2 to The Order and not being development comprised within any other class.
4. The erection, construction, maintenance, improvement or alteration of a gate, fence, wall or other means of enclosure within the curtilage of a dwellinghouse and fronting a highway being development comprised within Class A of Part 2 of Schedule 2 to The Order and not being development comprised within any other class.
5. The alteration of a dwelling house roof fronting a highway being development comprised within Class C of Part 1 of Schedule 2 to the Order and not being development comprised within any other class.
6. The painting of the exterior of any part of a dwellinghouse which fronts a highway or any building or enclosure within the curtilage of a dwellinghouse which fronts a highway being development comprised within Class C of Part 2 of Schedule 2 to The Order and not being development comprised within any other Class.
7. Any building operation consisting of the demolition of the whole or any part of any gate, fence, wall or other means of enclosure which is within the curtilage of a dwellinghouse and fronts a highway being development comprised within Class B of Part 31 of Schedule 2 to The Order and not being development comprised within any other Class.

GIVEN UNDER THE Common Seal of the County Council of the City and County of Cardiff

This 2nd day of August 2021

THE COMMON SEAL OF THE
COUNTY COUNCIL OF THE
CITY AND COUNTY OF CARDIFF
Was hereunto affixed in the
Presence of

53044



Shae Sam

Authorised Signatory

**CYNGOR SIR CAERDYDD
CARDIFF COUNTY COUNCIL**



CHIEF EXECUTIVE

Neuadd y Sir,
Glanfâr Iwerydd,
Caerdydd,
CF10 4UW.

County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.

Llandaff Conservation Area

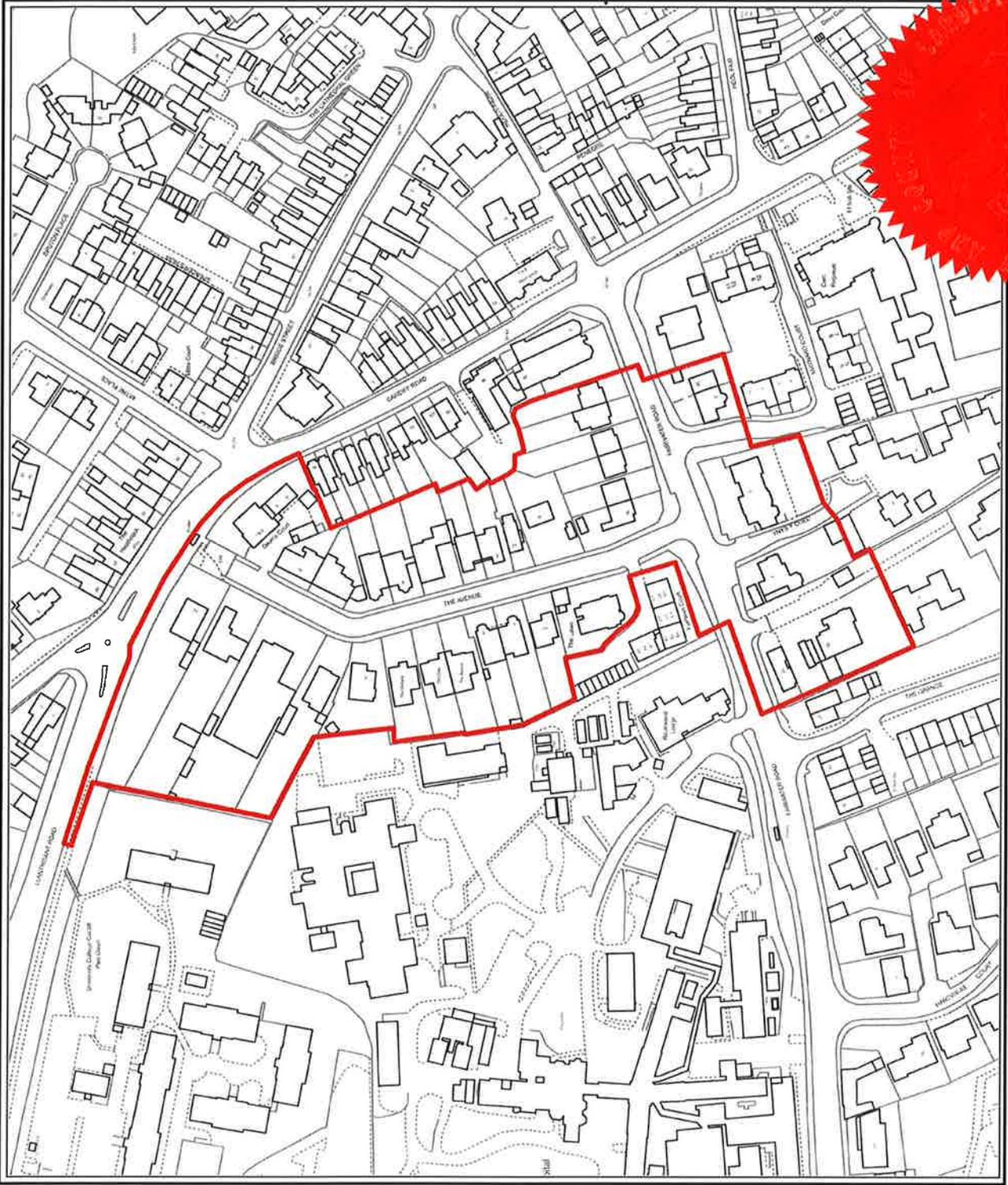
Extended Area



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Shir Sams



Llandaff Conservation Area Controls – August 2021

This guidance note sets out in more detail the controls relating to the conservation area as extended in December 2020 to include The Avenue and the eastern end of Fairwater Road. It also explains the controls this new Article 4 Direction, which removes further normal permitted development rights for minor alterations to mirror the existing controls in place for the rest of the conservation area.

Many areas of special architectural or historic interest within Cardiff have been designated as conservation areas. The Council has a duty to preserve or enhance their character, particularly when making decisions on applications for development.

The legislation contained in the Planning Acts does not prevent development in conservation areas, but ensures that if it needs planning permission, the work does not detract from the area's character. Minor works or alterations that are known as 'permitted development' within the terms of the Planning Acts may not need planning permission. However, they can have an effect on conservation areas if they result in the erosion or loss of features that contribute to the special character of the area.

Planning controls within all conservation areas

- **Demolition** – Conservation Area Consent is required for the total or substantial demolition of buildings or structures.
- **Extensions** – more restrictions apply to alterations to dwellinghouses and the provisions for outbuildings/enclosures. Detailed technical guidance is available by searching '*Permitted development for householders*' at www.gov.wales.
- **Roofs** - planning permission is required for alterations to the roof of a dwellinghouse resulting in a material alteration to its shape, for example dormer windows. Permission is also required for rooflights on any slope.
- **Chimneys** - the installation, alteration, demolition or replacement of a chimney on a dwellinghouse.
- **Cladding** dwellinghouse walls in stone, artificial stone, pebble dash, render, timber, plastic, metal, tiles or through external wall insulation.
- **Satellite dishes** - planning permission is required to install an antennae on a chimney, wall or roof slope which fronts, and is visible from, a highway.
- **Trees** - six weeks written notice must be provided of the intention to carry out works (for example lop, top, prune or fell) to trees with a trunk diameter of 75mm or more measured at 1.5m above natural ground level.

Additional new controls for the extended Llandaff area

As a result of this new Article 4 Direction, the following additional work now requires planning permission if it fronts onto a highway or open space. No fee is payable for this type of application.

Controls relating to **Dwellinghouses**:

- **Windows & doors** - the alteration, removal & renewal of all doors & windows in a house where they front a highway.
- **Porches** - the construction of a porch outside any external door which faces a highway.
- **Hardstandings** - the construction of a hard surface where it is nearer a highway than the dwelling.
- **Painting** - the covering of original walling material by painting & the changing of the colour of existing painted exterior walls, masonry or windows where they front a highway.
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- **Boundary demolition** - of the whole or any part of any gate, fence, wall or other means of enclosure within the curtilage of a dwellinghouse and fronting a highway.

The fact that an application is required as a result of an Article 4 Direction does not necessarily mean that permission will be refused. However, the planning authority will pay particular regard to the extent to which the proposals preserve or enhance the character or appearance of the area.

The aim of these Directions is to ensure that change is managed carefully. "Like for like" repairs will not need planning permission, however you may need to check with Building Control for compliance with building regulations (www.cardiff.gov.uk/buildingcontrol).

Pre-application enquiries can be submitted to determine both the need for consent and the scope for change (via the 'Discretionary Pre-App' process at www.cardiff.gov.uk/planning).

FAQs

Does an Article 4 Direction mean that we can never make any changes to our property again?

No. But it removes ‘permitted development’ rights and brings minor changes under planning control so that properly considered and informed judgements can be made. This is to ensure that the work proposed will not detrimentally affect the character of the conservation Area. The essence of planning in conservation areas is to manage change to make sure that development can happen but avoids harming the special qualities of the area.

How does an Article 4 Direction relate to the Conservation Area Appraisal?

The adopted 2020 Llandaff Conservation Area Appraisal (CAA) identifies what is special about the area. When the Council considers applications for development it will be used to make an informed judgement on whether or not the development is appropriate. It also makes recommendations for actions to be taken to preserve and enhance local character.

I live in a flat or building not in residential use, do the Article 4 Directions affect me?

Flats and most other uses do not benefit from “permitted development” rights. Consequently, with or without the Direction, if you want to make changes to the exterior of your property you will need planning permission.

Do I require planning permission to carry out routine items of maintenance?

No, straightforward maintenance such as repainting a previously painted surface in a similar colour or replacing a bottom rail or a sash window in a matching form, would not require permission as this would be deemed a repair. Regular maintenance is actively encouraged. Repainting of previously painted surfaces is permitted, however it is advisable to check if permission is required if you are seeking to change colours.

Further information:

Visit www.cardiff.gov.uk/conservation or email conservation@cardiff.gov.uk

Useful background reading and information relating to traditional buildings:

- The Old House Handbook by SPAB: www.spab.org.uk/publications
- The Period Property Manual: www.rics.org/uk/shop
- Heritage House: www.heritage-house.org

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