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## AGENDA

Pwyllgor	PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD
Dyddiad ac amser y cyfarfod	DYDD LLUN, 11 HYDREF 2021, 4.30 PM
Lleoliad	CYFARFOD O BELL - TEAMS
Aelodaeth	Cynghorydd Walker (Cadeirydd) Y Cynghorwyr Ahmed, Berman, Bowen-Thomson, Cowan, Henshaw, Lister, Mackie a/ac Williams

Tua  
Amser.

### 1 Ymddiheuriadau am Absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

I'w gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

### 3 Cofnodion *(Tudalennau 5 - 8)*

Cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar 21 Medi 2021 fel cofnod cywir.

### 4 Bwrdd Gwasanaethau Cyhoeddus Caerdydd *(Tudalennau 9 - 64)* 4.30 pm

Archwiliad partneriaeth statudol o Adroddiad Blynyddol PSB 2020/21 a diweddariad cynnydd.

### 5 Rhaglen Adfer ac Adnewyddu. *(Tudalennau 65 - 78)* 5.30 pm

Monitro cynnydd y Rhaglen i ddarparu amgylchedd gweithredu ôl-bandemig newydd i'r sefydliad.

### 6 Busnes y Pwyllgor *(Tudalennau 79 - 116)* 6.15 pm

### 7 Eitemau Brys (os oes rhai)

8 Y Ffordd Ymlaen

9 Dyddiad y cyfarfod nesaf - 17 Tachwedd 2021

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mawrth, 5 Hydref 2021

Cyswllt: Andrea Redmond, 02920 872434, [a.redmond@caerdydd.gov.uk](mailto:a.redmond@caerdydd.gov.uk)

## **GWE-DARLLEDU**

Caiff y cyfarfod hwn ei ffilmio i'w ddarlledu'n fyw a/neu yn olynol trwy wefan y Cyngor. Caiff yr holl gyfarfod ei ffilmio, heblaw am eitemau eithriedig neu gyfrinachol, a bydd y ffilm ar gael ar y wefan am 12 mis. Cedwir copi o'r recordiad yn unol â pholisi cadw data'r Cyngor.

Gall aelodau'r cyhoedd hefyd ffilmio neu recordio'r cyfarfod hwn

Ar ddechrau'r cyfarfod, bydd y Cadeirydd yn cadarnhau a gaiff y cyfarfod cyfan neu ran ohono ei ffilmio. Fel rheol, ni chaiff ardaloedd y cyhoedd eu ffilmio. Fodd bynnag, wrth fynd i'r ystafell gyfarfod a defnyddio'r ardal gyhoeddus, mae aelodau'r cyhoedd yn cydsynio i gael eu ffilmio ac y defnyddir y lluniau a recordiadau sain hynny o bosibl at ddibenion gwe-ddarlledu a/neu hyfforddi.

Os oes gennych gwestiynau ynghylch gwe-ddarlledu cyfarfodydd, cysylltwch â'r Gwasanaethau Pwyllgorau ac Aelodau ar 02920 872020 neu e-bost [Gwasanethau Democraidd](#)

Mae'r dudalen hon yn wag yn fwriadol

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

21 SEPTEMBER 2021

Present: Councillor Walker(Chairperson)  
Councillors Ahmed, Berman, Cowan, Henshaw, Lister, Mackie  
and Williams

21 : APOLOGIES FOR ABSENCE

Councillor Joel Williams advised that he would be late joining the meeting

22 : DECLARATIONS OF INTEREST

None.

23 : MINUTES

The minutes of the meeting held on 14 July 2021 were agreed as a correct record.

24 : CARDIFF REPLACEMENT LOCAL DEVELOPMENT PLAN

The Chairperson welcomed Councillor Caro Wild, Cabinet Member, Strategic Planning & Transport; Simon Gilbert, Head of Planning and Stuart Williams, OM, Strategic-Placemaking to the meeting.

The Chairperson advised that from the papers Members will know that the process of developing a Replacement Local Development Plan is long and will take until October 2024 to be adopted. There are several key consultation stages along the way, particularly between now and submission of the plan in March 2024. Scrutiny is an important part of those consultations, and therefore scrutiny chairs have been in discussion as to the best approach to ensure the benefit of all scrutiny committees' knowledge and expertise is accessed. It is possible there will be a collaborative approach going forward but we are individually taking the opportunity of familiarising ourselves with the challenges ahead to ensure Cardiff gets it right. We will then be sending a combined letter to the Cabinet before they discuss the vision issues and objectives.

The Chairperson invited the Cabinet Member to make a short statement and Officers provided Members with a presentation, after which Members were invited to ask questions and make comments and observations;

Members discussed population projections, the impact of Covid and Brexit and also the importance of ensuring that vulnerable groups and people on the housing waiting list are included in considerations. Officers explained it was difficult to know if sites would be adequate, but they will look at the data to inform the Autumn consultation and the preferred strategy.

A discussion took place around consultation and the constraints of having predominantly online consultation due to the pandemic. It as noted that digital consultation can exclude certain groups of people. Members considered it was

important to increase public awareness of consultation and that drop-in sessions and workshops could be planned going forward. Members suggested a letter drop but Officers explained that would be a logistical challenge. Members further suggested increasing engagement with young people through consultation on social media and workplace-based events. These suggestions were welcomed by Officers.

Members suggested that hard copies of the LDP be placed in Hubs and Libraries.

In relation to candidate sites, Members asked that local members receive confidential briefings. Officers stated that the list of potential candidate sites was due to be launched at the end of November but they were happy to brief local members before the list is published. Members were pleased that the Cabinet Member acknowledged the value of scrutiny in this area.

Members were pleased to note that placemaking was central to the plan and that the plan would be produced based on population needs.

Members sought assurance around zero carbon and that the issue of embodied carbon in existing buildings would be addressed. Officers explained that this was being looked at alongside monitoring travel habits to inform the move to a Carbon Neutral City in line with One Planet Cardiff.

Members discussed the planned increase in Tree Canopy and were advised that there would be a collaborative approach taken with landowners and Coed Caerdydd when deciding on sites.

Members were assured that house design was integral to the plan and Officers work with developers on house design, community design and place making.

Members referred to the maintenance of historical buildings and were assured that this was included in the plan.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Members on behalf of the Committee to convey their comments and observations.

## 25 : BUDGET MONITORING - MONTH 4 REPORT 2021/22

The Chairperson welcomed Cllr Chris Weaver, Cabinet Member, Finance, Modernisation & Performance; Chris Lee, Corporate Director, Resource; Ian Allwood, Head of Finance and Anil Hirani, Operational Manager, Capital, Corporate & Treasury to the meeting.

The Chairperson reminded Members that the Committee has responsibility for scrutiny of the Council's financial planning, policy and control. That means monitoring the whole Council's financial position throughout the budget year. Committee are therefore scrutinising the position at month 4 in the budget year 2021/22, which will be reported to Cabinet on Thursday.

The Chairperson reminded Members that at this point in the year and from this monitoring report Members should become aware of services that are challenged in managing their budgets. This should inform discussion later on work programming for

the year. Committee are also obliged to look more closely at services that sit directly within its own Terms of Reference.

The Chairperson invited the Cabinet Member to make a short statement and Officers provided Members with a presentation, after which Members were invited to ask questions and make comments and observations;

Members discussed the overall position and asked what guidance and support was being provided to service areas with large overspends in order that they can improve their budgetary position. Officers assured Members that they engage regularly with service areas in relation to this.

Members were concerned about the sustainability of using the contingency fund. Officers advised that in Month 9, they would have a better understanding of the hardship fund and therefore a clearer understanding of the overall financial position which would inform their next steps in relation to the contingency fund.

With regards to Capital Receipts, Members were advised that these are over a 5-year period but due to the pandemic there have been some delays to the scheme. Officers remained hopeful that they could still maximise receipts and explained that the Annual Property Plan would come before Committee and provide an opportunity for further scrutiny.

Members referred to the impact of Brexit on the financial position such as increasing inflation and the shortage of HGV Drivers and asked about the cost of these impacts. Officers advised that this was central to the work being undertaken with regards to reviews and panning going forward. Officers acknowledged that there could be risks to both Revenue and Capital and medium-term financial planning was key in managing these impacts going forward.

Members made reference to the deficits in the Economic Development service area and asked if these were recoverable. Officers explained that at present they are assumptions and Month 9 would show a clearer position, but they were hopeful that some deficits would be recoverable.

Members were also concerned about the overspend in Legal and Governance Services. Officers explained that additional funding had been provided to the directorate but that there was also a need to review a number of factors in order to reduce the need for a budget realignment.

Members stressed the importance of managing the variance in the Capital Programme going forward as this was higher than previous years due to the impacts of the pandemic such as higher inflation.

**RESOLVED:** The Committee AGREED that the Chairperson writes to the Cabinet Members on behalf of the Committee to convey their comments and observations.

26 : WORK PROGRAMME 2021/22

The Chairperson reminded Members that over the summer a list of possible items for the work programme between now and March 2022 had been circulated and views

were sought on the Chairpersons initial prioritisation. The recognised traffic light approach was used, so red items would definitely be programmed, amber items would aim to be scrutinised, and green will only be scrutinised if several red and amber items slip.

The list of topics was grouped thematically as Strategic Overview, Financial, Performance, Recovery, Property, Participation & Engagement and Partnership Scrutiny.

Appendix 2 to the report shows how the work will pan out if priorities remain the same. Timings allocated are informed by senior officer discussions but are subject to change as we remain flexible to scrutiny at the most effective point.

The Chairperson explained that Committee has an established Performance Panel with a growing remit to monitor performance, particularly at the mid and end points of the year. In 2021 the Panel also sat to allow greater scrutiny collaboration on the targets set within the Corporate Plan 2021-24.

Members agreed to the approaches put forward and were invited to express any interest in joining the Performance Panel.

27 : URGENT ITEM (IF ANY)

None.

28 : DATE OF NEXT MEETING

11<sup>th</sup> October 2021.

The meeting terminated at 6.20 pm



**CYNGOR CAERDYDD**

**CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**11 October 2021**

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## **Cardiff Well-Being Plan 2018-2023 - Annual Report 2020/21**

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### **Purpose of this Report**

1. To provide the Committee with an opportunity to consider the Cardiff Public Services Board (PSB) Annual report 2020-2021 on the Well-being Plan 2018-2023, as prescribed by the Well-being of Future Generations Act 2015.

### **Background**

2. The Committee has overarching responsibility for scrutiny of the Council's partnership work and has been allocated statutory responsibility for the scrutiny of Cardiff's PSB. Therefore, in line with the Council's Constitution, this Committee undertakes strategic overview scrutiny of the PSB's performance and has the power to:
  - review or scrutinise decisions made, or other action taken, by the PSB including the Well-Being Plan and Annual Report;
  - review or scrutinise the PSB's governance arrangements;
  - make reports or recommendations to the PSB with respect to the board's functions or governance arrangements;
  - consider such matters relating to the Board as referred by Welsh Ministers and report to the Welsh Ministers accordingly;
  - carry out such other functions in relation to the Board as are imposed on it by the Act; and
  - require the PSB or its individual members to attend a meeting of the committee and provide it with explanations of such matters as it may specify.

The Well-being of Future Generations Act 2015 also requires that the nominated overview and scrutiny committee must send a copy of any report or recommendations to: the Welsh Ministers; the Commissioner; and the Auditor General for Wales.

3. In addition, each of the Council's five scrutiny Committees has authority to scrutinise partnership activity relevant to their own terms of reference, complementing this Committee's strategic overview of partnership activity.
4. The Well-being of Future Generations Act requires the PSB to publish an annual report of the progress it has made in meeting its well-being objectives. The Act further requires that this annual progress report must be sent to Welsh Ministers; the Future Generations Commissioner; the Auditor General for Wales; and this Committee as the nominated overview and scrutiny committee for consideration and scrutiny.

## **Context**

5. Cardiff Council's Annual Well-being report 2020/21 states that the past 12 months has seen a culture of joint working between the city's public services on an unprecedented depth and scale, led by the Cardiff Public Services Board (PSB).
6. The Council was central to convening a city-wide response to the pandemic and the strengthened coalition of public, private and third sector partners delivered a city-wide response to the crisis. Staff were moved quickly across the public service system to where they were needed most urgently, and new partnership governance arrangements were put in place, under the leadership of the Cardiff Public Services Board (PSB), chaired by the Leader of the Council, to enable rapid and robust decision-making.
7. The continued management of the pandemic and many of the most complex problems facing public services in the post-Covid environment will require the same level of partnership commitment and action. This will include the continuation of the TTP service; the continued rollout of the mass vaccination programme, and the critical role of responding to increased international travel and any outbreaks of 'variants of concern.'
8. Strengthened partnership arrangements and joint working will be required, building on the progress made in integrating health and social care services and responding to the impact of 'long-Covid'; embedding and building upon the new approach to homelessness and rough sleeping; responding to the increase in poor child and adult mental health; increases in family breakdown and a rise in the number of children in

need of support; and a wide range of community safety, cohesion and safeguarding issues.

9. Looking ahead it is proposed that the PSB's Wellbeing Assessment and Plan, and the partnership governance arrangements supporting the Cardiff PSB, are reviewed and refreshed in order to support the continued level of partnership working that will be required.

### **Cardiff PSB Annual Report 2020/21**

10. The Cardiff Public Service Board's Annual report is attached at **Appendix 1**. The Annual Report outlines the work that the PSB has undertaken in the last 12 months and the progress that it has made in delivering the Well-being Plan and its specific objectives.
11. As part of its introduction, the PSB's Annual Report provides a brief background on the role, purpose and membership of the Cardiff Public Services Board, which includes Cardiff Council, Health Board, Natural Resources Wales, Welsh Government, the Third Sector and the Fire Authority, Police and Probation services. It also explains the purpose of the 5-year Well-being Plan in setting out the PSB's priorities for action and focusses on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff.
12. The PSB's Well-being Plan contains the Well-being Objectives, the high-level priorities set by Cardiff's PSB, and the specific 'commitments,' or practical steps that the PSB and its partners will deliver together over the next 5 years. The PSB's Well-being Objectives that progress is reported on in the Draft Annual Report are:
  - Cardiff is a great place to grow up
  - Cardiff is a great place to grow older
  - Supporting people out of poverty
  - Safe, confident and empowered communities
  - A capital city that works for Wales
  - Cardiff grows in a resilient way
  - Modernising and integrating our public services
13. The Annual report is structured using the each PSB Well-being Objectives as key section headings to report on the progress that has been made against each one of

these areas. Each section provides a brief introduction about the Well-being objective and the outcomes that it hopes to achieve. Under each Well-being objective, an introduction explains the challenges that the Objective addresses. A 'Measuring Progress' table lists the city-level indicator results since 2018 and assigns a red or green rating. This is followed by narrative on the PSB's work to progress the objective during 2020-21.

#### **WBO 1 - Cardiff is a great place to grow up – pages 7-9 of Appendix 1**

14. This Well-being Objective aims to ensure that Cardiff continues to be a place where children and young people grow up benefitting from its school system and the advantages that the city can bring with its range of leisure, sporting and cultural opportunities. Through the help and support of public and third sector, the inequalities that have a profound effect on the lives of children and young people can be addressed.

Several indicators for this Objective have no data for 2021 for varying reasons and compared with 2020 areas of concern are the % children in low-income families, % year 11 and 13 school leavers that are not in education, employment or training.

Notably there has been a small increase in the percentage of children cycling/walking to school from the previous year.

#### **WBO 2 - Cardiff is a great place to grow older – pages 11-13 of Appendix 1**

15. This Partnership aim is for the city to be a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.

Data on the outcome indicators for this Objective is either not yet available for 2021 or has not been collected in 2020/21.

On a positive note, '*Reimagining ageing into the Future*', the Director for Public Health's annual report 2019, published in 2020, sets out where the PSB needs to place its focus, significant progress has been made with PSB members contributing to the development of Cardiff's '*Working Towards an Age Friendly City*' action plan covering public buildings, housing, transport, community support and health, communication, participation and employment. This work will enable Cardiff to apply

to become a member of the WHO's Global Network for Age-friendly Cities and Communities. Following approval of the action plan by the PSB a dedicated *Age Friendly Cardiff Partnership* website is to be launched.

**WBO3 - Supporting people out of poverty – pages 15-17 of Appendix 1**

16. This Well-being Objective is about supporting people out of poverty particularly those in the most deprived areas in Cardiff to benefit from City's economic growth and improve their quality of life.

The outcome indicators that the PSB is seeking to impact in this area show that progress has been made in reducing the percentage of households in poverty, improving life expectancy at birth, and reducing the percentage of adult smokers.

Further improvement is required in housing affordability and there has been a notable increase in the percentage of low-birth-weight babies.

**WBO 4-Safe, confident and empowered communities –pages 19-21 of Appendix 1**

17. This Well-being Objective is about ensuring that local communities are safe, confident and empowered and are able to make use of their knowledge, skills, passion, creativity and understanding to make positive contribution to society.

The outcome indicators show that in 2021 a greater percentage of people feel safe walking in the city centre both in daylight and after dark. There is however more work to be done to address the decline in the percentage of people feeling safe walking in their neighbourhood after dark. The percentage of offenders who reoffend appears to have increased year on year since 2018.

**WBO 5 - A capital city that works for Wales pages 24-26 of Appendix 1**

18. This Well-being Objective emphasises the PSB members' commitment to working together to ensure Cardiff continues to create jobs and attract investment into Wales, is the home of Welsh sport, politics, music and the arts, hosts major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

The report shows that unemployment has fallen, GVA per head has increased the number of jobs paid below the Real Living Wage has fallen, the population qualified to NVQ4 and above is increasing, as is the number of adults that speak Welsh.

Attendance at cultural events, museums and arts events has clearly been impacted in the last year across all levels of deprivation.

#### **WBO 6 - Cardiff Grows in a resilient way – pages 28-30 of Appendix 1**

19. This Well-being Objective aims to enable the PSB to effectively manage the impacts of population growth and climate change in a resilient and sustainable way. The challenges of the climate emergency and of air quality is a major long-term challenge for Cardiff as the city emerges from the Covid-19 crisis.

Per capita CO2 emissions in Cardiff continue to fall, however the percentage of municipal waste recycled has fallen to 2018 levels.

#### **WBO 7- Modernising and Integrating Our Public Services—pages 32-34 of Appendix 1**

20. The PSB recognises the future challenges facing public services in responding to rapid growth in population, the changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints. The response to the emergence of Covid-19 has shown what is possible with unprecedented levels of collaborative working and the switching to the use of technology to ensure the continued delivery of services. The Annual report states this now needs to step up a gear to create a culture of one public service with one purpose - to deliver for the people of Cardiff.

There is just one outcome indicator measuring progress on this objective, it asks the public '*to what extent do you agree that the quality of public services in Cardiff is good overall?*'. Notably the percentage has increased from 65.5% in 2018 to 72.8% on 2021.

## Way Forward

21. In attendance to answer Members questions will be:
- Councillor Huw Thomas, Chair of Cardiff PSB & Leader of Cardiff Council
  - Charles Janczewski, Vice Chair of Cardiff PSB & Chair of Cardiff and Vale University Health Board
  - Paul Orders, Chief Executive of Cardiff Council.
  - Gareth Newell, Head of Performance & Partnerships, Cardiff Council
  - Abigail Harries, Executive Director of Strategic Planning Cardiff and Vale University Health Board
  - Fiona Kinghorn, Executive Director of Public Health, Cardiff and Vale University Health Board
22. All partners will be invited to comment on the progress that has been made by their respective organisations and in working in partnership to achieve the Well-being objectives identified in the Plan. Members will then have an opportunity for questions to the panel representing Cardiff's Public Services Board.

## Legal Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (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.

## **Financial Implications**

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATION**

It is recommended that the Committee:

- I. considers the information contained within the report and received at the meeting;
- II. agrees whether it wishes to relay any comments, observations, or concerns to Cardiff's Public Services Board.

**DAVINA FIORE**

Director, Governance & Legal Services

5 October 2021

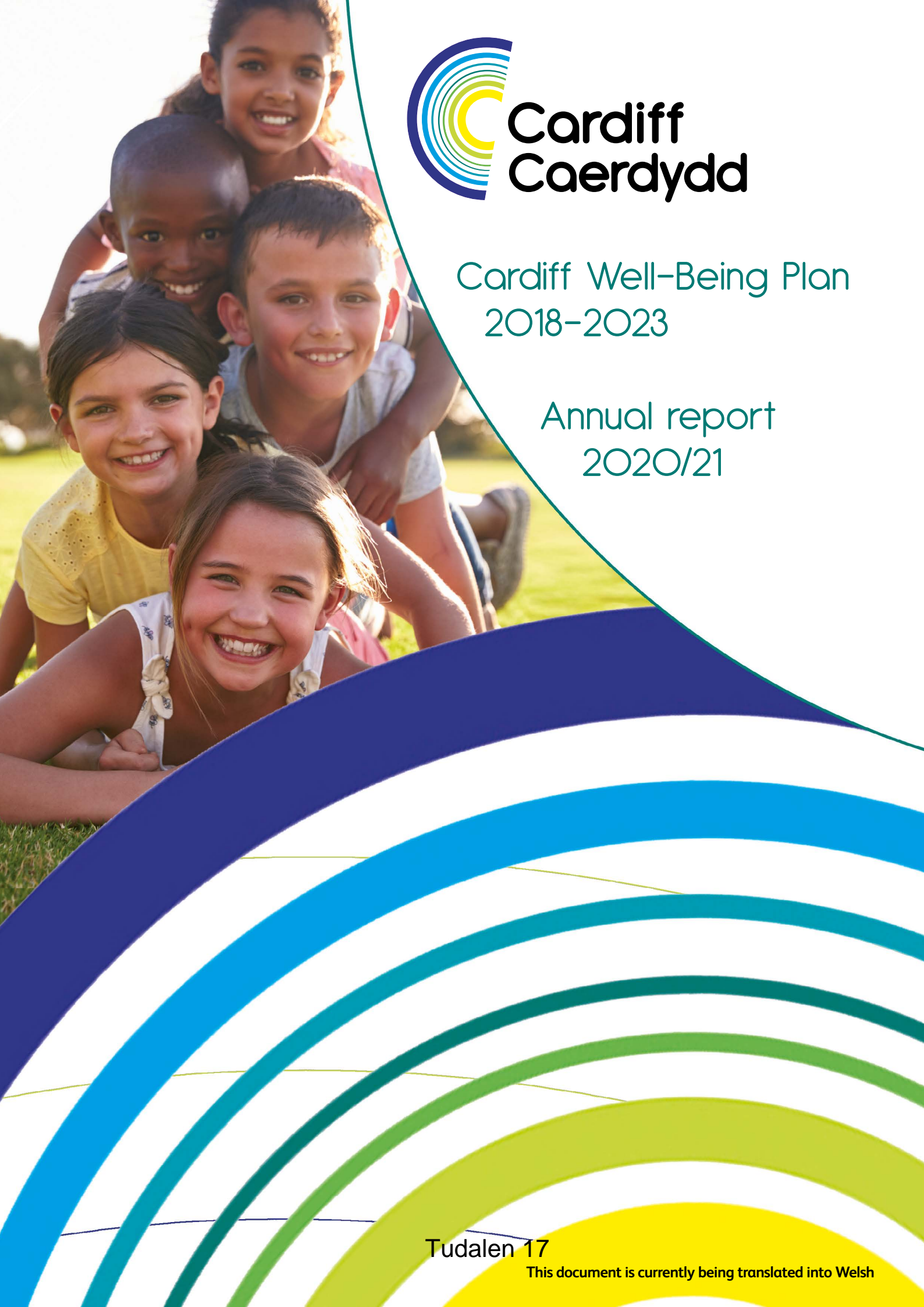




**Cardiff  
Caerdydd**

Cardiff Well-Being Plan  
2018-2023

Annual report  
2020/21









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“

Together we can make Cardiff  
a great place to live for all our  
residents”

# Foreword

Throughout this past year, Cardiff Public Services Board (PSB) has led the response to the pandemic with an unprecedented level of partnership working. The arrangements put in place helped protect the most vulnerable, ensured the continued delivery of essential services and in some cases led to the transformation of services with the adoption of new ways of working and the use of technology.

Over 400 public sector staff came together to establish the city's Test, Trace, Protect Service to help stop the spread of Covid-19. Hotels were repurposed to protect the homeless and those sleeping rough, with many engaging with services and starting to address the complex needs that keep them on the streets. And, thousands of people volunteered to support our communities, including delivering food and medical supplies to the most vulnerable as part of the 'Together for Cardiff' initiative.

It has been a year like no other, and we are proud of our city's response, of the commitment and care of our public sector workers, the strength and resilience of our communities and businesses, and the partnership working between PSB members that has characterised the pandemic response.

As a PSB, we are now turning our attention to recovery and renewal. There will be significant challenges to overcome in the pandemic's wake, including projected higher levels of unemployment over the next two years particularly affecting young people, increased demand on health services due to a backlog of non-covid admissions and under reporting of hidden harms, and the need to take action in the face of climate change. We will meet these together. Lifting our eyes to the horizon, to life beyond the pandemic, we will take forward the spirit of joint endeavour and the extraordinary partnership working seen over the last 12-18 months into the great work of building a greener, fairer and stronger future for Cardiff.



*Huw Thomas*  
**Huw Thomas**  
Chair, Cardiff Public  
Services Board



*Charles Janczewski*  
**Charles Janczewski**  
Vice Chair, Cardiff  
Public Services Board

“

We will take forward the spirit of endeavour seen over the last 12-18 months into the great work of building a greener, fairer and stronger future for Cardiff ”

# Introduction

## About the Annual Report

This annual report outlines the work that Cardiff Public Services Board (Cardiff PSB) undertook over the 12 months, June 2020 to June 2021, to progress delivery against the Cardiff's Well-being Plan 2018-23. The report focuses on the response to the pandemic and plans for recovery and renewal.

The appendices includes an update on progress against the Well-being Plan's commitments and 'Cardiff in 2021' (in development) that provides trend analysis of each of the plan's well-being indicators.

## What is Cardiff PSB?

Cardiff PSB brings together the city's public service leadership and decision-makers, including those from the Local Authority, Health Board, Natural Resources Wales, Welsh Government, the Third Sector and the Fire, Police and Probation services. The purpose of the PSB is to improve the economic, social, environmental and cultural well-being of Cardiff by strengthening joint working across the city's public services.

## What is a Well-being Plan?

The Well-being Plan sets out the Cardiff PSB's priorities for action for the period 2018-23. The plan focuses on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff.

The Well-being Plan should therefore be seen as a complementary document to the strategic plans of each PSB member, focusing on delivering 'collaborative

advantage' in areas of city life and public services which cut across all public and communities services.

The Plan contains Well-being Objectives, high-level priorities that Cardiff PSB has identified as being most important. It also contains 'commitments,' or practical steps that the city's public services, together, will deliver over the 5 years of the plan. The PSB's Well-being Objectives are:

1. Cardiff is a great place to grow up
2. Cardiff is a great place to grow older
3. Supporting people out of poverty
4. Safe, confident and empowered communities
5. A capital city that works for Wales
6. Cardiff grows in a resilient way
7. Modernising and integrating our public services

## How is the Well-being Plan being delivered?

The Cardiff PSB has put in place a number of programmes of work in order to deliver in these areas where delivering improvement fundamentally requires partnership working across the public services.

## How is progress measured?

The progress made in the delivery of the Well-being Plan will be reported in two ways:

- An update of the progress made in the delivery of the commitments or joint projects identified in the Well-being Plan (Appendix A).
- An update of how the city is performing against a series of outcomes indicators identified by the Cardiff PSB in the Well-being Plan, contained within this document and in the Cardiff in 2021 report (in development)







Well-being Objective 1

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Cardiff is a great  
place to grow up

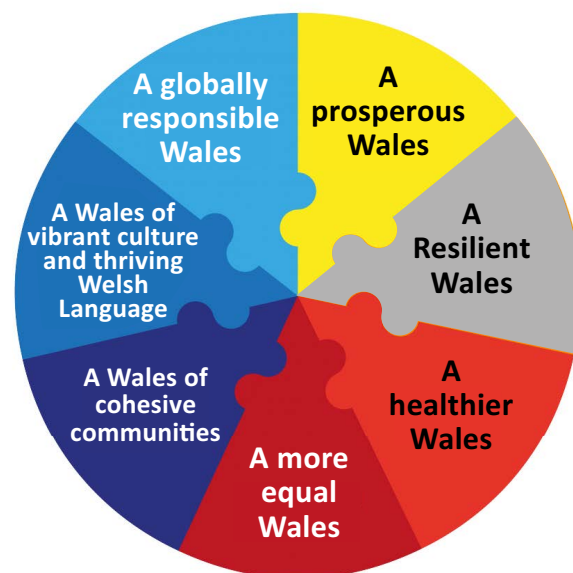
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## Introduction

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

However, the inequality evident in Cardiff can have a profound effect on the lives of children and young people and their families, and children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities. In particular, the city needs to address educational inequality and with the disruption to education due to Covid-19, access to good quality schools and the effective coordination of services around the child will be essential to closing the inequality gap.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
% children in low-income families*	17.9 %	18.5 %	18.2 %	20.7 %		
% children aged 4 to 5 who are a healthy weight	76.1 %	77.6 %	-	76.8 %		
% uptake of MMR2 by age 4	83.0 %	84.2 %	87.4 %			
Mental well-being: children & young adults and adults	10.9 (Wales)	-	10.5 (Wales)	**		
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator	% achieving	89.4 %	-	**	***	
	FSM gap	13.0	-	**	***	
Key Stage 4 Pupils Achieving the Level 2+ Threshold including English/Welsh & Maths	% achieving	58.5 %	60.4 %	58.2 %	**	
	FSM gap	32.8	30.5	32	**	
% Year 11 and Year 13 school leavers that are not in education, employment or training	Year 11	1.6 %	1.7 %	1.8 %	2.1 %	
	Year 13	2.4 %	2.0 %	1.9 %	2.6 %	
% children cycling/walking to school	49.6 %	50.2 %	51.3 %	51.5 %		

\* Measure changed. Children aged under 20 changed to children aged under 16. 2018 and 2019 figures amended

\*\* Source data not available or not suitable for comparison

\*\*\* Indicator no longer published



## Overview of PSB work in 2020-21

The Covid-19 pandemic has seen the closure of schools and childcare settings across Cardiff, and has meant uncertainty for young people making the transition to employment or further education. Throughout the year, **the Council, schools and Health partners have worked together to ensure continuity of teaching and learning, to provide covid-safe spaces to teach children of critical workers and vulnerable children and to manage the safe reopening of schools.** Over 20,000 digital devices, and 2,500 new 4G broadband devices have been distributed to support continued access to education. **Children’s Services has also played a significant role in supporting families.** During the first lockdown alone, the Family Gateway took over 1,000 calls and responded to more than 300 emails. Family Help Advisers worked with over 318 families to ensure they were referred to the right service.

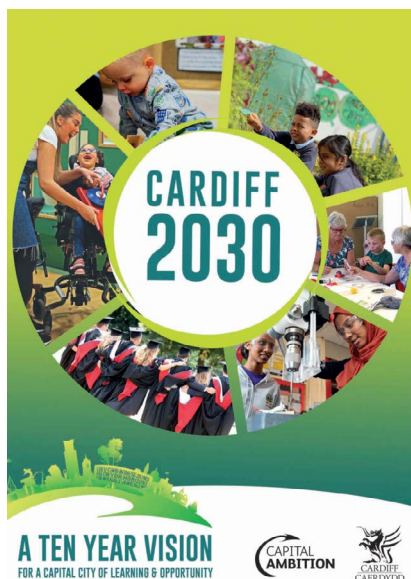
**School leavers have received significant support from the Council’s Youth Service.** Progress has been maintained in supporting learners into education, employment or training (EET) with Cardiff’s EET figure at 97.6% in the 2019/20 academic year. **‘Cardiff Commitment’ partners, including PSB members, have also been working together to provide employment pathways for young people and care-**

experienced young people, offering apprenticeships, traineeships and Kickstart job placements.

As the city looks to recovery, **a programme of activity is now been taken forward with PSB members to deliver a child friendly recovery** and continue on the road to becoming a UNICEF Child Friendly City.

The **immediate priority** will be for city partners to collaborate with school leaders to **refocus the Cardiff 2030 priorities for education and learning and continue the delivery of ‘Cardiff Commitment’**, ensuring children and young people are able to keep in touch with the world of work and take advantage of job opportunities as they arise. **Positive messaging and communications** to celebrate resilience in the face of the pandemic and **encourage children and young people to look to the future** will also be key to realising aspirations. Work will also be undertaken to **ensure the child’s voice is included in the development of city recovery and renewal plans**, in particular the voices of the seldom heard. As well as direct engagement, child friendly versions of plans and access to child right’s impact assessments, UNICEF UK will support this work as required.

For the medium to longer term, work will be undertaken involving children, young people and their families to develop a **refreshed post-pandemic Child Friendly Strategy** by the end of 2021. This presents an opportunity to reflect not just on the experience of the last year, but the Child Friendly journey to date and to consolidate the lessons learned.





## Well-being Objective 2

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Cardiff is a great  
place to grow older

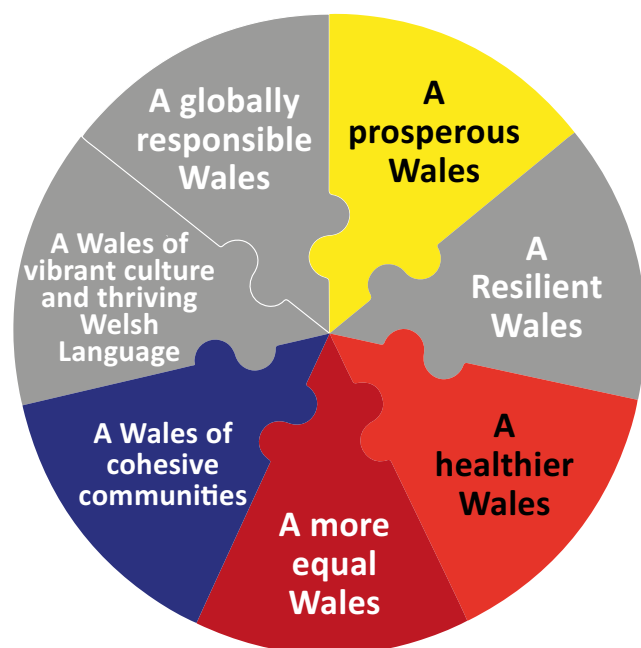
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## Introduction

How a society treats people as they get older reflects its values and principles, and sends an important message to future generations. The Covid-19 crisis has highlighted the link between isolation and mental/physical health and how important access to services and community networks are, especially to the health and wellbeing of the older generation.

Cardiff's ambition is for the city to be a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
Percentage of people aged 65+ who reported their general health as being very good or good		58.8	56.1	*		Red
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support	76.8	78.4	78.9	**		Green
Percentage of people aged 65+ reporting they received the right information or advice when they needed it	82.5	80.2	77.7	**		Red
Percentage of people aged 65+ reporting they live in the right home for them	89.2	86.2	86.7	**		Red
Percentage of people aged 65+ reporting loneliness	83.5	86.0	84.8	**		Green
Life satisfaction among older people	-	79.5	84.6	*		Green

\*Source data not yet available for 2020/21

\*\*Survey not undertaken for 2020/21

## Overview of PSB work in 2020-21

The pandemic has particularly impacted older people, with priority groups having to shield themselves from the virus, losing physical contact with their families and many requiring support to access medicine and the weekly food shop.

The Council through its welfare support services such as Meals on Wheels, has helped identify and ensure **regular contact with those living on their own and those at most risk of isolation**. 13,000 food parcels were delivered to the most vulnerable and **almost 500 volunteers collected prescriptions from pharmacists and helped access online shopping delivery slots**. Almost 200 data-enabled devices were offered for free to the most vulnerable in the community with **support available from dedicated Digital Inclusion Officers**. Befriending services, run through Age Connects and Age Cymru, have supported over 700 people, over the phone and virtually.

A key issue has been supporting safe discharge from hospital back home or into care settings and reducing hospital admissions. Throughout the pandemic the **First Point of Contact Hospital Team (Pink Army)** has worked with public sector, Community and other third sector partners to meet the needs of patients and support their return to independence. Despite the transition to home working, the creation of a new directory of services meant that the First Point of Contact team could continue supporting the most vulnerable, dealing with over 43,000 calls, maintaining a 99 % answer rate and supporting 1862 patients.

The city's **Independent Living Services** has continued to support older people to maintain their independence and reduce hospital admissions by embracing a more digital approach to delivering services with needs assessments conducted online or

by phone. Community groups have been supported to deliver events to keep older people connected online or to provide support to get online. **Going forward a blended virtual and face to face service will be delivered with the launch of local community well-being services accessed through the city's Community Hubs**. The service will provide short term, one-to-one mentoring using 'Advice prescribing' as a way of addressing issues.

The pandemic has further highlighted the importance of providing services that support the older generation to live long, happy and healthy lives. **'Reimagining ageing into the Future'**, the **Director for Public Health's annual report 2019**, published in 2020 sets out where the PSB needs to place its focus. To age well, people need a sense of meaning and purpose, good social connections and access to services that enable them to remain safe, active and independent.

Significant progress has been made with PSB members contributing to the **development of Cardiff's 'Working Towards an Age Friendly City' action plan** with the aim of delivering Age Friendly Communities as defined by the World Health Organisation (WHO). The action plan covers public buildings, housing, transport, community support and health, communication, participation and employment. This work will enable Cardiff to apply to become a member of the WHO's Global Network for Age-friendly Cities and Communities. **Following approval of the action plan by the PSB a dedicated Age Friendly Cardiff Partnership website is to be launched** to support partnership collaboration and raise awareness of the services available.







Well-being Objective 3

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Supporting people  
out of poverty

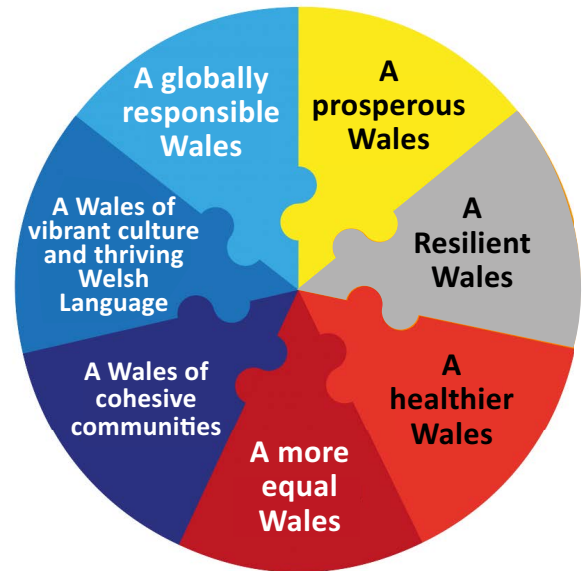
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## Introduction

Cardiff's strong performance across a range of well-being indicators disguises deep and entrenched inequalities across the city. Over 60,000 people in Cardiff live in the 10% most deprived communities in Wales.

Living in poverty can cast a long shadow over people's lives – life expectancy and other health indicators are lower in the more deprived wards of Cardiff, air quality is poorer, there is less access to green space and crime in the city is concentrated in these areas. Covid-19 has had a bigger impact on more deprived communities in terms of fatalities, and the economic impact, in the short, medium and long term is likely to hit poorer communities harder.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)	16%	19%	16%	13%		
Long-term JSA Claimants (i.e. over 12 months)	1,210	1,005	565	500		
Healthy life expectancy at birth (male & female)	Male	-	61.2	61.7	61.9	
	Female	-	61.1	61.7	62.5	
Percentage of low birth weight babies	5.3%	4.9%	4.7%	6.4%		
Percentage of adults eating 5 or more portions of fruit and vegetables a day	31.5%	31.7%	33.9%	*		
Percentage of adults active for less than 30 minutes in a week	24%	27.4%	30.7%	29.4%		
Percentage of adults who are current smokers	14%	15.7%	16.2%	14.2%		
Housing Affordability: Ratio of house price to median gross annual salary	6.58	6.74	6.73	7.63		
Rough sleepers per 10,000 persons	2.5	2.8	2.5	*		
Food poverty**	-	-	-	-		
Fuel poverty	23.81	-	9	*		

\*Source data unavailable for 2020/21

\*\*Food Cardiff Partnership developing measure through ASK Cardiff



## Overview of PSB work in 2020-21

A new vision for homelessness, 'No Going Back', was approved by the Council's Cabinet in July 2020 building on the very successful partnership approach adopted during the onset of the pandemic where hotels were repurposed to get the vulnerable off the street and the wrap-round multi-agency support needed to address complex needs was provided on site. 'No Going Back' focuses on prevention, rapid assessment and triage but most importantly providing the **dedicated support needed to help individuals live independently** rather than following a default 'staircase' approach through hostels and supported accommodation. This has also led to the **expansion of the Multi-disciplinary Team** that targets those caught in the 'revolving door' of homelessness and prolonged periods of rough sleeping. The Team that includes social, mental and substance misuse workers as well as housing, police and probation officers is now able to offer **consistent health care and case management approaches**.

Since being recognised as a **Living Wage City** in 2019, a significant number of businesses have followed the example being set by PSB members, (most recently Cardiff and Vale University Health Board), in becoming accredited Living Wage employers. Targets set have already been exceeded with **144 employers now accredited** and 59,425 of the city's workforce now working for a living wage employer. **7553 employees have received a pay rise due to accreditation**.

'Move more, Eat well 2020-2023', Cardiff and Vale PSB's plan for preventing and **tackling obesity and health inequality** was launched online in July 2020 in the context of excess weight being recognised as a risk factor for Covid-19. Key priority areas relating to active travel, workplace health and healthy communities were promoted through social media and residents were signposted to the

Move More, Eat Well website for more information. **Innovative approaches to partnership working and engagement were adopted, in particular the response of Food Cardiff** and its work with partners to ensure that everybody in Cardiff could access healthy food during lockdown. Now that the city is on the road to recovery, the focus will turn to **developing a whole system approach**. This will align key partner strategies relating to healthy weight, food, active travel and the city's Sport and Physical Activity Strategy to foster **a healthier and more active population and a population that is more resilient to future health crises**.

A key strategy taking forward 'Move More, Eat Well' will be Food Cardiff's '**Good Food Strategy 2021-2024**'. This will provide the framework for a city-wide partnership working to ensure everyone has access to environmentally **sustainable, healthy and affordable food**. Work will centre around developing **a thriving and resilient local food economy that serves all communities** and providing all communities with opportunities for learning and developing skills in growing, cooking and nutrition.

**As the city looks to recovery, taking collective action to tackling health inequalities will be a top priority**. The **Director of Public Health's Annual Report 2020, 'Let's leave no one behind'** published in September 2021, highlights the impact of Covid-19 on the population, on young people's well-being and mental health and the exacerbation of existing inequalities. It puts the **spotlight on prevention**, identifies childhood immunisation, screening, healthy weight, and air quality as priority areas and sets out **a vision for future partnership working to deliver a healthier and more equal future**.



[#movemoreeatwell](https://www.move-more-eat-well.org.uk/)







Well-being Objective 4

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Safe, Confident  
and Empowered  
Communities

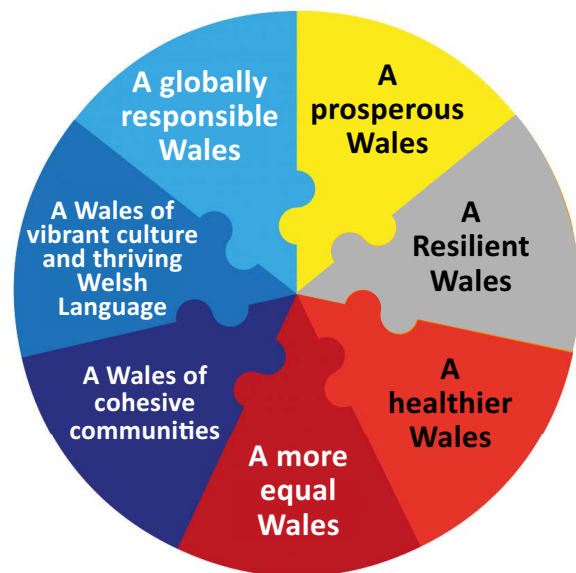
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## Introduction

Safe, confident and empowered communities are at the heart of well-being. They have a unique role to play when it comes to much of what we most value – our environment, safety, welfare, health and happiness.

Communities often possess the knowledge, skills, passion, creativity and an understanding of the local area that service providers simply do not have. And, in times of adversity, such as the challenge of Covid-19, strong communities have proven to be invaluable in helping services support the vulnerable. Ensuring that local communities are safe and empowered is therefore a fundamental component of a successful city.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact		Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
% agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect		53 %	-	56 %	*		
% able to influence decisions affecting their local area		28 %	-	21 %	*		
People feeling safe in the following situations: **	Walking in your neighbourhood in daylight	95.8	95	94.8	94.8		
	Walking in your neighbourhood after dark	66.9	63.6	59.6	58.7		
	Walking in the city centre in daylight	93.5	91.9	87.1	89.2		
	Walking in the city centre after dark	44.2	40.7	36.2	37.0		
% offenders who reoffend		37.3 %	38.4 %	-	40.6 %		
% clients of substance misuse services who reported improvement in quality of life		77.7 %	77.1 %	79.2 %	83.0 %		
% adults (aged 16+) who volunteer		30 %	28 %	26 %	*		

\* source survey not undertaken in 2020/21

\*\* new indicator used as previous question is no longer asked (To what extent do you agree or disagree with this statement: People in Cardiff are safe and feel safe?)

## Overview of PSB work in 2020/21

The response to Covid-19 saw the PSB's Community Safety Partnership meet on a monthly basis, leading **a partnership approach to safeguarding the most vulnerable and keeping people safe**. New incident reporting arrangements were introduced to ensure frontline staff, including those working with the homeless and vulnerable migrant groups, could report the signs of danger or abuse. The Council patrolled with the police to maintain social distancing in Cardiff's parks and green space.

During the first lockdown, **1,000 people volunteered to help deliver food and medical supplies to the most vulnerable as part of the 'Together for Cardiff' initiative**. A high level of volunteering has continued with 491 volunteers supporting foodbanks, providing over 3,000 hours of additional support. 23 volunteers joined a new befriending scheme funded by Age UK, providing support to those feeling lonely or isolated. To build on this, a **Cardiff and Vale Covid-19 Volunteering Recovery plan** has been developed setting out recommendations for **transferring the levels of volunteering and community action during the Covid-19 pandemic on to a sustainable, long-term footing**.

As the city looks to recover, the Council, South Wales Police and the private sector are now working together to manage the safe reopening of the city centre and the Community Safety Partnership's leadership board, which reports to the PSB, is introducing **new governance arrangements to take forward the Community Safety Partnership's priorities for the year ahead** – Street Based Lifestyles and Complex Needs, Violence Prevention, Problem Solving pilot and Prevent/CONTEST. Cardiff's Community Safety Leadership Board is chaired by the Police and Crime Commissioner and the Cabinet Member for Housing and Communities and membership includes South

Wales Police, Probation, HMP Cardiff, South Wales Fire & Rescue Service, Cardiff & Vale University Health Board and Safer Wales.

**The Street Based Lifestyles and Complex Needs priority group** will help address the needs of the homeless and some of the most vulnerable on our streets. The group will take forward a public health approach to tackling substance misuse, aggressive begging and sex work. In particular, work will focus on addressing the underlying causes of substance misuse and its impact on communities by developing a holistic approach to meeting the needs of individuals, and the development of sustainable referral pathways and services.

**The Violence Prevention priority group** has been established in advance of the Serious Violence Duty and new Policing and Crime Bill due to come into force in 2022. The Council and its partners will adopt a public health approach to understand the causes and consequences of serious violence and take action to reduce serious violence through prevention and early intervention.

The logo for Volunteer Cardiff features the word "Volunteer" in a large, bold, blue sans-serif font. Below it, the word "Cardiff" is written in a smaller, green, cursive script font.



A **Health Needs Assessment on public injection** has been undertaken by Cardiff and Vale UHB, as part of a review of substance misuse services. The recommendations made will be progressed by the newly established Street Lifestyles and Complex Needs group including recommendations arising from a review of Cardiff and Vale's Needle and Syringe Programmes.

This year also saw the **launch of a new Youth Justice Services Development Strategy, 'All Our Futures'**. Significant progress has been made in strengthening strategic governance with the Youth Justice Board reporting through to the Public Services Board, and in the use of partnership intelligence to inform service delivery. A Resettlement Panel has been introduced to ensure that planning for a young person's release into the community commences from the moment they enter custody or become at risk of entering custody.

A **Race Equality Taskforce** has been established bringing public sector partners and major employers together to address racial discrimination and promote race equality in the city. Five thematic priorities have been identified: Employment and Representative Workforce, Children and Young People, Health, Criminal Justice and Citizens' Voice. Sub-groups have been established for each theme. The work of the Criminal Justice subgroup in partnership with Cardiff's communities will focus on disparity and disproportionality of outcomes for communities and service users, cultural awareness and anti-racist training, a representative workforce and community engagement.

**Cardiff's Prevent programme** continues to be rolled out. Its priorities are protecting people vulnerable to radicalisation, preventing people from becoming radicalised and working with the Third Sector and communities to deliver a programme of community engagement and training. Funding has been awarded by the Home Office for all 2021/22 projects with the focus on safety and leadership across a number of different population groups. As well as a focus on raising awareness across a wide range of stakeholders a **new 'Prevent Champions' initiative** has been introduced. Representatives from Third Sector organisations and community groups are being trained to become Prevent Champions with the potential for them to help with the delivery of services at the local level.







Well-being Objective 5

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A Capital City that  
Works for Wales

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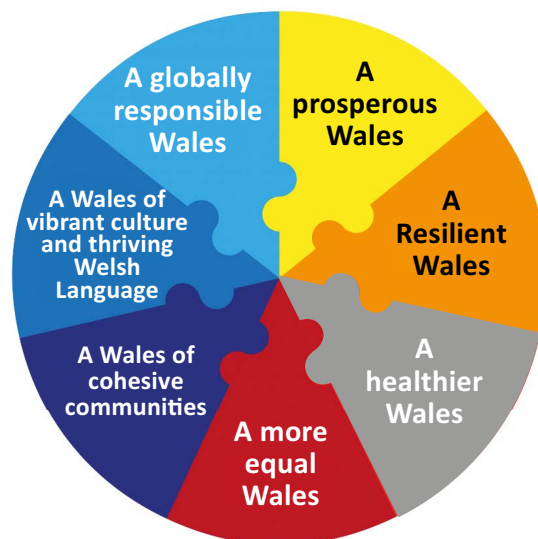




## Introduction

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and attracting investment into Wales, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

More than ever before, a strong city economy is needed to respond to the impacts of the pandemic and lead the recovery. In particular, job opportunities for young people in the hospitality, retail and cultural sectors are needed and investment in the city's flagship projects must continue to attract businesses and high-value jobs into the city and wider economy.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
Unemployment rate	6.1 %	5.2 %	4.1 %	3.8 %		
GVA per head	£30077	£30,889	£31,734	£32,333		
Gross Disposable Household Income per head	£16,237	£16,558	£17,095	*		
Employee jobs with hourly pay below Real Living Wage	20.7 %	21.5 %	17.6 %	15.4 %		
Population (16-64) qualified to NVQ4+	47.8 %	46.8 %	46.4 %	49.5 %		
% Been to any Arts Event in Wales	66 %	79 %	80 %	*		
% Visited any historic places in Wales	66 %	71 %	71 %	*		
% Visited a museum in Wales	54 %	58 %	63 %	*		
% Attended at Least One Cultural Activity in last 12 months	Most depr	80.3 %	85.7 %	87.2 %	67.6 %	
	Next most depr	88.0 %	92.6 %	90.8 %	76.4 %	
	Middle	92.2 %	92.6 %	93.7 %	81.1 %	
	Next least depr	94.1 %	94.5 %	94.7 %	81.7 %	
	Least depr	93.6 %	94.9 %	94.5 %	85.0 %	
% Adults that Speak Welsh	9 %	9.6 %	9.8 %	10 %		

\*no Local Authority data available for 2020/21

## Overview of PSB work in 2020-21

Through the innovative use of public space in the city centre and the creation of covid-safe areas such as the **Castle Quarter**, the Council in partnership with the city's Business Improvement District (FOR Cardiff) has provided opportunities for businesses to continue trading, significantly increasing footfall and generating approximately half a million pounds for the local economy.

However, Covid-19 has had a significant impact on Cardiff's economy with unemployment doubling over the last year due to the impacts on the hospitality, retail and cultural sectors. In particular, those in insecure and low paid work have been affected and many young people have lost their jobs or have been prevented from entering the world of work. Furthermore, unemployment in Cardiff is projected to be 50% higher compared to pre-pandemic levels for at least two years and is anticipated to hit the poorest areas of Cardiff the hardest.

To support recovery Cardiff Council's Economic Task force has been coordinating efforts to support business, safeguard jobs and create opportunities for young people. Almost **20,000 businesses have received assistance** and over £120 million has been paid out in financial support over the course of the pandemic. New permit arrangements for businesses

to use public space are continuing to mitigate the impact of Covid-19 restrictions. The **Kickstart Scheme** will provide funding to create new job placements for 16-24 year olds on Universal Credit who are at risk of long-term unemployment. 'One Million Mentors' has been commissioned to expand the mentoring programme for young people and the PSB and business is helping to ensure that every child has access to training, employment or further education when leaving school through the continued delivery of 'Cardiff Commitment'.

To create jobs, major development projects including the **Indoor Arena, the Canal Quarter, a district heating network and the city's low-carbon house building scheme** are continuing to be progressed to develop the green, foundational and high-value sectors of the economy. **Central Square** will continue to play a key role in attracting inward investment to create high-productivity jobs in the growing fintech, professional services and creative sectors.

The city's culture, events and tourism sectors are set to bounce back. However, due to the impact of Covid-19 on finances and with international tourism unlikely to return in the short-term, Cardiff's visitor offer has adapted to be more localised, creating experiences and attractions for the region. To increase footfall, the city's #samediff campaign is focusing on staycations and supporting local business, promoting outdoor assets and spaces.









Well-being Objective 6

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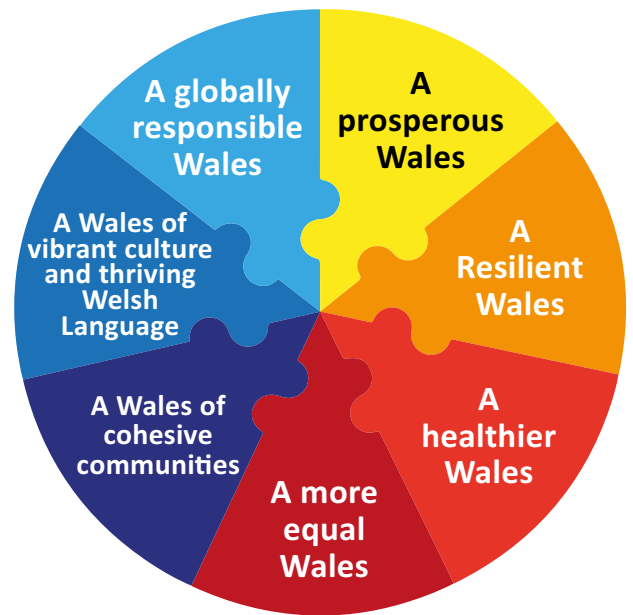
Cardiff grows in a  
resilient way

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## Introduction

Cardiff is a growing city. Successful cities are those in which people want to live and this growth is welcomed and a sure sign of strength for the city. However, this growth will bring challenges too, putting pressure on both the city’s physical infrastructures and its natural environment. Ensuring this growth is sustainable and that the challenges of the climate emergency and of air quality are met, will be a major long term challenge for Cardiff as the city emerges from the Covid-19 crisis.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
Per capita CO2 emissions (t)	5.0	4.6	4.6	4.4		
% travel to work by sustainable transport	45.8 %	48.1 %	51.2 %	*		
Average NO2 concentration at residential locations	21	17	16	16		
Green Flag accredited parks	12	13	15	15		
Properties registered to NRW Flood Warning Service	8,480	8,204	10,027	7,697**		
% municipal waste reused/recycled/composted	58.1 %	58.3 %	59.2 %	58.1 %		

\* source survey not undertaken in 2020/21

\*\* decline reflects changes to the warning areas themselves as more accurate modelling is made available some properties move out of the ‘at risk’ area

## Overview of PSB work in 2020-21

With significant restrictions on the use of the car and public transport, **the pandemic has presented opportunities to promote active travel and improve air quality in the city centre.** The Council has introduced three new segregated cycle routes on North Road, Senghennydd Road and around Sophia Gardens and air quality has improved on Castle Street following measures put in place to make the area covid-safe. Air quality analysis indicates consistent compliance with the legal air quality limit values set for Nitrogen Dioxide (NO<sub>2</sub>). With the complete delivery of measures expected by the end of 2021, sustained air quality compliance on Castle Street is likely to continue.

**However, a shift to sustainable modes of transport and significant reductions in carbon emissions is needed if the city is to mitigate the impacts of climate change and deliver resilient growth.**

This year saw Cardiff Council set out its **draft 'One Planet Cardiff' strategy** and its vision of Cardiff becoming carbon neutral by 2030. Achieving this vision will require **a whole-city approach** to bring about a transformation in the use and generation of energy and the way people travel around the city. **Cardiff PSB's Climate Emergency Partnership Board is therefore playing a central role** in taking this approach forward. The final strategy will be considered for approval by the Council's Cabinet in Autumn 2021.

Membership of Cardiff PSB's Climate Emergency Partnership Board now includes Cardiff University and key utility companies including Wales and West Utilities, Western Power, and Dwr Cymru Welsh Water. **To inform the final 'One Planet Cardiff' Strategy, work is underway to more clearly define the city's current carbon footprint** and the impacts of current and potential climate responsive policies and projects. This will capture the current position of PSB members carbon reduction plans and start to identify areas for

collaboration. **Developing a baseline for the city,** will enable the impacts of future interventions to not only be evaluated in terms of carbon reduction but wider social and economic benefits.

The PSB's Climate Emergency Partnership Board is also working closely with partners on the **development of a behaviour change and engagement programme, recognising that behavioural change is the greatest challenge** to making the systemic changes needed to deliver **a 'net zero' future.** The programme will embed carbon-neutral thinking across the city and will target behaviours that have the biggest impact on achieving this ambition. The programme will enable the monitoring of behaviours over coming years and evaluation of interventions to inform future engagement and action going forward.

Vital to carbon reduction will be the Council's **City-Wide Low Carbon Development Strategy** currently in development. This will introduce guidance and practice to ensure that new developments contribute to a carbon neutral city. The sustainable design and construction principles identified will also inform the development of the city's next Local Development Plan (LDP).

The One Planet Cardiff Strategy also emphasises **the need to green the city's infrastructure** to not only support biodiversity and lock in carbon, but to improve air quality, increase access to the natural environment and improve the health and well-being of residents. The PSB is supporting a **city-wide programme to increase tree canopy cover in Cardiff from 18.9% to 25% by 2030.** As part of the Coed Caerdydd project, a scoping exercise has been undertaken to identify opportunities for increasing tree cover on PSB land. In terms of creating green space to improve health and wellbeing, Cardiff & Vale UHB is leading the way, with its work being recognised by the Future Generations Commissioner. In collaboration with partners and communities, as well as **introducing green space across the Health Board's estate,** a health meadow is being created at the University Hospital Llandough site to enhance biodiversity, support rehabilitation of patients and reconnect people with nature.





Well-being Objective 7

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Modernising and  
Integrating our  
Public Services

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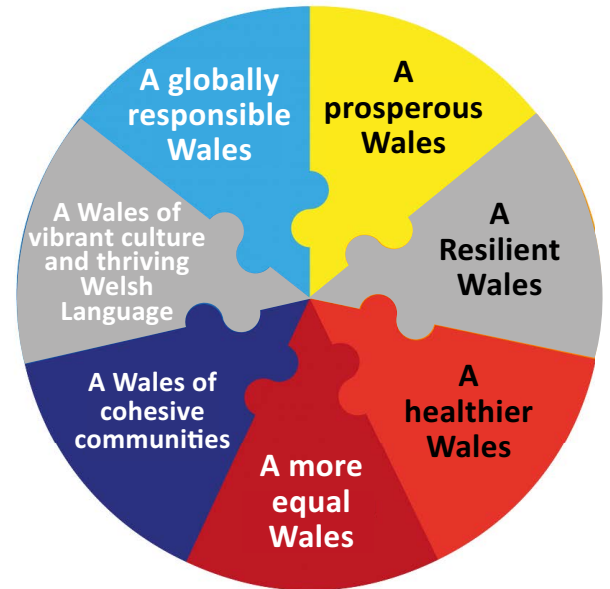


## Introduction

Public services in Cardiff are undergoing a period of rapid change. Services are having to adapt in response to the rapid growth in population, the changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints.

No single service can meet the challenges they face alone. New, integrated approaches to service delivery are needed, characterised by a drive to break down and reshape organisational boundaries, systems and cultures around the needs of those receiving the service and the communities in which they live.

The response to the emergence of Covid-19 has shown what is possible with unprecedented levels of collaborative working and the switching to the use of technology to ensure the continued delivery of services. Service providers in Cardiff have a strong track record of working together, but this now needs to go up a gear to create a culture of one public service with one purpose - to deliver for the people of Cardiff.



## Measuring Progress:

City level outcome indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	Cardiff in 2020	Cardiff in 2021	2021 vs 2020	2021 vs 2018 baseline
To what extent do you agree that the quality of public services in Cardiff is good overall?	65.5	71.9	64.3	72.8		

## Overview of PSB work in 2020-21

In response to Covid-19, the city and its **public sector partners have embraced technology**, moving online to continue the delivery of a wide range of essential services. The ability to deliver services in this way has played a key role in **supporting the economy and the health and well-being of residents** - saving jobs, ensuring access to health and safeguarding services and improved air quality with a significant reduction in traffic on the roads. Only a few months into the pandemic, it was estimated that 3000 health consultations through the Health Board's 'Attend Anywhere Platform' had already saved Cardiff and Vale patients more than 30,000 miles of travelling to appointments, avoiding well over a tonne of CO2 emissions.

In anticipation that the shift towards online activities and digital service delivery will continue to accelerate post-pandemic, **investment in technology has been identified as a key priority across the city's recovery and renewal plans**. As well as attracting and supporting new businesses to the city, investment will give new impetus to the **SMART Cardiff** city strategy and the delivery of **smart built environments and services**. For example, work is now underway to look into expanding the city's clean air real time monitoring network. The data collected using this technology will provide the basis for research, policy development and health impact analysis. It will enable evaluation of interventions implemented through the city's Clean Air Plan and Transport Vision. The ambition is to link the network to the city's Traffic Management system to help implement future traffic management interventions, reduce congestion and improve air quality. All data will be openly shared and fully publicly accessible.

However, the pandemic has also put the spotlight on digital exclusion and the importance of alternative and local means of accessing services. This was highlighted in the feedback to **C&V UHB's Shaping out future clinical services consultation** held in April. As well as support for increasing the use of digital technology in service provision, with people citing good experiences of accessing primary and secondary care services online during the pandemic there was an emphasis on the need for face-to-face consultations and services for those unable to access or use technology. The consultation also emphasised the need for services to be developed around whole patient pathways and the greater integration and join-up of NHS services with partner services.

Due to the pandemic, **the Census 2021 survey was held digitally**. To encourage participation, staff across the public and third sectors and community groups worked closely with the Office for National Statistics to reach out to the most vulnerable and hard to reach groups. **The data collated by the Census 2021 survey will inform service planning and the development of services over the next 10 years.**

The logo for the 2021 Census, featuring the word 'census' in a lowercase, rounded, purple font, with '2021' below it in a similar but slightly larger font.

# APPENDIX A – Progress against Commitments

## 1. Cardiff is a great place to grow up

Commitments	Update
<p>Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child’s Rights approach and <b>becoming a UNICEF ‘Child Friendly City.’</b></p>	<p>Responding to the impact of the pandemic on children and young people’s education, mental well-being and pathways into employment, <b>work is underway to ensure the child’s voice is at the heart of city recovery and renewal plans.</b> The PSB has reaffirmed its commitment to Cardiff becoming a Child Friendly City (CFC) with partners continuing to act as CFC champions. The work of the CFC Strategy Group is to be reviewed to support city recovery and renewal.</p>
<p><b>Adopt a ‘Think Family’ approach,</b> making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including:</p> <ul style="list-style-type: none"> <li>• Development of an Early Help Single Point of Access</li> <li>• Commissioning a new Families First Programme</li> <li>• Develop a joined up approach to the first 1000 days of a child’s life</li> </ul>	<p>Following consideration by the PSB, <b>the Cardiff Family Advice and Support (CFAS) service</b> was launched in November 2019. It provides a single point of contact (‘Family Gateway’) for information, advice and assistance services for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns.</p> <p>The Family Gateway processed 1,081 applications from critical key workers requiring childcare for pre-school children during the initial lockdown restrictions. As at 31st March 2021, the Family Help and Family Help Disability teams were working with 487 children and young people. <b>The work of the service during the pandemic has been recognised with the Early Help Police Community Support Officers receiving a South Wales Police recognition award for their work and contribution to community support.</b> Early Help staff were chosen to appear on the Scott Mills Radio 1 show to share the positive work that has been undertaken by CFAS during the pandemic.</p> <p>Recently, the PSB has <b>approved submission of Cardiff’s application to become a Pathfinder for the Early Years Integration Transformation Programme.</b> This programme is focused on delivering on the PSB’s commitment to develop a more joined-up, responsive early years system that puts the unique needs of each child at its heart, from pre-birth to the end of the Foundation Phase (0-7).</p>
<p>Develop <b>placed-based approaches to integrating public services for children and families in the city’s most deprived communities</b> through a ‘Children First’ pilot in Ely and Caerau.</p>	<p>Cardiff’s ‘Children First’ pilot was absorbed within the work to develop the <b>new delivery model for family advice and support services.</b> (See Think Family commitment above)</p>
<p>Develop <b>innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs),</b> putting in place multi-agency response to support children and families before they reach crisis point.</p>	<p><b>Innovative approaches</b> to identifying those at risk of Adverse Childhood Experiences <b>will be progressed through the development of the Child Friendly Cardiff Strategy and Cardiff Family Advice and Support (CFAS) service model.</b></p> <p>Referrals will be jointly risk assessed by social services and police making use of their databases to best identify safeguarding issues and appropriate interventions.</p>

Commitments	Update
<p>Work with communities and across partners in the public and private sector to <b>tackle Child Sexual Exploitation</b>.</p>	<p>In 2019, Cardiff introduced a <b>combined Child and Adult Exploitation Strategy</b> and led by Cardiff and Vale Safeguarding Board.</p> <p>Under this strategy, Cardiff Children’s Services and partners are <b>piloting</b> a new approach to managing and responding to exploitation under <b>the SAFE model; Safeguarding Adolescents from Exploitation</b>. This model seeks to;</p> <ul style="list-style-type: none"> <li>• strengthen the individual safeguarding response to young people</li> <li>• strengthen engagement with families and carers in supporting them to keep young people safe</li> <li>• introduce <b>mechanisms for partners to share information around groups and locations of concern to disrupt exploitation</b> and to have oversight of themes and trends in the city.</li> </ul>
<p>Improve mental health and emotional wellbeing for young people by delivering an <b>integrated approach to Children and Young People Emotional and Mental Health Support</b>.</p>	<p><b>Cardiff and Vale Regional Partnership Board has set up a single Administrative Single Point of Access for referral and support</b>. This will enable clinicians and school staff to work together to decide the most appropriate support for a young person. A new Emotional Wellbeing website is being developed. This will provide information on what support is available across partners and the different ways to access them.</p>
<p>Support young disabled people and their families through the delivery of the <b>Disabilities Futures programme</b>.</p>	<p>Cardiff Council, the Vale of Glamorgan Council and Cardiff and Vale University Health Board launched the <b>Joint Commissioning Strategy for Adults with a Learning Disability</b> in June 2019. The strategy provides the framework for the planning and delivery of adult learning disability services and is being <b>delivered through the work of the Regional Learning Disability Programme Board</b>.</p> <p>In March 2020, the <b>Cardiff &amp; Vale Carers Gateway</b> was launched providing <b>a single point of contact for supporting and engaging carers across Cardiff and the Vale of Glamorgan</b>.</p> <p><b>Liaison nurses and health workers are now based in hospitals and community disability teams</b> to support adults with a learning disability.</p> <p>The <b>Disability Futures Programme has been stood down</b>. Its work relating to adults with a learning disability now falls under the remit of the Regional Learning Disability Programme Board. Work relating to positive outcomes for children and young people has been transferred to the regional Starting Well Partnership and its delivery groups.</p>
<p>Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the ‘Cardiff Commitment’, in partnership with the private and third sector.</p>	<p>The ‘<b>Cardiff Commitment</b>’ is helping to ensure that every child has access to training employment or further education when leaving school. Over 300 businesses have engaged to date or made specific pledges to support schools and young people.</p> <p>To deliver a Child Friendly Recovery following the pandemic, an immediate priority will be for city partners to collaborate with school leaders to refocus the Cardiff 2030 priorities for education and learning and continue the delivery of ‘Cardiff Commitment’.</p>



## 2. Cardiff is great place to grow older

Commitments	Update
<p>Building on the <b>First Point of Contact and Single Point of Access services</b>, further develop easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.</p>	<p>Due to a successful transition to working from home the <b>First Point of Contact Hospital Team (Pink Army)</b> made up of public sector, Community and other third sector partners has <b>continued to meet the needs of patients and support their return to independence</b>. The creation of a new directory of services meant that the First Point of Contact team could continue supporting the most vulnerable, dealing with over <b>43,000 calls, maintaining a 99% answer rate and supporting 1862 patients</b>.</p>
<p>Develop resilient communities <b>with local services, infrastructure and strong community networks</b> to meet local needs where older people live.</p>	<p><b>Cardiff Older Persons Strategy</b> was approved in March 2019. Implementation of the strategy is overseen by the Cardiff and Vale Health, Housing and Care Programme Board.</p> <p>During the pandemic, a more digital approach to delivering services has been adopted, conducting virtual needs assessments or assessments by phone, supporting community groups to deliver events or providing support to older people to get online. Going forward a blended virtual and face to face service will be delivered.</p> <p><b>Over the coming year, an innovative new service will be launched to support adults who feel socially isolated and to help people manage their own personal wellbeing</b> in collaboration with health and third sector partners. The Wellbeing Support Service will introduce local community well-being services embedded within the city's Community Hubs team. The service will provide short term, one-to-one mentoring to those that need it, helping them to access the right support and using 'Advice prescribing' as a way of addressing issues.</p> <p><b>'Reimagining ageing into the Future' the Director for Public Health's 2019 annual report (published 2020) sets out</b> where the partnership needs to focus to ensure people live happy and healthy lives into older age. The PSB will prioritise the development and implementation of age-friendly policies across public services, the targeting of interventions to tackle loneliness and intervention and digital inclusion.</p> <p>PSB have contributed to <b>the development of Cardiff's 'Working Towards an Age Friendly City' action plan that aims to deliver Age Friendly Communities as defined by the World Health Organisation (WHO)</b>. Following approval of the action plan by the PSB, a dedicated Age Friendly Cardiff Partnership website is to be launched to support partnership collaboration and raise awareness of the services available.</p>
<p>Develop and provide a range of future accommodation options to meet demand and <b>enable people to remain at home</b>.</p>	<p>Implementation of the <b>Older Persons Housing Strategy</b> continues to be implemented across Cardiff by the Cardiff and Vale Health, Housing and Care Programme Board. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.</p> <p><b>A range of new build community living schemes across the city have been progressed</b>, with planning consent achieved for the Maelfa, St. Mellons and Worcester Court. Bute Street and Riverside schemes are ready for Pre-Application Consultation and the Moorland Road scheme is soon to be at this stage. External works have commenced at Broadlands Court and work will soon start at Heathmead.</p>

Commitments	Update
<p>Develop <b>improved assessment, diagnosis and care planning practices</b> which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.</p>	<p><b>A Single Point of Access for Discharge</b> has introduced multi-disciplinary triage approach for expediting safe hospital discharges for people who may need some support or care to return home.</p> <p>Work is now being progressed to further develop collaboration between the Single Point of Access Team and the First Point of Contact Hospital Team (Pink Army) that was established during the pandemic to help reduce delayed discharge from the Dragon Heart Hospital.</p>
<p><b>Make Cardiff a dementia friendly city</b></p>	<p><b>The Dementia Friendly Cardiff website and resource hub was launched in October 2020</b>, providing a ‘one-stop shop’ for information about services and support in the city. Adapting to the pandemic, there have been over 550 digital events showcased via the website assisting people living with dementia, their carers, families and businesses who want to offer support.</p> <p><b>‘Read about Me’</b> has been created by Cardiff &amp; Vale Health Board as a simple, effective new way to assist people with a dementia or cognitive impairment who are receiving medical care. Providing person-centred information, it <b>allows all staff to have a better understanding of the patient, without the need for repetition of their personal story.</b> ‘Read about Me’ has been distributed to every single resident in a Care Home within Cardiff.</p> <p>Dementia Friend training continues to be rolled out across PSB organisations.</p>

### 3. Supporting people out of poverty

Commitments	Update
<p>Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.</p>	<p><b>In November 2019, Cardiff was recognised as a Living Wage City.</b> The majority of PSB members are paying the living wage or applying to become accredited. <b>Cardiff and Vale University Health Board became accredited this year and a significant number of businesses have followed the PSB's lead.</b> 144 employers in the city are now accredited Living Wage employers, with 19 becoming accredited during 2020/21. There are now 59,425 people working for an accredited Living Wage employer and 7553 workers have received a pay rise.</p>
<p><b>Support people who are adversely affected by welfare reform</b> by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.</p>	<p>All frontline staff within Community and Well-being Hubs have been trained to identify when families will be required to claim Universal Credit. <b>Tailored support, advice and guidance</b> is available in all Hubs and outreach locations across the city.</p>
<p>Develop an <b>integrated approach to employment services in Cardiff</b>, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.</p>	<p><b>Cardiff Into Work Service</b>, has brought around 40 employment services together in one place to help support people to get and keep a good job, whilst supporting those affected by Welfare Reform and the roll-out of Universal Credit.</p> <p>During 2020/21, the service incorporated the Council's in-house employment agency and Adult Community Learning, creating wrap-around support and pathways into permanent employment. <b>The service has enhanced its capacity in response to the economic challenges arising from Covid-19 and is now able to support more than 55,000 clients and 250 employers annually.</b> Advice was given almost 50,000 times during 2020/21. 814 people secured employment as a result of the support provided.</p>
<p>Ensure that the Welsh Government's flagship <b>anti-poverty programmes</b> (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and <b>delivered in a co-ordinated way.</b></p>	<p><b>Welsh Government's Flexible Funding Programme</b> enables local authorities to take a strategic approach to early intervention, prevention and support through the <b>flexible use of different grants</b>, particularly in respect of joint planning and commissioning, to better support outcomes for local residents.</p> <p>Cardiff Council has therefore put in place arrangements so that <b>the Housing Support Grant and the Children and Communities Grant are not viewed in isolation. This has led to jointly developed and commissioned services in response to the priorities of the City and service user needs.</b> Work will continue on strengthening the links between the grants to improve data collection and sharing.</p>
<p>Seek to <b>end rough sleeping in the city and tackle the causes of homelessness.</b></p>	<p><b>A new vision for homelessness, 'No Going Back', was approved in July 2020.</b> 'No Going Back' will focus multi-agency working on prevention, rapid assessment and triage and providing dedicated support to help individuals live independently, moving away from a default model of hostels and supported accommodation. The Multi-Disciplinary Team has been expanded to include social, mental and substance misuse workers as well as housing, police and probation officers and is now able to offer consistent health care and case management approaches.</p>

Commitments	Update
<p>Seek to increase the impact of public services as anchor employers on <b>tackling poverty through adapting employment policies</b> and exploring cross-public service approaches to ‘Social Responsibility’ policy and ‘Community Benefits.’</p>	<p>The Council has published its annual modern slavery statement for 2021-22, setting out its commitments to ensuring modern slavery and human trafficking have no place in its business and supply chains. <b>The Cardiff and Vale Multi-Agency Anti-Slavery Forum</b> is taking this work forward.</p>
<p>Support a <b>city wide Food Partnership</b> to ensure citizens have access to sustainable, healthy and affordable food.</p>	<p>Food Cardiff has launched its <b>Good Food Strategy 2021-24</b>. A Food Cardiff Board has been established to give strategic direction. Key partners are Cardiff Council and Cardiff and Vale UHB. The core aim will be to work with partners to promote access to healthy and local food with a low carbon footprint. This will support the delivery of the <b>Cardiff and Vale ‘Move More, Eat Well Plan’</b> adopted by the PSB in January 2020, delivering an improved food offer in educational settings and communities across the city.</p>
<p>Undertake additional research on how best to <b>tackle health inequalities</b> and reduce the healthy life expectancy gap.</p>	<p>In October 2019, the PSB received a report by Public Health Wales providing a <b>detailed analysis of key local health inequities</b> (immunisation, screening, physical activity and healthy eating), mapping the available data/intelligence and reviewing interventions already in place. <b>The Director for Public Health’s Annual Report, ‘Lets leave no-one behind’ published in September 2021 has revisited this analysis adding air quality as a key area for attention and, providing recommendations for action</b> for the PSB as part of the city’s recovery and renewal programme.</p>
<p>Work to support delivery of <b>Cardiff’s Sport and Physical Activity Strategy</b> to increase participation of current and future generations in sport and physical activities, particularly in our city’s most deprived communities.</p>	<p><b>Cardiff and Vale PSB’s ‘Move more, Eat well Plan, 2020-2023’</b>, was launched online in July 2020. Innovative approaches to partnership working and engagement were adopted, in particular the response of Food Cardiff and its work with partners to ensure that everybody in Cardiff could access healthy food during lockdown. The focus is now on <b>developing a whole system approach</b>. Led by the PSB, a <b>Move, More Cardiff Leadership Group</b> is to be established overseeing the development of <b>Cardiff’s Physical Activity and Sport Strategy 2022-2027</b> in the context of delivering on ‘Move More, Eat Well’.</p>



## 4. Safe, Confident and Empowered Communities

Commitments	Update
<p>Invest in and <b>involve communities in the delivery of integrated, locally-based public and third sector services</b> in Community and Wellbeing hubs.</p>	<p><b>Investment in community health and wellbeing hubs continues to be rolled out across the city</b> as part of Cardiff and Vale University Board’s Shaping Our Future Wellbeing strategy and its vision to provide more healthcare facilities closer to home. Refurbishment work has been completed to transform the former Chapel at the Infirmary into a health and well-being facility serving the south and east of Cardiff. Work has started on the Maelfa Health and Wellbeing Hub and the Council and UHB are also in the initial stages of developing a new Health and Wellbeing Hub for the communities of Ely and Caerau.</p>
<p>Give people a greater voice in shaping public services through developing and delivering <b>co-created Community Involvement Plan/s</b>.</p>	<p>The Community Safety Partnership is <b>working with communities to develop targeted approaches to tackling crime in their area and to empower local people to improve the area in which they live</b>. County lines, off road motorcycle annoyance and diversionary activities for young people have been identified as priorities. Area based working has been paused during the pandemic but will recommence in Grangetown/ Butetown and Adamsdown/Splott as restrictions ease.</p>
<p><b>Promote volunteering and social action</b>, including development of a city volunteering portal.</p>	<p><b>Volunteer Cardiff (<a href="http://www.volunteercardiff.co.uk">www.volunteercardiff.co.uk</a>) has become an established portal for civic activity</b>, signposting Cardiff residents to all the opportunities, organisations and support available to enable volunteering in the city. (Keep)</p> <p>As part of the ‘<b>Together for Cardiff</b>’ initiative, 1,000 people volunteered to help deliver food and medical supplies to the most vulnerable at the start of lockdown in March 2020. High levels of volunteering have continued with 491 volunteers supporting Foodbanks, providing over 3,000 hours of additional support. 23 volunteers joined a new befriending scheme funded by Age UK, providing support to those feeling lonely or isolated during the pandemic.</p> <p>A Cardiff and Vale Covid-19 Volunteering Recovery plan has been developed by Cardiff Third Sector Council setting out recommendations for transferring the levels of volunteering and community action during the Covid-19 pandemic to a sustainable, long-term footing.</p>
<p><b>Protect our most vulnerable citizens</b>, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.</p>	<p>The Cardiff and Vale Regional Safeguarding Board has developed a <b>joint Child and Adult Exploitation Strategy to reflect new and emerging themes of child and adult exploitation such as modern slavery</b>. Work is underway with partners to strengthen the Council and partners’ approach to contextual safeguarding, recognising that outside of the family unit, the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.</p> <p>Cardiff Children’s Services and Partners are <b>piloting</b> a new approach to managing and responding to Exploitation under the <b>SAFE model; Safeguarding Adolescents from Exploitation</b>. This model seeks to;</p> <ul style="list-style-type: none"> <li>• strengthen the individual safeguarding response to young people</li> <li>• strengthen engagement with families and carers in supporting them to keep young people safe</li> <li>• <b>introduce mechanisms for partners to share information around groups and locations of concern to disrupt exploitation</b> and to have oversight of themes and trends in the city.</li> </ul>

Commitments	Update
<p><b>Tackle radicalisation in our communities</b> by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.</p>	<p><b>Cardiff's Prevent programme continues to be rolled out.</b> Funding has been awarded by the Home Office for all 2021/22 projects with the focus being on safety and leadership across a number of different population groups. <b>Representatives from Third Sector organisations and community groups are being trained to become Prevent Champions with the potential for them to help with the delivery of services at the local level.</b></p> <p>A <b>Community Cohesion Action Plan</b> has been developed to work with partners to actively monitor community tensions, build resilience to hateful extremism and provide support to witnesses and victims of hate crime.</p>
<p><b>Reduce offending and improve life opportunities for the 18-25 age group</b> by developing an integrated, locally-focussed, approach to offender management.</p> <p>Reduce levels of drug use and substance misuse, and levels of reoffending, through delivering a <b>jointly-commissioned substance misuse service.</b></p>	<p>Since the <b>launch of the new Youth Justice Services Development Strategy - 'All Our Futures'</b> in June 2020, significant progress has been made in strengthening strategic governance and the use of partnership intelligence to inform service delivery.</p> <p>As part of a wider review of substance misuse services a <b>Health Needs Assessment on public injection has been undertaken by Cardiff and Vale UHB.</b> The recommendations are now been taken forward supported by the Community Safety Leadership Board and its newly established Street Lifestyles and Complex Needs priority group. This includes recommendations arising from a review of Cardiff and Vale's Needle and Syringe Programmes.</p> <p>In May 2021, the Community Safety Partnership presented to the Council's Community &amp; Adult Services Scrutiny Committee on drug activity pre and post the emergence of Covid-19, the challenges now faced and how these will be addressed through the new governance structure for community safety.</p>
<p>Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the 'Inclusive Cities' project.</p>	<p>The Inclusive Cities strategy and action plan continues to be rolled out. <b>The Community Safety Partnership is leading on the co-ordination of support for migrant communities, supporting access to legal advice for those whose immigration status is uncertain</b> and which could place them at additional risk of the pandemic's economic and health impacts. A Phase 2 action plan for Inclusive Cities is to be developed in autumn 2021 focussing on support for migrant communities and recovery from the pandemic.</p>
<p>Deliver a <b>safe and vibrant night time economy</b>, working in partnership with the Business Improvement District.</p>	<p>Following lockdown due to Covid-19, the Council, South Wales Police and the private sector have worked closely to manage the <b>safe reopening of the city centre</b> and begin the city's recovery. A <b>memorandum of understanding</b> between the Council and South Wales Police has been agreed to ensure effective management of public spaces.</p> <p>The Community Safety Partnership has identified the Night Time Economy as a priority to be taken forward by its Violence Prevention group.</p>

## 5. A capital city that works for Wales

Commitments	Update
<p>Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.</p>	<p>The Council has established an <b>Economic Recovery Task Force to lead the post-Covid economic recovery</b> in Cardiff, supporting businesses and in particular providing opportunities for 16-24 year olds through the 'Kick Start' scheme. <b>The PSB and employers across the city will continue to work with schools to support young people to access training and employment, through 'Cardiff Commitment'.</b></p> <p><b>The PSB has supported the Council to reopen the city centre</b> as a Covid-secure, attractive and people-centred environment for residents and visitors. This created safe new areas for consumers and allowed the hospitality sector in the city centre to trade safely.</p> <p>Finances have been secured through the Cultural Recovery Fund and the Capital Recovery Fund to ensure that St David's Hall and the New Theatre, Cardiff's internationally-renowned live music and theatre offer, has been supported during the pandemic.</p>
<p>Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.</p>	<p>Identified by the Cardiff PSB in its report 'Brexit – Implications for Cardiff' <b>the future of regional funding in Wales remains an ongoing cause of uncertainty.</b> EU funding has been a significant financial contributor to regional and local economic development and therefore any change represents a significant potential risk for Wales.</p> <p><b>However, the new Community Renewal Fund and UK Shared Prosperity Fund</b> that is to follow, replacing European structural funds from 2022, <b>provides opportunities to invest in skills, local businesses and employment.</b> Furthermore, Cardiff is in category 1 of the <b>Levelling Up Fund</b> recognising that the city has one of the highest levels of need in Wales. This provides an <b>opportunity to unlock investment in local infrastructure</b>, town centre and high street regeneration, local transport projects, and cultural and heritage assets. The projects proposed for this funding will play a crucial role in increasing productivity and prosperity in the city over the long term.</p>
<p>Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.</p>	<p>Following the publication of the PSB's 'Brexit: Implications For Cardiff' report a <b>'Cardiff and Brexit' webpage has been signposting businesses, EU residents and individuals to guidance and support.</b></p> <p>It is recognised that Cardiff is vulnerable to a disruptive Brexit, with significant levels of exports going to EU markets. <b>Close liaison with local employers will continue to mitigate the impact of Brexit, including delays at the borders and the associated implications for supply chains.</b> The Council continues to lead a robust ongoing strategy to address the challenges and opportunities posed by Brexit.</p> <p>Work has continued to support EU citizens including vulnerable adults to apply to the <b>EU Settlement Scheme (EUSS).</b> <b>A programme of engagement and digital support to access the scheme online has seen good uptake.</b> Compared to an estimate of 21,000-25,000 EU Nationals living in Cardiff, 21,200 applications have been made to the scheme as of 31 March 2021.</p>

Commitments	Update
<p>Continue to deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.</p>	<p><b>Covid-19 has delayed progress on the development of the city’s Events Portfolio</b>, the delivery of the Signature Music event and work to establish the feasibility of a 2030 FIFA Football World Cup bid.</p> <p>With international tourism unlikely in the short term, <b>Cardiff’s visitor offer has therefore adapted to be more localised, creating experiences and attractions for the region.</b> Successful Covid-safe test events have already been delivered on the grounds of Cardiff Castle, including Tafwyl – the Welsh music and cultural festival and Eid celebrations.</p>
<p>Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.</p>	<p>In line with the Welsh Government’s vision for an additional million Welsh Speakers by 2050, Cardiff will need to increase the number of Welsh Speakers in Cardiff by 15.9 % by 2022. <b>Progress will not be known until publication of the 2021 Census.</b></p> <p>Significant progress has been made in supporting the growth of the Welsh language in Cardiff. <b>In 2020/21, 764 pupils were allocated Reception places at Welsh-medium primary schools, representing 18.5% of the total intake across the city – Cardiff’s highest intake to Welsh-medium primary schools to date.</b></p> <p>Welsh-medium education plans have been approved for the expansion of Ysgol Y Wern and new Cylch Meithrin provision, dual-stream provision to serve the Plasdŵr development and increased provision in Central Cardiff.</p> <p>In 2020, the Tafwyl Welsh language festival went online, extending its reach to a global audience. Around 25,000 people engaged with the festival and more than 8,000 accessed digital content.</p>



## 6. Cardiff grows in a resilient way

Commitments	Update
<p>Adopt an <b>integrated approach to the planning and delivery of public services</b> in the city's new communities.</p>	<p>The PSB has commissioned its Partnership Asset Management Board to develop principles for developing/utilising spaces in partnership and will report back to the Board. <b>Next steps include further development of the master planning of new communities and a public services assets/land review.</b></p> <p><b>Feeding into the master planning will be the development of the Council's City-Wide Low Carbon Development Strategy.</b> This will include developing guidance and practice to ensure new development contributes to a carbon neutral city. The next Local Development Plan (LDP) for Cardiff will be developed and delivered in line with this principle.</p>
<p>Aim for <b>50% of all journeys in Cardiff to be by sustainable travel</b> by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.</p>	<p><b>The PSB launched its Staff Healthy Travel Charter in April 2019</b> setting out a number of commitments to help encourage employees to make the switch to sustainable modes of transport and introduce more electric vehicles into the workforce fleet.</p> <p><b>All partners have made progress against the 3 year targets especially around agile working.</b> To promote active travel, three new segregated cycle routes have been introduced on North Road, Senghennydd Road and around Sophia Gardens. To reduce carbon emissions in the workforce fleet, 12 electric vehicles have been introduced into Cardiff Council's Recycling and Neighbourhood Services, with 5 more electric Refuse Collection Vehicles (RCV's) on order.</p> <p><b>Cardiff Council has set a target to increase the number of people walking or cycling to work from 31% to 43% by 2030. Consultation has started on an active travel map</b> including latest information on where segregated cycleways would be feasible and plans to connect the city's 130 schools to the active travel network. The consultation is also inviting the public to identify new active travel routes.</p> <p>In addition to the Staff Healthy Travel Charter, <b>the PSB has launched a Business Healthy Travel Charter</b> in partnership with FOR Cardiff.</p>
<p>Take a <b>city-wide response to air pollution</b> through supporting the development and delivery of a Cardiff Clean Air Strategy</p>	<p><b>The PSB supported the development of the Council's Clean Air Strategy, published in June 2019,</b> targeting improvements to the active travel infrastructure in the city centre and some of the worst polluted areas across Cardiff.</p> <p>Air quality has improved on Castle Street following a number of measures put in place to facilitate the pandemic and a subsequent reduction in traffic. Air quality analysis indicates consistent compliance with the legal air quality limit values set for Nitrogen Dioxide (NO<sub>2</sub>). <b>With the complete delivery of measures forecasted for the end of 2021, sustained air quality compliance on Castle Street is likely to continue.</b></p>
<p><b>Ensure that the city is prepared for extreme weather events</b> associated with Climate Change, including raising awareness and encouraging behavioural change amongst residents, businesses and visitors to the city.</p>	<p><b>Storm Dennis</b> (February 2020) was a major flooding event, damaging homes and businesses and causing landslides and power cuts across many areas of South Wales. Natural Resources Wales briefed the PSB on the challenges faced and will report back to the PSB on lessons learnt. Additional funding has been allocated to improving flood defences.</p>

Commitments	Update
<p>Seek to <b>reduce the carbon footprint of the city's public services</b> by working to ensure that all public buildings are energy and waste efficient</p>	<p><b>PSB partners are working together</b> to review existing assets (buildings and land) and <b>design the future specification of public services to reduce the city's carbon footprint</b>. The PSB is supporting Cardiff and Vale University Board to develop its <b>proposals for the future delivery of clinical services and hospitals of the future</b>. A new service delivery model is to be developed involving infrastructure changes to the hospital estate and necessary service reconfigurations in community care, building on the integrated whole system model developed with the Regional Partnership Board.</p> <p>By relocating staff from Wilcox House to County Hall or home working arrangements the Council has reduce its accommodation footprint by approximately 60,000 sq.ft.</p>
<p>Explore the potential for divesting public investments from fossil fuel companies.</p>	<p><b>Cardiff Council's Pensions Committee has considered a Climate Change Investment Policy</b> in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales. Work is ongoing to develop the policy in response to the comments of Committee and Board members. The outcomes of this work will be brought to the PSB for consideration in 2021/22.</p>

## 7. Modernising and integrating our public services

Commitments	Update
<p>Adopt a <b>cross-public services approach to the management of public property and assets.</b></p>	<p>Following the Ystadau Cymru and Welsh Government’s Making Assets Work Review (MAWR), the Cardiff and Vale Regional National Assets Working Group undertook an asset review identifying where there are opportunities for new partnership service provision to be explored. <b>Principles for utilising spaces in partnership are to be drawn up for consideration by the PSB, and will form part of the city’s public services recovery and renewal programme.</b></p>
<p>Develop and <b>appropriately skill the city’s public service workforce</b> to meet changing needs and demands.</p>	<p>In response to Covid-19, PSB members have continued to work together, temporarily redeploying staff along with training to ensure the delivery of essential services. (Keep)</p>
<p>Develop a <b>joined up approach to consultation, engagement and research.</b></p>	<p>PSB members continue to support one another on communication, consultation and engagement, particularly over the course of the Covid-19 crisis.</p> <p><b>The PSB has supported residents to participate in Census 2021</b>, the key survey that will inform service planning across the public sector over the next 10 years. Due to the pandemic a ‘Digital Census’ was held.</p> <p><b>Following feedback from PSB organisations the Council has published its new Equality and Inclusion Strategy 2020-24.</b> The strategy recognises the impact of Covid-19 on different communities and prioritises the development of services and partnerships to actively address inequality, exclusion and underlying structural inequalities in Cardiff.</p> <p><b>The PSB will be involved in the development of the new statutory ‘Citizen Engagement Strategy’ in 2021/22. The strategy will look at new ways of engaging communities and will take into account learning from the Covid-19 pandemic.</b> Particular focus will be placed on increasing participation from the most deprived, most disconnected and seldom heard groups in society.</p>
<p>Seek to deliver <b>public and third sector services and workforce that are representative of the city and its communities</b>, especially BAME communities.</p>	<p>The Council has established a <b>Race Equality Taskforce</b> bringing public sector partners and major employers together to address racial discrimination and promote race equality in the city. Work around employment and a representative workforce has been agreed as a key priority.</p>





**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**11 October 2021**

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## **Recovery and Renewal Programme**

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### **Purpose of the Report**

1. To set the context for a committee update on the organisation's Recovery and Renewal Programme.

### **Scope of the Scrutiny**

2. The Terms of Reference for the Committee confer responsibility to scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement.
3. The Council has in place an improvement Programme based on Renewal and Recovery that sets out how the Council will adapt to the challenges and opportunities of the new operating environment as we emerge from the Covid-19 pandemic.
4. During this scrutiny, Members will receive a briefing on the work streams of the Recovery and Renewal Programme and progress in its delivery.

### **Background**

5. In May 2021 the Committee scrutinised two reports to Cabinet outlining how the Council would seek to adapt to the challenges and opportunities of the new operating environment as the city emerged from the pandemic and seeking approval for the establishment of a *Recovery and Renewal Programme*. The correspondence following that scrutiny is attached at **Appendix 1**.
6. The message was that the Council had played a vital role throughout the pandemic, adapting its services to deliver in the emergency. The Covid-19

pandemic had a significant impact on Cardiff as Wales focal point for employment, retail and the visitor economy. However public health data supported the Council's move from the 'essential services' operating model to the 'post-Covid19' operating environment.

7. Cabinet approved the report in May 2021, setting out ten principles that the Council believe will inform how local public services will change as a result of the pandemic. They are:
  - Child, family, citizen at the centre
  - Community/locality-focussed (place-based)
  - Flexibility
  - Partnership - *a whole-system response from the city's public services.*
  - Prevention over cure
  - Digital by default
  - Data and evidence-led
  - Service innovation (*be bold/creative*)
  - One Planet Council:
  - Leading an inclusive economic recovery
8. Using these principles, the Council would change the way it works by establishing a *Recovery and Renewal Programme*, subject to review after a 12-month period.
9. The report set out 9 priority areas for action
  - Adopting a Hybrid Working model
  - Accelerating the Council's Digital Programme
  - Convening and leading a city-wide response to recovery and renewal
  - Locality Working: Building cross-public services 'teams around the community'
  - Leading a greener, fairer recovery
  - Service Recovery
  - Robust Financial and Performance Management
  - A strengthened approach to performance management and data analysis
  - Staff engagement.
10. Work to address the above priorities has commenced, in practice this means work has commenced on:

- A programme of trade union and staff engagement on the development of a 'hybrid working' model.
- A review of the Council's Homeworking and Agile Working policies, to ensure that they support the shift to a 'hybrid working' model.
- Recovery plans for services whose business model has been fundamentally challenged, by the pandemic.
- A post-pandemic review of all services to ensure that they are able to operate safely, effectively and efficiently, including identifying a programme of further service digitisation.
- Allocating budgetary resources to support the delivery of the proposals.
- A fundamental review of the Council's core office accommodation and depot accommodation through a detailed business case process.
- Accelerated development of a multi-agency 'locality working' model, focused on health and care services.
- Exploring new partnership arrangements for Public Health with the Cardiff and Vale University Health Board, under the auspices of the Cardiff Public Services Board.
- A review of the Council's public services partnership arrangements to ensure that they can support the continuation of enhanced levels of multi-agency working.

## Way Forward

11. The Cabinet Member Modernisation and Performance, Councillor Chris Weaver and Corporate Director Resources, Chris Lee, will present a progress update and take questions from Members. Attached at **Appendix 2** is the presentation to inform Member's preparations.

## Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications.

However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. 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. Scrutiny Procedure Rules; (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.

### **Financial Implications**

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATION**

The Committee is recommended to:

- i) Consider progress on the Council's Recovery and Renewal Programme and the information provided during the meeting; and
- ii) Determine whether they would like to relay any comments, observations or recommendations to the Cabinet on this matter.

### **DAVINA FIORE**

Director, Governance & Legal Services

5 October 2021



My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 19 May 2021

Councillor Huw Thomas,  
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Dear Huw,

### **PRAP: 18 May 2021 – Organisational Recovery and Renewal**

On behalf of the Policy Review and Performance Scrutiny Committee a sincere thank you for sharing the organisation's plan for recovery and renewal for pre-decision scrutiny this week. Please also relay our thanks to the Chief Executive, Corporate Directors and Heads of Service who attended the online meeting in support of the scrutiny. This is clearly a pivotal opportunity for strategic re-alignment within the Council and Members agreed that I pass on the following observations to inform Cabinet discussion. You will find our recommendations for monitoring and requests for further information listed at the end of the letter.

#### **Adopting a Hybrid Working Model**

The Committee notes that introducing a hybrid working model is central to organisational service re-design, we do however **recommend** that your proposals for the assessment and categorisation of roles should also factor in an assessment of the employee's individual needs/choices when allocating the hybrid working category. We encourage you to build flexibility into the policy and **recommend** that you include wording to stress that, in negotiating arrangements with staff members, that individual circumstances and preferences will be taken into account.

We suggest there is an opportunity to broaden the narrow focus of the proposals on place of work to include a wider review of staff Terms and Conditions. The nature of these pending changes offers that option in a way that may not present itself in such a way again.

Members were keen to build a picture of recent staff performance, productivity and accountability whilst home-working, in light of their casework experience during the pandemic. Anecdotally managers consider that productivity has improved mainly because the lower absence levels enabled a higher than normal number of people actually at work. Other formal means of measuring productivity do not appear to feature in this assessment but will need to be clarified, agreed and monitored under the new arrangements.

We note that you are addressing the matter of new starters, and have initiatives in place to ensure their successful cultural integration in the early days of employment.

The Committee, Cabinet and Senior Management recognise that the responsibility for driving the cultural change required to successfully deliver hybrid working will be steered by the Senior Management Team. We note that experience of leading and managing the pandemic will assist in this. However, it will be important to acknowledge that team working remains key and a cultural shift will require continuous reinforcement and ongoing support. Senior and middle managers may not all possess the skills required to make a success of these aims. You do plan a sustained piece of work with managers to encourage positive behaviours but additional personal and organisational development initiatives are likely to be required.

It is our view that, having introduced new ways of working and a new cultural tone to the organisation, a longer term realignment of the organisational structure will be required together with a systematic review of individual roles and deliverables. Clear accountabilities for all employees will also need to be established within a renewed Performance Management Framework.

Members will also need to be briefed and involved in understanding these transformation aims. They will also need to know how and when they will be able to re-join the Council's routines, including its formal meetings.

## Convening and leading city-wide response to recovery and renewal

The report recognises that a key principal of recovery is *Partnership – a whole system response from the city’s public services*. We are keen to establish whether PSB partners are aligned in their commitment and recognition of the value of the relationships established during the pandemic and whether they are prepared to work on sustaining these new relationships and ways of working in tackling other shared challenges. We note that there was a deepening of health, council and police operational working and a positive shift to a community focus in response to the pandemic. We also note the Council’s wish to continue this deepening process but **recommend** that the commitment to match this enthusiasm is formally clarified with each partner organisation.

We are also keen to establish how partnership working could be improved. We note that you consider it is good at a strategic level, however the positive improvements achieved through collaboration have mainly been noted within the public health arena. We heard your suggestion that there are conversations to be had around how public health interventions are shaped in the future and whether the option of a public health partnership might be achievable. There will also be the need for clarification of Welsh Government expectations of the role of local government in public health and in other wider partnerships going forward.

We heard that there are many opportunities for PSB partners to physically share spaces, however we urge that, where closer joint operational working develops and multiagency teams are introduced, there may need to be some discussion on standardisation of terms and conditions.

We note your ambition to build stronger relationships with the FE and university sectors. We **recommend** that you explore the potential to formalise such relationships and consider suitable fora for dialogue and joint working.

We consider that as you capture the PSB success, consolidate partnership integration and produce a new Well-being Plan you will need to focus on the accountability of any new arrangements. We also **recommend** that you refresh the approach to capturing the deliverable outcomes from the partnership agenda.

## **Accelerating the Council's Digital Programme**

The report states that the Council was well-placed to respond to the shift in digital and online working necessitated by the pandemic due to a major programme of investment in the Council's ICT infrastructure. The Committee notes the further spending proposals within the 2021/22 budget and that there is Welsh Government support through the Covid Hardship fund. We also note the budget implications of the many digital opportunities that lie ahead within this programme that will need to be forecast and planned for.

The Committee endorses a digital first approach, however we remain concerned about those potentially left behind. We were therefore pleased that you acknowledge that face to face and telephone options will be required and that the hybrid approach will aim to reach all demographic groups.

## **A strengthened approach to performance management and data analysis**

Members were pleased to hear that there will be an action plan to deliver the Recovery and Renewal Programme, with a clear emphasis on outcomes that will assist with effective accountability. We note that the Chief Executive and Corporate Director Resources are developing a Recovery and Renewal Programme Plan that will include key tasks with clear timescales. You agreed to share the Plan with the Committee and we will programme it for consideration as appropriate.

We note the requirement for robust self and peer assessment within the Local Government and Elections (Wales) Act 2021, requiring the use of wider organisational intelligence in assessing performance. The report states that you will introduce a new Performance Management Framework alongside a new Data Strategy for the Council, including a fresh approach to enhancing the use of data in service management and service improvement. We request that you share the new framework with the Committee as it develops. I understand from officers the best timing for this is September 2021 and would be grateful for confirmation.



### **Requests following this scrutiny:**

- That you brief all Members on your Recovery and Renewal aims.
- That you update all Members how and when they will be able to re-join the Council's routines, including its formal meetings.
- That you share the Recovery and Renewal Programme Plan that will include key tasks with clear timescales with the Committee, so that we can programme scrutiny as appropriate.
- That you share the new performance framework with the Committee as it develops, and confirm that the best timing for scrutiny engagement with this is September 2021.

### **Recommendations to be monitored following this scrutiny:**

- That Cabinet proposals factor in an assessment of the employee's individual needs/choices when allocating the hybrid working category to a role.
- That Cabinet builds flexibility into the hybrid working proposals and includes wording to stress that, in negotiating arrangements with staff members, individual circumstances and preferences will be taken into account.
- That Cabinet uses its convening power to explore the potential to build and formalise stronger relationships with the FE and university sectors, considering suitable fora for dialogue and joint working.
- That the Council formally clarifies with each partner organisation their commitment to continued deepening of operational working and a positive shift to a community focus.
- That the PSB refreshes the approach to capturing the deliverable outcomes from the partnership agenda.

Once again thank you for your ongoing commitment to the value of pre-decision scrutiny in strategic and operational planning. We look forward to hearing how the Recovery and Renewal Programme progresses over the coming year.

Yours sincerely,



**COUNCILLOR DAVID WALKER**

**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the PRAP Committee  
Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance  
Leaders of Opposition Groups  
Paul Orders, Chief Executive  
Chris Lee, Corporate Director, Resources  
Gareth Newell, Head of Performance and Partnerships  
Tracey Thomas, Head of Human Resources  
Dylan Owen, Head of Cabinet Office  
Gary Jones, Head of Democratic Services  
Tim Gordon, Head of Communications & External Relations  
Jeremy Rhys, Assistant Head of Communications and External Affairs  
Debi Said, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

**SWYDDFA'R ARWEINYDD  
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CM45795

Eich Cyf / Your Ref:

Dyddiad / Date: 7 July 2021

Cllr David Walker  
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Annwyl / Dear David

**PRAP 18<sup>th</sup> May 2021: Organisational Recovery & Renewal**

Thank you for your letter of 19<sup>th</sup> May 2021 and the Committee's consideration of the Recovery and Renewal agenda.

Each of the scrutiny committees will have an important role to play in the development of this agenda and I welcome the opportunity to brief all members on progress. A programme of engagement with the public, city stakeholders and public service partners, staff, and trade unions on the Council's recovery and renewal proposals has commenced and will run over the summer months. I look forward to continued engagement with PRAP and all committees as this agenda develops over the coming months.

**Adopting a Hybrid Working Model**

I would like to thank the committee for the constructive discussion around the new hybrid working model, and the role that you have played in supporting this agenda.

**Recommendations:**

- That Cabinet proposals factor in an assessment of the employee's individual needs/choices when allocating the hybrid working category to a role.

This recommendation is accepted. The 'Organisational Recovery and Renewal' Cabinet report sets out a number of the issues that need to be considered in ensuring a successful transition to a hybrid working model (para 14). The process for assessing and allocating roles into categories is also set out in the report (para 19 – 23) and is clear that this will be done in consultation with individual employees, taking into account service delivery requirements, and the individual's needs and preferences. In circumstances where mental and/or physical health, or appropriateness and safety of the home working

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**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

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

**WORKING FOR CARDIFF, WORKING FOR YOU**

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



environment are factors, these issues will be paramount in the consultation process. The report also states that *'managers will have the ability to organise for appropriate arrangements to be put in place for those employees who, for a variety of reasons, find home working challenging'*.

- That Cabinet builds flexibility into the hybrid working proposals and includes wording to stress that, in negotiating arrangements with staff members, individual circumstances and preferences will be taken into account.

As above, this recommendation is accepted.

A programme of trade union and staff engagement on the introduction of a 'hybrid working' model will be launched imminently. This will give staff an opportunity to raise any concerns, discuss the opportunities and help shape their new working environment going forward. As part of this engagement programme, work is already ongoing on a comprehensive staff questionnaire which will help canvass the views of officers on a range of issues.

I would like to stress that the well-being of staff will be a central consideration as this work is developed. The Council has placed the utmost importance on the health, safety and well-being of staff throughout the pandemic, and this will continue to be the case as the Council adapts to the post-Covid working environment.

## **Convening and leading city-wide response to recovery and renewal**

### **Recommendations:**

- That the Council formally clarifies with each partner organisation their commitment to continued deepening of operational working and a positive shift to a community focus.

This recommendation is partially accepted. As noted in your letter, the Council has identified ten principles which will help to inform how local public services change as a result of the pandemic. One of these is partnership working and a whole-system response from the city's public services. The Council has committed to this deeper partnership working becoming business as usual, building on the incredible work across agencies of the course of the pandemic.

As Chair of the Cardiff Public Services Board (PSB) I can confirm that the desire for maintaining the momentum of partnership working has been discussed and agreed at the PSB. As a result of this, the PSB is actively engaged in the city's recovery and renewal work, with a programme of meetings arranged over the summer to develop and agree a shared approach to each aspect of recovery and renewal, including city development, a child friendly recovery, organisational recovery and renewal, and a One Planet recovery.

Through the Organisational Recovery and Renewal report, Cabinet also agreed to lead a refresh of public service partnerships and governance, reporting to the PSB. This work is now underway. Cabinet also agreed to a strengthened approach to public health, and discussions are currently underway with the University Health Board on progressing this important agenda post-pandemic.

And so, while I share the committee's desire for a continued deepening of operational partnership working, and am committed as Chair of the PSB to make this happen, I do not believe there is a need to formally clarify this with each partner. I understand that, as part of its annual work programme the committee will be considering arrangements for partnership working in the autumn.

- That the PSB refreshes the approach to capturing the deliverable outcomes from the partnership agenda.

This recommendation is accepted. The development of the next Well-being Assessment and Well-being Plan – which must be done over the next 12 months – represents an important opportunity to agree a new set of partnership priorities and outcomes coming out of the pandemic. The Well-being Assessment work has already commenced, and the findings will be jointly collected, considered and analysed and will help inform a clear programme of work for public service partners. This work is being managed in close partnership with PSB members and is being managed in tandem with the Population Needs Assessment required under the Social Services and Well-being Act. Part of this new approach will also involve a tighter focus on capturing outputs and deliverable outcomes of collaborative working, which will be a clear feature of the revised Well-being Plan.

- That Cabinet uses its convening power to explore the potential to build and formalise stronger relationships with the FE and university sectors, considering suitable fora for dialogue and joint working.

This recommendation is accepted. As the 'Recovery and Renewal' Cabinet report makes clear (para 40), a strong operational partnership has been in place between public service partners and the Higher Education sector over the course of the pandemic, and the Council is committed to exploring new partnership arrangements with the sector post-pandemic.

As an early indication of this strengthened approach, the Council, in partnership with Cardiff University, is holding a series of online events which will bring leading thinkers and experts together to discuss Cardiff's post-Covid recovery and renewal plans. The launch of 'Greener, Fairer, Stronger: Cardiff's Post-Pandemic Recovery and Renewal', which took place on 3<sup>rd</sup> June, was hosted by Cardiff University and chaired by Professor Gillian Bristow, Head of Geography and Planning.

Thank you again for your and the committee's continued contributions.

Yn gywir,  
Yours sincerely,



**CYNGHORYDD / COUNCILLOR HUW THOMAS**  
**ARWEINYDD / LEADER,**  
**CYNGOR CAERDYDD / CARDIFF COUNCIL**



Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**11 October 2021**

**Committee Business Report - Correspondence & LDP nominations**

**Reasons for this Report**

1. To update Members on correspondence arising from recent scrutiny meetings.
2. To invite expressions of interest in participating in joint scrutiny of Cardiff's Replacement LDP.

**Correspondence**

3. Following each Scrutiny Committee meeting, the Chair writes on behalf of all Members, to the relevant Cabinet Member and senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The Committee is routinely copied into the letters when they are forwarded to the Cabinet Member. Depending on the issues highlighted, the letter may request a response from the Cabinet Member to any recommendations made, and sometimes requests further information.
4. For Members information attached to this report at **Appendices 2, 3, 4 & 5** are copies of correspondence following the July and September meetings of this Committee, both letters sent, and Cabinet responses received.
5. Where responses are *outstanding* the support officer continues to follow up on the Committee's behalf, particularly where the Committee has made a formal recommendation for monitoring as part of the new model and database in place to capture the impact of scrutiny. There are occasions, however, that the Committee does not formally request a response.

<b>Committee</b>	<b>Scrutiny</b>	<b>Appendix</b>
14 July 2021	Annual Well-being Report 2020/21	1a
14 July 2021	Annual Well-being Report 2020/21 <i>Cabinet Response</i>	1b
14 July 2021	Budget Strategy 2022/23 & Medium-Term Financial Plan	2a
14 July 2021	Budget Strategy 2022/23 & Medium-Term Financial Plan – <i>Cabinet Response</i>	2b
21 Sept 2021	Budget Monitoring Month 4 2021/22	3a
21 Sept 2021	Budget Monitoring Month 4 2021/22 <i>Cabinet response not requested</i>	
21 Sept 2021	Replacement Local Development Plan	4a
21 Sept 2021	Replacement Local Development Plan <i>Cabinet response outstanding</i>	

### **Replacement Local Development Plan - Joint Task & Finish Group**

6. In September 2021 the five Scrutiny Committees individually considered the draft report titled *Cardiff Replacement Local Development Plan: Vision, Issues and Objectives and Integrated Sustainability Appraisal Scoping Report* prior to its consideration by Cabinet. There followed a collective letter to the Cabinet capturing the concerns and observations of all five committees.
7. The five Scrutiny Chairs consider it would be good practice to pool scrutiny expertise and continue a culture of collaboration on this key policy for the future of Cardiff. All Scrutiny Committees agreed that they wish to progress scrutiny of the next stages of the RLDP via a Task and Finish Group with cross-representation from all five Committees.
8. The Chair of the Environment Scrutiny Committee has proposed his committee leads the task group and membership, whilst primarily taken from the Environment Scrutiny Committee, is open to representation from all Scrutiny Committees, thereby ensuring that all Committees have the

opportunity to scrutinise aspects of the Replacement LDP directly related to their Terms of Reference.

9. The Task and Finish group will need to be established as soon as possible to commence work around the RLDP Strategic options, scheduled for consultation in November 2021. Timelines for the work of the task group are therefore to complete and report any findings and recommendations for this stage of the Plan's development back to Cabinet by the end of February 2021. The Terms of Reference will be established by the Task and Finish Group and presented to all 5 Scrutiny Committees for agreement.
10. Members are invited to express an interest in participating in the Strategic Options stage of the Replacement LDP Task group.

### **Legal Implications**

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (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.

## **Financial Implications**

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

Members are recommended to:

- a. Note correspondence between the Committee and the Cabinet.
- b. Express an interest joining a task group of the Environmental Scrutiny Committee to consider the LDP.

**Davina Fiore**

Director Governance & Legal

5 October 2021



Date: 15 July 2021



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

Dear Chris,

### **PRAP 14 July 2021: Annual Well-being Report 2020/21**

On behalf of the Policy Review and Performance Scrutiny Committee my thanks for standing in for the Leader to facilitate pre-decision scrutiny of the Annual Well-Being Report 2020-21. Please also pass on our thanks to the Chief Executive, Paul Orders, Gareth Newell and Dylan Owen for the very useful overview of the performance position and presentation of the context within which the performance framework is set. We offer the following comments and observations for your consideration. You will find our recommendations at the end of the letter.

#### **Telling the performance story**

Members note that you consider the Annual Well-being Report 2020-21 a balanced representation of performance however the Committee's general observation is that often the narrative refers to intended action rather than the current position, particularly where performance has been poor. We consider stronger linking of data to narrative would more effectively evidence the overall assessment, providing greater assurance that the report tells the complete story. If, for example, a service faces issues such as high sickness absence/workforce planning needs /cultural issues in the year reported then the Annual Well-being Report should reflect it in the narrative rather than focussing solely on positives and referring to all shortcomings and underperformance as 'challenges' without spelling out any detail.

#### **Waste Management – key challenge**

The Committee considers that Waste Management is both a prime Council service and a key performance problem facing the Council. Recycling targets have not been achieved this year and collections are being missed in large numbers on a weekly

basis leading to costly overtime and collection service delays. Sickness absence levels are also much higher than the Council norm. As such, Members focussed on the Waste Management and Street Scene service as a prime example of a 'performance story' not fully described or explained in this report. Some Members were concerned that a more fundamental overhaul of the portfolio than is currently underway may be necessary. We note the Chief Executive's view that the recent scale of service change is causing some 'rebalancing issues' and he considers that the new management team is 'on the right track'. However the narrative in the report fails to reflect the strains being felt on the ground.

Members are keen to join with the Environmental Scrutiny Committee for joint scrutiny of Waste Management. Members consider there is an opportunity for scrutiny to explore and hear residents' experiences of the service. We will therefore add it to our consideration for work programming and liaise with the Chair of Environmental Scrutiny, Councillor Patel. Members reported differing ward experiences of the service changes and acknowledge that it may be opportune to hold the in-depth joint scrutiny in the autumn.

### **Scrutiny's role in the Council's self-assessment.**

The Scrutiny function recognises the importance of the process of organisational self-assessment. Members consider that there may be untapped areas of political and non-political stakeholder views that could give further assurance to self-assessment. In accepting the potential for a wider role for Scrutiny in performance assessment there are opportunities to define this involvement beyond the Performance Panel format, particularly as the new performance framework is rolled out in the autumn. We trust that the suggested offer to attend the Scrutiny Chairs Liaison Forum to pursue options for further timely and effective engagement will be taken up.

Clearly the Annual Well-being Report is a reference point for scrutiny work programming. We concur that deeper scrutiny of the challenges highlighted in the report should be a feature of scrutiny work throughout the year.

### **Managing the workforce**

During the meeting several issues emerged related to managing the workforce. Firstly **recruitment**, as we enter a new phase of labour market recovery we note that

many Council services are affected by a labour shortages, from school counsellors to drivers, tradespeople and, as has been the case for some time, social workers.

The Committee is firmly of the view that the outturn **sickness absence** result should have been considerably lower than 8.6% given the numbers of employees working from home. We are therefore considering deeper scrutiny of sickness absence. You agreed that both policy and practice are worthy of a refresh and that this would be a suitable year to undertake such a review. We note the Chief Executive welcomed scrutiny interest in this issue which he is already strongly taking forward.

## **COVID-19**

The Committee urges you to prepare for the possibility of further lockdowns in the battle against COVID-19. It is likely that numbers will increase with the relaxing of restrictions. We note you are in close discussion with Welsh Government and we feel the Council will need to prepare clear messages to support the business community particularly.

## **Benchmarking**

The Committee considers an important part of self-assessment will be performance and cost comparisons with other authorities. Core cities have often been considered a reference point but cities in England of a similar size to Cardiff could have greater relevance. We note that the Council has previously commissioned the data unit at WLGA to research natural benchmarking comparators with Cardiff. We recommend that this work should be expedited and widened as suggested above.

## **Recommendations to be monitored following this scrutiny:**

- That Cabinet ensures full officer and political support for a joint scrutiny of recent challenges and performance shortcomings within Waste management, to be held in autumn 2021.
- That Cabinet commences a high level and urgent review of sickness absence levels, reviewing policy and practice throughout the Council.
- The Council commissions the WLGA data unit to broaden previous research into providing a range of comparator authorities against which Cardiff can measure its progress and performance.

- In addition to established engagement with the Performance Panel, to define clearly Scrutiny's wider role in performance assessment in the new performance framework to be rolled out in autumn 2021, commencing with attending the Scrutiny Chairs Liaison Forum to explore possibilities in September 2021.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Annual Well-Being Report 2020-21. I would be grateful for a response to the recommendations proposed.

Yours sincerely,



**COUNCILLOR DAVID WALKER**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Councillor Huw Thomas, Leader  
Cabinet Observers, Leaders of opposition groups  
Paul Orders, Chief Executive  
Chris Lee, Corporate Director Resources  
Sarah McGill, Corporate Director People & Communities  
Gareth Newell, Head of Partnerships and Performance  
Dylan Owen, Head of Cabinet Office  
Tim Gordon, Head of Communications  
Gary Jones, Head of Democratic Services  
Joanne Watkins, Cabinet Office Manager  
Alison Taylor, Cabinet Support Officer  
Andrea Redmond, Committee Support Officer

Fy Nghyf / My Ref: CM46133  
Eich cyf/Your Ref: PRAP/Correspondence/2021-22  
Dyddiad / Date: 16th September 2021

Councillor David Walker  
Chairperson  
Policy Review & Performance Scrutiny Committee  
Cardiff Council  
County Hall  
Atlantic Wharf  
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CF10 4UW

Annwyl/Dear David

### **Policy Review & Performance Scrutiny Committee - 14 July 2021 Annual Wellbeing Report 2020/21**

Thank you for your letter of 15 July 2021, and the Committee's consideration of the Annual Well-being Report 2020/21.

#### **Telling the Performance Story**

I do not accept that the report refers only to "intended action rather than the current position, particularly where performance has been poor".

Each section of the report is deliberately structured under three headings: i) Key Successes ii) Challenges and Risks iii) Forward Look – Areas of Focus. This approach is designed to acknowledge areas of progress, explicitly recognise where performance has fallen short and clearly identify areas of organisational focus in the short and medium term.

For this reason, I disagree strongly with the assertion that the Annual Well-being Report focuses "solely on positives". Moreover, the report, and the covering Cabinet report, identifies all of the issues raised by the Committee, whether they related to recycling, street scene or sickness absence results in parts of the Council.

I would also draw your attention to the judgement of the Chair of the Economy and Culture Scrutiny Committee at the Performance Panel, held on 9 July 2021, that the Annual Well-being Report and other appendices to the Cabinet report are "*impressive documents both in terms of what is planned and in terms of the clarity of the information within*".

In relation to the specific issue that the Committee raised on waste and street scene, further detail has been provided in the narrative on the natures of the current performance issues in this area.

#### **GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

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

#### **WORKING FOR CARDIFF, WORKING FOR YOU**

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



The enhanced use of data has also been a notable feature of the strengthened approach, with Performance Panel members receiving detailed performance information in relation to key performance indicators, and also being actively involved in selecting corporate performance indicators and setting targets. This data is used throughout the document to substantiate the judgements made and is included in Appendix b of the papers shared with the committee, for completeness. Committee will also be aware of the enhanced approach recently adopted for presenting data, with the Council's performance over time, against target and, where available, relative to other local authorities, is shared.

In sum, the Cabinet and I would reassert our view that this report is a fair and balanced strategic assessment of performance, and the process undertaken to develop the report is robust. Performance reporting arrangements have been significantly strengthened in recent years, with the enhanced engagement with Scrutiny Committees, particularly the Performance Panel, being a notable development. This has allowed a broader cross-section of Scrutiny Committee members to engage, in much greater detail, with shaping corporate priorities and assessing corporate progress. As was also noted at the Committee, our assessment is consistent with the assessment of regulators to date, which provides a credible yardstick when determining the efficacy of our self-assessment process.

### **Waste Management – Key Challenge**

The report makes clear that the Council has fallen short of its recycling target, and that street cleanliness in certain wards has not achieved the ambitious target we set ourselves. Both assessments are substantiated with performance data. Recycling performance continues to represent an area of challenge, with financial risk related to the non-achievement of statutory recycling targets. Work is being undertaken, with Welsh Government, to develop a new Recycling Strategy and to achieve 70% of municipal waste being recycled by 2025. This is clearly articulated in the report.

The report also recognises that work is being undertaken to address a number of long-standing issues in relation to the Council's waste and collection service, that significant performance challenges remain and that this will remain a priority for improvement over the year ahead. Further detail has been included in both the Cabinet report and the body of the Annual Wellbeing Report.

In relation to the Recommendation made on this issue, I would remind the Committee that the Environmental Scrutiny Committee formally considered Waste at its meeting of 6 July 2021 and that the Environment Scrutiny Committee has the ongoing review of waste services identified within its work programme.

### **Scrutiny's Role in the Council's Self-Assessment**

As I mentioned at the meeting, the involvement of Scrutiny in the self-assessment process is welcomed and considerable work has been undertaken to actively strengthen engagement with Scrutiny over the past four years. The challenge and

expertise offered by scrutiny chairs and members have strengthened the Council's performance framework, and the quality of the self-assessments produced.

The development of a new Performance Management Framework, in response to the new performance requirements set out in the Local Government and Elections (Wales) Act 2021, represents a further opportunity to build on existing practices. I therefore welcome the offer for relevant officers to attend the Scrutiny Chairs Liaison Forum to discuss opportunities for further timely and effective engagement.

I agree that the Annual Well-being Report must be a reference point for scrutiny work Programming. The challenges and areas of focus identified within the report provide a pointer to where Scrutiny may wish to undertake more detailed consideration of issues. This will help ensure that areas of corporate priority can benefit from consideration by our Scrutiny Committees throughout the year, so that performance discussions are not restricted to the strategic half yearly assessment of performance.

### **Managing the Workforce**

Workforce pressures are identified in the report as an area of challenge and labour shortages as a consequence of the pandemic and of other factors, including the impact of Brexit, are an area of concern. The UK is facing a national shortage of HGV drivers, with emerging pressures in other areas such as school counselling, tradespeople and, as has been the case for some time, social workers. Measures are being undertaken, potentially with further intervention required, to support recruitment and retention in these areas.

The Committee's view that the outturn sickness absence result should have been considerably lower given the numbers of employees working from home is noted. I would emphasise however, that during 2020/21, the Council achieved its sickness absence target, with a 27% reduction in overall sickness absence, based on FTE days lost. This included a 48% reduction in the number of FTE days lost to short-term sickness. In effect, short-term sickness nearly halved during this period. There was also a 17% reduction in long-term sickness and this information has been included in the final draft of the Well-being Report which was considered by Council. As the Wellbeing report states, performance across Council departments is not uniform, with sickness absence rates in some services remaining persistently above target.

By any measure, these represent a significant reduction. The challenge going forward will be to lock in some of the gains made during the pandemic, particularly as we design and develop our approach to hybrid working, and to continue to focus in the relatively small number of services where sickness absence – particularly long term sickness – remains a problem. I would also encourage the Committee to consider Cardiff's performance to Welsh Local Authorities and other UK Core Cities

### Sickness Absence Rates 20/21 – Welsh Local Authorities

	<b>Local Authority</b>	<b>Average days lost per FTE</b>
1	Merthyr	5.41
2	Gwynedd	6.30
3	Denbighshire	6.50
4	Isle of Anglesey	6.68
5	Pembrokeshire	7.16
6	Carmarthenshire	7.70
7	Powys	7.73
8	Newport	7.80
9	Ceredigion	7.90
10	Conwy	7.94
11	Flintshire	8.08
12	Neath Port Talbot	8.13
13	Torfaen	8.41
14	Vale of Glamorgan	8.59
<b>15</b>	<b>Cardiff</b>	<b>8.60</b>
16	Monmouthshire	8.65
17	Wrexham	8.8
18	Bridgend	9.16
19	Swansea	9.16
20	Rhondda Cynon Taff	9.30
21	Caerphilly	10.00
22	Blaenau Gwent	11.67

### **Sickness Absence Rates 20/21 – Core Cities**

<b>Local Authority</b>	<b>Average days lost per FTE</b>
Bristol	7.80
<b>Cardiff</b>	<b>8.60</b>
Leeds	9.03
Nottingham	9.2
Sheffield	11.7

I do not accept, therefore, that a ‘high-level and urgent review of sickness absence levels, reviewing policy and practice throughout the Council’ is required at this moment. A cursory assessment of public services involved in the direct delivery of services points to significant workforce challenges at the present time, reflecting the long impact of an unprecedented public health emergency, in terms of massive demand pressures, growing sickness absence and serious difficulties recruiting staff. The administration’s focus is on addressing these issues in a way that supports staff, following the stresses and strains of the last year, and ensuring that local public services meet the challenges of a complex and difficult set of current pressures.

### **Covid-19**

The Council continues to work closely with Public Health Wales and other regional partners- through Cardiff and Vale Regional Test, Trace and Protect Arrangements- to manage the spread of the virus. Though we all hope that no further lockdowns will be necessary, the Council and our partners will be ready - as we have been throughout the crisis - to adapt and to respond to any reintroduction of restrictions.

Council service areas also keep their business continuity plans under constant review and arrangements are in place corporately to support services areas in moderating and adapting services to contain the spread of the virus, protecting the well-being of staff, service users and residents, and ensuring the continued delivery of essential services.

### **Benchmarking**

I welcome the opportunity to further develop benchmarking arrangements with the Committee and will ask officers to make arrangements for sharing the work undertaken with the Local Government Data Unit, Data Cymru, prior to the onset of the pandemic.

Yn gywir / Yours sincerely,

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

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



**Recommendations to be monitored following this scrutiny:**

Recommendation	Status	Management Response	Lead Officer
That Cabinet ensures full officer and political support for a joint scrutiny of recent challenges and performance shortcomings within Waste management, to be held in autumn 2021.	Accepted	The programme of reform within waste services was considered by the Environment Scrutiny Committee on 6 July 2021. Any further consideration is a matter for the Scrutiny Committees themselves. Cabinet Members and Officers will, as they have throughout the administration, continue to support the scrutiny process in full.	Matt Wakelam
That Cabinet commences a high level and urgent review of sickness absence levels, reviewing policy and practice throughout the Council.	Partially accepted.	<p>For the reasons set out in the main body of the response letter, a high level and urgent review of sickness absence rates and policy is not considered appropriate. Despite the overall improvement in sickness absence the Council recognises there remains room for improvement within specific service areas. The programme of organisational reform focuses on making the gains made sustainable post-pandemic.</p> <p>Equally, a continued focus will be required on reducing long-term sickness absence through ongoing case management; managerial focus, particularly in areas of high sickness absence, and the provision of support for staff mental and physical health and well-being.</p>	Tracey Thomas

<p>The Council commissions the WLGA data unit to broaden previous research into providing a range of comparator authorities against which Cardiff can measure its progress and performance.</p>	<p>Partially accepted</p>	<p>The finding of the commissioned benchmarking work, undertaken by Data Cymru will be shared with the Committee and proposals for further work in this area will be developed.</p>	<p>Dylan Owen</p>
<p>In addition to established engagement with the Performance Panel, to define clearly Scrutiny's wider role in performance assessment in the new performance framework to be rolled out in autumn 2021, commencing with attending the Scrutiny Chairs Liaison Forum to explore possibilities in September 2021.</p>	<p>Accepted</p>	<p>The Scrutiny Chairs Liaison Panel represent a key stakeholder in shaping the new Performance Framework and an agenda item will be requested at a forthcoming Scrutiny Chairs Meeting.</p>	<p>Gareth Newell</p>

Date: 15 July 2021

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



Dear Chris,

**PRAP: 14 July 2021 - Budget Strategy 2022/23 & Medium Term Financial Plan**

Thank you for attending the Policy Review and Performance Scrutiny Committee to facilitate pre-decision scrutiny of the Budget Strategy for 2022/23. Would you also please pass Members' thanks to the officers in attendance. We note that the provisional and final settlement dates remain December and March respectively but that you are working on closing the budget gap earlier than in previous years. Members reflected on the strategy at the end of the meeting and wish to pass on the following observations.

**Financial resilience**

The COVID-19 risk assessment listing potential risks to Council budgets (*point 38 of the Cabinet report*) paints a challenging picture. The Committee considers that the £40m placed in reserves at the Outturn 2020/21 should mitigate against these issues, at least in part. However we note the Corporate Director Resources view that the monies placed in general reserves represent just 1.2% of the Council's gross budget and, whilst improving financial resilience, does not address the baseline budget challenges ahead.

**Financial modelling**

The Committee notes that the budget strategy 2022/23 has been modelled on an Aggregate External Finance settlement of 1%. We consider this is pessimistic in light of a 3.8% settlement in 2021/22. We note your view that it represents prudent modelling and that naturally you will continue to lobby Welsh Government. We are however interested in the trends and **request** that you advise the Committee of the AEF settlement percentages for the previous 5 years.

## **COVID-19**

Members are unclear as to whether the Council has budgeted for a further lockdown, and specifically the risk of employee absence. We note that some monies received from the Welsh Government Hardship Fund in the latter part of last year would provide a level of financial resilience.

## **Hybrid Working**

Where possible Council officers have been expected to work from home during the pandemic outbreak, and the hybrid working proposals seek to capture more flexibility, potentially requiring new contracts. Members consider new arrangements should not be foisted on employees and significant consultation is required. We note you intend to work with staff and there is a programme of engagement in place, including a video illustrating hybrid working that you offered to share with us.

## **Capital Receipts**

The 2018/19 Capital Programme set a £40m target for non-earmarked receipts for the period 2018/19 - 2022/23. The Budget Strategy report states that just £7.8m has been generated in the three years to 31 March 2021 towards this target, leaving a balance of £33.139 million to be found. Members consider this is a significant risk to the Council's borrowing requirement and future revenue budget and are keen to establish how it will be rebalanced. We note that the Property Strategy, to be published in the autumn, will include an update on capital receipt projections and will also need to link closely with the Budget Strategy. We note also that £40m is a rolling target and, whilst the Corporate Director Resources is not confident that £40m is achievable this year, the target may be stretched further. We **request** full and timely pre-decision scrutiny of the Property Strategy and how it aligns with the Budget Strategy.

## **Efficiency Savings targets**

The 2022/23 budget strategy is modelled largely on savings (£15million next year). Directorates are expected to deliver up to 2.5% efficiency savings with back office functions attracting higher targets. The Committee notes you will differentiate across directorates depending on demand for their services, whilst expecting all directorates to meet any pay increases within existing budgets.

**Requests following this scrutiny:**

- We are interested in trends and request that you advise the Committee of the AEF settlement percentages for the previous 5 years.
- A copy of the video illustrating hybrid working.
- Full and timely pre-decision scrutiny of the Property Strategy and how it aligns with the Budget Strategy.

My thanks once again for your continuing commitment to the scrutiny process. I would be grateful if you would consider the above comments and provide a response to the content of this letter.

Yours sincerely,



**COUNCILLOR DAVID WALKER  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Cabinet Observers, Leaders of opposition groups  
Chris Lee, Corporate Director Resources  
Ian Allwood, Head of Finance.  
Anil Hirani, Operational Manager  
Julie Richards, Operational Manager  
Tim Gordon, Head of Communications  
Gary Jones, Head of Democratic Services  
Joanne Watkins, Cabinet Office Manager  
Alison Taylor, Cabinet Support Officer  
Andrea Redman, Committee Support Officer

Mae'r dudalen hon yn wag yn fwriadol



# SWYDDFA CYMORTH Y CABINET CABINET SUPPORT OFFICE

Fy Nghyf / My Ref: CM46130  
Eich Cyf / Your Ref:  
Dyddiad / Date: 4th August 2021



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Councillor David Walker  
Chairperson  
Policy Review & Performance Scrutiny Committee  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl/Dear David

## Policy Review & Performance Scrutiny Committee - 14 July 2021 Budget Strategy 2022/23 & Medium Term Financial Plan

Thank you for your letter dated 15 July 2021 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 15 July 2021. I have set out my response below, to the issues raised.

### Financial Modelling

The table below summarises Aggregate External Finance (AEF) increases for Cardiff, and at an All Wales level over the last five years. As referenced at the meeting, in the period immediately prior to that, settlements were negative, as also referenced in the table.

	Cardiff %	All Wales %
2014/15	-2.7	-3.4
2015/16	-2.9	-3.4
2016/17	-0.1	-1.3
2017/18	0.5	0.2
2018/19	0.9	0.2
2109/20	0.9	0.2
2020/21	4.1	4.3
2021/22	3.8	3.8

*Settlements for 2017/18 – 2019/20 are eroded to 0.3%, 0.5% and 0.7% once new responsibilities are taken into account*

Wales Fiscal Analysis (WFA), a research unit within Cardiff University's Wales Governance Centre, recently undertook (April 2021) some useful modelling in this area. It shows that based on the UK Government's pre-Covid spending plans, it may have been appropriate to assume indicative AEF increases more in line with the levels received in 2020/21 and 2021/22. However, as set out in the economic context section of the Budget Strategy Report, UK spending plans have changed as a result of the pandemic, with downwards adjustments to spending levels made in both November 2020 and March 2021. Taking these adjustments into account, WFA modelling suggests 0.9% to be a realistic current assessment of AEF increases in 2022/23.

### GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

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

### WORKING FOR CARDIFF, WORKING FOR YOU

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

Tudalen 99



We recognise that any modelling includes a number of assumptions and variables and all developments will be kept under close review. Currently however, it is considered a risk to plan for a higher increase that may not materialise, given this would expose the Council to the risk of having to find additional savings requirements at very short notice. In the event that the settlement is better than the 1% working assumption, any savings planning undertaken as a result of assuming a worse settlement, will not be lost, as it will support the position over the medium term.

### **COVID-19**

To clarify, all monies received from the Hardship Fund last year were used to cover expenditure that was incurred last year. The fund operates on a reimbursement basis to support Local Authorities with additional expenditure that has already been incurred. The Council did however, receive other grants at the end of last year, that provide a degree of resilience.

The Council has undertaken financial modelling around the financial impact of different Alert Levels in the latter part of 2021/22. Whilst further lockdowns are not budgeted in the Medium Term Financial Plan, this will continue to be kept under close review, and the Budget Strategy Report sets out key risks to be monitored.

### **Hybrid Working**

I would like to provide further assurance that changes to working practices will not be forced upon employees. Employee engagement will be key in developing the hybrid working model, and a staff survey has recently been launched to understand how staff would like to work in the future. The video illustrating what hybrid working may look like is linked below: <https://www.youtube.com/watch?v=2BzeaUSzm4Y>

### **Capital Receipts**

I note your request for pre-decision scrutiny of the Property Strategy, and its alignment with the Budget Strategy, and have passed it on to the Cabinet Member and Director concerned.

Yours sincerely,

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

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

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 22 Sep 2021

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation & Performance,  
*Sent via e-mail*



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Dear Chris,

**PRAP: 21 September 2021 - Budget Monitoring Month 4 2021/22**

Thank you for attending the Policy Review and Performance Scrutiny Committee for consideration of the budget position at Month 4. Would you also please pass Members' thanks to the officers in attendance, Chris Lee, Ian Allwood and Anil Hirani. Having considered the Report, the Committee wish to pass on the following comments and observations.

The overall monitoring position reflects a total projected net annual Council overspend of £1.442 million which includes a total directorate net overspend of £4.042 million and a projected overspend of £400,000 in Capital Financing, all of which has been partially offset by the £3 million general contingency budget. Given this position, the Committee explored what guidance and support the service areas with adverse variance receive from financial services to ensure their position does not escalate. Members were informed financial officers continuously monitor and liaise with service areas to identify opportunities for efficiencies and savings. Although this is welcomed, given the substantial amount already spent from the contingency fund at this stage in the financial year, along with the uncertainty surrounding the continuation of Welsh Government funding, the Committee do wish to stress the need to continue identifying and mitigating risk to avoid this position escalating further.

Regarding the Welsh Government Hardship Fund, we note that Month 9 will provide a clearer picture on possible WG revisions which will be used to inform the next steps for contingency planning.

As you are aware, the Capital Programme approved by Council in February 2018 set a target for non-earmarked Capital receipts of £40 million for the period 2018/19 - 2022/23. However, receipts of £7.8 million have been generated in the three years towards this target, leaving a balance of around £33 million to be found. This signals to Members a clear risk to the Council's borrowing requirement and future revenue budget. Committee acknowledge the impact of the pandemic and the intention detailed at the meeting to maximise and ensure certainty in capital receipts however concerns remain surrounding the substantial deficit. The Committee look forward to exploring this in detail when it next comes before us.

During the meeting Members were informed that the medium to longer term financial impacts of Covid and Brexit are unknown, and Members wish to raise their concern over their impact, particularly the likelihood of them generating additional financial pressure to the Council. Members appreciate this concern was shared by yourself and officers and it was confirmed throughout the year, emerging pressures are continuously identified and assessed. Members look forward to exploring these points and the steps to mitigate their risk when considering the Budget Setting strategy this Autumn.

The Committee explored if any of the deficits identified in the Cabinet Report were recoverable and sought clarity on if the Council is liable for the New Theatre deficit given a private company has taken over its operation. Members note that further work is required with the New Theatre operator to recover some of the money and although WG have signalled they will support these services, they do want the Council to allocate public money proportionality and effectively. Members wish to urge talks with the New Theatre operator be prioritised. Members note the position detailed in the papers is the projected overspend formed through balanced, proportionate assumptions and Month 9 will provide greater clarity on this standing.

During our scrutiny of the Outturn 2020/21, Members expressed concern at the size of the overspend in Governance and Legal Services and were keen to establish what the implications would be for the current budget year and Officers advised there had already been an in-year re-alignment and an increase in the budget for 2021/22. When considering the Month 4 position, Members note the overspend for the directorate currently stands at £201,000 and highlighted their concerns regarding

pressures on other areas within the directorate. Members were informed the overspend is due to a range of pressures such as external legal fees, employee costs and IT hardware costs and finance officers are working with the service area to address these issues. As highlighted at the meeting, Members notice and recognise the pressures faced by this directorate together with the pressure it can exert on other smaller section budgets within the directorate. We will be keen to explore this issue further and will look to schedule this into our work programme accordingly.

Finally, Members highlighted the Capital Programme is projecting a variance of £23.786 million, mostly due to slippage and we questioned if this was a typical position when compared to previous years. Members were informed the variance is slightly more than previous years due to the unprecedented nature and ramifications of the pandemic. Members note comments that where there are marked increases in contract prices, these are assessed thoroughly to ensure value for money.

My thanks once again for your continuing commitment to the scrutiny process. To confirm, a response to this letter is not required but the comments and observations captured within this letter will be used to inform our future scrutiny of Month 6.

Yours sincerely,



**COUNCILLOR DAVID WALKER**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Leaders of opposition groups  
Chris Lee, Corporate Director Resources  
Ian Allwood, Head of Finance.  
Anhil Hirani Operational Manager, Capital, Corporate & Treasury  
Joanne Watkins, Cabinet Office Manager  
Tim Gordon, Head of Communications & External Relations  
Alison Taylor, Cabinet Support Officer  
Andrea Redman, Committee Support Officer

Mae'r dudalen hon yn wag yn fwriadol



23rd Sep 2021

Councillor Caro Wild,  
Cabinet Member for Strategic Planning & Transport  
*Sent via e-mail*



Dear Councillor Wild,

**CARDIFF REPLACEMENT LOCAL DEVELOPMENT PLAN: VISION, ISSUES AND OBJECTIVES & INTEGRATED SUSTAINABILITY APPRAISAL SCOPING REPORT**

On behalf of all of Cardiff Council's Scrutiny Committee Members, we would like to thank you, your Cabinet colleagues, and officers for attending the September Scrutiny meetings and providing Committee Members with an opportunity to feedback on the proposals contained in the Cardiff Replacement Local Development Plan Report to Cabinet.

The observations and recommendations offered by each Scrutiny Committee are provided in this letter.

**Children & Young People Scrutiny Committee**

CYPSC Members noted the statements from the Cabinet Members, particularly the commitment for the LDP to have children and young people at the heart of its development. Members documented the commitment from all Cabinet Members that embedding a child friendly approach was critical in the development of the Plan.

CYPSC Members endorsed the Cabinet Members' commitments to engage with children and young people and welcomed the news that a range of methodologies (including working with schools, use of a variety of digital platforms, social media etc) would be adopted to encourage this. Councillor Wild gave an assurance that he was working with Cllr Merry and officers within Education and Planning to develop a more detailed plan for engaging with children & young people and CYPSC Members would welcome the opportunity to be briefed on this in due course.

More widely, CYPSC Members asked about engagement with diverse groups and were informed that further work was being done on this within the corporate framework, which needed to be fit for purpose and bespoke to the individual groups and communities affected. CYPSC Members would therefore request that further details on how the Council will engage with diverse groups and individuals be submitted to all scrutiny committees when available.

CYPSC Members welcomed the acknowledgement that schools are recognised as being at the heart of the community and the 15-minute communities' approach. CYPSC Members

would like to support this statement and would call for a higher priority to be given to schools in future planning and decision making for the city. CYPSC Members believe that schools play an important part in how the city operates on a daily basis, and consideration must be given to their impact environmentally in terms of reducing emissions through private vehicle use and resulting impact on pollution, air quality, health etc.

In addition, schools must not be seen as a separate entity, but a crucial part of the community, connected with the services around them (including youth facilities). In line with other issues the Committee considers on a regular basis, schools serve an important role socially, for example the role of schools in the pandemic recovery, home schooling, summer of smiles, social interaction and improving aspirations for young people. Linked to this, Members would welcome any views on linking school curriculum development and careers advice to growth sectors, which they were unable to consider in detail at the meeting.

CYPSC Members also felt strongly about the economic impact on schools, particularly any provision (e.g., sports) being provided within schools by external providers and to ensure that this does not result in a cost bearing for the school. Any facilities should be consulted on, to ensure that this is what the community needs and must be cost neutral. CYPSC Members would seek assurances on this.

CYPSC Members agreed that it is crucial that the various strands of other plans and strategies such as the Transport Plan, One Planet Cardiff, Corporate Plan, active travel, safe routes, school catchment, the 21<sup>st</sup> Century schools programme, Child Friendly City objectives, Infrastructure plan etc are all linked together. Members would welcome feedback on this.

CYPSC Members asked whether any review was being undertaken on the current LDP and proposals for the Replacement LDP – have current commitments been met? Are there factors that connect the two? What needs to be transferred from current to replacement plan? Members would welcome further details on this, and any review be shared with all Scrutiny committees for further consideration.

### **Community & Adult Services Scrutiny Committee**

The vision cited at the meeting, to create exemplar communities that are the best in the UK, was pleasing to hear and Committee Members urge you to ensure that this becomes a central, leading theme throughout this LDP process and therefore **recommend** the draft RLDP vision be amended to ensure this significant objective, to provide exemplar houses and communities which are the best in the UK is included.

In line with this vision, the Committee explored how the RLDP would ensure private housing developers contribute to ensuring this vision is achieved and Members highlighted the importance of the RLDP containing enough detail and authority to ensure developers adhere.

The response to this query was welcoming and it was confirmed the RLDP will reinforce the current LDP by providing clear, explicit instruction to developers along with the continued production of other documents such as Masterplans, SPGs and design guidance to ensure this objective is achieved.

During the meeting Committee raised the overestimation of previous populations projections, and clarity was sought on if this meant that additional large parcels of land are now not required within the RLDP. Members note the comments made in response surrounding the fluidity of projections and welcome the focus on quality of developments highlighted by officers. However, it is still unclear to Members if this previous over projection means additional development sites do not need to be sought within the Plan and would welcome further clarity on this point. Further to this, given the importance of the RLDP and its lasting ramifications, Members wish to highlight some of the answers provided by officers at the meeting proved lengthy and vague and were at times difficult to decipher. Members appreciate the RLDP is a complex process however wish to stress that when communicating the topic, this is done in a clear, engaging, and clarified manner to ensure thorough understanding is obtained.

Members welcomed the recognition surrounding the importance of the Plan addressing the need for affordable housing, houses for younger disabled people and liveable communities through the development of sufficient and timely infrastructure and, as offered at the meeting, Members would welcome sight of the draft Masterplans regarding community infrastructure. Regarding the issue of the viability for private developers including affordable housing in their developments, Members would appreciate further clarity on how this will be addressed.

Given the importance of the RLDP, the limited response to the public consultation was disappointing. Indicating to Members it does not provide adequate feedback from Cardiff residents nor insight from harder to reach groups. It is vital that the Plan facilitates the opportunity to engage with Cardiff residents and amplifies their voices; particularly those hardest to reach and Members welcome the intention to broaden the consultation process during the Plans next steps. However, Members do wish to stress that when broadening consultations, a cautious approach should be applied to ensure feedback is received from relevant individuals who live in Cardiff. In line with this, Members **recommend** additional avenues for generating public awareness and encouraging engagement with the Plans future consultations is sought through the use of local radio and television stations, particularly if social distancing restrictions remain or increase, and, when restrictions allow, in-person consultation exercises or public drop-in sessions are conducted.

To address the issue of density, Members highlighted the need for minimum standards for accommodation sizes and **recommend** at an appropriate time a square footage limit for properties be included in the Plan.

### **Economy & Culture Scrutiny Committee**

Members explored the role of the Replacement LDP in protecting and enhancing specific areas that fall within this Committee's terms of reference. Specifically, Members note:

- Music – the Head of Planning has attended several Cardiff Music Board meetings to discuss and understand their views on the interface between planning and the music ecology of Cardiff, including the Night-time Economy.
- Sport & Leisure – parks officers will be involved in the process of checking candidate sites to ensure potential for green space, playing fields, playgrounds and similar are appropriate and not subject to flooding or other issues that will make them unsuitable or difficult to manage
- Employment Land – there is clear recognition of the need to protect existing employment land and to ensure good quality employment land is allocated that can provide good employment opportunities. Members also note Councillor Goodway's point that the current administration has agreed employment areas, as set out in the current Economic Strategy, with Cardiff East focusing on industrial employment, Cardiff North focusing on innovation & science employment etc., and that the replacement LDP needs to facilitate delivery of this policy. Members were interested in the discussion that followed regarding the role of Welsh Government and future Corporate Joint Committees and note Councillor Goodway's belief that these will have a light touch and replicate the current City Deal in terms of interface between regional and local policy.
- Climate Emergency – proposed objectives, coupled with the aim to deliver One Planet Cardiff, aim to protect and enhance Cardiff's green and blue spaces, including the seascape. These ensure that the replacement LDP goes further than carbon neutrality and promotes biodiversity, sustainability, and mechanisms to tackle the climate emergency.

Members understand the Preferred Strategy and Deposit Plan will contain detailed policies that aim to protect and enhance the natural and built environment of Cardiff, as well as setting out new development. Members will look to test these, to ensure they provide sufficient support in the key areas set out above.

In addition, Members explored the proposed approach to future consultation on the replacement LDP and were keen to understand how these will include under-represented groups, particularly applicants on the Housing Waiting List, people who are homeless, children and young people. Members were pleased to hear plans include focused workshops

for these groups and bespoke accessible branding to encourage engagement. Members also sought clarification on how key stakeholders in the culture, music and sports sectors will be involved and note that several stakeholder groups from these sectors are included in consultation plans and that officers are happy to receive suggestions of groups to add to these.

Finally, Members discussed the difference in population projections for the existing LDP and the replacement LDP. Members note that future consultation will include ranges of population projections, with narrative on spatial distribution of growth. Members also note the points made by the Director of Planning, Transport and Environment, Andrew Gregory, that it is important to find the middle ground in population projections and growth to avoid stop-start allocations and build.

### **Environmental Scrutiny Committee**

Members welcomed the statements made by the Cabinet Member and Officers, particularly the point that the LDP needs to go beyond that of simply a tool for land use policy but rather a document that is a Corporate Vision of how Cardiff can move forward, aligning with major Council Strategies such as the Post Pandemic Recovery and the One Planet Cardiff Strategies.

Members note the comments made in relation to the above and further overlapping agendas across the Council and the critical nature of these strategies coming together collectively in order to get the added value. Carbon neutral was a key example discussed and Members expressed concerns over the achievement of this against the pressures for development which in itself, creates carbon. The Committee were reassured of the benefits that were already evident from interconnecting approaches such as the One Planet Cardiff work and the Transport White Paper targets with evidence suggesting that this work will eventually achieve 20% of the target set for the conversion of the City to zero carbon by 2030. Officers advised that the integration of further strategies, including the LDP, will drive forward low carbon development, which is critical to achieving carbon zero as well as economic recovery.

On the subject of open space, the Committee noted the comments made by officers that protection of open space and access to it had been clearly evident in the results of the consultation over the RLDP. Members were reassured that one of the main aims of the RLDP was to supercharge green in the City; to encourage new development that secures aspects such as green infrastructure, parks, and supports the Council's policy and National policy in tackling climate change.

The Committee highlighted concerns over houses that have been built under the current LDP with virtually no uptake of sustainable energy regeneration or micro generation. Members

explored how this was to be achieved under the Replacement LDP, particularly through private development. Officers advised that there were strong targets and requirements under the One Planet Cardiff Strategy as well as strong policy requirements within Planning Policy Wales in the National Planning Framework. Changes to building regulations, Officers stated, were also putting requirements on developers to ensure they consider the Environmental impact and build appropriately as was intervention by the Council and other partners. All these aspects, as well as others, we were informed, can be incorporated into a new Policy Framework under the RLDP. Whilst appreciating this, Members expressed concerns that historically there have been issues over policies not being strong enough, regulations and SPG not robust enough and not up to date, that has meant developers have not had to meet requirements. Members stressed the importance of having strong enough policy and framework that committed developers and agreed to explore this further through future consideration of the RLDP process.

In relation to the consultation undertaken, the Committee commented on the low number of respondents from the 16-24 category and questioned how this was to be addressed for future consultation over the RLDP. Members noted the response from Officers that there were plans for more engagement with schools to directly engage children and young people, however it was noted that some of this category would encompass university students. Given the previous controversy over student accommodation under the current LDP, the Committee **recommend** that the Council also engage university students directly as the current response indicates that online engagement may not be as effective.

The Committee requested to receive information as part of their future consideration of Waste management on the proposed 'pop-up' recycling services referred to by Cllr Michael in order to address the concerns of some Members over the loss of the recycling facility in the North of Cardiff.

The Committee queried how leaders and representatives of various focus groups were being identified, such as those from BAME backgrounds or people with disabilities, as sometimes these are not necessarily representative of the group concerned. Members asked for clarification as to how these groups were consulted, how representatives were identified, and how many of the 1215 responses were from BAME backgrounds or from people with disabilities. Furthermore, Members **recommend** that future consultation look to engage with Council Members who are from these backgrounds and utilise their knowledge of these communities. Members expressed awareness of considerable engagement with BAME communities during the pandemic over Covid related issues, but simply via different and innovative approaches. The Committee proposed that these be explored to improve the Council's own engagement with these groups, particularly for the RLDP.



During their discussions, Members sought reassurance that the Bus Strategy would be incorporated in the future RLDP. Members note the point made by Officers that planning identifies development in sustainable locations and recognises therefore a direct link between access and connectivity to a frequent and reliable bus service and the location of development.

The Committee touched upon the difference between Community Infrastructure Levies and Section 106 agreements to which Officers clarified that the former was a fixed landcharge. Members welcomed the offer to explore this in further detail at a future Scrutiny Committee.

Members referred back to a previous UK Government funded Eco3 Retrofit Scheme that the Council had decided a few years ago not to participate in. The Committee requested clarification on whether the Council would now be reconsidering taking part in this annual fund.

Following their discussion, the Committee agreed that they wished to progress Scrutiny of the next stages of the RLDP via a Task and Finish Group whereby there is cross-representation from all 5 Scrutiny Committees in order to ensure that all aspects affected by the RLDP are able to be considered.

### **Policy Review & Performance Scrutiny Committee**

Members wish to thank you for the positive comments made regarding the Committee's discussion on this item and hope this reflects the overall value of Scrutiny within the RLDP decision-making process.

During our discussion, Members explored if sites currently approved will adequately address population projections and were informed that at present this is difficult to predict. Further, detailed analysis on the population projections and of the potential housing capacity of existing approved planning permissions for large sites will be conducted. When assessing population projections, Members wish to highlight that the impact of both Brexit and the Covid pandemic be recognised, along with the needs of vulnerable groups, such as those on the housing waiting list and those seeking affordable housing.

The Committee highlighted the constraints of online consultations and difficulties of certain groups in engaging with such methods. In addition, we also reiterated the importance of ensuring wide-ranging public awareness of a consultation to stimulate engagement. In line with this, and as a supplement to the recommendations already detailed in this letter, the Committee **recommend** that specific, targeted messaging is deployed during the consultation

process to both raise awareness and encourage engagement. This should include developing a young person focused consultation through social media and working more closely with schools and workplaces to disseminate information about the consultation. Further to this, hard copies detailing the RLDP should also be available within the city's libraries and hubs along with an accessible handout, presented in an engaging manner to stimulate public interest and engagement.

Members sought clarity on the scope of the candidate sites and were informed that it is currently too early in the process to advise. However, as highlighted at the meeting and welcomed by yourself and officers, Members **recommend** that prior to the potential candidate sites being launched, Councillors in affected wards are provided with a confidential high-level briefing to ensure they are pro-actively informed. It is also to note, the date cited at the meeting on when information on the potential candidate sites would be available was unclear to Members as both September and November were referenced. Members would welcome confirmation on the exact date this information will be known and in the public domain. We will also expect clarification, for each site, on whether it is brownfield, greenfield or mixed.

Members note and welcome the comments made regarding placemaking, housing design and quality being an essential objective for the Plan and note this will be reinforced through the development of an Infrastructure Plan. The Committee also sought assurance on the policy of zero carbon being applied to existing approvals and note that this is being applied in line with Welsh Government policy framework along with the Council's specific policy such as One Planet Cardiff. In line with this, Members **recommend** the LDP objectives be revised to include the importance of addressing embodied carbon, particularly in existing buildings and to acknowledge and give due consideration to carbon use when demolishing existing buildings.

The Committee highlighted and welcomed the policy to increase tree canopy cover and the subsequent difficulties in determining appropriate sites. We were assured that this will be mitigated through continued liaison with landowners and elected Members along with the implementation of schemes such as the Coed Caerdydd project.

Finally, Members highlighted the importance in maintaining and protecting buildings of historical value and sought assurance that affordability of such works has been considered and Members note and welcome the assurance and detail provided at the meeting on how this will continue to be managed.

#### **Requests following this scrutiny**

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

- A copy of a detailed plan for engaging with children & young people during this process, which is currently being developed between Education and Planning;
- Further details on how the Council will engage with diverse groups and individuals, when available, and this be submitted to all Scrutiny Committees;
- Views and feedback on ensuring that schools are recognised as a priority for future planning and decision making for the city, to include assurances regarding environmental, social and economic factors. In addition, CYPSC Members would wish to receive further information on linking school curriculum development and careers advice to growth sectors, which they were unable to consider in detail at the meeting;
- Further details on how the LDP will be linked with other major plans and strategies; and
- Details/outputs from any review being undertaken on the current and replacement LDPs and shared with all Scrutiny Committees, to address the following:
  - Have current commitments been met?
  - Are there factors that connect the two?
  - What needs to be transferred from current to new plan?
- If further land needs to be sought in the RLDP following the overestimate of previous population projections.
- How the issue of viability amongst private housing developers will be addressed.
- Sight of the draft master plans regarding community infrastructure
- The date, information on public candidate sites will be shared with Members and be placed in the public domain.
- Clarification as to how people from BAME backgrounds or people with disabilities were consulted, how representatives were identified, and how many of the 1215 responses were from BAME backgrounds or from people with disabilities.
- Clarification on whether the Council would now be reconsidering taking part in this annual UK Government funded Eco3 Retrofit Scheme.

### **Recommendations to be monitored following this scrutiny**

To summarise, the Scrutiny Committees makes 8 formal recommendations which are set out below. As part of the response to this letter we would be grateful if you could, for each recommendation, state whether the recommendation is accepted, partially accepted or not accepted and summarise the Cabinet's response. If the recommendation is accepted or partially accepted, I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

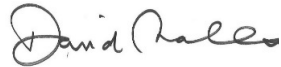
Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
1. The draft RLDP vision be amended to ensure the objective, to provide exemplar houses and communities which are the best in the UK is included.				
2. The LDP objectives be revised to include the importance of addressing embodied carbon, particularly in existing buildings and to acknowledge and give due consideration to carbon use when demolishing existing buildings.				
3. Additional avenues for generating public awareness and encouraging engagement with the Plans future consultations is sought through the use of local radio and television stations, particularly if social distancing restrictions remain or increase, and, when restrictions allow, in-person consultation exercises or public drop-in sessions are conducted.				
4. Specific, targeted messaging is deployed during the consultation process to both raise awareness and encourage engagement. This should include developing a young person focused consultation through social media and working more closely with schools and workplaces to disseminate information about the consultation. Further to this, hard copies detailing the RLDP should also be available within the city's libraries and hubs along with an accessible handout, presented in an engaging manner to stimulate public interest and engagement.				
5. That future consultation look to engage with Council Members from BAME backgrounds and utilise their knowledge of these communities. Members expressed awareness of considerable engagement with BAME communities during the pandemic over Covid related issues, but simply via different and innovative approaches. The Committee proposed that these be explored to improve the Council's own engagement with these groups, particularly for the RLDP.				
6. That the Council also engage university students directly as the current response indicates that online engagement may not be as effective.				
7. Prior to the potential candidate sites being launched, Councillors in affected wards are provided with a confidential high-level briefing to ensure they are pro-actively informed.				

8. At an appropriate time, a square footage limit for properties be included in the Plan.				
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Regards,



**Cllr R Patel**  
Chair,  
Environmental  
Scrutiny  
Committee



**Cllr D Walker**  
Chair,  
Policy Review  
and Performance  
Scrutiny  
Committee



**Cllr N Howells**  
Chair,  
Economy and  
Culture Scrutiny  
Committee



**Cllr L Bridgeman**  
Chair,  
Children and  
Young People  
scrutiny  
Committee



**Cllr S Jenkins**  
Chair  
Community and  
Adult Services  
Scrutiny  
Committee

Cc:

- Cardiff Council Cabinet Members
- Cabinet Office
- Members of Cardiff's Children & Young People Scrutiny Committee
- Members of Cardiff's Community & Adult Services Scrutiny Committee
- Members of Cardiff's Economy & Culture Scrutiny Committee
- Members of Cardiff's Environmental Scrutiny Committee
- Members of Cardiff's Policy, Review & Performance Scrutiny Committee
- Andrew Gregory, Director Planning & Transportation
- Simon Gilbert, Head of Planning
- Stuart Williams, OM Strategic Placemaking
- Tim Gordon, Head of Communications & External Relations

Mae'r dudalen hon yn wag yn fwriadol