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**CABINET: THURSDAY, 2 MARCH 2023 at 2.30 PM**

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A Cabinet Meeting will be held in CR 4, County Hall and as a Multi Location Meeting on Thursday 2 March 2023 at 2.30 pm

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**A G E N D A**

- 1 Minutes of the Cabinet Meeting held on 19 Jan 2023 *(Pages 3 - 6)*

**Scrutiny Matters**

- 2 To receive the Community & Adult Services Scrutiny Committee report entitled Cost-of-Living *(Pages 7 - 46)*
- 3 To receive the Economy & Culture Scrutiny Committee's Inquiry Report - Shaping Cardiff's Post Pandemic Economic Recovery *(Pages 47 - 190)*

**Leader**

- 4 Corporate Plan 2023-2026 *(Pages 191 - 292)*
- 5 Levelling Up Fund and Shared Prosperity Fund Update *(Pages 293 - 306)*

**Finance, Modernisation & Performance**

- 6 Budget Monitoring month 9 *(Pages 307 - 358)*
- 7 Council Tax premiums *(Pages 359 - 396)*
- 8 Budget 2023-24 *(Pages 397 - 734)*

**Investment & Development**

- 9 Appropriation Of The Site Known As The Former Canton And Riverside Community Centre, And Adjacent Land To The Housing Revenue Account *(Pages 735 - 766)*

**PAUL ORDERS**

Chief Executive

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





**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**MINUTES**

CABINET MEETING: 22 DECEMBER 2022

Present: Councillor Huw Thomas (Leader)  
Councillors Peter Bradbury/ Julie Sangani (job share)  
Councillor Jen Burke-Davies  
Councillor Dan De'Ath  
Councillor Russell Goodway  
Councillors Norma Mackie/ Ash Lister (job share)  
Councillor Sarah Merry  
Councillor Lynda Thorne  
Councillor Chris Weaver  
Councillor Caro Wild

Observers: Councillor Adrian Robson  
Councillor Rhys Taylor

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

**71 MINUTES OF THE CABINET MEETINGS HELD ON 15 AND 22 DECEMBER 2022**

**RESOLVED:** that the minutes of the meetings held on 15 and 22 December 2022 be approved.

**72 WEED CONTROL TRIAL**

The Cabinet received a report containing details of the outcome from the Weed Control Trial which commenced in Spring 2021, including an independent assessment of the process and outcomes. The trial concluded that, based on the key criteria, the glyphosate based product used provided the most effective and sustainable weed control and therefore it was recommended that current approach of integrated weed control management and use of glyphosate based products be continued.

**RESOLVED:** that

1. the content of this report and the content of the Weed Control Trial 2021 - Final Project Report be noted
2. the current approach of integrated weed control management and use of glyphosate based products be continued
3. measures to reduce the use of the glyphosate based products on all Council landholdings, employing alternative control measures as appropriate, be continued
4. the monitoring of product development for the purposes of weed control within the public realm be continued and considered for future use based on environmental, quality, cost and criteria.
5. the role and work of Friends of Groups and volunteers in the management of weeds throughout the city continue to be supported

### **73 ANNUAL REPORT ON INVESTMENT IN THE EDUCATION ESTATE**

*Councillors Bradbury & Weaver declared personal interests in this item as Governors of Schools referenced within the report*

An update on the progress of the School Organisation Programme was received. The report which was intended to become an annual report on progress given the size and scale of the schools programme. The report set out the context for the schools programme together with the varying policies such as one planet Cardiff, the LDP, the Welsh Strategic Education Plan and others which impacted upon the programme

**RESOLVED:** that

1. the matters outlined in this report and considerations for the next 12 months for the School Organisation Programme be noted
2. it be agreed that officers bring forward a School Organisation Strategy within the next financial year that leads to priority projects against the next tranche of funding of the Sustainable Communities for Learning.

### **74 RESPONSE TO THE POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE TASK AND FINISH GROUP INQUIRY ON HOME AND AGILE WORKING**

The Cabinet received the proposed response to the Policy Review and Performance Scrutiny Committee Task and Finish Group report on Home and Agile Working. It was proposed that all 9 recommendations be accepted or partially accepted.

**RESOLVED:** that the response to the recommendations of the Policy Review and Performance Scrutiny Committee Task and Finish Group on Home and Agile Working, as set out in appendix 1 be approved

## **75 MID YEAR ASSESSMENT OF PERFORMANCE 2022/23**

The mid year performance assessment was received. The assessment provided a performance update for each of the Council's seven Well-Being Objectives, as set out in the Corporate Plan 2022-25. The report highlighted areas of progress and improvement including gaining Child Friendly city status, the improved recycling rate and the progress of the housing building programme. The report also referenced challenges faced by the Council such as financial pressures, demand pressures in Children's services, challenges in recruiting social workers and responding to the cost of living.

**RESOLVED:** that the mid-year assessment of the Council's performance as set out in this report and Appendix A, including the delivery of key commitments and priorities at the end of Quarter 2 of 2022/23, and the actions being taken to ensure the effective delivery of the Corporate Plan 2022-25 be noted

## **76 INTERNATIONAL SPORTS VILLAGE**

The Cabinet received an update on the International Sports Village Development. Following successive Cabinet decisions, the Council had now secured control of all the land required and authorisation was sought for a coordinated disposal strategy. The report also provided an update on progress with the Velodrome facility, details of the closed loop circuit and the ice arena.

**RESOLVED:** that

- 1) Approval be given to the disposal strategy as set out in this report in line with the independent advice attached at Confidential Appendix 2 and authority be delegated to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Legal Officer to develop detailed heads of terms to be approved at a future meeting of Cabinet.
- 2) Approval be given to the preferred operator for the proposed new Velodrome facility at the International Sports Village as set out in Confidential Appendix 5 subject to the detailed due diligence set out in this report and authority be given to the development of a Full Business Case for the whole leisure destination including associated infrastructure in line with the costs set out in Confidential Appendix 10 and as part of this authority be provided to identify an appropriate operator for the Closed Loop Circuit.
- 3) Approval be given to the preferred operator for the Ice Arena as set out in Confidential Appendix 5 including the proposal for the family attraction as set out in this report and illustrated in Confidential Appendix 6, and authority be delegated to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Legal Officer to conclude suitable legal and commercial terms in line with the criteria set out in this report.

- 4) the Strategic Outline Case for the Energy Strategy for the International Sports Village attached as Confidential Appendix 12 be noted and approval be given to the development of an Outline Business Case to be presented back to a future meeting of Cabinet.
- 5) Approval in principle be given to the proposal to establish a single management organisation for the leisure destination at the International Sports Village and authority be given to the preparation of an Outline Business Case in line with the strategy set out in this report and Confidential Appendices 5, 7 and 8.
- 6) Approval be given to the development of an Outline Business Case to consider the options for delivery of the proposed Multi Storey Car Park including an agreement in principle to the introduction of an appropriate charging regime to be approved as part of a Full Business Case to be presented to a future meeting of Cabinet.
- 7) Approval be given to the budgetary spend set out at Confidential Appendix 13 to enable the development of the various Business Cases proposed in this report and to enable the submission of planning applications as required.

## **77 CHILDREN'S SERVICES STRATEGY**

The Cabinet considered the Children's Services strategy. The report set out the issues facing Children's Services, including consistent high levels of demand and complexity with the strategy setting out how the Council would work with partners to address the issues, using the 'Shift the balance' approach which focused on key areas such as place, people and practice. The strategy had been subject to consultation with children and young people.

**RESOLVED:** that approve the Children's Services Strategy and associated appendices be approved



An Inquiry Report of the:  
**Community & Adult Services Scrutiny Committee**

# Cardiff Council's Support to Residents with the Cost-of- Living

January 2023



**Cardiff Council**

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## CHAIR'S FOREWORD

The UK is in the midst of a cost-of-living crisis. Soaring fuel and food prices, alongside rising interest and inflation rates are leaving people in dire financial situations. The cost of living in the UK has been increasing since early 2021. With a backdrop of growing demand and continued uncertainty, the picture is complex and vast.

In recognition of the wide-ranging nature of the topic, the council's Community & Adult Services Scrutiny Committee wished to review how we as a council are alleviating pressures and supporting all cohorts of Cardiff communities. Remaining mindful to the nature of the topic, Members concurred on the need for the Inquiry to provide, timely, focused assistance to the council in its review of services.

All recommendations proposed in this Inquiry have been based on the evidence received and valued perspectives of all stakeholders involved. They are presented to Cabinet in a bid to supplement the service area's ethos of providing the best possible support to all of Cardiff residents', regardless of their individual circumstance.

Inquiry Members have remained mindful to the financial pressures placed on local authorities and the current context on which this Inquiry is based, and so, the recommendations we have made centre largely around maximising current resource, strengthening external support and allowing greater flexibility in service provision. Inquiry Members concur that officers and executive personnel involved in this work hold a strong passion and commitment toward providing the best possible support and assistance to Cardiff residents. The work they do is invaluable and, given the likelihood of demand remaining, or even increasing, myself and Inquiry Members would strongly champion the team being protected and grown wherever possible.



On behalf of myself, and the Inquiry Members, our most sincere thanks to all stakeholders who engaged in this work. For so openly sharing their valued perspective and knowledge and offering their time and continued assistance. My deepest thanks also to the Inquiry Members, for their time, dedication, and invaluable contributions. It has been a pleasure working with all stakeholders involved in this Inquiry.

**Councillor Margaret Lewis** - *Task & Finish Inquiry Chair, Community & Adult Services Scrutiny Committee.*

## CONTEXT

1. Millions of households across the UK are struggling to make their incomes stretch to cover the rising cost of living. With the Office for National Statistics reporting that in December 2022, 92% of adults in Great Britain, reported an increase in their cost of living compared to a year ago<sup>1</sup>. In addition, as of August 2022, nearly 90% of food banks in the Independent Food Aid Network reported an increase in demand since April 2022, compounded by a decrease in food donations.<sup>2</sup>
2. The cost of living has been increasing across the UK since early 2021. The annual rate of inflation reached 11.1% in October 2022, a 41-year high, affecting the affordability of goods and services for many households<sup>3</sup>.
3. Support offered by the UK Government included:
  - ❖ £1.5 billion<sup>4</sup> allocated to the national Household Support Fund
  - ❖ Energy price guarantee
  - ❖ £400 off energy bills for all households
  - ❖ £150 rebate on energy bills through the Warm Home Discount to households eligible for support.
  - ❖ VAT on energy saving materials reduced from 5% to 0% until March 2027.
  - ❖ Help to Heat energy grants
  - ❖ Cost of living payment for households receiving means-tested benefits. With pensioners receiving an additional £300 (through the Winter Fuel payment) and, for individuals receiving disability payments, an additional £150
  - ❖ A £150 council tax rebate for households in council tax band A to D
  - ❖ A 5p cut to fuel duty (until March 2023)
  - ❖ Employees who earn £36,600 or under to pay less National Insurance.
  - ❖ Working age and disability benefits to increase inline with inflation.
  - ❖ State pension and pension credit to increase by 10.1%
  - ❖ As of April 2023, the national living wage will be £10.42

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<sup>1</sup> [Public opinions and social trends, Great Britain - Office for National Statistics](#) [Accessed Friday, 9 Dec 2022]

<sup>2</sup> [Food bank demand and the rising cost of living \(parliament.uk\)](#)

<sup>3</sup> [Rising cost of living in the UK - House of Commons Library \(parliament.uk\)](#) [Accessed Friday, 9 Dec 2022]

<sup>4</sup> As of October 2022 – for devolved administrations, the Barnett Formula would apply.



4. Additional support provided by Welsh Government included:
- ❖ Winter Fuel Support Scheme to provide eligible claimants with a one-off £200 payment from their local authority toward fuel costs<sup>5</sup>.
  - ❖ The council tax rebate of £150 offered by the UK Government be provided to households living in homes in council tax bands A-D, *and* all households receiving support through the Council Tax Reduction Scheme.
  - ❖ A £25m discretionary fund to local authorities, allowing Councils to help people they consider to be in need of assistance.
  - ❖ Extending flexibilities for emergency assistance provided through the Discretionary Assistance Fund (DAF) and continuing to provide support to off-grid households to buy oil or Liquefied Petroleum Gas through the DAF.
  - ❖ Developing a Fuel Voucher Scheme, which provides support to households with pre-payment meters, and off-grid households.
  - ❖ Temporarily increasing the Pupil Development Grant Access scheme to help families with children in receipt of free school meals
  - ❖ Developing a Discretionary Homelessness Prevention Grant.
5. It is to be noted, the lists detailed in points 3 & 4 are not intended to be exhaustive. In addition, due to the fluidity of the current context, it must also be recognised that the information detailed in points 3 & 4 may not be current for long periods of time.
6. Recognition should also be made on other long-standing measures to help low-income households such as free school meals, council tax reduction scheme (et al.).
7. Many of the initiatives detailed in points 3 & 4 are due to end in March 2023. The ending of these initiatives coupled against the likelihood that demand for assistance will still be high, was a key concern raised by all stakeholders who engaged in this inquiry.

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<sup>5</sup> Between September and November 2022, Cardiff Council received over 33,000 applications for the Winter Fuel Scheme, with 24,032 applications approved and paid by the Council's Benefits Team.

## KEY FINDINGS

Inquiry Members wish to place on record that all stakeholders who engaged with this inquiry, hold a strong passion and commitment toward providing the best possible support and assistance to Cardiff residents with the current cost of living.

The Inquiry team wish to commend the work of the Council's Advice Services management and staff, who are leading and delivering vital services against a backdrop of continued uncertainty and ever-growing demand. It is for this reason why Inquiry Members wish to voice their view of protecting and growing this service wherever possible.

The below Key Findings have arrived after five meetings which included visits to Council hubs and a roundtable with external representatives.

### Context

Cardiff Council's Advice Service is made up of the following teams:

- Money Advice,
- Into Work and
- Adviceline.

Support for help with the cost of living can also be accessed through the Council's Housing Solutions and Prevention Team, and Welfare Liaison Team. All teams offer direct support, information, advice, and guidance regarding cost of living and carry out referrals into other services where appropriate.

### **KF1**

The advice service teams are all based in Cardiff Central Library Hub and operate an outreach service, visiting identified hubs, and some other community locations across Cardiff on a rota basis. Resource constraints do not allow advice services to have a constant presence in all parts of the city. Presence of the team is determined by need and where it is known the demographic may have a higher risk of poverty and low-income.

### **KF2**

The advice team operates a 'tell us once approach'. During the inquiry, Members found Cardiff Central Library Hub benefits from all the advice services being under one roof, including consistent presence from relevant external partners, allowing for a strong 'tell us once approach'. However, in local hubs, which do not benefit from all of the services being under the same room at one time, an individual requiring support may need to be signposted to other teams or support services; depending on the level of support required.

### **KF3**

Inquiry Members were informed by council staff there are many financial support schemes made available by UK & Welsh Government to alleviate cost of living pressures for individuals; however, the challenge is working within the bureaucracy surrounding those schemes to ensure staff can quickly distribute money to an individual.

### **KF4**

Inquiry Members were informed speedy financial assistance or support can sometimes be difficult to achieve due to the regulations set by both the Welsh Government and the council in its decision-making process.

Examples provided to Committee Members, where a simplification of the council's internal process would be welcomed included:

- Lowering the threshold of when a decision must be made by the cost-of-living discretionary schemes panel
- Reallocation of outreach services in the city
- Wording on publication documents

### **KF5**

Senior Managers who engaged with the inquiry identified the following as the key challenges the services currently face:

- Raising awareness of the Councils support to tenants in the private rented sector.

- Uncertainty over what will happen once government led initiatives end. With significant concern this will lead to surge of demand with little support available for the teams to offer.
- Sustainability of resource – many of the advice services are grant funded resulting in the staff delivering services being on temporary, annual based contracts; this lack of employment security provides a high level of anxiety and worry for staff members.
- More resource and funding is required to allow services to be provided in more parts of the city. Inquiry Members recognise due to the council budget deficit, external funding may be required, and the service area has a dedicated bid writer who supports with this.

#### **KF6**

##### **Demand**

Since the outbreak of Covid-19, the council's advice teams, and externals who engaged with the inquiry, have seen a significant, and continued, increase in demand. There has also been a notable increase of people presenting for help from the older population, and those who have never experienced financial hardship before.

#### **KF7**

It is widely anticipated the demand for cost-of-living related support will continue and remain high. For this reason, the council's advice services are an area where sufficient resource, and sustained investment from the council is vital.

#### **KF8**

There has been an increase in complexity of the cases presented to staff with frontline staff, and externals, advising the council needs a stronger offer of mental health support for residents.

#### **KF9**

As Inquiry Members were informed a gap in the council's offer is around mental health support, it was confirmed all staff delivering services do get training around mental health: however, one staff member in a local hub informed Members they had not yet received any training around mental health.

#### **KF10**

The typical answer rate for the Advice Line is 9 seconds. At busy times in Cardiff Central Library Hub, residents can be waiting up to 2-3hours to see an advisor. Reasoning for the lengthy wait time was attributed to the length of time it takes to provide cost-of-living related support (average 1hour).

#### **KF11**

During the Inquiry, Members visited a hub which does not receive outreach services. Staff at the hub informed Members:

- Their current offer does not meet demand and they would benefit from outreach services, or third sector organisations being present
- They are unable to provide residents with confidential support due to lack of facilities – they would welcome a private area to provide confidential advice to residents

#### **KF12**

Other hubs visited who receive outreach services advised, they would benefit from increased outreach provision due to demand.

#### **KF13**

Externals who engaged with Inquiry Members felt their provision is not being fully utilised by the council. Some externals who provide outreach services within council hubs shared this view, and have experienced appointments not being made for their services when present in local hubs. They attributed this to a lack of awareness among council staff of their presence.

#### **KF14**

To cope with demand, the service area continually reviews services to determine resource need, with reallocation of resource within teams if required. In addition, managers are continuously and proactively applying for bids for external funding to widen their provision further, with many of the advice services also benefiting from volunteers helping to deliver assistance.

#### **KF15**

To manage increased demand, externals advised they have deployed hybrid offers – offering individuals face to face support or virtual sessions on an appointment basis.

#### **KF16**

#### Accessibility

To ensure council services are accessible for all cohorts, inquiry members were informed:

- A leafleting campaign is underway utilising connections in Pensioner Clubs, Council Tenant Forums, Independent Living Services, Community Resource Team, Meals on Wheels, Day Centres, Lunch Clubs, Bingo Halls, Hospitals, Schools and Parent Portals, Carers Network, Unpaid Carers, Care Forum, Telecare and places of worship.
- DigiVans advertising the Council's services will be placed in areas of lower take up.
- Community Inclusion Officers and staff from hubs/day centres are encouraged to spread the word of help available.
- Staff have access to a 'Language Line' resource – frontline staff who engaged with this inquiry confirmed it worked well, however there was lack of awareness of the WITS service.
- At the time of the inquiry, advice services staff can speak over 29 community languages.
- Information on services available has been circulated to Elected Members with the request they spread the message with their residents

#### **KF17**

It was recognised by all stakeholders some individuals may not wish to seek assistance due to stigma and personal pride; changing society's perception around accessing help is a key barrier the council is working to address, particularly through the work of its community and engagement officers.

#### **KF18**

The council must ensure the language on council publication is correct – for example use the word entitlement instead of benefit and apply instead of claim. This could significantly help to address the barrier created by stigma and perception.

#### **KF19**

To improve access within specific cohorts such as the elderly or those with disabilities, the advice team:

- Hold drop-in sessions at local hubs and community centres
- Liaise with local groups
- Ensure staff have continuous training
- Apply for grants to widen service provisions and offers

#### **KF20**

For wards in Cardiff that do not have a hub, the service area engages with local community groups and external partners to offer drop-in sessions at community venues. Externals who work with the council on such community events informed Members the events are very successful.

#### **KF21**

The majority of stakeholders who engaged in this Inquiry, voiced the benefits of providing services to individuals face to face, as they felt this allowed for stronger interaction and subsequent support.

#### **KF22**

Some externals who engaged in this Inquiry stressed although hubs play a significant role in facilitating community engagement; it must be recognised that they are not the only route to gain community engagement. The council must place less

reliance on individuals going to hubs to access services. There must be a flexibility in service provision, with the council offering a range of different means to access services for example through, home visits and greater presence in public buildings and digital offers.

### **KF23**

Relevant external organisations stressed to Members that those from BAME communities tend to be most comfortable engaging with people they trust such as faith leaders, or culturally related organisations. It is therefore crucial the council establish robust relationship with such figure points to ensure that trust is transferred.

### **KF24**

Council senior managers and externals highlighted the importance of providing services away from local communities as many residents may not want to be seen accessing services close to where they live due to embarrassment.

However, when engaging with staff working in local hubs, they stressed the importance of individuals being able to access services locally as residents may be unable to travel due to mobility issues. In addition, externals highlighted some individuals may not be able to afford transport, and that an individual dealing with trauma or mental health may not be able to visit a busy environment such as Central Library Hub or have the confidence to wait for services for a lengthy period.

### **KF25**

#### Partnership Working

It was acknowledged by all stakeholders' effective partnership working, and a robust referral process between the council and externals is key. In recognition of this, the council has strong relations with a number of external bodies and has also established a Cost-of-Living Task Force with membership comprising of 15 external partners:

- Citizens Advice
- Department for Work and Pensions



- Cardiff 3rd Sector Council
- Age Connect Cardiff
- WLGA
- Public Health Wales
- National Energy Action
- Cardiff Food Bank
- NEST
- Cardiff and Vale Credit Union
- NUS Wales
- Representation from Cardiff Housing Associations
- Llamau
- Cardiff & Vale College
- Welsh Water

#### **KF26**

The majority of externals engaged in this Inquiry confirmed they have a strong working relationship with the authority; those that didn't, would welcome a relationship including the ability to offer their services in hubs.

#### **KF27**

The Welsh Government initiative, the 'Regional Advice Network' has membership from third sector partner representation and Cardiff Council to enable the sharing of information knowledge and skills. However, some of the externals who engaged in this Inquiry did not have access to the forum or received dissemination of its information.

#### **KF28**

To stimulate a strong community context and knowledge of services available, many externals voiced they would welcome the council facilitating a partnership network which enabled information sharing and relationship building locally.

#### **KF29**

The publication campaign surrounding the Council's support for cost-of-living assistance includes:

- Social and digital media
- Wales Online adverts and articles
- Radio advertising on Capital FM and Spotify
- City Centre posters – including a digital screen on Westgate Street.
- Digi vans
- Letters sent to all households across the city on a phased basis detailing the council support available
- Printed and digital leaflets distributed to all hubs across the city, and shared with partner organisations
- Leaflets provided to front-line council workers to offer their clients, with some leaflets translated into community languages such as Arabic, Polish, Bengali, Somali and Ukrainian.
- E-flyers circulated to the advice teams stakeholders lists for circulation, which comprises over 120 organisations.
- In-person promotion of services in St David's 2 on 4th November and 16th January 2023.

### **KF30**

Senior council managers and externals confirmed raising public awareness can not only be done through a digital approach as this is not viable for certain cohorts. For this reason, more traditional routes such as leaflets, and letters to all households in Cardiff advising them of services is being deployed by the council.

### **KF31**

Externals would welcome more partnership events between themselves and the council, such as 'one stop shops' which offers support in public buildings.

### **KF32**

## RECOMMENDATIONS

Following a review of the evidence received during this Inquiry, Members have agreed the following recommendations for Cabinet consideration:

### Context

**R1.** To ensure support to residents is not delayed, undertake a review of all relevant internal processes that relate to both strategic and operational matters, identifying where simplification can occur. The review should be done in consultation with relevant managers and frontline staff. In particular, the review should consider the decision-making process in relation to:

- Cost of Living Discretionary Schemes
- Relocation of advice services
- Publication material

**KF4, KF5, KF6, KF7**

### Demand

**R2.** Due to the current, and highly anticipated continued demand, invest in more long-term employment opportunities for advice staff members. This could be achieved through an increase in permanent positions, or where temporary contracts are deployed, a year-by-year basis is avoided wherever possible.

**KF2, KF6, KF7, KF11**

**R3.** To strengthen the council's mental health support, widen the partnership work with primary mental health services and mental health related organisations. In addition, look to enrol 'mental health champions' across the teams who can establish links with local mental health organisations, utilising the external knowledge and training on offer.

**KF7, KF8, KF9, KF10**

**R4.** Introduce a target to monitor residents' waiting times in hubs for cost-of-living related support. The target should set a feasible waiting time and will help monitor levels of demand and evidence if additional resource is required. To ensure the target is achieved and lengthy wait times do not occur, or are reduced, alternative service provisions could be offered such as virtual or in-person appointments at set times.  
**KF7,8,11,14,16,23,25**

#### Accessibility

**R5.** To strengthen the local model and its offering undertake a review. In particular, the review should consider:

- Increasing hub facilities, such as more Hubs offering 'free phones' to residents and phones can be used to access any freephone number.
- Ensure all hubs offer confidential areas for residents to receive support.
- Widening the access for grass-root organisations to hold pop-up spaces in local hubs, offering cost-of-living related support, particularly those who specialise in representing population groups where engagement levels are low.
- The internal information sharing within all council departments on the external support on offer; including how information detailing the days externals are present in local hubs is circulated.

**KF3, KF7, KF8, KF11, KF12, KF13, KF14, KF18, KF20, KF21, KF25, KF27, KF32**

**R6.** Hold more pop-up events, in partnership with local organisations, both within council owned buildings and those outside of council control where footfall is high, such as local supermarkets. Areas where council hubs are not present must also be at the forefront when determining locations.

**KF3, KF7, KF8, KF11, KF12, KF13, KF20, KF 21, KF23, KF25, KF27, KF32**

**R7.** Consider enhancing the flexibility of service delivery by offering home visits or virtual appointments (where appropriate).

**KF15, KF16, KF23, KF25**

**R8.** As a way of addressing public perception and stigma, continue to ensure within all cost-of-living related publication, words such as benefits, and claim are avoided – instead using words such as access and entitlement.

**KF18, KF19**

**R9.** To stimulate a feeling of trust between the council and individuals from minority backgrounds, and to strengthen the outreach and engagement with all cohorts of Cardiff communities, ensure workforce diversity within Cardiff's Advice Teams.

**KF17,18,24,**

Partnership Working

**R10.** To strengthen the city-wide offer to residents, explore the possibility of establishing a Neighbourhood Partnership which allows partners to share information and knowledge of local support. Learning should be applied from the Cost-of-Living Taskforce but wider membership should be applied, including:

- Wide ranging grass root and third sector organisations
- Community leaders

**KF26,27,28,29**

## Introduction

8. At the 2022 Community and Adult Services Scrutiny Committee Work Programme Forum, Members agreed to undertake an Inquiry exploring Cardiff Council's support for residents with the cost-of-living. Remaining mindful of the nature of the issue, Members concurred on the need for the Inquiry to provide, timely, focused assistance to the Council in its review of services.
9. The establishment of this Inquiry was endorsed by the Council's Cabinet Member for Tackling Poverty and Supporting Young People, who noted he would welcome the committee's assistance and oversight on this matter when his suggestions on work topics for the committee was requested.
10. The task group reviewed a draft scope for the Inquiry at its first meeting and agreed for the terms of reference to be:

*To assist the council in its response to the cost-of-living crisis, this Inquiry will:*

- *Review issue-related council services and proposed action on offer to Cardiff residents.*
- *Examine the scope, remit, demand, capacity and join up of services on offer.*
- *Assess, in consultation with key stakeholders, community awareness and accessibility of services and schemes available.*

11. It was agreed that the Inquiry was to be chaired by Councillor Margaret Lewis with membership as follows:

- Councillor Saleh Ahmed
- Councillor Mike Ash-Edwards
- Councillor Claudia Boes
- Councillor Peter Littlechild
- Councillor Bablin Molik

12. To inform their considerations, Members agreed to hold a number of meetings as detailed in the ‘Inquiry Methodology’ section of this report.

## **Council Services**

13. Cardiff Council’s Advice Services provide Cardiff residents with a range of support through different means. A brief overview of the teams within the Council’s Advice Services are captured below.

### Money Advice Team (MAT) & Advice Line

MAT provides face to face support across the city in community venues such as Hubs, foodbanks, schools and supported accommodation (et al). The service also has an Advice Line allowing residents to access support via the telephone along with a dedicated website and webchat facility.

Services the team provides include:

- Maximising income by looking at people’s circumstance, providing help to apply for benefits, schemes and foodbank vouchers
- Help with grants and discounts
- Accessing schemes and discretionary funding
- Budgeting and low-level debt advice
- Supporting people who are in rent arrears or having difficulty paying their mortgage
- Helping people who are disabled via a specialist advisor

### Into Work Advice Services

The Into Work team is a wraparound employment support service for people of working age 16+. Like the Money Advice Team, Into Work offers services in a range of community settings such as Hubs, support accommodation settings and schools. The service also provides ‘job clubs’ in 40+ locations across the city offering support with job applications and CV’s.

Within these teams, they are also specific projects, such as:

- Bright Start, Bright Futures for care experienced young people
- Local Supported Employment for adults with a learning disability or autism
- Refugee Employment Support Programme
- Community Digital Support Team
- The Adult learning team offers bespoke training packages for those wishing to change career
- Cardiff Works; the Council's temporary recruitment agency; has also introduced courses for those where an entry test to be part of the Cardiff Works pool would not be suitable, for example where English isn't someone's first language.
- Volunteering team

#### Housing Solutions and Prevention

The Housing Solutions and Prevention Team provides support to people living in Cardiff who are struggling to remain in their homes. The team assist clients who are threatened with homelessness to remain in their homes or assists them with securing alternative accommodation, usually in the private sector.

At the time this Inquiry was conducted, Members were informed the Housing Solutions and Prevention team are working toward rolling out a face-to-face prevention service across all hubs in the city.

14. In addition, the council's Welfare Liaison Team provides council tenants with one-to-one help with income maximisation and budgeting. The team works from Hubs, hospitals, sheltered housing along with providing council tenants with home visits.
15. In addition to specific teams, the council also provides the following support to assist residents with financial concerns as detailed below:



### Rent Arrears Pathway

The Rent Arrears Pathway was launched in April 2021 and offers 'one front door' to residents who are struggling to pay their rent. Clients are provided with rapid help, advice and practical support.

### Mortgage and Debt Officers

These officers have recently been aligned with the Advice Services, moving from the Housing Options Centre. Mortgage and Debt Officers provide support to those in mortgage arrears. In 2021/2022 the team assisted 131 clients with mortgage or debt arrears with a 94% success rate.

### Warm Welcome Spaces

Autumn 2022, saw 'Warm & Welcome spaces' launched across Cardiff's hubs and libraries and at Llanover Hall. Providing residents with a dedicated space that offers free tea and coffee, library provision, Wi-Fi, public PC use, and tablet hire. In October 2022, it was reported 750 Cardiff residents had made use of the spaces. When Inquiry Members questioned the limitations of this service due to hub opening times, they were informed demand for the provision would be monitored to inform consideration of providing this space out of hours, whilst considering the current economic and fiscal challenges.

To further support the Warm Welcome Spaces initiative, Cardiff Council and Cardiff Third Sector Council have partnered to deliver a 'Loneliness and Isolation' fund which provides successful applicants a grant of up to £1,500 towards setting up a warm and welcome space in their community buildings.

Alongside this, a Welsh Government 'Warm Spaces' fund was also made available, offering £500 to local groups to provide their own welcome spaces. The Council was involved in managing applications for this fund with applications for the grant open for three weeks.

During the Inquiry, Members were informed the reason for the short time frame (within round one, of a two round process) for applications to be submitted was due to limitations set by the Welsh Government. It was acknowledged this in turn may

have resulted in difficulties for organisation being able to apply. Inquiry Members wish to stress the importance of the council, or relevant partners, clearly and widely communicating such initiatives with potential beneficiaries, including the full detail of the application process when short time frames are applied.

### Food and Fuel Champions

Food and Fuel Champions provide practical advice across the city's Hubs. Between 10<sup>th</sup> October 2022, to early November 2022, 798 people have been supported by the Council's Food and Fuel Champions

### Free Phones

Some Council hubs also benefit from 'free phones' allowing residents to make phone calls to companies; helping to save money on their utility bills. During the Inquiry, Members heard from hubs who offer the phones how useful and popular they are. One hub Inquiry Members visited, didn't offer this service and the frontline staff advised offering this to their residents would prove useful.

16. During the inquiry, Members were also informed designated cost of living 'Information Stations' have been placed in every hub across the city, which provide residents' with information and practical tips on how to reduce costs and save money. Although the majority of hubs visited by Members held good stations on display, Members did hold concerns that there was inconsistency across the hubs. With some hubs benefiting from more leaflets, and one Hub visited not having a visible, well-resourced station but instead a turnstile with one cost-of-living related leaflet on display.

### Welsh Government's Cost of Living Discretionary Scheme

17. Welsh local authorities were provided £25m (nationally) under the Welsh Government's 'Cost of Living Discretionary Support Scheme'. The Scheme can be used to support households in need of assistance with their living costs. Each local authority can determine its use of the discretionary scheme as it deems appropriate.

18. As part of the inquiry, Members were informed Cardiff Council has used their allocation to enhance the support on offer to those on benefits, and those experiencing in-work poverty. How the scheme has been distributed and its allocation is detailed in the below bullet points.

- Enhance the Discretionary Housing Payment scheme  
*Allocated budget £700,000.*
- One-off payments applications via the Money Advice Team  
*Allocated budget £700,000.*
- Fuel Voucher Scheme  
*Allocated budget £50,000.*
- £150 payment for those affected by the benefit cap  
*Allocated budget £205,000.*
- £150 payment for those in receipt of Free School Meals<sup>6</sup>  
*Allocated budget £300,000.*
- Payments to those require care struggling with the cost of living  
*Allocated budget £50,000.*

19. Inquiry Members were informed payment of the above schemes are mostly paid within 5 days, and, as of October 2022, Cardiff Council has paid over £289,814.46 to households via the above six schemes.

20. It was confirmed to Members the Cost-of-Living Discretionary Scheme has proven particularly useful as it allows staff to assist those who may not qualify for wider, national, schemes. Given the extent of the scheme's benefits, coupled by the understanding this scheme is expected to end in its entirety in 2023, presented significant concerns for senior managers in terms of future demand.

21. Over the course of the Inquiry, Members heard how some of the council's decision-making process within the cost-of-living support can add longevity to the process; hindering the team's ability to provide quick financial assistance to individuals or respond quickly to the national context.

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<sup>6</sup> That have not been awarded £150 through the main scheme

22. It is the Inquiry Members view that greater autonomy for the team and managers delivering services, will ensure offerings provided to Cardiff residents do not occur unnecessary delays. Although it is recognised if a decision may result in significant financial impact it must include prior executive oversight and decision, this should be relaxed for the more operational matters.
23. In a similar vein, externals who engaged with this inquiry highlighted the need and importance of flexibility in service delivery and provision; allowing staff to quickly respond to national context and avoiding lengthy processes wherever possible.

## Demand for Services

24. As part of the Inquiry, Members requested evidence on the demand and use of the council's cost of living related services and received the following information:

<b>MONEY ADVICE</b>	<b>OCT 2021 – MAR 2022</b>	<b>APR 2022 – SEPT 2022</b>
Advice Provided to People	5,784	7,320
Total Amount Saved	£530,639	£679,896
Weekly Benefits Identified	£6,895,176	£10,183,176
Advice Line Calls Answered	28,433	27,804

<b>INTO WORK</b>	<b>OCT 2021 – MAR 2022</b>	<b>APR 2022 – SEPT 2022</b>
Number of people receiving Into Work Advice	27,797	36,745
Number of people known to have gained employment after support	514	563
Number of Employers assisted with recruitment	127	188
Number of people assisted with their claims for Universal Credit	2,152	2,940

Number of Volunteering Hours given to the Service	5,023	7,439
Number of Council Posts filled through Cardiff Works Placements	2,209	2,095

<b>HOUSING SOLUTIONS</b>	<b>OCT 2021 – MAR 2022</b>	<b>APR 2022 – SEPT 2022</b>
Housing Helpline Calls	18,206	27,978
New Tenancy Interviews	356	388
Waiting List Interviews	1524	1699
The percentage of households threatened with homelessness successfully prevented from becoming homeless	85%	80%
Total No. of households successfully prevented from becoming homeless.	1073	669
Amount of Prevention Funding spent to keep people in their own homes	-	£50,935
Rent Arrears Pathway	1,379 supported across the scheme 1/4/21 – 31/3/22.	1,367 total supported via the scheme – 425 tenancies saved.

<b>Welfare Liaison Team</b>	<b>OCT 2021 – MAR 2022</b>	<b>APR 2022 – SEPT 2022</b>
Total Number of Tenants Supported	Data not available due to change in reporting.	1,153
Total Benefits Gained	£1,710,855	£1,599,139
Rent Related Benefits Gained	£21,000	£12,728
Potential Savings for Tenants Identified	£1,718,859	£667,628
Rent Arrangements made	£23,855	£27,651

25. In November 2022, it was reported that since April 2022, the Council's Advice Line have assisted almost 32,000 residents. The main calls received related to Welsh Government support grants such as Winter Fuel Payments, Cost-of-Living Payments, as well as emergency support for those struggling with the cost of living.

On average, over 81% of queries were resolved at first contact, although the current cost-of-living crisis has also increased the amount of more complex enquiries being received by the team. It was noted by Inquiry Members that due to time constraints; they were unable to fully investigate the Advice Line's offering within this work.

26. When Inquiry Members were informed that at busy times in Central Library Hub, residents could be waiting up to 2-3 hours to be seen, staff confirmed Central Hub does operate on a ticketing system which does provide an estimated wait time. Further, the hub has also trialled an 'appointment based' system but found individuals were not returning for help or showing up at their allocated time.
27. Whilst individuals are waiting to be seen at Central Library Hub, 'floor advisors' will triage those waiting to ensure they are waiting for the service best suited to their need. In addition, the teams also undertake surveys with residents accessing services to assist in identifying areas for improvement.
28. To manage demand, Inquiry Members were informed the following is monitored on a weekly basis:
  - Number of people supported by Advice Teams
  - % of calls answered by the Adviceline
  - Waiting times for the Money Advice and Welfare Liaison team
  - Numbers of people using the Warm and Welcome Spaces
  - Balance of funds administered by the authority
29. Council officials confirmed services at present can cope with the level of demand, though there is concern with the continued rise in popularity; compounded by the uncertainty of support available once government initiatives end in March 2023.
30. Given the increased demand on services, Inquiry Members questioned how services were prioritised. They were informed services are constantly reviewed by assessing numbers and waiting times, and where some teams may be quieter those staff may be reallocated onto busier teams.

## Staff Training

31. Inquiry Members were informed staff within the advice services receive an initial training induction programme. Staff then receive training on an ongoing basis, with information also being disseminated via email on a frequent basis.
32. The majority of staff who engaged with this Inquiry appeared satisfied with the level of training provided and recognised the need for its high frequency citing they had received training on a wide range of topics such as trauma informed and react training, BSL, safeguarding, mental health, all being cited as examples.

## **Staff Capacity**

33. As part of the inquiry, Members wished to explore staff capacity. The following evidence was received, which detailed team capacity, as of November 2022:

### **Money Advice Staff including Advice Line:**

Money Advice = 27 Members of staff

Advice Line = 16 Members of staff

Food & Fuel Champions = 4 members of staff

### **Into Work Advice Service Staff**

136 members of staff

### **Housing Solutions & Prevention Staff**

Housing Solutions & Prevention = 44 members of staff

Housing Helpline = 16 members of staff

### **Welfare Liaison Team Staff**

20 members of staff

34. Inquiry members were also informed many of the council's advice teams' benefit from the support of volunteers.

### Support for Council Staff

35. A key concern shared by all stakeholders who engaged in this Inquiry was around the wellbeing of staff delivering advice services, and their access to support services confidentially; providing staff with reassurance that any personal issues or support they need to discuss, can be dealt with privately and not known within their team. Externals also shared the concern of staff wellbeing, stating staff wellbeing is imperative due to the continued increase demand and the complexity of cases presenting.
  
36. Over the course of the Inquiry, frontline staff confirmed to Inquiry Members, they can access services confidentially should they require (as the system benefits from restricted viewing access), and they feel their wellbeing is constantly being reviewed by managers. The ethos and team spirit amongst the staff and management also appeared positive with strong working relations and team spirit presented. Although frontline staff did advise due to the increased demand and resulting pressures; an increase in staff numbers is required.
  
37. In relation to the wider cohort of council staff accessing service; the Advice Team have created an information video which is promoted internally to all council staff. There is also a dedicated section on the council's intranet page which leads to the Money Advice Team's information site. In addition, information on the services available has also been added to staff's payslips.
  
38. Regarding staff wellbeing, a key issue raised by both staff and managers, was that a significant majority of advice team members are grant funded with a small element core funded. As such, grant funded staff tend to be on year-on-year contracts. This stimulates a high level of anxiety amongst staff, particularly when considering the national context. Given the likelihood that the demand on services will continue for some time, Inquiry Members felt providing staff in this field with a greater level of job security should be a key priority.
  
39. When they met with the Welsh Government representative, Inquiry Members raised this concern over the number of staff in Advice Services on temporary contracts, mainly as a direct consequence of annual funding.



40. The Welsh Government representative confirmed the key reason for why the Welsh Government provides annual funding is due to the way they are themselves funded from UK government. As a result, they have the same limitations and concerns as local authorities.
41. The Welsh Government representative did advise the 2022-23 budget settlement did include an indicative 3-year funding proposal, however it will be revisited due to the current financial context.
42. The Welsh Government representative recognised all local authorities in Wales are pushing for less annual funding and the Welsh Government and Centre for Excellence is exploring how it can provide more certainty around funding.
43. Externals also shared the local authorities concerns regarding funding, and voiced their frustration with duration of funding they receive, stating this leads to the same issues surrounding staff wellbeing.

## **Accessibility**

44. The council's advice teams can support anyone living in Cardiff. Where a customer is deemed to live outside of the local authority, the teams will help to connect the customer with the support services in their own local authority area.
45. People can access the council's cost of living related services in a variety of ways. An individual can self-refer (by making direct contact with services), or they can be referred to the teams by partner organisations. People can receive support over the phone through the Advice Line, or receive face to face advice in community hubs, food bank locations, hostels/supported accommodation settings, schools and other venues when the teams hold outreach sessions.
46. For self-referrals, support can be provided immediately on the day; for referrals from partner organisations, a delay of up to 48 hours can occur while contact is made and referrals triaged accordingly.

47. At point of entry, an individual is assessed or triaged with the view they are then placed with the right team, first time.
48. Most individuals who approach the council's Advice Services tend to be at crisis point. In recognition of this, it became apparent to Inquiry Members that the sooner an individual engages with support the less interventions required. In line with this, the council's advice teams work toward a 'tell us once approach'. It is also for this reason, why the service area recognises and concurs with Inquiry Members on the need to ensure strong, accessible routes to its services, for all populations groups.
49. Inquiry Members heard from frontline staff having all services located under 'one roof' in Cardiff's Central Library Hub; strengthens the referral process and 'tell us once' approach.
50. However, when inquiry Members visited local hubs they were informed by staff present they provide baseline advice surrounding cost-of-living support. Although all staff stated they would always try their utmost to fully assist an individual with any query, they confirmed they do often need to signpost the individuals to the advice teams; meaning they are unable to assist them immediately.
51. It is the Inquiry Members view that since the pandemic, many population groups, particular the elderly, are no longer able, or confident to leave their local community. They feel this is a key reason why full access to the council's range of services must be made available locally. Externals seemed to concur with this view, emphasising the need for services to be offered where an individual feels safe, which could be within their own home environment.
52. To increase accessibility, a new section on the Money Advice Team's website ([www.cardiffmoneyadvice.co.uk](http://www.cardiffmoneyadvice.co.uk)), is being created, which will allow residents to search for various types of cost-of-living support in their area, by list or map view. This will include information about food banks, food pantries, community fridges and local organisations that can offer support.

53. Although Inquiry Members recognise the importance in ensuring good digital means to the council's Advice Services, they do wish to stress that not all of Cardiff's population groups will be able, or wish, to access services through such means.

## **Joint Working**

### Internal Working

54. In order to ensure the council provides a joined up, holistic service, Inquiry Members were informed excellent internal partnership work has been developed across a number of council services including the Money Advice Team, Tenant Support, Independent Living services, community hubs, and the Allocations Team. However, from their engagement with externals, it appeared to Members internal communication could be strengthened.

55. In addition, the advice teams also work closely with the council's education department and youth services by working closely with internal programmes such as Early Help and Flying Start to ensure help with challenges such as childcare costs are also delivered to those who may require it.

56. The frontline staff from Cardiff's Central Library Hub confirmed to Inquiry Members, that in their view the pathway process into Council services, or the process of referral toward external organisations is effective and robust.

### Working with Externals Partners

57. The Council's Cost of Living Taskforce aims to identify priorities for those affected by the cost-of-living crisis. Securing the commitment of partners and funding opportunities, sharing good practice and marketing, and developing ways to enhance work by Cardiff Council, the third sector and other public sector bodies to support residents.

58. During the Inquiry, Members were informed the Money Advice Team have an 'advice contract' with Citizens Advice which has been in place since 2016, with the two services working together and co-locating in Central Library Hub and several out-of-town hubs on a timetable basis<sup>7</sup>.

59. In addition, the Money Advice team also works closely with Credit Union and 'Action in Caerau and Ely'. The Into Work team has also established strong relationships with external partners such as the University Hospital of Wales to deliver a Project SEARCH programme and offer work experience within their premises.

60. The council also has strong working relations with local foodbanks and has provided direct support to Cardiff Foodbank by grant funding £46,000 via the Household Support Fund to purchase food stocks.

61. During the Inquiry, Members engaged with the local food bank, who confirmed they hold a strong working relationship with the council and the two organisations work together to:

- Provide cost of living leaflets detailing the council's advice services with each food parcel.
- Money advice officers attend 9 Cardiff Foodbanks a week providing help and support to those accessing food parcels.
- Money advice team provide training to foodbank volunteers to ensure their knowledge is current and able to give accurate information and signposting effectively.
- Through the council's Meals on Wheels teams, distribute food parcels when the hubs are closed for seasonal holidays such as Christmas and Easter.
- The Advice Service have also supported the foodbank with essential item purchases via the Household Support Fund.

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<sup>7</sup> For information purpose the funding provided under this contract is just for Central Library Hub, not outreach services.

62. In line with the council's work with the local foodbanks; Inquiry Members wish to stress the need for the council to ensure culturally appropriate food offers are made available.

63. Other partnership working mentioned to the Inquiry Members included:

- YMCA
- Cardiff & Vale Health Board
- Job Centre
- All leading housing associations

64. Externals who engaged in this Inquiry advised the Regional Advice Network and Dewis Cymru does provide a level of assistance for informing them of local support. However, the offering of a wider neighbourhood partnership would prove extremely useful when working to ensure strong, joined-up, local cost-of-living support.

65. Externals also confirmed it would be useful for the council to publicise more widely who it has commissioned, so smaller organisations can work with them.

66. Externals further stressed to Inquiry Members that local organisations are community experts and their offering should be fully utilised by the council.

## **Public Awareness**

67. All stakeholder who engaged in this inquiry reiterated the importance of council services being advertised as universal to all, regardless of the individual's circumstances and income. Although it is recognised not all grants/schemes will be available for those earning above a certain threshold, and so in some instances discretionary funding may be used, and each case will be dealt with on its own merit.

68. Working within the ethos of promoting services as universal to all, the council's Advice Services are working to ensure all schemes are widely and clearly

promoted to all Cardiff residents. Senior managers also placed emphasis on the need to collaborate with the third sector to maximise resources, reduce duplication and strengthen the reach. Inquiry Members heard how the advice teams engages with over 50 local networks to help with the distribution of the campaign's publication material.

69. Inquiry Members noted the work to increase publication and questioned why the 'pop-up' stations being placed in St David's 2, is occurring once in November 2022 and one in January 2023. Members queried why they would not be present during the month of December, when footfall at that location would likely be higher due to the festive period. At the same time, Members also queried if they could also be placed in other locations across the city. In the response, Members were informed the reason for not increasing the pop-ups was largely due to resource constraints.

70. Inquiry Members raised the challenge, and need, to remove the stigma around claiming benefits. Inquiry Members felt it was essential Cardiff residents' are supported to understand that support on offer is not a 'hand out' but help they are entitled too. All stakeholders who engaged in the inquiry also recognised this challenge and the need to address it.

71. The importance of cross-party working among Councillors was also raised, along with the significant role of Councillors in ensuring Cardiff residents are aware of the council support on offer.

72. When Inquiry Members explored how the service area looks to raise awareness amongst the ethnic minority population, Members were informed the council's Advice Service is linking in with local Mosques and other places of worship as well as key community leaders to discuss distributing community leaflets and offering briefing sessions on the types of support available.

73. Another particular population group the service area are looking to target to increase awareness is those who reside in private rented sector properties. It was

confirmed the council’s advice teams have strong relationship with the Landlord Forum, however, as not all landlords engage with the forum the team are working toward strengthening their reach within this group.

## INQUIRY METHODOLOGY

This report uses the evidence gathered by the task group to make key findings and recommendations to the Cabinet in respect of the current arrangements for supporting residents with the cost of living. To achieve this, the task group received evidence from the following witnesses:

Date of Meeting	Witnesses
<p><b>Meeting 1 – 7 Nov 2022</b> <i>‘Setting the Context’</i></p>	<p><b>Cllr Peter Bradbury</b> (Cabinet Member for Tackling Poverty and Supporting Young People)  <b>Cllr Lynda Thorne</b> (Cabinet Member for Housing &amp; Communities)  <b>Helen Evans</b> (Cardiff Council’s Assistant Director, Housing &amp; Communities)  <b>Hayley Beynon</b> (Operational Manager – Advice)  <b>Sam Gane</b> (District Hub Manager)  <b>Khalid Osman</b> (Into Work Co-Ordinator)  <b>Emma Dennett</b> (Benefit Assessment Manager)</p>
<p><b>Meeting 2 – 17 Nov 2022</b> <i>‘Observe services and meet frontline staff and clients – Cardiff Central Library Hub’</i></p>	<p>Frontline staff &amp; members of the public accessing services.</p>
<p><b>Meeting 3 – 18 Nov 2022</b></p>	<p><b>Cardiff &amp; Vale Citizens Advice</b> <b>Cardiff &amp; Vale Credit Union</b></p>

<p><i>‘Roundtable: Public demand, Awareness &amp; Access’</i></p>	<p><b>Cardiff Foodbank</b>  <b>Community Housing Cymru</b>  <b>Welsh Women’s Aid</b>  <b>Diverse Cymru</b>  <b>Gypsy &amp; Traveller Wales</b>  <b>Riverside Advice</b>  <b>Welsh Government</b></p>
<p><b>Meeting 4 – 28 Nov 2022</b>  <i>‘Observe services and meet frontline staff and clients – Butetown Hub, Penylan Library &amp; Community Centre, Fairwater Hub’</i></p>	<p>Frontline Staff &amp; Members of the public accessing services.</p>
<p><b>Meeting 5 – 9 Dec 2022</b>  <i>Summing up Meeting</i></p>	<p>Inquiry Members</p>

The key findings and recommendations are the unanimous view of the task group. Details of all evidence considered by the task group and used in the preparation of this report is available for inspection upon request



## LEGAL IMPLICATIONS

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. Any report with recommendations for decision that goes to Executive/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

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications

## COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE MEMBERSHIP



Councillor Ali Ahmed



Councillor Bablin Molik  
(Chair)



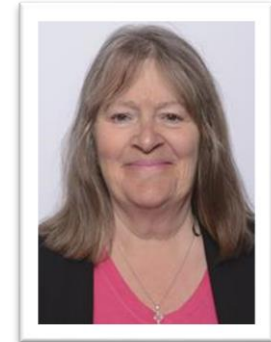
Councillor Saleh Ahmed



Councillor Mike Ash-Edwards



Councillor Claudia Boes



Councillor Sue Lent



Councillor Margaret Lewis



Councillor Peter Littlechild



Councillor Mary McGarry

## TERMS OF REFERENCE OF THE COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities First
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Impairment
- Commissioning Strategy
- Health Partnership

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government-sponsored public bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

To be the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

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An Inquiry Report of the:  
**Economy & Culture Scrutiny Committee**

# **SHAPING CARDIFF'S POST-PANDEMIC ECONOMIC RECOVERY**

**January 2023**



**Cardiff Council**

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## FOREWORD

*Post pandemic, our economy is refocusing, with changing work and retail patterns. At the same time, it is becoming increasingly evident that we need to ensure our economy supports efforts to respond to the climate and nature emergencies. There is a role for the Council here, to provide leadership and vision, to ensure the replacement Local Development Plan sets an appropriate placemaking and place management strategy, to engage with stakeholders to understand their needs, and to facilitate and convene conversations to address challenges.*

*In the first Inquiry report from our new committee, formed following the local elections in 2022, Members therefore decided to focus on the role the Council could play in shaping our economy post pandemic. We focused on areas already highlighted by the Council as areas in which it wished to assist, and we sought stakeholders’ views on how they wished the Council to help. We considered evidence on what has worked elsewhere and sought practical examples of actions the Council could take. Throughout all our work, we bore in mind that the Council faces huge financial pressures and therefore has limited funding to bring to bear.*

*I am grateful to all those who met with us, to share their thoughts, ideas and experiences of living and working in Cardiff and elsewhere. I am particularly grateful to FSB Cymru for undertaking a survey of Cardiff small businesses to inform this Inquiry, to Cardiff Research Centre for their work on the Ask Cardiff 2022 survey that included questions for this Inquiry, and to Scrutiny Researcher Gladys Hingco for her bespoke survey of remote worker, co-workers, traders and small businesses.*

*Half of our recommendations focus on how the Council can best implement its stated aim of Cardiff becoming a 15-minute city including, critically, the need to engage in dialogue with residents, communities and stakeholders. Our remaining recommendations focus on specific actions arising from the evidence we received; these include actions to help the city centre, local and district centres, small businesses, entrepreneurs and start-ups.*

*This Inquiry has been far-ranging and, as such, it has inevitably been high level in places. There are areas that warrant more detailed investigation, and I am sure that this committee will want to explore these at a later date. I would like to thank my fellow task group Members – Councillors Berman, Henshaw, Jenkins, Lloyd Jones and Robinson – for completing this Inquiry in record time, and Angela Holt, scrutiny officer, for her support.*



**Councillor Peter Wong**  
**Chair, Economy & Culture Scrutiny Committee**  
**January 2023**



## TERMS OF REFERENCE

- To explore with key stakeholders what the Council’s role should be in assisting Cardiff’s economy to recover post-pandemic, in the context of limited funding, looking in particular at:
  - Remote and co-working needs & requirements
  - Support for small businesses and independent artists
  - Role of Local and District Centres
  - Role of City Centre
  - 15-minute city model
  - Broadband provision.
  
- To reference good practice from other cities that have adopted the 15-minute city model, identifying key lessons that are applicable to Cardiff.
  
- To utilise the findings from the above to make informed recommendations to all relevant parties on the most appropriate approaches to take in Cardiff.

## KEY FINDINGS

In line with this Inquiry's terms of reference, the key findings focus on the role of the Council in shaping Cardiff's economy post-pandemic, in a time of limited funding, including how best to implement a 15-minute city, which is a key commitment of the current Administration.

### Leadership

KF1. Politicians and senior officers need to provide leadership and ensure a vision for Cardiff's economy, post pandemic; these are contained in the Corporate Plan, Recovery and Renewal Plan and City Centre Recovery Action Plan. There is now a need to build on these by articulating the vision for Cardiff being a 15-minute city, clarifying for residents, businesses, and investors what Cardiff wishes to achieve by being a 15-minute city and how it intends to realise this.

KF2. Clarity of purpose and leadership will help to ensure work is implemented to align resources, enabling behaviour changes in line with 15-minute city.

### Strategy and Policy

KF3. It is important to recognise the economic role Cardiff plays as a capital city and regional centre and ensure that the 15-minute city model for Cardiff recognises this and enables Cardiff to continue with this role, whilst balancing this with the need to ensure access to local services.

KF4. Different areas of Cardiff will require different approaches to being a 15-minute city – it is not a 'one size fits all' approach.

KF5. The Council should review the Corporate Plan, Recovery and Renewal Plan and City Centre Recovery Action Plan annually and enable actions to be altered as required, given the fast-changing economic landscape.

KF6. It is essential the Council demonstrates that it is pro-small business, for example the strategic commitment to ensure its procurement process is small business-friendly.

KF7. It is critical that the 15-minute model for Cardiff is enshrined in the Local Development Plan policies, as this sets the approach for placemaking and place management, providing the framework for planning decisions.

KF8. Supplementary Planning Guidance is also important to expand on how the Council favours developments that meet the 15-minute model for Cardiff.

### **Regional Working**

KF9. Several witnesses highlighted the need for the Council to work with the Cardiff Capital Region City Deal to optimise opportunities for Cardiff’s economy, including ensuring skills training and support addresses the recruitment issues facing Cardiff, marketing, tourism, and economic development overall.

KF10. The Inquiry heard that it will not be possible for Cardiff to deliver a 15-minute model without discussion with neighbouring local authorities, due to transport interconnectedness and provision of regional services in Cardiff e.g., health services. The yet-to-be-developed Strategic Development Plan should help with these discussions, providing a regional approach to planning.

### **Engagement**

KF11. This Inquiry heard from several witnesses that it is important the Council communicates and engages with them to enable the Council to be aware of the needs and demands in various sectors. This included:

- a. District and Local Centre Traders requesting that the Council establish Traders Forums, to share information, address issues, and work constructively to promote centres
- b. Creative Cardiff/ Creative Economy Unit highlighting the need for specific, active consultation with the creative community at an earlier stage in respect of development sites, to help understand needs and opportunities and so inform the planning process
- c. RTPI Cymru highlighting that community engagement is key to successfully implementing the 15-minute city model.

KF12. Several areas in the UK are either consulting or have consulted with their communities regarding 15-minute cities; this report includes details of work in Scotland, including Edinburgh, and Ipswich.

KF13. When developing the 15-minute city model for Cardiff, it is important to try new ways of engaging and consulting, to build trust to ensure all voices are heard as opposed to dominant voices; this requires reaching out in different ways to connect with different audiences in different parts of the city. Whilst this takes time and is resource intensive, it means that plans are truly reflective of communities and more likely to be successful.

KF14. There are several participatory planning mechanisms that would assist the Council to engage effectively when implementing a 15-minute city, including place plans and work via Planning Aid Wales.

### **Financial Support**

KF15. Several witnesses to the Inquiry highlighted the need for the extension of business rate relief programmes to support specific sectors of Cardiff’s economy. During the Inquiry, the Welsh Government announced it is extending business rate relief to eligible businesses in the retail, leisure and hospitality sectors. Members heard that the following would also be helpful:

- a. Extension of discretionary Business Rate Relief programmes for creative sector business providing social or community value, with a sliding scale to support sustainability
- b. Extension of discretionary Business Rate Relief programme to Corp B companies, which have positive socio-economic and environmental impacts, which utilise empty units above retail, which encourages footfall.

KF16. Several witnesses to the Inquiry wondered whether there was scope to use some of the Shared Prosperity Funding awarded to the Council to:

- a. Have a lower-level enterprise fund for small businesses
- b. Support the reimagination of the city centre.

KF17. Other witnesses to the Inquiry highlighted that relatively small sums of monies (£2,000) make all the difference to start-ups that are seeking to grow and wondered whether the Council could:

- a. Set up a scheme with selected private sector lenders to underwrite small loans (£2,000) for start-ups, enabling lenders to offer more affordable rates
- b. Set up an endowment scheme for entrepreneurs.

KF18. The Inquiry also heard there may be scope for district centres to establish Business Improvement Districts (BIDs) that would raise monies to go towards community events and other activities deemed priorities by the local traders.

### **Understanding Needs and Demands**

KF19. With changing patterns in work locations and retail, this Inquiry heard it was important the Council uses data to understand these changes and target actions accordingly:

- a. Use mobile phone usage data to understand behaviour patterns in the city centre, enabling businesses, event management and marketing to be more effectively targeted
- b. Undertake research to clarify changing habits of residents re use of city centre and use of local and district centres
- c. Map 15-minute walk/cycle areas and overlay with remote working and coworking provision to identify gaps
- d. Use available Council databases to ask about remote and coworking needs to help clarify demand.

KF20. The successful implementation of 15-minute city principles is underpinned by a thorough understanding of usage patterns and residents' needs. This requires comprehensive gathering of data to understand usage patterns, spatial analysis, and qualitative research to understand residents' needs.

### **Public Transport**

KF21. Both FOR Cardiff and Creative Cardiff/ Creative Economy Unit highlighted the need for a strong public transport network later into the night, to help Cardiff's economy longer-term. This would enable visitors and employees to get home safely. They highlighted this

would help employers who are struggling to attract staff to work late, for example in the hospitality and leisure sectors, as well as those already working late, including creatives.

KF22. FOR Cardiff highlighted that it was important to plan any extension carefully, to ensure any extension operated for a sufficient time to influence behaviour change and create the footfall required to meet the costs of late-night public transport. They added that now might not be the right time to trial an extension, given the economic pressures facing consumers, but that this is definitely something that needs addressing in Cardiff longer-term.

### **Active Travel**

KF23. The provision of active travel routes is central to a 15-minute city. Responses to the Ask Cardiff survey indicate that only 26% of respondents felt there were safe cycling lanes and/ or routes to enable access to their local neighbourhood services and amenities, and only 48% of respondents felt there were safe walking routes.

KF24. The RTPI Cymru highlighted that the Welsh Government 21<sup>st</sup> Century Schools guidance does not cover active travel and it is therefore incumbent on the Council to ensure there are active travel routes that enable pupils, teachers and staff to access schools safely.

KF25. This Inquiry heard that businesses require advice and support to show them how some of them could utilise active travel and to share good practice amongst businesses on how best to reconfigure workspaces to provide active travel facilities.

KF26. FSB Cymru highlighted that some businesses require a vehicle to carry their tools/ equipment. They called on the Council to work with UK and Welsh Government to ensure those businesses that do require a vehicle are supported to use an electric vehicle by installing infrastructure and providing advice and guidance and lobbying for incentives for electric vehicles for businesses.

### **Congestion Charge**

KF27. Both FOR Cardiff and the FSB Cymru highlighted the need to clarify whether or not there is going to be a congestion charge and how this would work.

## **Responding to Changing Work Patterns**

KF28. Whilst Cardiff has provision of many types of workspace, this Inquiry heard that:

- a. Cardiff does not have the same level of coworking provision as other cities such as Amsterdam and London
- b. there is a shortage of affordable follow-on space with the right support networks to enable start-ups to grow
- c. there is a lack of suitable small industrial units in good locations, with low insurance premiums.

KF29. The Council has an important role to play in facilitating and convening conversations around the needs arising from changing work patterns. Equally, it has an important role to play in enabling the provision of appropriate workspaces.

KF30. This Inquiry heard that, through its planning role, the Council could assist workspace provision by:

- a. Including the need for coworking provision in new developments
- b. Supporting the integration of cultural and creative use buildings in long-term development plans
- c. Adopting an Affordable Workspace Policy
- d. Having more dynamic and imaginative use of Section 106.

KF31. This Inquiry heard the Council could also assist workspace provision by:

- a. Unlocking assets – its own and those of public sector partners
- b. Developing a space register
- c. Developing a risk register
- d. Utilising incentives/ disincentives to encourage landlords to bring vacant high street units back into use
- e. Buying empty warehouses across Cardiff and turning them into smaller units.

## **Responding to Changing Retail Patterns**

KF32. Several witnesses raised the need to improve the experience of those using the city centre and local and district centres, as follows:

- a. Improve the street scene

- i. Enable more benches, tables and chairs on pavements, to provide space for socialising and create a community feel
  - ii. Brighten up streets by providing planters, rubbish bins and lamp post banners
  - iii. Introduce a busking strategy and byelaws to promote good busking that adds to the ambience and tackle poor busking that is detrimental to nearby businesses.
- b. Have visitor attractions/ events
- i. Introduce a city centre visitor attraction
  - ii. Support local and district centres with community events
- c. Address begging and shoplifting
- i. Liaise with Police regarding PCSO patrols and Radio-Net
  - ii. Appraise the use of Public Space Protection Orders in Newport and whether these would work in Cardiff
- d. Tackle homelessness
- i. Assist FOR Cardiff to market and promote their ‘*Give DIFFerently*’ homelessness project

KF33. For local and district centres, parking was also identified as an area the Council could assist in, by identifying suitable areas to provide additional spaces. This ties into the responses received to the Ask Cardiff survey, where poor parking facilities were the highest rated barrier, at 24%, to accessing local neighbourhood services.

### **Improving Interface with the Council**

KF34. FSB Cymru highlighted that there are many aspects of the Council that interface with small businesses including planning and licensing. They highlighted their members’ view that planning and licensing processes need to be reviewed to simplify and speed-up processes, particularly at the moment when costs are increasing rapidly, and projects may become unaffordable if it takes too long to get relevant permissions.

### **Business Support**

KF35. FSB Cymru highlighted their members view that there is a need to provide advice and guidance to small businesses. They stressed that this did not mean that the Council



needed to provide the business support but be able to signpost to organisations that can provide support to business, particularly about how small businesses can become more sustainable.

### **Marketing/ Publicity**

KF36. Several witnesses to the Inquiry highlighted the Council could use its marketing and social media channels to assist post-pandemic economic recovery:

- a. Use Council social media to promote local and district centres and promote 'shop local'
- b. Use Council social media to generate ideas and interest in local communities to support local and district centres
- c. The Council to be involved in a publicity campaign to raise awareness of different workspaces and their benefits.

KF37. FOR Cardiff informed the Inquiry that they could take on the Destination Marketing role for Cardiff, as happens elsewhere, and that this could produce savings for the Council.

### **Role of Planning in implementing 15-minute city model**

KF38. The Council's planning function is key to successfully developing and implementing a 15-minute model for Cardiff. RTPi Cymru stressed it is therefore important to ensure there are sufficient resources in planning, to deal with the required detailed mapping, planning and community engagement.

KF39. At a strategic level, the Local Development Plan and associated Supplementary Planning Guidance need to articulate the Council's vision, objectives and requirements regarding Cardiff being a 15-minute city, thus setting the framework for planning decisions.

KF40. Planning can assist in making Cardiff a 15-minute city, via urban retrofitting and in new developments, by undertaking spatial analysis, modelling potential interventions to restore/ ensure connectivity, pursuing facilities that benefit existing and new communities, and avoiding car dependent developments.

KF41. This Inquiry heard that, for new developments, it is important the Council negotiates key infrastructure provision – such as public transport and roads – is provided up-front and before residents move in, so that residents’ habits are shaped from first occupation.

KF42. This Inquiry heard that, with regard to density and viability, the Council needs to ensure developers are given clear upfront guidance on the expectations for developments, so these are planned in from the start. Usually, more dense developments are able to meet 15-minute city principles, as population densities will support local commercial facilities and, for new developments, raise more monies for negotiation for community facility provision. However, this does not need to be high-rise development, low-rise density can be sufficient.

KF43. At a specific level, this Inquiry heard that it is important the Council consider the provision of childcare when planning Cardiff being a 15-minute city, so that working parents are supported, particularly entrepreneurs.

KF44. RTPI Cymru suggested Cardiff Council consider signing up to the Placemaking Wales Charter, which can assist in bringing together all the elements required to ensure sustainable communities.

KF45. RTPI Cymru highlighted their outcome focused toolkit, [RTPI | Measuring What Matters: Planning Outcomes Toolkit](#), would be a useful tool to monitor successes in new provision, and whether Cardiff Council is building better places.

### **Broadband**

KF46. The majority of Cardiff has access to broadband and the recent Ask Cardiff survey found 80% respondents are fairly or very satisfied with their level of connectivity.

KF47. Welsh Government has identified 20,000 properties in Cardiff that are not included in commercial plans for Full Fibre to the Premises Gigabit roll-out. Cardiff Council has been successful in a £7.7m Local Broadband bid for funding to help address this.

KF48. The Local Broadband project runs till 2025 and should go a long way to tackling poorly served premises in Cardiff.

## RECOMMENDATIONS

Having considered the evidence presented to this Inquiry, the Economy & Culture Scrutiny Committee makes the following recommendations.

- R1. *Within 6 months, the Cabinet articulates its vision for Cardiff as a 15-minute city, explaining how this will take into account the economic role Cardiff plays as a capital city and regional centre and that different areas of Cardiff require different approaches to being a 15-minute city.*
- R2. *Within 9 months, the Cabinet shares their vision for Cardiff as a 15-minute city with residents, communities and stakeholders by:*
- a. tasking officers to use the evidence gathered by this Inquiry regarding participatory planning mechanisms to develop an approach to engage residents, communities and stakeholders, which ensures all voices are able to be heard*
  - b. engaging in dialogue with residents, communities and stakeholders to help develop and refine local implementation plans.*
- R3. *Within 6 months, the Cabinet sets out how its vision for Cardiff as a 15-minute city will be embedded in Council strategies and policies.*
- R4. *Within 12 months, the Cabinet ensures the 15-minute city for Cardiff is enshrined in the Local Development Plan and future Supplementary Planning Guidance, utilising the recommendations of the Environmental Scrutiny Committee’s Supplementary Planning Guidance Inquiry (October 2022).*
- R5. *Within 12 months, the Cabinet tasks officers to ensure that future masterplans and planning policies clearly articulate the expectation for developments to support Cardiff being a 15-minute city, in terms of infrastructure and community provision, to enable developers to bear these in mind as part of their viability calculations.*
- R6. *Within 12 months, the Cabinet tasks officers to work with stakeholders to address the public transport needs of a 15-minute city, including consideration of the need for late-night public transport provision.*
- R7. *Within 12 months, the Cabinet tasks officers to ensure that, where sustainable transport infrastructure is negotiated to support Cardiff being a 15-minute city - including active*

*travel and public transport - this is provided upfront and prior to residents moving in, so that residents' habits are shaped from first occupation.*

- R8. Within 12 months, the Cabinet signs up to the Placemaking Wales Charter, which supports 15-minute city neighbourhoods.*
- R9. Within 12 months, the Cabinet considers whether an outcome-focused planning approach would assist Cardiff in its journey to be a 15-minute city.*
- R10. Within 6 months, the Cabinet commences an annual review of the Recovery and Renewal Plan and City Centre Recovery Action Plan, to ensure actions are altered as required to respond to the fast-changing economic landscape.*
- R11. Within 12 months, the Cabinet tasks officers to work with local and district centre traders to find ways to establish trader forums, including investigating the feasibility of establishing Business Improvement Districts in some District Centres.*
- R12. Within 3 months, the Cabinet passes on to Welsh Government the views expressed to this Inquiry regarding extending the discretionary Business Rate Relief programme, as set out in KF15 of this report.*
- R13. Within 3 months, the Cabinet tasks officers to explore the benefits of utilising more modern ways of using data to understand usage and behaviour patterns in the city centre, local and district centres and 15-minute neighbourhoods.*
- R14. Within 3 months, the Cabinet considers the suggestions for improving the experience of those using the city centre and local and district centres, as set out in Key Finding 32a-c, clarify whether resources allow for any of these to be implemented, and report back to the Economy and Culture Scrutiny Committee on the proposed way forward on these suggestions.*
- R15. Within 3 months, the Cabinet task officers to support FOR Cardiff to market and promote their 'Give DIFFerently' homelessness project, as set out in Key Finding 32d.*
- R16. Within 6 months, the Cabinet tasks officers to undertake a cost/ benefit analysis of the different models for providing Destination Marketing for Cardiff, to determine the best way forward for this service, as highlighted by KF37.*

- R17. *Within 6 months, the Cabinet tasks officers to explore the viability of setting up a scheme to provide small sums of monies to support entrepreneurs and the growth of start-ups in Cardiff, similar to the scheme operated by Newport City Council.*
- R18. *Within 3 months, the Cabinet tasks officers to work with key active travel stakeholders – such as Sustrans Cymru and Living Streets Cymru – to address the issues set out in Key Finding 25 and 26.*
- R19. *Within 12 months, the Cabinet tasks officers to prepare an Affordable Workspace Policy, for inclusion in the replacement Local Development Plan, which includes consideration of the efficacy for Cardiff of space and risk registers as well as vacant unit incentives and disincentives for landlords.*

This Committee will also flag the following key finding to the Children & Young People Scrutiny Committee:

KF 24 – *the need for the Council to ensure there are active travel routes to enable pupils, teachers and staff to access schools safely.* This Committee believes this should be extended to all schools not only those in the 21<sup>st</sup> Century School programme.

## INTRODUCTION

1. The pressures and challenges facing the economy post-pandemic are well-documented and include:
  - a. Energy, fuel and cost-of-living crises
  - b. Supplies and materials issues
  - c. Recruitment and retention difficulties
  - d. Inflation.
  
2. Many of the factors affecting the economy are beyond the remit of the Council to resolve. However, Members were keen to explore what the Council could do to help Cardiff’s economy post-pandemic. This Inquiry therefore focuses on areas already highlighted by the Council as areas in which it wishes to assist and considers evidence from elsewhere on what works well as well as evidence from relevant stakeholders in Cardiff on how they wish the Council to assist.
  
3. The report is structured by sub-topic, with key themes drawn together in the Key Findings. The sub-topics are:
  - a. Changing work locations - the rise in remote working
  - b. Small businesses - pressures
  - c. Changing retail patterns - district and local centres and the city centre
  - d. 15-minute city concept
  - e. Availability and affordability of Broadband.
  
4. This Inquiry takes place in the context of:
  - a. Welsh Government’s overarching ‘Programme for Government’, refreshed December 2021<sup>1</sup>, which includes many relevant commitments, and
  - b. Cardiff Council’s Corporate Plan 2022-25, Recovery & Renewal Plan, City Centre Recovery Action Plan and emerging Replacement Local Development Plan.

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<sup>1</sup> [Welsh Government - Programme for Government - Update](#)

## CHANGING PATTERNS IN WORK LOCATIONS

5. The COVID–19 pandemic changed the way people worked, with lockdowns meaning that significant numbers of people worked from home instead. This shift towards remote working was reflected in falling demand for office space. The Alder King Market Monitor for Cardiff, covering 2021<sup>2</sup> highlighted:
  - a. Most enquiries and transactions were for office suites of less than 5,000 sq. ft., due to downsizing of office space because of occupiers juggling working from home and office
  - b. Take-up was down 21% compared to 2020 and 53% compared to previous 5-year average
  - c. Out of town deals accounted for over 50% of the total
  - d. Client feedback was that most would like a return to the office in some form.
  
6. Regarding industrial and logistics provision, the Alder King Market Monitor for Cardiff<sup>3</sup> highlighted:
  - a. Constant demand for space under 5,000 sq. ft., with high eaves and large yards
  - b. Majority of deals in 2021 were for space under 5,000 sq. ft.
  - c. Industrial portfolios are being refurbished to meet market demand.
  
7. The Welsh Government is keen to support a long-term shift to more people working remotely, defined as people working at or near a person’s home. The aim is to achieve 30% of the Welsh workforce working at or near home in this Senedd term.<sup>4</sup>
  
8. Research for this Inquiry<sup>5</sup> found that 34% of respondents work remotely part-or full-time, with 32% working from home. However, 21% of respondents do not have the option to work remotely, due to the nature of their work.

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<sup>2</sup> Market Monitor – South West of England and South Wales Property Review 2022 – January 2022  
[Alder King Market Monitor 2022 web.pdf \(alderking.com\)](#) downloaded 20 October 2022

<sup>3</sup> As above

<sup>4</sup> Smarter working: a remote working strategy for Wales – Welsh Government – 25 March 2022 available at:  
[Smarter working: a remote working strategy for Wales \[HTML\] | GOV.WALES](#)

<sup>5</sup> Ask Cardiff 2022- available at Appendix 7

## What people want from remote working spaces

9. In recognition that working from home is not always possible or desirable, Welsh Government are working to create a network of remote working hubs in towns and communities across Wales, to trial this workplace option and assess demand and delivery options. Welsh Government commissioned research to explore views on the most important requirements for remote working hubs. 29% of respondees to this research stated their usual place of work was Cardiff.
10. The research<sup>6</sup> asked respondees to rate the following factors in order of importance when choosing which remote/ co-work space to use:
  - a. Short distance or commute from home
  - b. Near nature or green space
  - c. Near Shops
  - d. Near Transport Links
  - e. Near Childcare and/or schools
  - f. Near cycle paths
  - g. Near caring responsibilities
  - h. Near gym/ fitness facilities
  - i. Near place of interest
  - j. Near place of worship.
11. The research found that the five most important requirements when choosing a **location** were:
  - a. near home
  - b. near nature and green space
  - c. near shops
  - d. near transport links
  - e. near cycle paths.
12. In terms of **facilities**, the research found the following to be most important:
  - a. Broadband
  - b. Online booking system
  - c. Hot desks
  - d. Meeting rooms.

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<sup>6</sup> Remote Working public engagement exercise: local work hubs – Welsh Government – 16 March 2022



13. The research by Welsh Government<sup>7</sup> asked respondees questions about paying for use of a hub and affordability and found 26% private sector workers would be willing to pay, compared to 5% public sector workers, with the majority of all groups stating they would be reluctant to pay.

14. The Welsh Government research <sup>8</sup> concludes:

*Providing free to use local work hubs will need to be part of the offer in future, and the pilots will gather data so that we can devise workable options to implement the remote working hubs, and how these will be funded.’*

### Existing remote working and co-working spaces in Cardiff

15. There are many remote and co-working spaces in Cardiff, including commercial ventures, the Council’s hubs and libraries, and numerous coffee and tea shops/ cafés that offer informal space for remote working. A quick Google search identified over 27 different venues, including office space, studios, messy spaces, and tech spaces. Some providers are commercial, whilst others are Corp B companies and social enterprises.

16. In addition, the three Universities based in Cardiff provide start-up spaces:

a. University of South Wales – **Stiwdio** - offers dedicated start-up business support services to encourage greater levels of graduate entrepreneurship across the University of South Wales, particularly for creative industry and digital start-ups. It is based at the Atrium, Adam Street, Cardiff. Additional start-up stiwdios have also been established at Newport and Treforest campuses.

[Startup Stiwdio – USW Startup \(entrepreneurship. wales\)](#)

b. Cardiff University – **Sbarc Innovations Centre**, with co-working, offices, meeting areas, conference facilities, lab space, exhibition and presentation areas, access to professional advisors, high-speed broadband, café, and central reception.

[Cardiff Innovations@sbarc - Innovation - Cardiff University](#)  
[sbarc|spark - Campus developments - Cardiff University](#)

c. Cardiff Metropolitan University – **FabLab** – digital manufacturing and rapid prototyping technology, fabrication centre

[Fablab Cardiff | Digital Fabrication Lab](#)

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<sup>7</sup> Remote Working public engagement exercise: local work hubs – Welsh Government – 16 March 2022

<sup>8</sup> As above

## Possible gaps in provision

17. The Inquiry heard from Gareth Jones, CEO - Town Square, that, compared to European cities, Cardiff is behind on having co-working spaces, with a low level of provision for its population size, with the number of co-working desks per capita in Cardiff low compared to somewhere like Amsterdam or London. Gareth explained that there needs to be a range of provision so that people can find their community, the place where they feel they fit.
18. Gareth Jones explained that Town Square is interested in setting up smaller-scale, local coworking for those who might not necessarily want/ need/ be able to access existing facilities but are looking to get out of their home-working environment for part of the working week or bring teams together once a week, for example. They are looking to see if it is feasible to use premises that are currently under-used in local communities, to understand what is needed for this demographic, and to understand what will benefit local communities. Gareth cited examples Town Square is currently working on, including:
  - a. Llangollen, North Wales – looking at using an out-of-town active pursuits centre that is not utilised during the week
  - b. Vale of Glamorgan – using a golf club
  - c. Tunbridge Wells – renting 30,000 sq. ft. in Council's Town Hall
19. Jon Day, Operational Manager- Tourism and Investment, informed the Inquiry that the Council is looking to the private sector to provide coworking and office space and is looking at how the Council supports them in this. He emphasised that the provision of workspaces has to be led with a commercial focus, to be viable, as the Council does not have the same access to monies as the private sector. He added that the Council looks to include workspace in projects where this is appropriate, for example the Butetown Station House redevelopment includes workspace.
20. Richie Turner, Stiwdio – University of South Wales, highlighted the lack of affordable follow-on space in Cardiff for entrepreneurs who have completed their time at Stiwdio and/ or need more space to grow. He stressed the need for follow-on space to have a good support network of like-minded individuals who can draw on one another. He

explained that start-ups fuel net economic growth and therefore Cardiff needs them to succeed and to grow for there to be overall economic growth.

21. The Inquiry heard that FSB Cymru has been told there is a lack of small industrial units in good locations – those that are available are run-down and located in areas with high insurance costs due to security/ crime issues or in huge warehouses that have been empty for years and are not inviting. Jon Day, Operational Manager- Tourism and Investment, informed the Inquiry that the Council has workshops spread across the city, with easy in/ easy out terms. He added that there is high occupancy and strong demand for these spaces.
22. The Inquiry heard from Jess Mahoney, Creative Cardiff Manager, that there is good creative infrastructure in Cardiff and a real richness of performance venues attracting good artists as well as meanwhile uses and co-location in ex-industrial spaces. However, some of these are not accessible – for example, the Sustainable Studio space is a viable business model that performs a valuable role in the local community but is not wheelchair accessible due to the limitations of working in meanwhile, ex-industrial spaces.
23. Jess Mahoney, Creative Cardiff Manager, explained that Creative Cardiff will be asking creatives what is needed. She believes there are lots of opportunities in Cardiff for imaginative use of space, for example meanwhile use, placemaking initiatives, and creatives using empty spaces on high streets to provide experiential opportunities.
24. Members asked whether affordability of workspace is an issue in Cardiff. Jess Mahoney, Creative Cardiff Manager, responded that it is, particularly with other cost-of-living pressures, albeit that it is not such an issue as in London. Data is showing that rents are rising in Cardiff plus rents in Cardiff are significantly higher than elsewhere in the region, making it harder for creatives across the region – especially from communities with higher socio-deprivation indicators such as Merthyr and Rhondda – to access opportunities in Cardiff, meaning Cardiff is not attracting regional talent.

## **How Cardiff Council could help re provision of workspaces**

25. This Inquiry noted that Cardiff Council's Corporate Plan 2022-25 and Recovery and Renewal Plan contain several commitments to improve the provision of workspace post-pandemic in recognition of the need to adapt to the requirements of a post-Covid economy. These include working with partners and private sector to:
- a. provide co-working, innovation and start-up hubs within communities
  - b. provide creative hubs in city centre and district centres
  - c. boost supply of workspace, innovation, start-up and expansion space
  - d. develop proposals for a 'meanwhile use' and incubator space programme for empty and underutilised properties and places
  - e. develop Tramshed Tech network
  - f. develop a business case for a new Life Sciences Park.
26. This Inquiry sought views from those providing and using facilities on how Cardiff Council could help improve provision of workspaces; responses fall into the following categories:
- a. Understanding needs/ demands
  - b. Identifying existing spaces
  - c. Securing new spaces via strategic and policy approaches
  - d. Business Rates
  - e. Marketing and publicity.

### ***Understanding needs and demands***

27. This Inquiry heard the Council has an important role to play in facilitating and convening conversations around the need for workspaces, by engaging with different communities to understand their needs and the demand for various types of workspace. This then helps in providing evidence to inform planning discussions and mitigation strategies.
28. In terms of remote and co-working spaces, Gareth Jones, CEO - Town Square, highlighted that the Council has a database of those who received pandemic-related support grants (which includes freelancers and small businesses) and wondered whether the Council could use this database to ask recipients about their remote and co-working needs, to help understand demand.

29. FSB Cymru highlighted that it is important that current usage of coworking spaces is considered before new spaces are introduced, to ensure new provision does not disadvantage existing spaces.
30. In terms of creative use spaces, Jess Mahoney, Creative Cardiff Manager, explained the Council could create **risk registers** - to identify sites that are currently in creative use that would become ‘at risk’ through proposed development plans; the Council could then implement a mitigation plan where such occurs. She also identified that it would be useful to map cultural infrastructure, overlay planning use and proposed new developments, and so identify where cultural infrastructure could be at risk from new development. This would give time to work to identify new spaces and enable planning longer term.
31. This Inquiry also heard from Richie Turner, Stiwdio – University of South Wales, that the Council has a role to play in addressing the shortage of affordable follow-on space for start-ups that have either outgrown existing spaces or are at the end of their allocated time at the universities’ start-up spaces.
32. The Royal Town Planning Institute Cymru highlighted the need for the Council to discuss the location of any neighbourhood hubs for remote working with local communities, so they are in the places they feel will work.

***Identifying existing spaces***

33. This Inquiry heard the Council could help identify suitable existing workspaces by:
- a. Unlocking its own under-used assets
  - b. Being clear which buildings in the city it sees as key to be utilised
  - c. Working with public sector partners to unlock their assets
  - d. Developing a **space register** – including under-utilised sites and sites coming through the development process where developers are keen to encourage **meanwhile use**.

### **Space and Risk Registers**

Jess Mahoney, Creative Cardiff Manager, who recently worked for the GLA explained that the GLA started the Space Register and then it trickled down to the local authority level to deliver, with the GLA collating information from the boroughs, both for opportunities and for where spaces were sought because existing spaces were at risk:

- Space registers involve working with developers to source a list of development spaces (e.g., new spaces coming forward, or development sites that are suitable for meanwhile use) that could potentially be activated by creatives for peppercorn rent.
- The GLA Cultural Infrastructure Team developed an informal online form for a risk register, where creatives completed the form if their existing space was at risk due to further development or changes to leases etc, or if they were simply looking for new opportunities (at below market rent) to grow.
- The information was then used to cross-match creatives whose spaces were at risk with developers who had spaces available, in order to ensure overall space for creatives was maintained and identify creatives to utilise opportunities and enhance locations.

### **Examples of Meanwhile Use of Retail Spaces**

- A current example of a pop-up on Regent Street, London, delivered through the Creative Enterprise Zones, which provides experiential opportunities: Pop up space for a collective of artists from outer London boroughs – using it as a shop, place for workshops, installations, performances, during the day and night. Partnered with a charity for delivery to access 80% business rate relief, and also with Westminster Council for further reduced Business Rates (the additional 20%). It opened on 10 November 2022, initially for 3 weeks but it has been so successful that it has been extended.
- Aimie Sutton, Merthyr, - a local artist who has taken on an empty property in the town centre, providing workshops, artist studio and gallery space<sup>9</sup> thus reanimating underused retail space

### **Benefits of Creatives Meanwhile Use of Retail Space**

- reanimate retail space
- provide democratic spaces where there is no pressure to buy
- brings people in and helps to make places more attractive at a street level
- overall, helps with placemaking, making spaces more desirable, which supports reactivation from an experiential, rather than functional retail, remit.

<sup>9</sup> This has been made possible by support from Merthyr Council's Meanwhile Scheme, Welsh Government Transforming Towns Business Fund, and Community Renewal Fund funding, as well as Merthyr Tydfil Enterprise Centre (Council and Tydfil Training) [Off to a flying 'art' — local artist unveils first private gallery in Merthyr Tydfil town centre | Merthyr Tydfil County Borough Council](#)

### ***Strategic and policy approaches***

34. Several witnesses highlighted that some other local authorities have **Affordable Workspace** policies within their local development plans, which open up space for entrepreneurs and encourage and support co-location of workspace and retail / engagement sites in the city centre through sliding scales of affordable workspace, enforced on all new development sites. Examples provided include:
- a. Islington Council - [Affordable Workspace Providers | Islington Council](#)
  - b. Lambeth Council - [Lambeth's Affordable Workspace Policy](#) – this provides 12.5% of workspace in new developments at 50% market value on a sliding scale for creative use within the Brixton Creative Enterprise Zone, based on proximity to Brixton Creative Enterprise Zone.
35. The Inquiry also heard that the Council could use **incentives and disincentives** with landlords to encourage units being used and discourage empty units.
36. Creative Cardiff/ Creative Economy Unit argued for a dynamic and imaginative use of **Section 106 and Community Infrastructure Levy** to either replace lost cultural provision and infrastructure on a community level or create new capital opportunities through creative hubs or embedded workspace. They cited examples such as Fish Island, Hackney, as well as Tower Hamlets, and Haringey Councils where work had taken place to protect warehouse communities and enable meanwhile use on new developments where the intended use (i.e., ground floor retail) takes longer than anticipated to secure. They emphasised it is important to engage with the creative community to understand what is needed, to be able to have the evidence to inform s106s, clarifying that they are planning to work closely with the Economic Development unit on this.
37. Members sought the views of internal witnesses on the use of s106 and Affordable Workspace Strategies. Andrew Gregory, Director of Planning, Transport and Environment, responded that s106 in Cardiff does not deliver the same as in London, due to land costs being lower here, and that many Cardiff sites have low viability levels due to various encumbrances, which again lowers the amount that can be negotiated via s106. He emphasised that it is about balancing priorities, such as affordable housing, community facilities, green space, transport, creative space etc. and that this is a decision for Council – that there will be the opportunity to do this as part of finalising the RLDP.

38. Jess Mahoney, Creative Cardiff Manager, provided the Inquiry with an overview of her recent work in London regarding Creative Enterprise Zones:

**Creative Enterprise Zones (CEZ)**

In a CEZ, local authorities make commitments to protect, invest in and grow their cultural infrastructure by introducing pro-cultural policies, and advocating for the needs of the creative sector to be hard-wired into proposed developments. Examples of local authorities with CEZs include Hackney, Tower Hamlets, Lewisham and Haringey.

Creative Enterprise Zones were established based on a framework of four pillars designed to enable creatives and embed culture in communities for the long-term. These were –

**Space** – for artists to live, make and work

**Skills** – enable businesses to achieve their growth potential through addressing specific creative sector skills gaps and also democratising start-up culture within the creative industries and breaking down barriers to enable diverse involvement

**Community** – engage and embed creative activity within communities, avoiding silos and working in transparent ways that engaged community members with creative activities from the ground-up, reiterating that creative opportunities are open to all, not just affluent people. Creating ‘shop windows’ to local creative activities so that creative production becomes more engaging and visible.

**Pro-cultural policy** – underpinning activities and included in local authorities’ local plans, new policy development and via SPGs etc.

Whilst it may not be possible to implement exactly the same model in Cardiff, due to differing landscapes, there is potential to:

- **Use the principles** of the CEZ programme (space, skills, community and policy) to drive creative industries support initiatives across the whole city
- **Use the CEZ model** across the Cardiff capital region, supporting growth in the sector within Cardiff and its surrounding boroughs.

39. Jess Mahoney, Creative Cardiff Manager, explained she is thinking about how to map the CEZ model here in a way that works for Cardiff and the surrounding region and is keen to engage with the council and partners in the Cardiff Capital Region and relevant local authorities to begin to deliver this. The aim would be to follow a pilot/pathfinder model to enable proof of concept and then roll-out once sure it is the right approach.

40. FSB Cymru stated one of their members had asked whether the Council could buy empty warehouses and turn them into smaller units – not just in the city centre but across Cardiff.



### **Business Rates**

41. This Inquiry heard that the Council could help workspace provision by looking again at the business rates for specific units or specific usages, including:
- a. business rates for units above retail to encourage these to be used e.g., the Council could put in place a system of charging a Corp B company less as, whilst they are not social enterprises or charities, they have positive socio-economic and environmental impacts.
  - b. Extension of discretionary Business Rate Relief programmes to creative sector businesses – supporting new enterprises to become established in the city where businesses providing social or community value, on a sliding scale to support sustainability
  - c. Business rates reductions to support pop-up usage in High Streets to reanimate spaces e.g., Westminster Council re Regent St pop-up, Haifa Studios wanting to work in Cardiff

#### **Business Rates - Westminster Council – Regent Street**

Westminster Council cut business rates for a meanwhile use pop-up on Regent Street. They were able to do this as one of the partners – Hypha Studios – is a registered charity and so eligible for 80% discount. Westminster Council then decided to write off the remaining rates due to the benefit to the local economy and surrounding areas.

### **Marketing and Publicity**

42. Some witnesses felt the Council could help with provision of workspace by being involved in a publicity campaign to raise awareness of coworking, what it is and why it is beneficial.

## SMALL BUSINESSES

### Overall Economic Position

43. The impact of the pandemic has been compounded by the recent energy, fuel and cost-of-living crises, as well as increasing input and insurance costs. FSB Cymru have highlighted that their members face:

*‘...soaring costs, rampant inflation, falling revenues, difficulty accessing affordable finance and a rise in invoices being paid late’*

*‘Our latest Small Business Index results suggest almost 35,000 small businesses in Wales are expecting to downsize, close or sell their business in the coming months. The urgency to support the small business economy cannot be overstated.’<sup>10</sup>*

44. FSB Cymru informed this Inquiry that the position in Cardiff broadly mirrors the national picture<sup>11</sup> and represents a huge issue for Cardiff businesses. A survey of 25 Cardiff businesses, undertaken by FSB Cymru to inform this Inquiry, coupled with their more informal discussions with Cardiff businesses, shows:

- a. 79% respondents face increased fuel costs
- b. 78% respondents face increased energy costs
- c. 76% respondents face increased Materials/ Supplies costs
- d. 65% respondents face increased Staffing costs
- e. 64% respondents face increased Insurance – costs
- f. 63% respondents face increased Cost of Finance costs

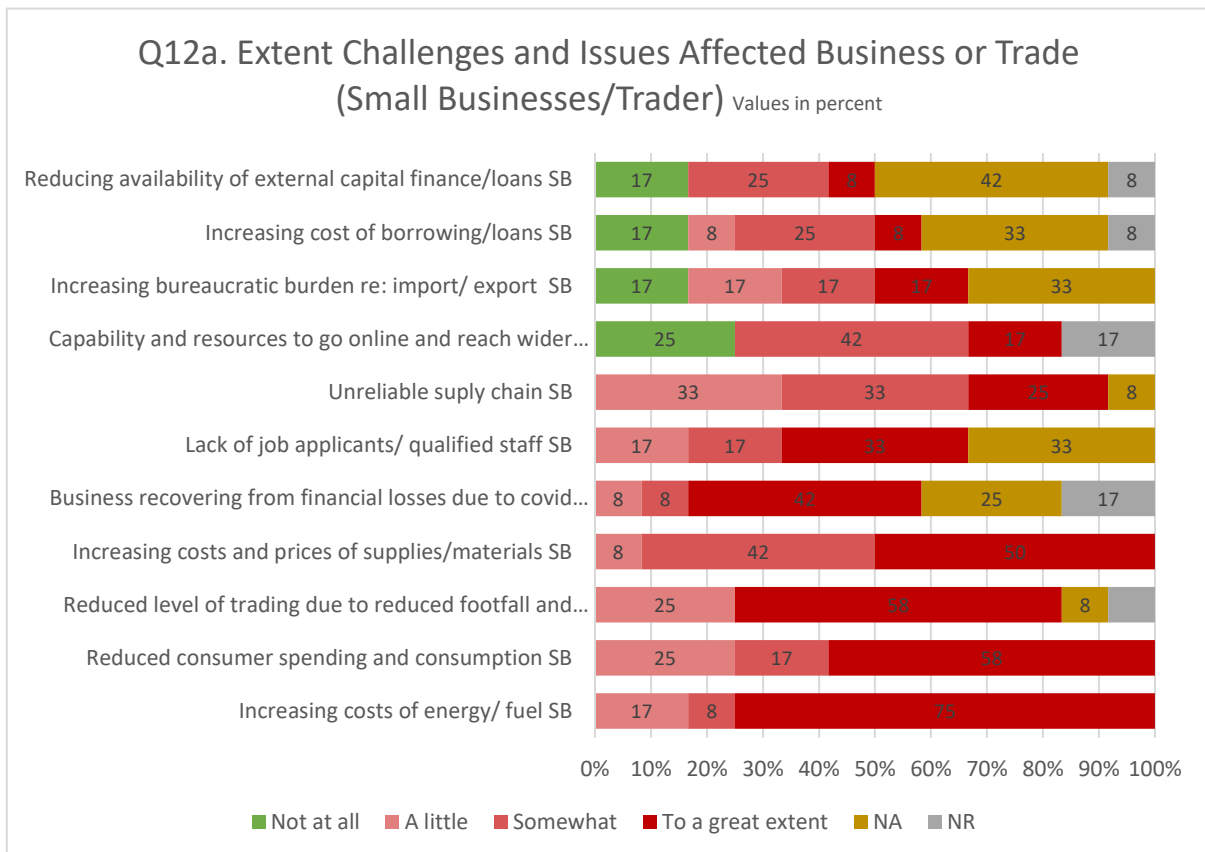
45. FSB Cymru also highlighted to the Inquiry that small businesses in Cardiff face:

- a. Demand pressures - 38% increasing demand, 29% decreasing demand, and 33% demand the same
- b. Recruitment issues – particularly in the hospitality sector. Members heard this is due to:
  - Lack of availability of staff able to hit the ground running
  - Applicants not ‘work-ready’ – requiring training/ soft skills
  - Applicants not willing to work weekends/ late evenings
  - Applicants wanting flexibility

<sup>10</sup> [FSB Wales comment on Autumn Statement | FSB, The Federation of Small Businesses](#)

<sup>11</sup> Further information on FSB UK surveys is available at Appendix 3

46. FSB Cymru explained that recruitment issues impact on the ability of small businesses to maximise income (as having to scale back operations often) and that, even if there is demand, they cannot grow / expand as there are not skilled staff available.
47. The findings of this Inquiry’s own research<sup>12</sup> mirrors the above:



48. All of the respondents (100%) indicated that increasing costs of energy and fuel, reduced consumer spending, and increasing costs and prices of supplies and materials have adversely affected them, with between 50% - 75% confirming these issues have affected them ‘to a great extent’. Reduced trading due to reduced footfall was also a key issue identified by 83% as having affected their business or trade to different extents.

<sup>12</sup> Available at Appendix 6

## **How Cardiff Council could help small businesses post-pandemic**

49. This Inquiry sought views on how Cardiff Council could help support small businesses recover post-pandemic; responses fall into the following categories
- a. Strategic approach
  - b. Partnership working
    - Business support
    - Skills and training
  - c. Financial support
    - Business rates
    - other
  - d. Improve Council interface with small business
    - Procurement
    - Planning
    - Licensing
  - e. Clarify re congestion charge.

### ***Strategic Approach***

50. FSB Cymru explained they feel that the Council should affirm their commitment to small businesses and self-employed and demonstrate this by their actions. They called on the Council to develop a comprehensive commercial plan to deal with the current position, addressing the many aspects facing small businesses in Cardiff and adopting a pro-small business culture. They highlighted they had heard from their members that the Council needs to support permanent businesses rather than supporting seasonal businesses at the expense of existing businesses e.g., cafés and hospitality venues.

### ***Partnership working***

51. FSB Cymru highlighted their members view that there is a need to provide advice and guidance to small businesses. They stressed that this did not mean that the Council needed to provide the business support but be able to signpost to organisations that can provide support to business, particularly about how small businesses can become more sustainable.

52. FSB Cymru highlighted it was important for Cardiff Council to look at how City Deal initiatives relate to small businesses and how they could benefit them. In particular, they highlighted the need for Cardiff Council to work with the Cardiff Capital Region City Deal Skills Partnership to encourage them to establish training and support to address recruitment issues facing small businesses in Cardiff and region, rather than solely focusing on larger businesses and projects.

### ***Financial Support***

53. FSB Cymru highlighted the need to make business rates more proportionate and for there to be rate relief for certain sectors, such as hospitality. On 13 December 2022, the Welsh Government announced £460m over the next two financial years, to provide business rate relief across Wales. This includes freezing non-domestic rates multiplier, to ensure there is no inflationary increase, providing transitional relief to all ratepayers whose bills increase by more than £300 following the UK-wide revaluation exercise, which takes effect on 1 April 2023, and 75% non-domestic rate relief to eligible businesses in the retail, leisure and hospitality sectors.<sup>13</sup>
54. FSB Cymru emphasised the need for the Shared Prosperity Fund grant terms for small businesses to be framed to be practical for small business and not require prohibitive contributions.
55. The Inquiry also heard from Richie Turner, Stiwdio – University of South Wales, that the Council could work with private sector lenders to underwrite small loans (£2k) to selected start-ups; with the Council underwriting the loans, private sector lenders would then feel able to offer reduced rates for loans, making it affordable for start-ups. The Council could use criteria such as job creation in Cardiff as part of the assessment process to determine which start-ups to support. He highlighted that Newport City Council operates a Young Person Start-Up Fund for under 25-years olds, to complement the Welsh Government’s Barrier Fund that is available to start-ups by individuals who are economically inactive, unemployed and over 25-years old.

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<sup>13</sup> [£460m in rates support to help businesses struggling with cost rises | Welsh Government | Official Press Release \(wired-gov.net\)](#)

***Improve Council interface with small business***

56. FSB Cymru highlighted that there are many aspects of the Council that interface with small businesses, including procurement, planning and licensing.
57. With regard to procurement, FSB Cymru informed the Inquiry they were in discussion with the Council’s procurement team about how to improve procurement processes to make these more small-business friendly, which they welcomed.
58. FSB Cymru also highlighted their members’ view that planning and licensing processes need to be reviewed to simplify and speed-up processes, particularly at the moment when costs are increasing rapidly, and projects may become unaffordable if it takes too long to get relevant permissions.

***Clarify congestion charge***

59. Both FSB Cymru and For Cardiff highlighted that it would be useful to have clarification on whether or not there is going to be a congestion charge and how this would work. FSB Cymru emphasised the need to engage small businesses to discuss how this could be implemented to encourage decarbonisation without adversely affecting small businesses in Cardiff e.g. work with all tiers of government – UK and Welsh – to provide advice and support to businesses to show them how some of them could utilise active travel, whilst at the same time ensuring those businesses that do require a vehicle are supported to use an electric vehicle by installing infrastructure and providing advice and guidance and lobbying for incentives for electric vehicles for businesses.

## CHANGING RETAIL PATTERNS

60. Prior to the pandemic retail spaces were being affected by:
- a. Economic recession (*2008 onwards*)
  - b. Market uncertainties
  - c. Higher operating costs – such as wages, rents, and business rates
  - d. Acceleration of e-commerce and digitisation
  - e. Rise in online spending
  - f. Changes in shopping habits
  - g. Growth in number of out-of-town outlets.<sup>14</sup>
61. The above pressures led to changes in retail spaces even before the pandemic, as evidenced by the REPAIR project<sup>15</sup>, which examined changes in retail between 2000-2021 in Edinburgh, Glasgow, Hull, Liverpool and Nottingham. It found retail dominated in early 2000’s but by 2017 retail was reduced with more of a mix of offices, commerce and storage, food and beverage, convenience retailing, serviced apartments, residential accommodation, entertainment, leisure and recreation and empty properties.

### Impact of Pandemic on City Centres

62. The covid pandemic led to considerable changes in people’s shopping, working, travelling and entertaining. These accelerated changes to established consumer behaviour, with a significant reduction in in-person shopping, and reduced footfall in city centres. A systemic review of literature on city centre retail and the impact of the pandemic identifies the following<sup>16</sup>:
- a. Growth in online shopping means retailers need to acquire online presence or risk bankruptcy
  - b. Specific sectors faced more challenges e.g., entertainment, dining, and tourism
  - c. Decline in footfall in city centres poses a threat to their vitality and attractiveness
  - d. Increase in vacant retail spaces and offices in city centres since start of pandemic

<sup>14</sup> Taken from – The Impact of the Covid-19 Pandemic on Retail in City Centres – Lashgari, Y.S.,; Shahad, S. – Sustainability 2022, 14, 11463. <https://doi.org/10.3390/su141811463>

<sup>15</sup> Real Estate, Place Adaptation, and Innovation within an integrated Retailing system (REPAIR) End of Project Report – Retail Change and Transition in UK City Centres - 2022

<sup>16</sup> As 14 above

- e. Changing demand for retail space has led to increasing demand for flexibility among tenants e.g., asking for short-term leases or long-term leases with a break clause.

63. The study also identified the following:

- a. Increase in local shopping during pandemic
- b. Trajectory of retail in city centres is for retailing to adopt digital transformation strategies to remain economically viable
- c. Working from home, remote working and hybrid working expected to continue
- d. Reduction in city centre living may exacerbate decline of city centre retail
- e. Increase in individual modes of transport at expense of collective modes of transport
- f. Increased importance of greenspace.<sup>17</sup>

64. Lichfields produced an Insight Focus<sup>18</sup> report in September 2020 exploring how young people (16–25-year-olds) use town centres. This found:

- a. 39% browse and order online
- b. 33% browse and buy in store
- c. 17% browse online and buy in store
- d. 6% browse in store and buy online

65. Lichfields report<sup>19</sup> also shows the following are the main reasons why young people visit town centres:

- a. 59% to eat out
- b. 47% non-food shopping
- c. 47% to browse shops
- d. 46% to meet friends
- e. 40% to visit a bar or pub.

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<sup>17</sup> Taken from – The Impact of the Covid-19 Pandemic on Retail in City Centres – Lashgari, Y.S.,; Shahad, S. – Sustainability 2022, 14, 11463. <https://doi.org/10.3390/su141811463>

<sup>18</sup> The Next Generation – the future of our town centres – Lichfields - September 2020 [the-next-generation-the-future-of-our-town-centres\\_sep-20.pdf](#) downloaded 20 October 2022

<sup>19</sup> As above



## Cardiff City Centre

66. The Alder King Market Monitor for Cardiff, published in January 2022<sup>20</sup> highlighted:
- a. In 2021, take-up of office space across Cardiff is down 21% compared to previous year, and 53% down on 5-year average – out of town deals account for over 50% of total
  - b. In August 2021, the Wales Retail Consortium reported a 14.4% decrease in footfall in Cardiff on two years ago, the shallowest decline of any UK nation
  - c. In 2021, 68,000 sq. ft. of new letting in SD2 – Phase Eight, Hobbs, Rituals (new to Wales), Zara, Breitling, Morphe, Mallows Beauty, and Sky.<sup>21</sup>
67. Adrian Field, Executive Director – FOR Cardiff explained the main issues and challenges facing Cardiff city centre businesses post pandemic are:
- a. Recruitment and retention of staff, particularly in retail and hospitality, because staff do not want to work unsocial hours, and in mid-high professional services, because hybrid working is making it easier for the latter to live in Cardiff and work in London etc. The impact is that businesses are having to close earlier or only open on reduced days per week.
  - b. Attitude of some customers – some seem to be curter to retail staff
  - c. Large businesses not returning to office – affects some trades as less footfall
68. Adrian Field, Executive Director – FOR Cardiff explained that, whilst footfall is down, spend per head has increased, indicating people come in when they know they are going to purchase as opposed to browse.
69. The statement to Council on 24 November 2022 by Councillor Goodway, Cabinet Member – Investment and Development, included:
- ‘Councillors will be pleased to learn that the city centre continues to outperform its rivals in terms of footfall, and there remains significant interest from an investment perspective with a number of new premises opening over the last month, including the likes of Proud Mary who have made a substantial investment in the city centre.’*

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<sup>20</sup> Market Monitor – South West of England and South Wales Property Review 2022 – January 2022  
[Alder King Market Monitor 2022 web.pdf \(alderking.com\)](#) downloaded 20 October 2022

<sup>21</sup> Market Monitor – South West of England and South Wales Property Review 2022 – January 2022  
[Alder King Market Monitor 2022 web.pdf \(alderking.com\)](#) downloaded 20 October 2022

*‘Cardiff is also beginning to promote the city centre for Christmas activity and, so far, the number of ‘hits’ that have been received on the Visit Cardiff website has exceeded records. In promoting Cardiff as a Christmas destination, the Council will also work with the likes of Great Western Railway to promote the city as a shopping destination across their network.’*

*‘I am also pleased to report that much of the hospitality trade is reporting a positive outlook up until Christmas, but concerns remain that the impact of the cost-of-living crisis will become more stark as we move into the New Year if the national economic picture gets worse.’*

*‘A survey of city centre businesses also suggested that most were looking at expanding their footprint over the next twelve months as most also reported an increasing number of people returning to the workplace.’*

### **How can local authorities help create sustainable city centres, post-pandemic?**

70. This Inquiry considered research on what is needed to ensure city centres recover and are sustainable post-pandemic, and what it is that local authorities can do to assist. The Inquiry heard that the systemic literature review study makes the following policy recommendations to ensure a sustainable future for city centres:

- a. Repurpose some of vacant and underperforming retail space in city centres - to perform other functions, including residential use. However, it is recognised that repurposing some retail units, particularly smaller units, is not always feasible
- b. Adopt experience economy strategies – give people a reason to visit city centres beyond shopping – integrate leisure and entertainment
- c. Create episodic retail space – i.e., focus on unique cultural features of your particular city centre, as well as provide a good environment that impresses shoppers and visitors e.g., optimise convenience by ensuring travel in/out/around is good, signage is clear, leisure is facilitated, and social interaction is encouraged. Place branding is an important feature of this.<sup>22</sup>

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<sup>22</sup> Taken from – The Impact of the Covid-19 Pandemic on Retail in City Centres – Lashgari, Y.S.,; Shahad, S. – Sustainability 2022, 14, 11463. <https://doi.org/10.3390/su141811463>

71. The Inquiry also heard that the REPAIR report<sup>23</sup> makes a number of policy recommendations for local authorities, including:

Placemaking:

- a. Developing shared vision city centre masterplans
- b. Create high street policy plans
- c. Established designated urban vibrancy areas
- d. Develop vacant shop strategies
- e. Introduce city centre event strategies
- f. Establish ownership and occupier property databases
- g. Develop standardised micro-level diversity metrics
- h. Increase monitoring of city centre change

Planning:

- i. Ring-fence s106, s75 and s76 monies from repurposing schemes - to spend in vicinity of scheme
- j. Expand planning obligations to cover an affordable retail space provision for city centre planning consents to help establish a more resilient framework for city centre retailing.

**What else could Cardiff Council do to assist city centre recovery?**

72. This Inquiry sought the views of witnesses on what they felt Cardiff Council should do to assist the recovery of the city centre post-pandemic, bearing in mind the Council is already implementing its City Centre Recovery Action Plan.

***Annual Review of Policy***

73. Adrian Field, Executive Director – FOR Cardiff, stated that it was good to have been involved in the City Centre Action Recovery Plan. He emphasised that it is important for the Council to be agile and to be able to respond swiftly to changes – to not be afraid of reviewing these strategies and action plans on an annual basis as things are moving so quickly and need to ensure actions are still appropriate and relevant, so that can divert accordingly, if needed.

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<sup>23</sup> Real Estate, Place Adaptation, and Innovation within an integrated Retailing system (REPAIR) End of Project Report – Retail Change and Transition in UK City Centres - 2022

### ***Partnership Working***

74. Adrian Field, Executive Director – FOR Cardiff, highlighted the need for Cardiff Council to take the opportunity to work more closely with regional partners, such as Cardiff Capital Region City Deal, on issues such as economic development, tourism and marketing.

### ***Funding***

75. Adrian Field, Executive Director – FOR Cardiff, emphasised that the Shared Prosperity Fund funding opportunity needs to be fully embraced to support reimagination of the city centre.

### ***Use of data***

76. Adrian Field, Executive Director – FOR Cardiff, highlighted that Cardiff needs more catchment data i.e., to use mobile phone usage data to show where visitors are from, dwell time, spend etc. He explained that FOR Cardiff is looking at this and emphasised this data would also be useful for Meet Cardiff and Visit Cardiff colleagues and the City Centre Management Team. He cited Movement Strategies that costs circa £40K per annum and provide a whole host of data and layers, so that they can produce heat maps etc. to show movement in Cardiff. Adrian added this would be useful for businesses but also for event management and for marketing activity, enabling it to be effectively targeted. Adrian added that FOR Cardiff has budgeted for this but that it would be very helpful if there was other funding available as well, for example some of the Shared Prosperity Funding could be used for this.

77. Adrian Field, Executive Director – FOR Cardiff, highlighted that it would be interesting to do research to understand the changing habits of residents re use of city centre and use of local and district centres.

### ***Improving the experience***

78. Adrian Field, Executive Director – FOR Cardiff, explained the following would help to improve the experience of those using the city centre:

- a. more space provided for socialising, with more tables and chairs outside, as this is what residents and visitors are looking for when they visit the city centre
- b. another visitor attraction now that the Dr Who exhibition is no longer available

- c. a strong public transport network later into the night – this would be good for visitors, for employees and for employers who struggle to attract staff to work later as it is too expensive for them to get home and/ or they feel unsafe getting home
- d. assistance to share good practice amongst businesses on how they can best reconfigure their space to promote active travel
- e. tackling begging more proactively – as has been done in Newport with Public Space Protection Order
- f. assisting FOR Cardiff to promote and market their homelessness project ‘*Give DIFFerently*’, which is due to be relaunched shortly
- g. to look again at the proposed busking strategy and byelaws – to help promote good busking that adds to the ambience and tackle poor busking that is detrimental to nearby businesses.

79. Roisin Willmott, Director - RTPI Cymru, emphasised the important role the city centre plays for Cardiff residents and regionally and nationally, and how important it is therefore, to ensure it is viable and that it keeps the big retail stores.

80. Adrian Field, Executive Director, FOR Cardiff, highlighted that, in other parts of the UK, Destination Marketing is undertaken by the BID, such as in Lincolnshire and Cambridge; in Cardiff, the Council undertakes it, via Meet Cardiff and Visit Cardiff. He wondered whether this was an opportunity for the Council to make savings whilst at the same time improving the offer. He stated that he would be happy to talk about this further with the Council and that FOR Cardiff would be able to raise funding from its members to support a DMO.

81. This Inquiry’s own research<sup>24</sup> asked specific questions on how the city centre could be transformed as part of the 15-minute city concept, and found:

- a. 53% agree that the city centre could increase its role in:
  - Recreation
  - provision of green and communal space
  - tourism and visitors
  - access to culture and arts

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<sup>24</sup> Available at Appendix 6

- b. 47% agree that the city centre will continue to ‘provide night-time economy’, eating and drinking establishments, as well as shopping and retail
- c. 38% agree that the city centre could increase its role in highlighting its history.

### Impact of Pandemic – High Streets

82. In January 2021, Deloitte published a report<sup>25</sup> exploring the changing role of the UK high street<sup>26</sup>. Using data from this report, Deloitte argue that the Covid-19 pandemic led to a number of trends that support local high streets as opposed to city centres:

- a. Increased focus on localism
- b. Greater level of commitment to small independent businesses that can easily identify the provenance of their goods
- c. More focused shopping missions with higher spend but fewer trips
- d. More value place on the ‘self’ and socialising rather than out and out consumerism.<sup>27</sup>

83. The Centre for Cities, using near-real-time footfall and spend data<sup>28</sup>, highlight suburban high streets had less of a rough ride than city centres during the pandemic:

- a. the average city centre high street lost 28 weeks of sales between March 2020-September 2021, compared to suburban high street losing 9 weeks of sales
- b. Suburban high streets had a slower rise in vacancy rates compared to city centre vacancy rates, a 1% increase compared to 3.3% increase
- c. Suburban spend returned quicker to its baseline spending levels when the economy reopened in Summer 2021.<sup>29</sup>

84. Centre for Cities<sup>30</sup> identify that the following factors account for suburban high streets doing well in the pandemic:

- a. Local Sales - In 2019, nearly 60% of sales in suburbs came from the suburbs themselves – so most of their customer base was still there during the pandemic unlike city centres that rely on people coming into the city

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<sup>25</sup> What next for the high street?: part two – A revival – Deloitte – January 2021 – downloaded 14 October 2022

<sup>26</sup> This includes high streets in local and district centres

<sup>27</sup> What next for the high street? Part two: A Revival – Deloitte January 2021

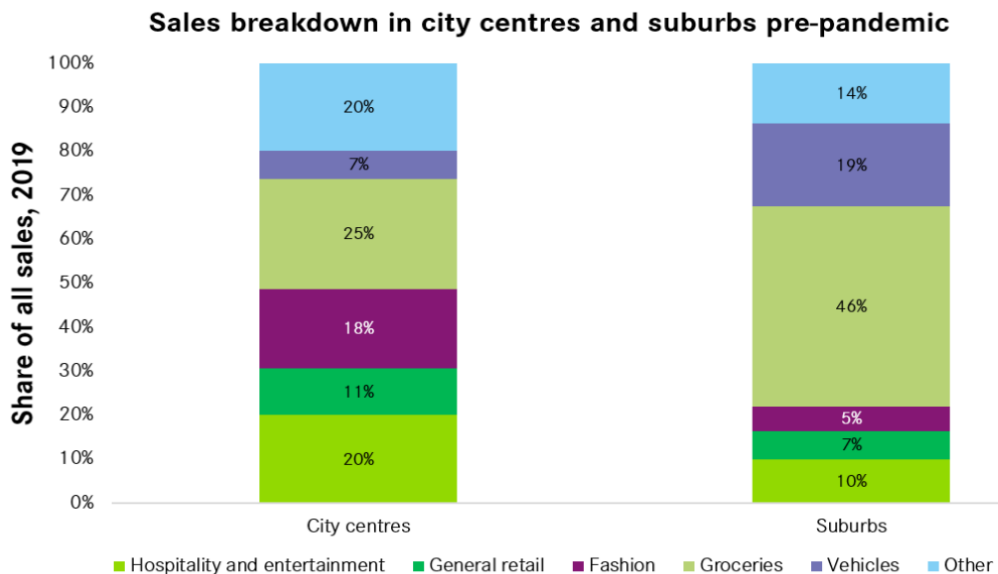
<sup>28</sup> [High streets | Centre for Cities](#)

<sup>29</sup> [Have suburban high streets really received a ‘work from home’ boost? | Centre for Cities](#) – downloaded 24/11/22

<sup>30</sup> [High streets | Centre for Cities](#)

- b. Essential Goods - Pre-pandemic, nearly two-thirds of all sales in suburban high streets occurred in essential sectors such as groceries and many of these could continue to be open during the pandemic.

**Figure 5: Before the pandemic, shoppers spent their money differently in city centres and local high streets**



**Work from Home Dividend?**

85. Centre for Cities highlight that footfall and spending data show no clear signs of a work from home dividend for suburban high streets.

*‘In September 2021, the suburbs of cities with high levels of remote working did less well than those with low levels of remote working – and they performed just like they did before, not better. For there to be a ‘work-from-home boost’, the opposite should be true.’<sup>31</sup>*

86. The What Works Centre for Local Economic Growth also highlights there is not much evidence that more working from home will significantly boost local high street retail.<sup>32</sup>

**What is needed for sustainable high streets, post-pandemic?<sup>33</sup>**

- 87. This Inquiry found that high streets need to:
  - a. Reflect local demographics

<sup>31</sup> [Have suburban high streets really received a ‘work from home’ boost? | Centre for Cities](#) – downloaded 24/11/22

<sup>32</sup> Evidence Briefing: local growth, high streets and town centres – What Works Centre for Local Economic Growth - 2021

<sup>33</sup> Further information on this section is available in Appendix 3

- b. Reflect changing shopping habits
- c. Create the right environment
- d. Move away from an over-reliance on retail towards the ‘experience’ leisure economy
- e. Deliver low-cost workspace to support start-ups, training and those wishing and able to work closer to home

88. This Inquiry found that there is a need to:

- a. Rethink the landlord tenant relationship
- b. Shape and fund regeneration
  - Widen footpaths
  - Provide space for cafes
  - Create accessible transport stops
  - Prioritise active travel
- c. Increase consumer demand
  - Improve the skills of residents
- d. Utilise vacant shops as ‘test sites’ for new businesses
- e. Activate local community facilities, to help footfall and sense of community
- f. Innovate funding and delivery mechanisms – meanwhile use, BIDs

### **How can local authorities help create sustainable high streets, post-pandemic?**

89. The LGA commissioned Pragmatix Associates and Trajectory to identify how councils can help create resilient and revitalised high streets beyond the pandemic<sup>34</sup>. Their report identifies that social and experiential use of high streets have been increasing pre and post pandemic. They identify **retaining footfall and spending** as key challenges for suburban high streets, post pandemic.

90. The LGA report argues for the need for suburban high streets to develop a broader, high value offer with convenience and flexibility to remain engaging and accessible. In summary, the LGA report states that<sup>35</sup>:

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<sup>34</sup> [Creating resilient and revitalised high streets in the ‘new normal’ | Local Government Association](#)

<sup>35</sup> [Creating resilient and revitalised high streets in the ‘new normal’ | Local Government Association](#) downloaded 24/11/22



### Resilient high streets of the future

Resilient high streets are experiential destinations and should offer users experiences that go beyond purely retail or functional-oriented activities.

**Resilient high streets have flexibility built in:** Rapid technological changes offer challenges and opportunities for high streets. Flexibility can be integrated into the high street through evidence-based strategy, policy amendments, and up-to-date awareness of community needs and demands. Resilient high streets are green, and local authorities should consider transport, green spaces, and low-carbon supply chains in any environmental strategy.

**Resilient high streets make sense in their local context:** Local authorities should design policy interventions based on a contextual understanding of the high street in question, and the needs and demands of its users. Community engagement can be used to build important partnerships and provide valuable insights which can support the design and delivery of projects.

### Councils’ contribution to successful high streets

**Strategic evidence-based approach:** High Street resilience should be guided by medium- and long-term strategy, founded in quantitative and qualitative evidence. Prior to developing a strategy, it is important that local authorities understand the economic and social context of local high streets and have relevant staff expertise. Planning policies, such as local plans and neighbourhood plans, can be used as a binding foundation for a high street strategy, safeguarding green spaces and heritage assets. Policy interventions should be consistent with the council’s high street strategy.

**Financial viability and social benefit:** As with any investment, projects designed to strengthen and reinvigorate the high street need to be financially viable and deliver clear social benefit. To increase the financial viability of socially beneficial interventions, sources of government funding are available (such as from the Levelling Up, Community Renewal, Shared Prosperity and Active Travel Funds), and there are mechanisms for sharing risk. Local authorities can invest in interventions which could have a significant impact on high streets, but poor financial planning risks undermining potential benefits.

**Engaging and empowering stakeholders:** Engaging with community organisations and residents can facilitate interaction with hard-to-reach groups and provide important insight when designing interventions. Local businesses, both independents and chains, will be able to provide commercial insights about footfall, consumer preferences, and supply chain concerns. Engagement with community stakeholders can help to identify and address skills gaps in the high street.

91. In September 2021, Audit Wales published their report ‘*Regenerating Town Centres in Wales*’, which concludes with 6 recommendations, including 2 for local authorities, as follows:

R4 – *We recommend that local authorities take appropriate action, using these existing powers and resources available to achieve the best possible outcome for town centres by:*

- *Using alternative methods of enforcement before using Compulsory Purchase Orders as a last resort*

- *Integrating enforcement strategies with wider departmental strategies across housing, environmental health, planning and regeneration teams to make more effective use of existing skills and resources, and*
- *Ensuring there is capacity and the right expertise to use the full range of powers, working in collaboration with other councils to achieve good outcomes.*

R6- *We recommend that local authorities use our regeneration tool to self-assess their current approaches to identify where they need to improve their work on town-centre regeneration.*

### **Cardiff’s District and Local Centres**

92. The Welsh Government’s Technical Advice Note 4 (1996) defines a district shopping centre as groups of shops, separate from the town centre, usually containing at least one food supermarket or superstore and non-retail services such as banks, building societies and restaurants.

93. There is no fixed definition for local centres – they are smaller than district centres, larger than neighbourhood centres, and also contain a mix of retail and non-retail.

94. The Council has a District Centre Strategy (2011), which states there are 11 district centres in Cardiff:

- a. Albany Road/ Wellfield Road
- b. City Road
- c. Clifton Street
- d. Cowbridge Road East
- e. Crwys Road/ Woodville Road
- f. Mermaid Quay
- g. Merthyr Road
- h. Penarth Road/ Clare Road
- i. St Mellons
- j. Thornhill
- k. Whitchurch Road

95. The District Centre Strategy contains a map that shows the local centres are:

- a. Birchgrove
- b. Bute Street
- c. Cathedral Road/ Pontcanna Street
- d. Countisbury Avenue
- e. Fairwater Green
- f. Gabalfa Avenue

- g. Grand Avenue
- h. Llandaff High Street
- i. Maelfa, Llanedeyrn
- j. Newport Road, Rumney
- k. Radyr
- l. Rhiwbina
- m. Salisbury Road
- n. Splott Road
- o. Station Road Llandaff North
- p. Station Road Llanishen
- q. Tudor Street
- r. Wilson Road.

### **What could Cardiff Council do to assist local and district shopping centres?**

96. This Inquiry sought the views of witnesses on what they felt Cardiff Council should do to assist local and district centres post-pandemic, bearing in mind the Council's commitments in its Corporate Plan 2022-2025 and Recovery and Renewal Plan, as set out in Appendix 1.

97. Members wished to hear from local and district shopping centre traders and tried to locate traders' associations, without success. Members therefore invited two traders – one from a District Centre and one from a Local Centre – to meet with them to share their ideas. Both traders have traded in Cardiff for many years and have previously been involved in traders' associations.

#### ***Establish a Traders Forum***

98. The traders told Members that it would be helpful if the Council organised a forum in each centre, given the decline in trading associations across Cardiff. They emphasised that these are a good way to share information and that it requires the Council to lead on this as otherwise the fora are not sustainable as volunteers understandably cannot volunteer forever and need help to organise legacy arrangements, as has been borne out by previous traders' associations ceasing to operate.

99. The traders explained it would make sense for this to be done on a centre-by-centre basis rather than one overall forum, as the issues vary so widely across Cardiff.

### ***Promoting Centres***

100. The traders explained the Council could use its social media presence to:
- a. promote the centres
  - b. encourage 'shop local'
  - c. generate ideas and interests in local communities to support the centres.

### ***Improving the Experience***

101. The traders explained the following would help to improve the experience of those using local and district centres:
- a. Enable restaurants, coffee shops and cafés to have benches, tables and chairs on pavements - helps create a community feel and increase trade
  - b. Brighten up centres with low-cost actions, including
    - Lamp post banners – promoting 'shop local' and maybe in different colours for the different centres to give them their own identity
    - Greening – planters – like on Newport Road – with local shops nominated to water them and provided with necessary water hooks
    - Rubbish bins
  - c. Help meet the cost of local community events – with the increase in food and drinks and national companies, there are fewer independent traders to bear the cost of local events, which help to create a community feel
  - d. Tackle shoplifting and begging
    - Liaise with Police to see if possible to increase local Police Community Support Officer patrols
    - Organise Local Radio-Net systems
  - e. Tackle homelessness.

### ***Improving Access***

102. Members included questions in their own survey<sup>36</sup> on respondents' views on what is needed to improve access to local and district centres, and found the following is needed:
- a. 77% - provision of frequent and reliable public transportation
  - b. 71% - the provision of safe walking routes

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<sup>36</sup> Available at Appendix 6

- c. 53% - provision of safe cycling routes are needed
- d. 50% - increased disabled parking
- e. 47% - increase the need for parking space for non-motorised vehicles

103. In addition, the two traders the Inquiry heard from highlighted:

- a. The opportunity to add an additional 6-8 parking spaces near to Wellfield Road, by redesignating spaces and enforcing these so that people do not overstay
- b. That, in some centres, traders can see both sides re parking – there are mixed views on whether the Council should be tougher on enforcing double-yellow lines, so people have to use nearby car park, or softer and remove parking restrictions, so easier for people to access shops.

### **Funding**

104. Adrian Field, Executive Director – FOR Cardiff, highlighted that district centres could look at establishing their own Business Improvement Districts (BID). He explained Cllr Elmore has had discussions with him about having a BID for Cowbridge Road East district centre, and they are due to have a meeting with traders in January. He continued that his initial calculations indicate this could raise circa £80k to go towards events, such as Christmas Lights. Adrian explained this could be another avenue explored by the Council.

105. Roisin Willmott, Director RTPI Cymru, stated that Cardiff has strong neighbourhood centres, and the key is to strengthen these in line with Welsh Government's Town Centre First approach, which also covers neighbourhood centres.

### **Cardiff Council's proposals to date**

106. Cardiff Council has worked with partners to develop a detailed City Centre Action Recovery Plan. This Inquiry did not focus on the delivery of the Plan, as this would require its own focused scrutiny, but asked witnesses for their views on the Plan; these are incorporated in this report under the appropriate headings.

107. Cardiff Council's Corporate Plan 2022-23 contains the following commitments re local and district centres:

- a. Establish a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements
- b. New Regeneration Strategy to support 15-minute principles
- c. Support the vitality and viability of district and local centres and deliver the '15-minute city' approach to all major centres by 2027.

108. Specifically with regard to local and district centres, Andrew Gregory, Director of Planning, Transport and Environment, explained that the council will develop neighbourhood/ placemaking plans for priority areas, which will tempt private developers to invest in the areas as the plans will be so good. These plans will set out relevant policies and funding streams and will align programmes and projects across the council. Rebecca Hooper, Operational Manager Neighbourhood Regeneration, added that these placemaking plans are required by Welsh Government as part of funding applications for Transforming Towns monies.
109. Councillor Wild, Cabinet Member – Climate Change, emphasised how pleasing it is to see departments working well together – Economic Development, Regeneration, Planning and Transport – to develop the Regeneration Strategy, which is all to do with supporting district and local centres and the principles of 15-minute neighbourhoods.
110. Rebecca Hooper, Operational Manager Neighbourhood Regeneration, added that the Regeneration Strategy will set the agenda for improvements to District and Local Centres and will embed the 15-minute neighbourhood principles.
111. Andrew Gregory, Director of Planning, Transport and Environment, highlighted the Council has very few policy levers that it can pull regarding district and local centres, other than to improve the public realm, improve transport and active travel, as it does not own many assets in these centres. Councillor Goodway, Cabinet Member – Investment and Development, added that if the Council could add in housing to centres, this would help to generate footfall to support the viability of centres. Successful examples of this include schemes such as the Maelfa Regeneration in Llanedeyrn.

112. Rebecca Hooper, Operational Manager Neighbourhood Regeneration, highlighted that local and district centre regeneration schemes are not always easy, due to conflicting views between traders and between traders and the council, along with wider aspirations that the community or shoppers may have- they do not always align. The Council has to act for the greater good – for example putting in cycleways.
113. Rebecca Hooper, Operational Manager Neighbourhood Regeneration, emphasised that, when liaising with local and district centres, it is important to manage expectations, be clear what is possible, be honest, focus on what matters to help businesses grow and to help increase footfall. She added that it was also important to be proportionate, there is a small team available to do this work. She added that the team are planning to commence community and trader engagement in early 2023 to look at issues and possible solutions for a priority district centre, Cowbridge Road East.
114. Members asked whether big improvement schemes deliver lasting results, and whether smaller actions which don't cost much, such as those highlighted to this Inquiry – prettying up the centres with planters and banners – would help to generate pride, give a lift to the area and attract footfall, helping to improve viability of centres and small traders. Councillor Wild, Cabinet Member – Climate Change, responded that this was a good point. Jon Day, Operational Manager -Tourism and Investment, added that there needs to be a hierarchy to focus resources, efforts and funding across a number of teams.
115. Members sought views on the management of centres. Andrew Gregory, Director of Planning, Transport and Environment, highlighted the importance of joining up and improving management of centres now, stating it is important to use resources more effectively now and focus monies on the areas that require the biggest actions. He added that expanding the City Centre Management Team to cover the District and Local Centres would be helpful. Rebecca Hooper, Operational Manager, Neighbourhood Regeneration, added that, if money was no object, then a district centre manager would be a dream as they would be able to manage all the council services interfaces and work with local traders to improve the centres – currently her team parachute in, do the work, and leave and the traders are left with no one contact point in the Council. She

added that this would really help, as there are no trader associations left anymore and so no easy conduit between centres and the Council.

116. Councillor Goodway, Cabinet Member – Investment and Development, wondered whether the Council was doing enough to promote local and district centres and days such as Small Business Saturday. Jon Day, Operational Manager, Tourism and Investment, highlighted that Visit Cardiff has sections on District Centres that have a minimum offer – such as food and drink – and warrant visits from outside the locality.



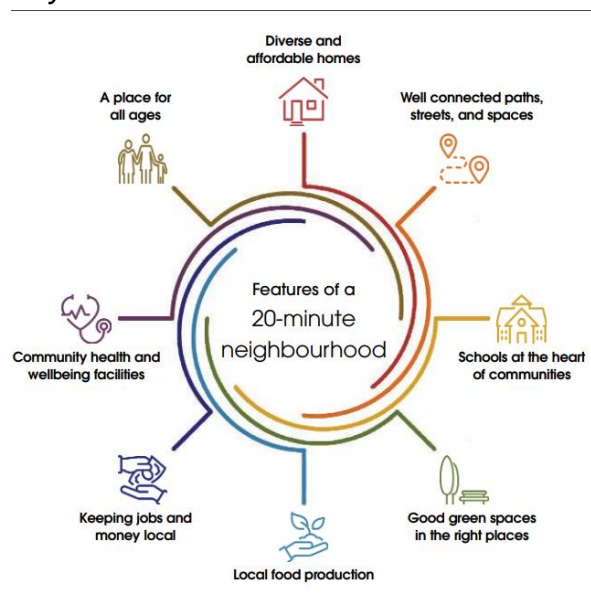
## 15-MINUTE CITY NEIGHBOURHOODS

### What is a 15-minute city?

117. The concept of a 15-minute city originated with Professor Carlos Moreno, Sorbonne University. He set out a 15-minute city framework with four key characteristics:
- Proximity** – things must be close
  - Diversity** – land uses must be mixed to provide a wide variety of urban amenities nearby
  - Density** – there must be enough people to support a diversity of businesses in a compact land area – this does not need to be high-rise; low-rise density can be sufficient
  - Ubiquity** – these neighbourhoods must be so common that they are available and affordable to anyone who wants to live in one.<sup>37</sup>

118. The concept, sometimes also called 20-minute neighbourhoods, has grown in popularity, for the following reasons:

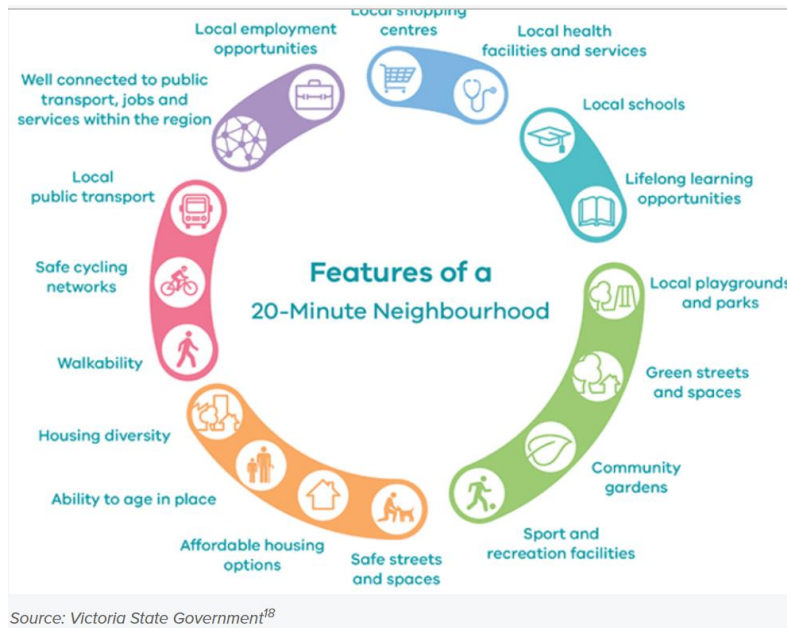
*Societies around the world are facing a number of urgent, interconnected problems, including how to reduce carbon emissions; how to help people become more active to improve health and wellbeing; how to reduce loneliness; and how to improve high streets and neighbourhoods that have declined. These questions, shared by disparate places, are leading to similar answers.. places that include most of the things that most people need for their everyday lives within a short and pleasant walk or cycle ride.*<sup>38</sup>



<sup>37</sup> Extract from [Introducing the 15-Minute City Project – 15-Minute City \(15minutecity.com\)](https://www.15minutecity.com/) accessed 21/10/22

<sup>38</sup> 20-Minute Neighbourhoods – Town and Country Planning Association March 2021 – downloaded 21 October 2022  
[20MN Main.qxd \(tcpa.org.uk\)](https://www.tcpa.org.uk/20MN_Main.qxd)

119. The 15-minute city/ 20-minute neighbourhood therefore reimagines urban spaces, promoting the idea of mixed-use, community-based, environmentally-friendly infrastructure and development. It applies to districts within cities, with each district having everything a person might need to work, rest and play, which can be accessed without the use of a car.



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120. TCPA<sup>40</sup> highlight that, whilst every community has its own context and aspirations for the future and any plans to create a 20-minute neighbourhood should be based on what the local community wants, the following characteristics, or 'ingredients', are likely to be part of the mix:

- diverse and affordable homes
- well connected paths, streets and spaces
- schools at the heart of communities
- good green spaces in the right place
- local food production
- keeping jobs and money local
- community health and wellbeing facilities, and
- a place for all ages.

<sup>39</sup> [How to build back better with a 15-minute city \(c40knowledgehub.org\)](https://www.c40knowledgehub.org/) – downloaded 21 Oct 2022

<sup>40</sup> As above

121. Roisin Willmott, Director, RTPI Cymru explained that the benefits of a 15-minute city include:
- a. making it easier for people to walk and cycle, if able to, which helps their health and is cheaper
  - b. reducing congestion by improving walking, cycling and public transport
  - c. improving local economy by increasing service provision
  - d. improving local economy by boosting footfall and reducing congestion
  - e. tackling climate and biodiversity crises
  - f. having housing in the right places to enable people to stay in their communities
  - g. addressing poverty by removing car dependency, ensuring public and active transport routes are available, and making access to services and facilities easier

#### **Issues/ concerns re 15-minute city**

122. Centre for Cities highlight the following issues to consider re the 15-minute concept:
- a. 15-minute neighbourhoods do not offer the same breadth of jobs that a successful city centre can offer
  - b. Some office-based businesses locate in city centres because of the benefits this location brings –
    - i. face to face collaboration with colleagues, clients, collaborators and competitors
    - ii. widest choice of potential employees to attempt to recruit
  - c. More than half of jobs cannot be done from home e.g., manufacturing
  - d. Whilst hybrid working is likely to continue, people will travel outside their neighbourhood a number of times a week
  - e. Amenities that rely on a large customer base to turn a profit cannot locate within individual neighbourhoods and tend to cluster in city centres e.g., theatres, Michelin starred restaurants, football stadia etc.
  - f. Amenities that serve local markets, such as restaurants, takeaways, pubs and doctors' surgeries are able to be located in 15-minute neighbourhoods
  - g. 15-minute neighbourhoods require high density development, which may require some local authorities to alter their land use planning.<sup>41</sup>

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<sup>41</sup> [Will Covid-19 make the idea of the 15 minute city a reality? | Centre for Cities](#) – downloaded 23 November 2022

123. Cllr Goodway, Cabinet Member – Investment and Development highlighted the need to be realistic about what can be provided within a 15-minute neighbourhood and what the impacts of 15-minute neighbourhoods could be, citing the following:
- a. need to be careful about the messages put out about what the Council and partners, such as the Health Board, are able to provide e.g., it may not be realistic to say that everyone will be able to access a GP surgery within 15-minutes.
  - b. need to be careful not to create barriers to people moving beyond their 15-minute neighbourhood.
  - c. the shift to more people working from home means that there is less usage of public transport, meaning it is not viable, resulting in policy choices of either a massive public subsidy in public transport or a push for people not to work from home
  - d. as people shop locally/ online more, this could reduce the viability of the city centre.
124. Cllr Goodway added that he shared the agenda of 15-minute neighbourhoods with his Cabinet colleagues but that there may be different views re the levels of concerns.

### **Examples of 15-minute cities**

125. Examples where this approach, or aspects of it, is being used around the world include:
- a. England – London, Ipswich, Birmingham
  - b. Scotland
  - c. Europe – Paris, Brussels, Valencia, Barcelona – ‘super-blocks’, Milan – tactical urbanism (claiming space for walking and cycling), Oslo and Lisbon - new working spaces (co-working) embedded in planning policy<sup>42</sup>
  - d. USA - Houston, New York, Portland
  - e. Australia – Melbourne, Sydney – 20-minute neighbourhoods
  - f. Bogota – Barrios Vitales
  - g. Chengdu, China
126. The C40 Cities – a global network of large cities committed to addressing climate change, including London – embraced the approach in 2020 as part of its ‘*Agenda for a Green and Just Recovery*’.

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<sup>42</sup> Summarised from [Full article: The 15-minute city concept and new working spaces: a planning perspective from Oslo and Lisbon \(tandfonline.com\)](#) accessed 21 October 2022

## Scottish Government

127. The Scottish Government has included the 20-minute neighbourhood as a priority in their new National Planning Framework. Living Streets Scotland is working on a Scottish Government funded project in North Lanarkshire, Stirling and Dunblane to develop plans for how specific neighbourhoods could move towards becoming 20-minute neighbourhoods. Living Streets are looking at what people want, why they do and don’t do certain activities locally, and what would need to change. One of the first things they are doing is finding out how people in these areas currently feel about their neighbourhood:

**‘If you live in Airdrie, Stirling or Dunblane, we’d love it if you could fill in [this survey](#).** The questions are based on the Place Standard, so we can easily compare our work with other people’s work on neighbourhoods. It should take you about ten minutes to complete. Thank you!

### TAKE OUR SURVEY

**LIVING STREETS SCOTLAND DIRECTOR, STUART HAY, DISCUSSES 20-MINUTE NEIGHBOURHOODS AT SCOTLAND’S CLIMATE ASSEMBLY (WATCH HERE)** <sup>43</sup>

## Edinburgh

128. Edinburgh is progressing plans for 20-minute neighbourhoods across the city. They have laid out a City Mobility Plan<sup>44</sup>, which aims to move away from car dependency, with improved active travel connections. They are also working on plans to revitalise local centres and high streets. They are stressing the need to consult local communities:

*‘Each neighbourhood in the city is different, with its own unique set of requirements. That’s why it’s so important that local communities participate in this process to help us understand everyone’s needs and make sure their views shape the neighbourhood approach.’<sup>45</sup>*

129. Residents in west Edinburgh have been asked to explain what they currently think about the area and to share their ideas, with the consultation to run alongside planned road improvement projects in the town centre.<sup>46</sup>

## Ipswich

130. Ipswich Central is a Community Improvement District company. It has developed Ipswich Vision, which is a partnership of civic, business and education leaders working

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<sup>43</sup> [20-minute neighbourhoods | Living Streets](#)

<sup>44</sup> [City Mobility Plan – The City of Edinburgh Council](#)

<sup>45</sup> [Edinburgh progresses with plans for 20-minute neighbourhoods across city \(newstartmag.co.uk\)](#)

<sup>46</sup> As above

together to deliver transformative projects in Ipswich Central, including the '*Connected Town*' project.

131. In Spring 2021, Ipswich Central underwent a significant public and business consultation to help shape the *Connected Town* strategy to the needs of the community. A suite of reports shows the results of the consultation is available at:

[Connected Town | IpswichCentral](#)

132. Ipswich's *Connected Town* project aims to create a place that connects business, culture, sports, faith, arts, education, health and community within a 15-minute triangle. The ambition is for the Connected Town area to better unite businesses, organisations and residents; to create a thriving and engaging town centre in which people and communities can thrive. *2022-2027 Plan*.

133. The *2022-2027 Plan* highlights Ipswich has been successful in a £25m bid for Town Deal funding for regenerating the town centre. Plans include:

- a. Town Centre Management
- b. Digital Ipswich (free public Wi-Fi and digital gift card and loyalty scheme)
- c. Waterfront regeneration
- d. Events and Promotions, including Christmas Tree & Ipswich letters
- e. Indie Ipswich, Oasis Green Trail & Town Trails
- f. DMO – destination management & branding.

## Welsh Government

134. Welsh Government does not have a specific reference to 15-minute city or 20-minute neighbourhoods in its programmes/ strategies/ policies but the overarching 'Programme for Government', which was refreshed in December 2021, includes relevant strands:

- a. Seek a 30% target for working remotely
- b. Deliver the Digital Strategy for Wales and upgrade out digital and communications infrastructure
- c. Expand arrangements to create or significantly enhance green spaces
- d. Develop new remote working hubs in communities
- e. Invest in travel options that encourage public transports and support walking and cycling
- f. Develop masterplans for towns and high streets

- g. Empower communities to have a greater stake in local regeneration
- h. Repurpose public space for outdoor events, markets, street vendors, pop up parks and parklets.<sup>47</sup>

135. Also, as the Royal Town Planning Institute Cymru (RTPI Cymru) point out:

*‘The principles and features of the 15-minute neighbourhood model resonate well with the provisions set out in the Well-being of Future Generations (Wales) Act 2015<sup>2</sup> and the rural policy framework set out in Future Wales: The National Plan 2040<sup>3</sup> and Planning Policy Wales, along with Well-being Indicators, the National Sustainable Placemaking Outcomes and Placemaking Charter Principles. The model itself is a useful tool in re-enforcing a local focus in planning policy and decision making.’<sup>48</sup>*

136. In addition, the RTPI Cymru report<sup>49</sup> references the following as supportive of 15-minute neighbourhoods: Active Travel (Wales) Act 2013, Environment (Wales) Act 2016, and Planning (Wales) Act 2015.

### **The role of local authorities in 15-minute cities**

137. There is no one guide or toolkit for local authorities when implementing the 15-minute concept. Having reviewed how several local authorities have approached this, TCPA<sup>50</sup> highlight the following 10 principles:

*‘Although the idea of complete, compact and connected places is simple, putting it into practice is complex. The following 10 principles are based on shared lessons from places with several years’ experience:*

- a compelling vision, well communicated
- strong, inspiring leadership
- empowered communities
- research, data, and analysis
- partnership and advocacy
- addressing inequalities
- adopting policy
- investment

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<sup>47</sup> [Welsh Government - Programme for Government - Update](#)

<sup>48</sup> [Plan The World We Need \(rtpi.org.uk\)](http://rtpi.org.uk)

<sup>49</sup> As above

<sup>50</sup> 20-Minute Neighbourhoods – Town and Country Planning Association March 2021 – downloaded 21 October 2022  
[20MN\\_Main.qxd \(tcpa.org.uk\)](#)



- ‘hard’ and ‘soft’ measures, and
- evaluation and adaptation.’

138. Some of these factors were raised by other witnesses to this Inquiry, as set out below.

### ***Leadership, Vision and Resources***

139. Roisin Willmott, Director of RTPI Cymru told this Inquiry that politicians and senior officers need to provide leadership and ensure a vision, with place-based policies and resource allocation aligned to delivering a 15-minute city. She added that it is very important to have sufficient planning resources to undertake the detailed mapping and planning and engagement required to successfully implement a 15-minute city approach.

140. TCPA<sup>51</sup> highlight that whilst council planners have an important role to play, they are likely to be successful only if schemes have high-level political support.

### ***Empowering Communities/ Community Engagement***

141. TCPA<sup>52</sup> stress that resident and business engagement at an early stage has been key to other local authorities successfully implementing 20-minute neighbourhoods, enabling an understanding of what the local community wants and building this into action plans. Two of the examples cited earlier in this report – Scotland and Ipswich – both have consultation with local communities at their centre and as their initial starting place.

142. Roisin Willmott, Director RTPI Cymru, told this Inquiry that community engagement is key to 15-minute city implementation, showing local communities that there are answers to the challenges facing them and moving beyond consultation to participatory engagement and involvement. She stressed the importance of trying new ways to engage, to ensure the voices of different people and different communities are heard so that plans are truly reflective of communities e.g., it is very important to use different mechanisms to engage young people in discussions about 15-minute city and associated actions, as young people are less likely to use Cardiff Council’s existing consultation mechanisms.

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<sup>51</sup> 20-Minute Neighbourhoods – Town and Country Planning Association March 2021 – downloaded 21 October 2022  
[20MN\\_Main.qxd \(tcpa.org.uk\)](#)

<sup>52</sup> As above



143. The RTPI Cymru report<sup>53</sup> recommends:

*‘Resource, training and support for local planning tools such as community led Place Plans, community engagement etc. Resources within communities, town and community councils and local planning authorities, would assist in improving understanding and provide the capability and capacity to support joined up working.’*

144. This Inquiry asked for examples of suitable community engagement approaches and Roisin Willmott, Director RTPI Cymru, provided the following:

**Examples of suitable community engagement approaches**

- Welsh Government Education Learning Hub – contains advice on how to involve children and young people in planning <https://hwb.gov.wales/repository/resource/7fd63088-bf14-444b-8cfa-e8453dd661b6> <https://hwb.gov.wales/repository/resource/dc719db0-de38-4516-8122-d9d9d69441c6>
- Planning Aid for Scotland - SP=EED toolkit for community engagement
- Place Plans – used by Conwy and Monmouthshire – helpful in places where community and town councils but can also be done with ward councillors. However, it is easier to achieve cohesive engagement and vision in smaller towns
- Planning Aid Wales - useful contact to discuss community engagement as they lead on this in Wales. <https://planningaidwales.org.uk/ourservices/place-plan-support/>

**Research, data and analytics**

145. The TCPA<sup>54</sup> highlight that successful implementation of 15-minute city principles varies according to place but is underpinned across all places by a thorough understanding of usage patterns and residents’ needs. This then enables the identification and modelling of potential interventions, such as walking routes, cycle routes, crossings, facilities and amenities:

- a. Urban retrofitting
  - spatial analysis that maps streets, paths and public spaces, usage patterns, location of services and facilities
  - Identify and model potential interventions to understand likely impacts.

<sup>53</sup> [Plan The World We Need \(rtpi.org.uk\)](https://www.rtpi.org.uk/plan-the-world-we-need)

<sup>54</sup> 20-Minute Neighbourhoods – Town and Country Planning Association March 2021 – downloaded 21 October 2022 [20MN Main.qxd \(tcpa.org.uk\)](https://www.tcpa.org.uk/20MN_Main.qxd)

- b. Post-War development retrofitting
  - Comprehensive data gathering to understand usage patterns
  - Qualitative research with residents to understand their needs
  - Model proposed interventions to understand likely impacts
- c. Urban Extensions and New Settlements
  - Take a holistic view – improve connectivity and add facilities that benefit existing and new community.

146. Roisin Willmott, Director RTPI Cymru, added that taking a spatial approach means it is possible to identify solutions that deliver the required vision.

#### ***Adopting Policy – Planning and Transport***

147. The RTPI Cymru report ‘*Living Locally in Wales*’<sup>55</sup> details the role of the planning system in supporting living locally by promoting and shaping place quality, value and sustainability:

- a. Working collaboratively to achieve meaningful impact
- b. Supporting community engagement and participation e.g., place plans, shape my town etc.
- c. Monitoring achievement of desired outcomes
- d. Section 106 – proactive use of Travel Plans etc.

148. Roisin Willmott, Director RTPI Cymru, explained that it is really important to ensure 15-minute city principles are enshrined in the Local Development Plan, as it sets the framework for planning decisions; Supplementary Planning Guidance can then be used to expand on how the Council favours developments that meet 15-minute city principles. She added that the Strategic Development Plans, yet to be developed, will be really important as they provide a regional approach to planning, and this is very important for areas such as Cardiff, given the complex interdependencies and movement between local authority areas in the region. However, she stressed:

*‘Planners are well-placed to bring together the various strands, but it requires political and senior officer leadership to ensure work is implemented to change residents’ behaviours – planners cannot do this on their own.’*

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<sup>55</sup> [Plan The World We Need \(rtpi.org.uk\)](http://rtpi.org.uk)

### **Monitoring and Evaluation**

149. Roisin Willmott, Director RTPI Cymru, explained that outcome focused planning would be a useful tool to monitor successes in new provision, and whether local authorities are building better places. The indicators would show what has changed for the better e.g., better education provision, better health, better housing, better air quality etc. She added that the RTPI has a toolkit to measure planning outcomes: [RTPI | Measuring What Matters: Planning Outcomes Toolkit](#)

150. The RTPI Cymru report ‘Living Locally in Wales’<sup>56</sup> also recommends that ‘*planners, other partners, agencies and sectors align strategic goals, investment priorities and outcomes and indicators collaboratively, to facilitate meaningful impact*’.

### **Is Cardiff a 15-minute city?**

151. This Inquiry wanted to understand residents’ views on whether their local neighbourhoods meet their needs within a 15-minute walk/ cycle radius and whether they are able to access this provision. The Inquiry therefore paid for questions to be included in the Ask Cardiff survey; full details are available at Appendix 7.

152. The Ask Cardiff survey responses show:

- a. 50% of respondents feel that their local neighbourhood has the necessary services and amenities to meet their needs
- b. A high level of respondents’ state essential services – food, pharmacy, schools, doctors, food and drink venues, post office, banking facility and parks and play areas – are available within 15 minutes’ walk or cycle (between 73% - 91% depending on the service/ amenity)
- c. In terms of accessing local services and amenities
  - 60% of respondents state frequent and reliable public transport is available
  - 48% of respondents state safe walking routes are available
  - 26% of respondents state safe cycling routes are available
- d. 30% of respondents state there are no barriers to accessing local services and amenities

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<sup>56</sup> [Plan The World We Need \(rtpi.org.uk\)](http://PlanTheWorldWeNeed(rtpi.org.uk))

- e. 24% of respondents state poor parking facilities are a barrier to accessing local services and amenities
- f. 23% highlighted some services are not available in their local neighbourhood
- g. 19% highlighted they did not feel safe in their local neighbourhood.

153. In response to a question about what services and amenities are required in their local neighbourhood to meet their needs, the following were highlighted – full responses are available in Appendix 7:

<b>Category</b>	<b>No. of times mentioned</b>
Improved Facilities/ Amenities	59
Public Transport	46
Waste / Rubbish Services	24
Street Cleansing	14
Highways	13
Parks	12
ASB/ Crime/ Police	12
Parking	11
Footpaths/ Pavements	10
Other	7

154. When asked to say what else stops them accessing services in their local neighbourhood, the following responses were received – full responses are available in Appendix 7:

<b>Category/ sub-category</b>	<b>No. of times mentioned</b>
Public Transport	39
Pavements	17
Highways	9
Health Services	8
Cycle Lanes/ Facilities	7
Lack of Facilities	7
Timing of Local Services	6
Lack of Car Parking	6
ASB/ Crime/ Police	5
Disability	4

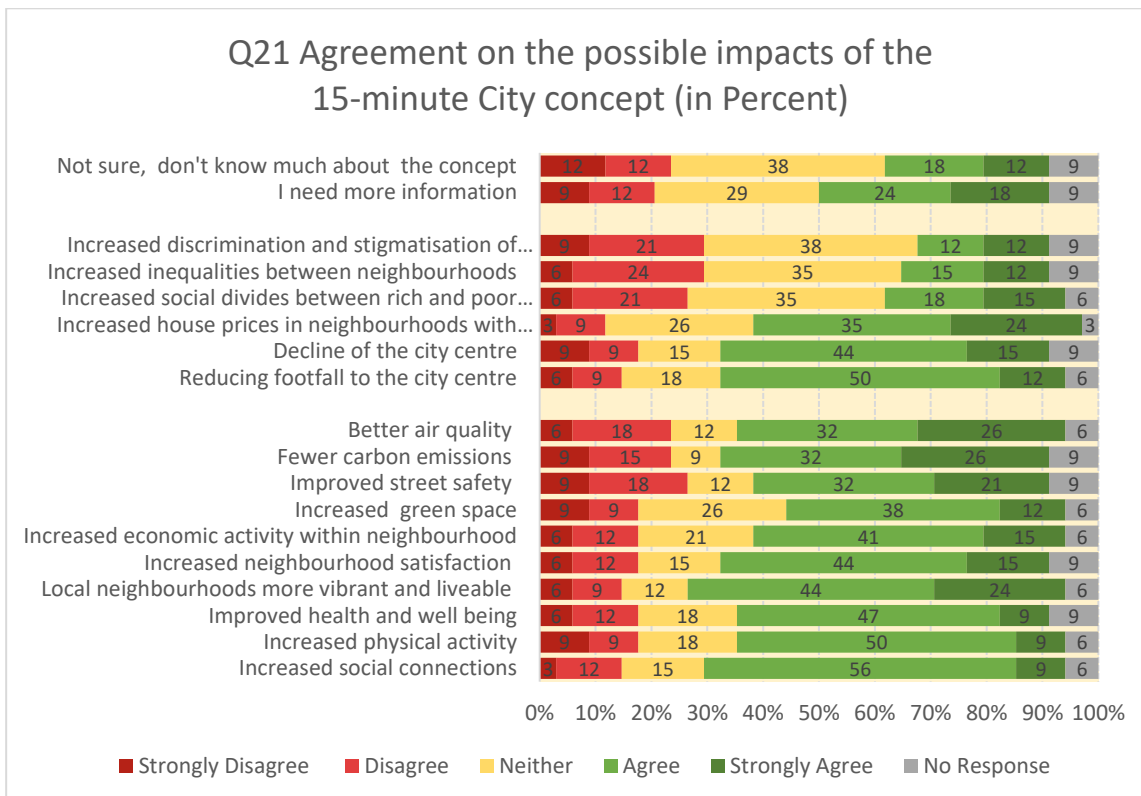
155. The Inquiry was also interested in residents’ views on whether **shared workspaces** are needed in their local neighbourhoods; 41% of respondents stated they did not know and 41% of respondents stated no shared workspaces are needed. This mirrors the findings

of this Inquiry’s own research<sup>57</sup>, where 56% of respondents stated they were not aware of the remote or co-working provision available within 15 minutes’ walk or cycle from their home.

**Possible Impact of implementing 15-minute city concept in Cardiff**

156. The Inquiry was keen to understand views on the possible impacts of the 15-minute city concept being applied in Cardiff. Whilst responses to this Inquiry’s own research<sup>58</sup> were very low, they provide an interesting insight. In particular:

- a. 39% confirm they need more information to fully understand the implications
- b. 53% - 68% express agreement to the more positive impacts, such as improving air quality, reducing carbon emissions, improving the liveability of local neighbourhoods and improving street safety
- c. 59% believe it could lead to increased house prices in areas with more facilities
- d. 33% believe it could increase social divides between rich and poor
- e. 24% believe it could lead to increased discrimination and stigmatisation of poorer communities
- f. 27% believe it could increase inequalities.



<sup>57</sup> Available at Appendix 6

<sup>58</sup> Available at Appendix 6

157. This Inquiry’s own research<sup>59</sup> asked specific questions on how the **city centre** could be transformed as part of the 15-minute city concept, and found:

- a. 53% agree that the city centre could increase its role in:
  - Recreation
  - provision of green and communal space
  - tourism and visitors
  - access to culture and arts
- b. 47% agree that the city centre will continue to ‘provide night-time economy’, eating and drinking establishments, as well as shopping and retail
- c. 38% agree that the city centre could increase its role in highlighting its history.

158. This Inquiry’s own research<sup>60</sup> also asked specific questions on how **local and district centres** could be transformed as part of the 15-minute city concept, and found:

- a. 65% agree it could lead to increased footfall in local shops and businesses
- b. 62% agree it could lead to increased amenities and facilities
- c. 44% agree it could lead to increased provision of remote and co-working facilities.

159. Around half of respondents agree that the transformation of the local and district centres would increase the need for disabled parking (50%) and parking space for non-motorised vehicles (47%). The majority of respondents were in agreement that the provision for frequent and reliable public transportation (77%), safe walking routes (71%) and safe cycling routes (53%) are needed.

### **Implementing 15-minute city concept in Cardiff**

160. This Inquiry noted that the Council’s Corporate Plan contains the following re 15-minute City:

- a. Establish a ‘15-minute city toolkit’ to accelerate district centre regeneration, including housing- and transport-led improvements
- b. New Regeneration Strategy to support 15-minute principles
- c. Support the vitality and viability of district and local centres and deliver the ‘15-minute city’ approach to all major centres by 2027.

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<sup>59</sup> Available at Appendix 6

<sup>60</sup> Available at Appendix 6

161. This Inquiry therefore sought witnesses’ views on what Cardiff Council needs to do to successfully implement the 15-minute concept in Cardiff.

***Leadership, Vision and Resources***

162. This Inquiry heard from Gareth Jones, CEO - Town Square that it is important the Council is clear on what it wants to achieve from its commitment to a 15-minute city, and its economic objectives and mission.

163. Roisin Willmott, Director RTPI Cymru, explained it is important to recognise the role Cardiff plays as capital city and regional centre: it hosts the Senedd, cultural venues and events, large employers etc. and so the 15-minute model for Cardiff needs to recognise the need to continue to do this and balance this with need to ensure access to local services.

164. Adrian Field, Executive Director - FOR Cardiff, stated that care needs to be taken not to misconstrue the 15-minute city concept, highlighting that the need for a city centre hub is not negated by this concept and that local hubs are also needed. In his view, Cardiff has the balance right. Likewise, Jon Day, Operational Manager – Tourism and Investment, highlighted supporting the city centre and working to improve district and local centres need not be mutually exclusive; there is space for both in Cardiff, with district and local centres having their own, separate hierarchy compared to the city centre.

165. Roisin Willmott, Director RTPI Cymru, added that different approaches will be needed for the different areas of Cardiff – it is not a ‘one size fits all’ approach.

166. Councillor Lloyd Jones highlighted the need to cherish and nourish Cardiff’s countryside communities and enable people to live in a reasonable manner and not be isolated but be able to access services, such as GPs, by public transport. She highlighted this particularly applied to communities west of the river Taff, which forms a natural barrier.

167. With regards to resources, Jon Day, Operational Manager – Tourism and Investment, informed the Inquiry that Directorates are working together looking at what can be done with the tools and levers available and the resources available, including Welsh

Government's Transforming Towns programme, and UK Government's Shared Prosperity Fund.

***Empowering Communities/ Community Engagement***

168. Roisin Willmott, Director RTPI Cymru, stressed the importance of reaching out in different ways, to reach different audiences in different parts of the city. She highlighted that it is important to have different approaches to engage young people, older people, and all populations across the city, so that the Council understands the different pressures across Cardiff and how the 15-minute city approach needs to be tailored to meet these.
169. Roisin Willmott, Director RTPI Cymru, added that the Council could undertake community engagement to seek views on the replacement LDP vision and the detail for specific areas, to develop place plans. Whilst these place plans would not be part of the statutory LDP, they could be adopted as SPG, as long as they link back to policies in the replacement LDP. However, Roisin highlighted that this process is resource-intensive.
170. In addition, Roisin Willmott, Director RTPI Cymru, highlighted the need to integrate with neighbouring local authorities – it would not be possible to deliver a 15-minute city model in Cardiff without integration with neighbouring local authorities due to transport interconnectedness, and provision of regional services in Cardiff e.g., health services.
171. Cllr Goodway, Cabinet Member – Investment and Development, explained that he thought there should be a process of education for Cardiff residents, explaining what a 15-minute city means, what the Council is trying to achieve, and what safeguards are in place to manage unintended consequences.

***Research, data and analytics***

172. Rebecca Hooper, Operational Manager – Neighbourhood Regeneration highlighted that the Council has already commenced some mapping work for Cardiff, overlaying hubs, libraries, leisure centres, GP surgeries etc. with key transport schemes etc. to identify gaps in safe, walkable access to facilities. She explained there were areas to improve – such as access to schools - and that they would work to embed the 15-minute neighbourhood principles across the Council.



173. In terms of understanding usage patterns, Rebecca Hooper, Operational Manager Neighbourhood Regeneration, highlighted currently there is no effective measure of footfall in the district and local centres – her team rely on anecdotal evidence. She clarified that equipment to record district and local centre footfall is available but there is a cost for this.
174. Andrew Gregory, Director of Planning, Transport and Environment, told the Inquiry that the Council is trying to be more systematic about how it gathers and uses data and that it is recognised they need more metrics for district and local centres. He added that having better metrics would help the Council to better guide future use of district and local centres and help to have successful centres. Jon Day, Operational Manager Tourism and Investment also told the Inquiry that work needs to be done to look at ways to measure footfall.

#### ***Planning - Policy and Implementation***

175. Andrew Gregory, Director of Planning, Transport and Environment stated that officers across Economic Development, Housing & Communities, and Planning, Transport & Environment Directorates are working together to develop a 15-minute neighbourhood toolkit. Rebecca Hooper, Operational Manager – Neighbourhood Regeneration added that the toolkit will help to embed the 15-minute neighbourhood principles across all work.
176. Rebecca Hooper, Operational Manager – Neighbourhood Regeneration, explained the Council’s new Regeneration Strategy will be informed by the Administration’s ‘*Stronger, Fairer, Greener*’ policy statement, and by the City Centre Recovery Action Plan – to ensure it fits with this – and that it will set the agenda for improvements to District and Local Centres and will embed 15-minute neighbourhood principles.
177. Jon Day, Operational Manager – Tourism and Investment, added that the regeneration strategy and 15-minute toolkit will help establish where monies should be directed. He highlighted that the number one issues raised by the public is the need for better public and active transport.

178. Members sought to understand whether existing strategies, such as the Economic Development Strategy that zones the city, will be reviewed and amended to include 15-minute neighbourhood principles. Cllr Goodway responded that the Economic Development Strategy would not be amended. Cllr Goodway highlighted there is a need for a balanced approach across the city and a need to manage expectations.
179. Roisin Willmott, Director RTPI Cymru, stressed that it is important 15-minute principles are enshrined in Cardiff’s Local Development Plan as this sets the strategy for how places are developed and managed in Cardiff e.g., housing, employment and transport systems.
180. Andrew Gregory, Director of Planning, Transport and Environment, told the Inquiry that the published replacement Local Development Plan (RLDP) Vision and Objectives focuses on well-being and quality, on joining up 15-minute nodes, setting out the aspiration for Cardiff to be a 15-minute city. He continued that:  
*‘..the whole agenda of 15-minute neighbourhoods is central to the RLDP and is one of the key planks informing the RLDP, alongside One Planet Cardiff, City Centre Recovery Action Plan, Transport Strategy, and the Economic Development Strategy.’*
181. Andrew Gregory elaborated that the RLDP will include the principles of 15-minute neighbourhoods in its policies. He explained there are a variety of ways the Council could detail its requirements re 15-minute neighbourhoods, including
- a. An SPG – the RLDP policies will provide the required hooks for an SPG – however, this may not be the right route to use as SPG focuses on guiding development and there may not be any development in areas where trying to improve neighbourhoods, for example a lot of the district centres do not have development opportunities, so an SPG would not be of much use in addressing issues in these centres.
  - b. A standalone policy – in the same way that One Planet Cardiff is a standalone policy that goes across the Council and guides policy and delivery across directorates
  - c. Integration in existing policies – which would require review and amendment of these policies.

182. Andrew Gregory clarified that it is a political choice whether to have a specific SPG on 15-minute neighbourhoods or whether to have a standalone policy on this or whether to weave it into wider strategies that sit alongside the RLDP.
183. Members sought clarity on what needs to go into the RLDP to secure 15-minute neighbourhoods. Councillor Wild, Cabinet Member – Climate Change responded:
- a. The evidence from this Inquiry is really helpful and this Inquiry should inform the development of the RLDP
  - b. Virtually everything in the RLDP should help to secure 15-minute neighbourhoods e.g., transport - active travel, public transport
  - c. Density is key
  - d. RLDP focuses on sustainable development and so it supports 15-minute neighbourhoods.
184. With regard to the use of S106 funding, Councillor Wild, Cabinet Member – Climate Change stressed that s106 funding will not be able to deliver everything that a community might need – the Council has to prioritise what it seeks from s106. Andrew Gregory, Director of Planning, Transport and Environment elaborated that it is a political view what items to ask via the s106 route. Councillor Goodway, Cabinet Member – Investment and Development highlighted that lots of Cardiff does not have development and so will not have s106 monies available to improve them.
185. Roisin Willmott, Director RTPI Cymru, suggested Cardiff Council consider signing up to the Placemaking Wales Charter, which can assist with knitting together all elements. She highlighted that other local authorities in Wales have done so, e.g., Neath Port Talbot Council, as well as professional bodies such as RTPI, and housing associations and private developers. The Design Commission for Wales, which help to develop the Charter, provides support on implementing the Charter. [Placemaking Charter - Design Commission for Wales \(dcfw.org\)](https://www.dcfw.org/)

#### **Retrofitting existing estates**

186. Members sought to understand the specifics of how planning could assist with implementing 15-minute city principles, for example on existing estates lacking facilities.

Members noted that the TCPA’s report<sup>61</sup> highlights the following actions once research and data gathering had been completed:

a. Urban retrofitting

- Identify and model potential interventions such as new walking routes, cycle routes, crossings, or facilities such as cafes, co-working spaces etc.
- Restore connectivity

b. Post-War development retrofitting

- Long term strategic approach required to tackle low density, car-dependent design – develop clear, compelling vision

187. Roisin Willmott, Director RTPI Cymru, elaborated that it is difficult to address lack of facilities in established estates where the Council does not own land. She clarified that it would require engagement with the local community to understand what they need and what they could provide themselves, and what requires council support. For the latter, this would require holistic thinking from the Council, rather than silo working, so that if new housing were being developed alongside the estate or if housing were being regenerated within the estate, the Council would approach this with the community’s identified needs in mind and integrate as much as possible into the proposed housing.

### **New Estates**

188. Members sought to understand the specifics of how planning could assist with implementing 15-minute city principles on new build estates. Members noted that the TCPA’s report<sup>62</sup> highlights the following actions once research and data gathering had been completed:

a. Urban Extensions and New Settlements

- Take a holistic view – improve connectivity and add facilities that benefit existing and new community
- Avoid ‘bolt-on’ estates
- Avoid car dependency – focus on transit-oriented developments.

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<sup>61</sup> 20-Minute Neighbourhoods – Town and Country Planning Association March 2021 – downloaded 21 October 2022 [20MN\\_Main.gxd \(tcpa.org.uk\)](https://www.tcpa.org.uk/20MN_Main.gxd)

<sup>62</sup> As above

189. Roisin Willmott, Director RTPI Cymru, highlighted that the Cranbrook estate in Devon does this<sup>63</sup>. She elaborated that the key is to get infrastructure up-front – for example, community buildings, roads, public transport etc., so that residents’ habits are shaped from first occupation – if someone moves in and has to buy a car as public transport/ active travel routes are not in place, then they are unlikely to stop using the car once these facilities are put in place. With regards to roads, Roisin explained these are often finished last to avoid them being damaged by construction traffic but that they could be provided and then finished prior to occupation – it is a matter of timing.

### Density

190. Members sought to understand the role of density in 15-minute cities, noting that Professor Carlos Moreno, had stated there must be enough people to support a diversity of businesses in a compact land area but that this does not need to be high-rise; low-rise density can be sufficient.

191. Roisin Willmott, Director RTPI Cymru, explained that if there is very low building density with sprawling suburbs, this makes a 15-minute city more difficult due to scale of development; the denser the development, the easier it is, partly because of economics (selling more units, so more monies to use for community facilities/ infrastructure). Therefore, the Council needs to ensure developers are given clear upfront guidance on the expectations for developments to address issues in later viability discussions.

192. Gareth Jones, CEO - Town Square, highlighted that co-working can fit with 15-minute city principles. However, it is important to realise that larger co-working models require population density, so co-working spaces need to be located where there is sufficient population within a 15-minute cycle/ walk.

193. Councillor Wild, Cabinet Member – Climate Change, highlighted that increasing density, for example by having more housing, increases footfall and this in turn helps improve the viability of district and local centres and the city centre.

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<sup>63</sup> [Cranbrook, Devon - Wikipedia](#) At the start of the development, UK Government had a fund which would provide the investment budget for upfront infrastructure e.g., school and railway station and the developer would repay once houses were occupied (and there was a cash flow). However, it looks as though the development has not provided the retail services promised. On the latter note the Vale of Glamorgan Council has used its enforcement powers to ensure retail is provided on the Barry Waterfront sites.

### **Viability**

194. In terms of viability, this Inquiry heard that Julie James MS, Minister for Climate Change, has highlighted that the current development process focuses on ‘*viability of development*’ rather than ‘*viability of place*’ and that this needs addressing to meet the Well Being of Future Generations Act requirements.

195. Roisin Willmott, Director RTPI Cymru, elaborated that it is key Cardiff Council does the following re viability:

- a. Be very clear about what is needed in Cardiff
- b. Be very clear with developers what Cardiff Council expects and what is required – be upfront about it
- c. Ensure that there are appropriate planning policies
- d. Ensure that planning officers receive back-up in negotiations
- e. Be realistic – focus on what is really needed at that site.

### **Public Transport**

196. The results from the Ask Cardiff survey and this Inquiry’s own survey highlight the need to improve public transport in Cardiff. In addition, Creative Cardiff/ Creative Economy Unit highlighted the need for improved public transport provision specifically later in the evening/ night, explaining that this would help to address social disparity both within Cardiff and within the region:

- a. Creatives often work later hours and the lack of public transport in the evenings makes it difficult for them to travel home safely.
- b. The lack of public transport in the evenings means that people in the region are not able to benefit from the cultural offer of Cardiff as either a consumer or an employee. This is a problem economically and socially – it limits cultural programming and also prevents people who live outside the immediate city (e.g., within a short taxi journey) from working in the city.
- c. The lack of late-night transport availability also has an economic impact, cutting the potential trading hours for businesses and also reducing the potential pool of industry employees.

### **Active Travel Routes**

197. This Inquiry is clear that active travel is a fundamental component of 15-minute cities, enabling safe routes to local amenities and facilities. The results from the Ask Cardiff survey and this Inquiry’s own survey highlight the need to further improve active travel routes, particularly safe walking routes.
198. Roisin Willmott, Director RTPI Cymru, explained that the current Welsh Government 21<sup>st</sup> Century Schools guidance lacks an active travel aspect but that this is a critical part of ensuring the connectivity of the school. Therefore, Cardiff Council needs to consider whether there are active travel routes that enable pupils, teachers, and staff to access the school by active travel and/or public transport.
199. FSB Cymru highlighted that their members support the need for decarbonisation but have concerns that a focus on active travel will affect businesses that require a vehicle to carry their business tools/ supplies, for example, plumbers, and businesses that travel across Cardiff, for example carers. They therefore called on Cardiff Council to:
- a. work with all tiers of government – UK and Welsh – to provide advice and support to businesses to show them how some of them could utilise active travel, whilst at the same time ensuring those businesses that do require a vehicle are supported to use an electric vehicle by installing infrastructure and providing advice and guidance and lobbying for incentives for electric vehicles for businesses.
  - b. Provide clarity of whether there is going to be a congestion charge and how this will take into account businesses’ needs to travel across Cardiff.

### **Provision of Childcare**

200. Gareth Jones, CEO -Town Square, highlighted the need to think about the provision of childcare as part of the 15-minute city implementation, to ensure working parents, particularly mothers, are supported, stating:

*‘we need to encourage entrepreneurship and make Cardiff more entrepreneurial so need to think about wraparound childcare’*

***Provision of co-working spaces***

201. Gareth Jones, CEO - Town Square, highlighted the need to map 15-minute walk/cycle communities and overlay this with coworking provision to identify the gaps in Cardiff’s provision. It would then be important to ask why those areas lacked provision. He highlighted that the Council could use development to assist in building 15-minute communities by looking to include coworking space in new communities, not just housing, for example the Llandaf BBC site, and/ or innovation space, for example near the Heath Hospital’s Medi-Centre.

***Monitoring and Evaluation***

202. Andrew Gregory, Director of Planning, Transport and Environment, told the Inquiry that outcomes would be focused on via other strategies rather than the LDP.

203. Rebecca Hooper, Operational Manager Neighbourhood Regeneration, explained currently her team undertake surveys prior to starting a project to gather residents’ views on safety, access to facilities, provision of facilities etc. and then they repeat the survey after the work so that they can see whether the project has addressed the main issues. They also look at vacancy rates, ASB data etc.

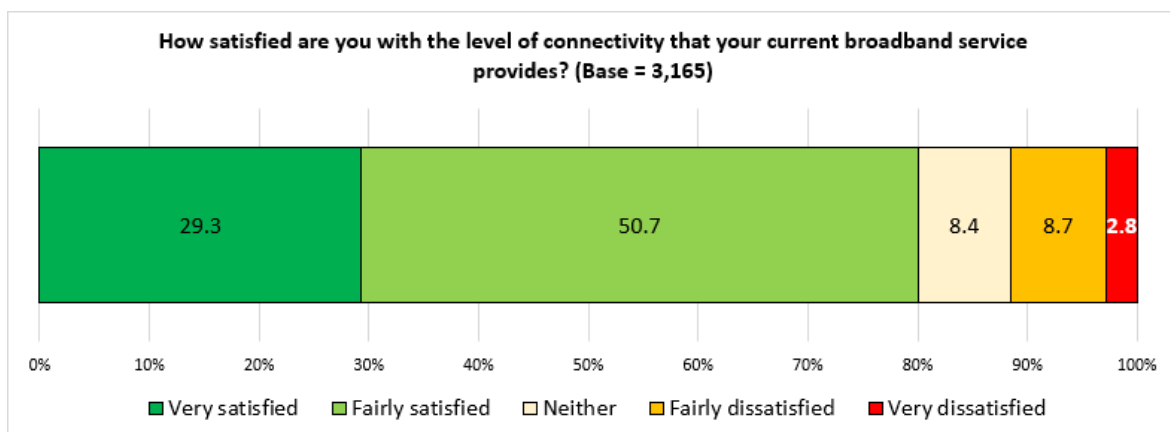
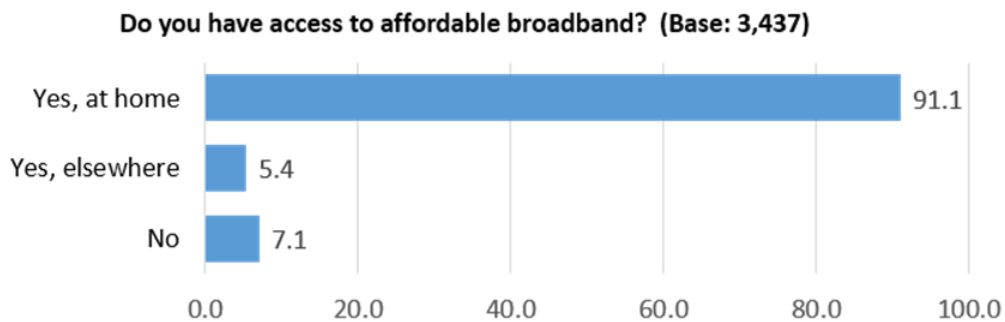


## BROADBAND

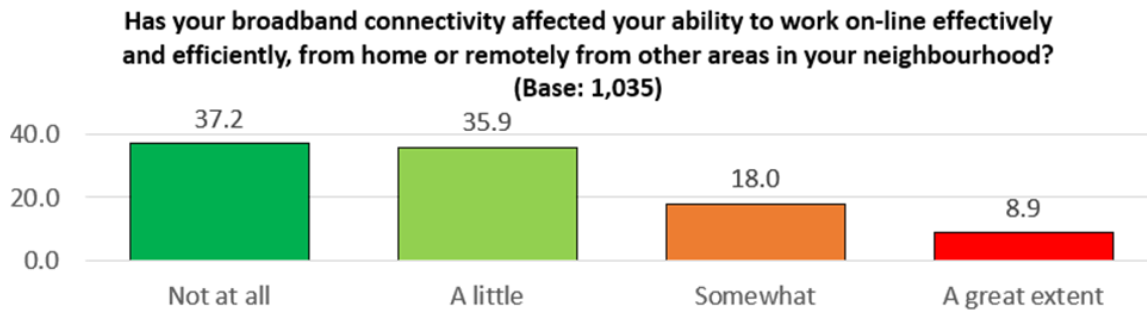
### Broadband Provision in Cardiff

204. This Inquiry paid to include questions in the recent Ask Cardiff survey<sup>64</sup> to find out respondents’ access to affordable broadband and whether or not they were satisfied with their level of connectivity.

205. The findings show the vast majority of respondents have access to affordable broadband (91% at home and 5% elsewhere) and are fairly or very satisfied with their level of connectivity (80% overall). However, 63% say that broadband connectivity has affected their ability to work on-line effectively, with 18% saying it has affected them somewhat and 9% affected them to a great extent.



<sup>64</sup> See Appendix 7



206. In addition, the bespoke survey undertaken for this Inquiry, available at Appendix 6, found 54% of respondents indicated that their broadband connectivity has to some extent affected their business operations or their ability to work remotely. Of those affected:

- a. 82% stated this had limited their ability to work remotely
- b. 63% stated this has affected their reach of customers
- c. 60% stated this had affected their access to information and/or software to support business processes
- d. 57% stated this had affected their ability to market goods and services provided.

207. Most witnesses to this Inquiry felt that Cardiff is well served by broadband and highlighted that 5G presents opportunities, albeit that it is not as secure as enterprise broadband. However, Creative Cardiff/ Creative Economy Unit emphasised the need for very strong connectivity in Cardiff to enable the screen sector to remain competitive at a global level, highlighting that this is an area with potential for the highest job growth and the need to future-proof it by ensuring the right infrastructure is in place to attract investment and create a growth-ready climate. They stated:

*We would therefore urge Cardiff Council to explore opportunities for embedded 5G broadband as a priority. Whilst recognising the financial burden of such investment as a time of increasing budget pressures, not responding to this need will materially negatively impact the ability of the city’s creative businesses to ‘bounce-forward’ and drive future jobs, growth and resilience as we recover from the pandemic. We would also recommend the exploration of possible corporate partnerships to realise these ambitions at a time of budget cuts.’*

### **Local Broadband Project**

208. The Council has been successful in a £7.7m bid for funding to help address areas receiving poor broadband services across the city. Work by Welsh Government has identified there are circa 20,000 properties in Cardiff that are not included in commercial plans for FTTP Gigabit roll -out.
209. The Local Broadband Project will use the Welsh Index of Multiple Deprivation (WIMD) to prioritise which premises to tackle first, followed by best value. To do this, the project will work out how best to deliver Gigabit by aligning with suppliers' programmes, exchange by exchange i.e., if suppliers are already in the area and doing work, they will 'piggy-back' on this to reduce costs. The project will focus on target sites to make other sites nearby more affordable for the market to fund. A procurement exercise is being undertaken to enable the Council to benefit from suppliers' expertise, as they are required to submit a proposed programme based on WIMD, their programme, and best value. Submissions will be scored and then the tender awarded.
210. The Council is also working to improve the broadband duct network by utilising a '*Dig Once*' approach, to see where broadband ducts can be installed prior to reinstatement, for example recent cycle lane improvements. This helps to reduce the costs of providing broadband, particularly in areas of the city where it is expensive to excavate/ reinstate, such as the city centre. Providing ducting will also help improve access for smaller suppliers, which in turn will boost competition which will help to drive prices down, making it less costly. In addition, there is a group of council officers who work with suppliers to best co-ordinate works aligned with the management of the city for example, to minimise disruption during event days.
211. The Local Broadband project runs till 2025; officers informed the Inquiry that whilst £7.7m will go a long way to tackling poorly served premises in Cardiff, it is not possible to know exactly how many premises will be included until procurement is concluded.

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## APPROACH TAKEN

- M1. Members undertook this Inquiry during October 2022 – January 2023.
- M2. Members received evidence from the following internal stakeholders who attended question & answer sessions and contributed to a panel discussion:
- Cllr Russell Goodway – Cabinet Member – Investment & Development
  - Cllr Chris Weaver – Cabinet Member – Finance, Modernisation & Performance
  - Cllr Caro Wild – Cabinet Member – Climate Change
  - Phil Bear – Head of ICT
  - Jon Day – Operational Manager – Tourism & Investment
  - Mandy Evans – Local Broadband Fund Project Manager
  - Andrew Gregory – Director of Planning, Transport & Environment
  - Gladys Hingco – Principal Scrutiny Research Officer
  - Rebecca Hooper – Operational Manager – Neighbourhood Regeneration
- M3. Members also received evidence from the following external stakeholders:
- Rob Bassini – FSB Cymru
  - Adrian Field – Executive Director - FOR Cardiff
  - Peter Hall – Business Owner – Llandaff High Street
  - Gareth Jones – Chief Executive – Town Square
  - Phil Kaye – Business Owner - Wellfield Road
  - Jess Mahoney – Creative Economy Unit/ Creative Cardiff
  - Richard Sewell – Head of Digital Infrastructure – Welsh Government
  - Adam Sparkes – Community Manager – Cwrt Coworking, Llanishen
  - Richie Turner – Incubation Manager, Stiwdio – University of South Wales
  - Roisin Willmott – Director – Wales & Northern Ireland - RTPi
- M4. Scrutiny Services paid for questions relevant to this Inquiry to be included in the Council’s Ask Cardiff survey, available for all residents to complete. The provisional results are shown at Appendix 7 and integrated where relevant in the report where relevant.

- M5. Scrutiny Research also undertook a bespoke survey targeting remote workers, small businesses, and city centre, local and district centre traders. The report is attached at Appendix 6 and integrated in the report where relevant.
- M6. To inform the Inquiry, Members were provided with briefing reports ahead of each meeting. These have been synthesised in the report.
- M7. The evidence has been used to identify suitable findings from the Inquiry.

## **FINANCIAL IMPLICATIONS**

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.

## **LEGAL IMPLICATIONS**

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 modification. 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 power of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.



## COMMITTEE TERMS OF REFERENCE

- To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.
  - Cardiff City Region City Deal
  - Inward Investment and the marketing of Cardiff
  - South East Wales Economic Forum
  - Economic Strategy & Employment
  - European Funding & Investment
  - Small to Medium Enterprise Support
  - Cardiff Harbour Authority
  - Lifelong Learning
  - Leisure Centres
  - Sports Development
  - Parks & Green Spaces
  - Libraries, Arts & Culture
  - Civic Buildings
  - Events & Tourism
  - Strategic Projects
  - Innovation & Technology Centres
  - Local Training & Enterprise

- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies, and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.
  
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

## Economy & Culture Scrutiny Committee Membership



Councillor Peter Wong  
(Chairperson)



Councillor Rodney Berman



Councillor Catriona Brown-Reckless



Councillor Stephen Cunnah



Councillor Jane Henshaw



Councillor Peter Huw Jenkins



Councillor Helen Lloyd Jones



Councillor Daniel Naughton



Councillor Sara Robinson

## APPENDICES

### Appendix 1 – Strategy and Plan Extracts

#### [Welsh Government - Programme for Government - Update](#)

##### Key aspects relevant to this Inquiry:

1. Enable town centres to become more agile economically by helping businesses to work co-operatively, increase their digital offer and support local supply chains, including local delivery services
2. Seek a 30% target for working remotely
3. Deliver the Digital Strategy for Wales and upgrade out digital and communications infrastructure
4. Support 80 re-use and repair hubs in town centres
5. Expand arrangements to create or significantly enhance green spaces
6. Introduce legislation permitting local authorities to raise a tourism levy
7. Engage with arts, culture and heritage sectors to develop a new culture strategy
8. Make 20mph the default speed limit in residential areas
9. Ban pavement parking wherever possible
10. Increase the use of equity stakes in business support
11. Support the development of a register of empty buildings and help small businesses move into vacant shops
12. Develop new remote working hubs in communities
13. Invest in travel options that encourage public transports and support walking and cycling
14. Develop masterplans for towns and high streets
15. Empower communities to have a greater stake in local regeneration
16. Create more community green space in town centres
17. Repurpose public space for outdoor events, markets, street vendors, pop up parks and parklets

#### Cardiff Council Strategies and Plans

- a. Several of the Council’s existing strategies and plans are relevant to this Inquiry, including:
  - Corporate Plan 2022-25
  - Recovery & Renewal Plan
  - City Centre Recovery Action Plan.
- b. The Council is also developing further strategies and plans that are relevant:
  - Music Strategy
  - Cultural City Compact/ Cultural Strategy
  - Tourism Strategy
  - Events Strategy
  - Regeneration Strategy
  - Replacement LDP.

Topic	Commitment	Source
<b>District and Local Centres</b>		
	Securing Welsh Government Targeted Regeneration Investment Programme funding for South Riverside Business Corridor, Roath & Adamsdown business corridor, Cowbridge Road East, and wider district and local centres	Corporate Plan
	New Regeneration Strategy by February 2023 to support district and local centres (aligning with WG Transforming Towns Programme)	Corporate Plan Recovery & Renewal Plan
	Supporting the vitality and viability of district and local centres	Corporate Plan
	Applying good place-making principles to the city centre, major new settlements and developments, as well as existing communities	Corporate Plan
	Public realm improvements	Recovery & Renewal Plan
	Greening of spaces	Recovery & Renewal Plan
	Investment in active travel – safe and segregated cycling routes, safe walking routes	Recovery & Renewal Plan
	Additional promotion – via ‘Visit Cardiff Neighbourhoods’ campaign	Recovery & Renewal Plan
	Consider the expansion of existing city centre management arrangements to include district centre management to keep each centre clean, attractive and vibrant	Recovery & Renewal Plan
<b>City Centre</b>		
	Implement City Centre Recovery Action Plan	Corporate Plan
	Establish new city centre management arrangements, with a stronger partnership with the Business Improvement District	Corporate Plan Recovery & Renewal Plan
	Work with partners, including FOR Cardiff, to adapt and re-purpose the city for post-Covid recovery	Corporate Plan
	Establish new events strategy and invest in visitor infrastructure to promote Cardiff as a visitor destination	Corporate Plan
	Apply good place-making principles to city centre	Corporate Plan
	City centre marshals	Recovery & Renewal Plan
	New permit arrangements for businesses	Recovery & Renewal Plan
	Animation of key locations	Recovery & Renewal Plan

New squares, green streets with proposed new public spaces at St Mary Street south, Greyfriars Road, Park Place, and Metro Central south	Recovery & Renewal Plan
Cycle loop around the city centre to connect each of the key city cycleways with each other	Recovery & Renewal Plan
Parklets, street greening and more flexible outdoor uses of public space across the city centre	Recovery & Renewal Plan
Work with Welsh Government’s Transforming Towns programme to support city centre regeneration schemes, street frontage improvements and public spaces	Recovery & Renewal Plan
Workspace	
Support development of new commercial premises for post-covid demand for workspace	Corporate Plan
Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post Covid economy	Corporate Plan
Develop proposals for a ‘meanwhile use’ and incubator space programme for empty and underutilised properties and places	Recovery & Renewal Plan
Support investment in co-working, innovation and start-up hubs within our city’s communities, including touch-down hubs for public sector workers, focussing on areas of highest deprivation as a starting point	Recovery & Renewal Plan
Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff	Recovery & Renewal Plan
Support the development of a new Tramshed Tech network in the city to provide a full spectrum of support for emerging tech business, developing space, skills support, networks and links with finance for new and established businesses	Recovery & Renewal Plan
Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region’s life sciences sector, and attracts the best start-up businesses in the sector	Recovery & Renewal Plan
Bring forward proposals for incubation space and business expansion space for the fintech, creative and cyber security sectors.	Recovery & Renewal Plan
<b>Businesses/ Sectors Support</b>	

Work with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city	Corporate Plan
Develop proposals for a new creative hub in the city centre to support production and performance	Recovery & Renewal Plan
Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home-grown productions and support local jobs and businesses	Recovery & Renewal Plan
Support Cardiff Music Board – develop an annual international music festival that supports the local cultural sector	Corporate Plan
Develop a Cultural City Compact and take forward a new Cultural Strategy	Corporate Plan
Support own businesses in developing our visitor economy by establishing home-grown events sector	Corporate Plan
Work with Welsh Government to establish a tax and regulatory environment that can accelerate recovery	Corporate Plan
Signposting and promotion of business support scheme	Recovery & Renewal Plan
Establish an Equity Fund for high growth businesses in the city	Recovery & Renewal Plan
<b>15-minute City</b>	
Establish a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements	Corporate Plan
New Regeneration Strategy to support 15-minute principles	Corporate Plan
Support the vitality and viability of district and local centres and deliver the '15-minute city' approach to all major centres by 2027	Corporate Plan

## Appendix 2 – Impact on Small Businesses

In November 2022, FSB (UK) issued a press release<sup>65</sup> regarding the **impact of rising energy bills**, highlighting:

- 63% say energy costs have increased this year compared to last year – 44% report a doubling of bills, 19% report a tripling or higher of bills
- 46% have already raised prices but these do not cover full cost increases
- 25% small firms plan to close, downsize or restructure if energy bills relief ends in April 2023 – this rises to:
  - 42% in accommodation and foods sector
  - 34% in wholesale and retail
  - 29% in manufacturing
- 44% of small firms expect to further raise prices if energy bills relief ends in April 2023
- 18% will keep prices the same because customers cannot afford further increases
- 30% have frozen growth plans due to soaring energy costs.

FSB (UK) has suggested the UK Government:

- Continue support under the current Energy Bill Relief Scheme to avoid a cliff edge on April 1, 2023
- Consider the size, not just sector or geography, of firms when determining which businesses are vulnerable, and therefore entitled for further support
- Maximise planning certainty over the long-term so that small businesses can plan ahead, and
- Help small businesses to invest in energy efficiency, through incentives like voucher schemes.

FSB Cymru informed this Inquiry an FSB UK survey shows that, in October 2022,:

- 89% of businesses surveyed said costs rising over past year
  - 38% said costs rising significantly
  - 60% said utilities / energy have increased significantly
  - 48% said materials and other inputs have increased
- 43% said revenue decreasing – up from 31% in previous quarter
  - 41% said they expect revenue to decrease in next quarter
- 50% said they expect to grow
- 50% said access to credit is an issue
  - 46% only successful in accessing credit
- 54% said late payments are an issue

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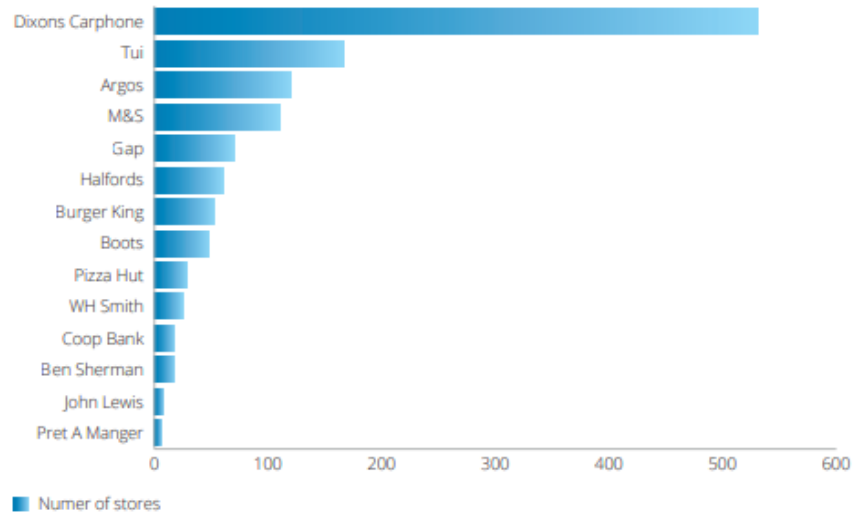
<sup>65</sup> [One in four small firms plan to close, downsize, or restructure if energy bills relief ends in April next year, new survey reveals | FSB, The Federation of Small Businesses](#)



## Appendix 3 – High Streets

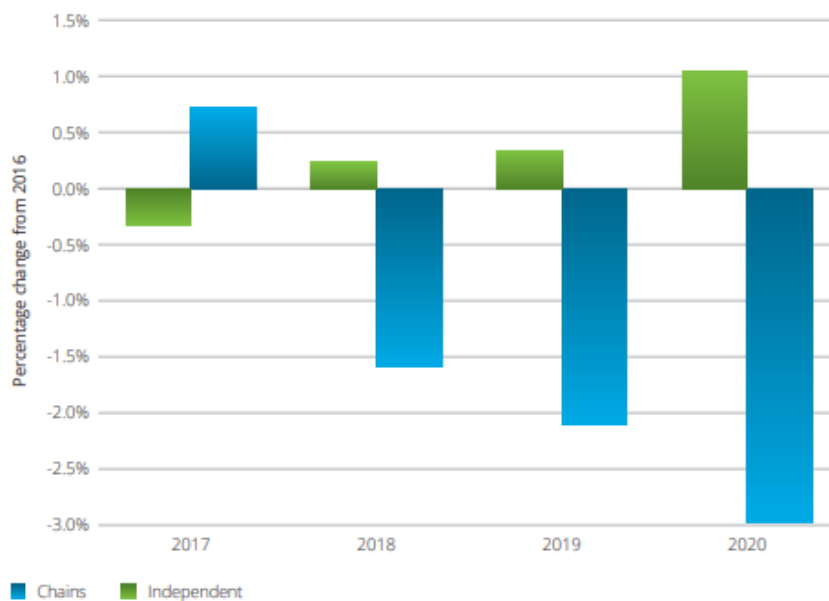
What next for the high street?: part two – A revival – Deloitte – January 2021:

**Figure 1. Announced store closures 2020**



Source: Deloitte LLP

**Figure 2. Percentage change in independent and chain shops from 2016**



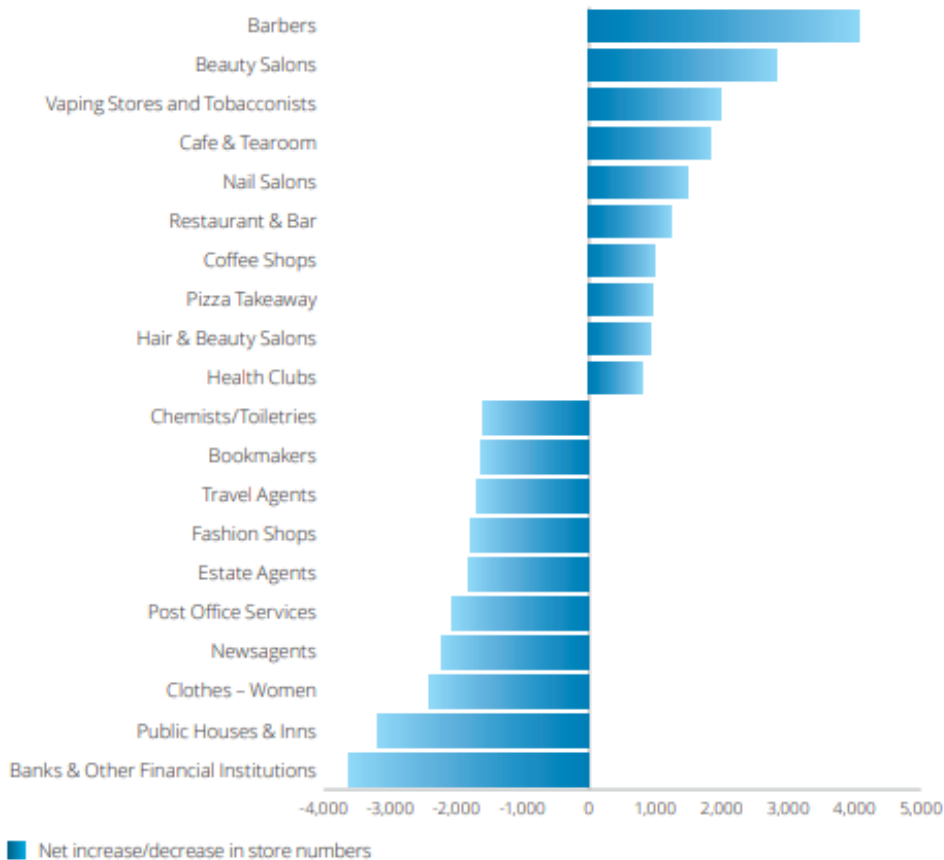
Source: Deloitte LocationEdge/Experian

**Figure 3. Following the original lockdown, respondents have been more likely to spend money at businesses that ...**



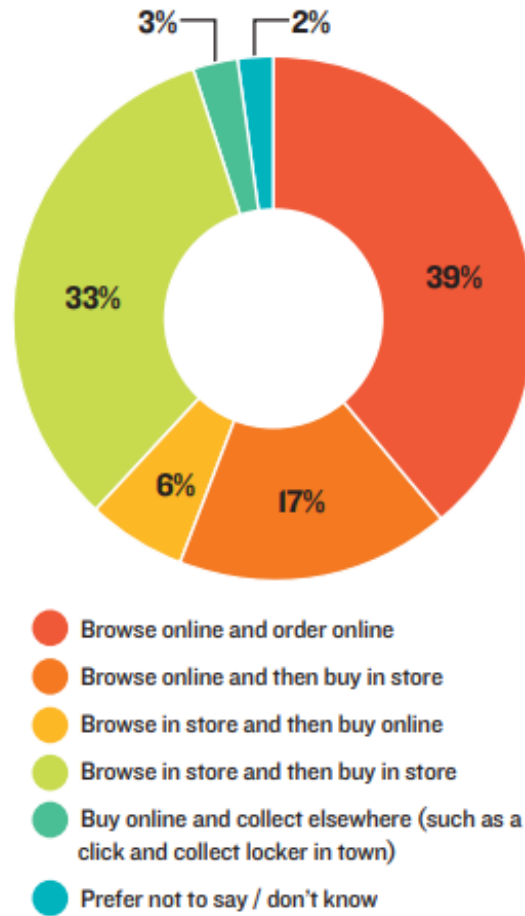
Source: Deloitte Digital

**Figure 4. Top ten growing and declining subcategories - Net change in store numbers since 2013**



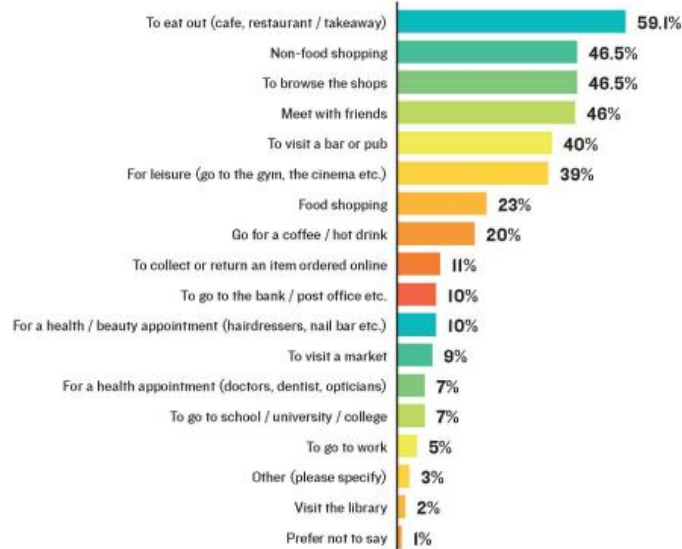
Source: Local Data Company

Figure 1: Young People’s preferred shopping methods



Source: Lichfields survey of 16-25 year olds - September 2019

Figure 3: What are the main reasons why young people visit town centres?



Source: Lichfields survey of 16-25 year olds - September 2019

- Deloitte highlight that high streets must:
  - reflect local demographics – not every high street needs an artisan bakery
  - reflect changing shopping habits –
    - provide retail for ‘self’ rather than ‘stuff’ e.g., barbers, beauty salons, cafés, coffee shops, tearooms, restaurants, bars, takeaways
    - recognise rise in ethical shoppers who care how staff and customers are treated, who care about supply chains and environmental issues
  - create the right environment – not necessarily expensive ‘bright lights’ experiences, but warm, welcoming, friendly, personalised services etc.<sup>66</sup>
  
- Deloitte highlight the need to:
  - Rethink the landlord tenant relationship – as economic partners not opponents
  - Shape and fund regeneration – reflect unique local identity and capitalise on strengths.<sup>67</sup>
  
- This Inquiry heard that it is also important to:
  - Have investments and policies designed to increase consumer demand
  - Improve the skills of residents – higher-skilled residents have higher wages on average – increases local demand for goods and services<sup>68</sup>
  - Create the right conditions for businesses to locate –high-quality office space and ‘experience’ leisure economy
  - Use planning powers to move high streets from an over-reliance on retail towards the ‘experience’ leisure economy.<sup>69</sup>
  
- Centre for Cities argues

*‘To secure the long-term future of British high streets we require a rethink of regeneration strategies, strengthening the role city centres play as a place of production, not just consumption. Policy must focus on improving the skills provision of city residents and making city centres more attractive places for knowledge-based businesses.’*

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<sup>66</sup> What next for the high street?: part two – A revival – Deloitte – January 2021 – downloaded 14 October 2022

<sup>67</sup> As above

<sup>68</sup> Evidence Briefing: local growth, high streets and town centres – What Works Centre for Local Economic Growth - 2021

<sup>69</sup> [High streets | Centre for Cities](#)

*“Good jobs and a strong local economy are the keys to saving high streets. Any interventions that seek to improve cities’ amenities without boosting consumer spending power are doomed to fail from an economic perspective.” – Andrew Carter, Chief Executive of Centre for Cities<sup>70</sup>*

- The Arup report ‘Towards Superbia’ (2022)<sup>71</sup> imagines local high streets where shops, car parks and empty lots are adapted into art galleries, maker spaces, co-working offices, health centres and playgrounds, connected by contemporary public transport with safe walking and cycling networks linking to communities.
  
- The Arup report recommends:
  - 3 immediate interventions:
    - Deliver low-cost workspace to support start-ups, training and close to home working
    - Utilise vacant shops as ‘test sites’ for new businesses that could include hospitality and retail
    - Redesign the street by widening footpaths to support social distancing, provide space for cafes and create accessible transport stops
  - 5 longer term recommendations to bounce forward into Superbia, including the following that are relevant to this Inquiry:
    - Diversify our suburban main streets to meet new needs – flexible co-working and co-learning spaces, tactical interventions in the public realm to activate local community facilities, support local business with digital skills, networking and local retail champions
    - Prioritise walking and cycling improvements – especially around local centres
    - Innovate the funding and delivery mechanisms - e.g., meanwhile uses for spaces, collaboration and partnerships including suburban BIDS.<sup>72</sup>

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<sup>70</sup> [High streets | Centre for Cities](#) – downloaded 23 November 2022

<sup>71</sup> [Towards Superbia - Arup](#) – downloaded 24/11/22

<sup>72</sup> [Towards Superbia - Arup](#) – downloaded 24/11/22

- In September 2021, Audit Wales published their report ‘*Regenerating Town Centres in Wales*’, which sets out their findings of how local authorities are managing and regenerating their town centres.
- The Audit Wales report highlights that local authorities, along with Welsh Government: *‘..need to deliver integrated solutions and make brave decisions going forward, providing honest, strong and dynamic leadership. Local authorities are well-placed to prioritise and led on place planning but need to be clear on the purpose of their town centres and involved public sector partners, the third sector, town and community councils, communities and businesses in decisions. Valuing and using information to fully understand problems and identify the best solutions have to be improved. Local authorities will also have to become increasingly more interventionist to address the challenges facing town centres.’*
- The report highlights that local authorities need to apply the 4 Is:
  - Intention – have a clear vision with a plan for change – set out ambitions and show drive and direction and recognise interconnectedness of places. Consider alternative uses such as housing, arts, culture, leisure, public realm, green and blue spaces.
  - Involvement – involve communities and businesses in designing place plans, utilise BIDS
  - Informed – strengthen quality and scope of data, don’t simply rely on footfall and empty properties, but seek to understand catchment demographics and shopping patterns, utilise digital data on travel movements, parking, mobile phone activity, social media interaction, and Wi-Fi usage to give insight into changing use of town centres. Strengthen evaluation of previous regeneration schemes to learn lessons and help shape new plans
  - Intervention – once created a vision, need to use available powers to lever change e.g., partnership working, advice and guidance, land acquisition and land assembly, development control and regulatory powers, improvement grants and loans, as well as enforcement actions.
- Audit Wales makes 6 recommendations, including 2 for local authorities, as follows:

R4 – *We recommend that local authorities take appropriate action, using these existing powers and resources available to achieve the best possible outcome for town centres by:*

- *Using alternative methods of enforcement before using Compulsory Purchase Orders as a last resort*
- *Integrating enforcement strategies with wider departmental strategies across housing, environmental health, planning and regeneration teams to make more effective use of existing skills and resources, and*
- *Ensuring there is capacity and the right expertise to use the full range of powers, working in collaboration with other councils to achieve good outcomes.*

R6- *We recommend that local authorities use our regeneration tool to self-assess their current approaches to identify where they need to improve their work on town-centre regeneration.*

## Appendix 4 – Broadband – UK and Wales

- Broadband provision is a reserved matter, meaning UK Government lead on it and Welsh Government interventions are limited to grant funding and using devolved policy levers – such as planning and business rates – to encourage private investment.
- The technologies underpinning broadband have developed rapidly over the last few years, improving capacity, speed and reliability. Early technology involved using copper wire cables (ADSL) whereas now broadband can be delivered using fibre optic cables as well as via hybrid fibre coaxial cables (used by Virgin Media O2). There are also differences between broadband being delivered to a cabinet exchange, with separate connections from these to individual premises by copper wire (FTTC), and broadband being delivered to the property/ premises entirely over fibre optic cables (FFTP).
- The UK Government has set up "Project Gigabit", a £5bn UK-wide project with a "Gigabit Broadband Voucher Scheme" created to support rural areas with the installation costs of high-speed broadband. The Senedd's Climate Change, Environment and Infrastructure Committee heard from Welsh Government deputy minister Lee Waters MS, who told the committee UK funding has "failed to reflect the true cost of deploying in the Welsh landscape."<sup>73</sup>
- The Welsh Government has several schemes to boost broadband provision in Wales, including:
  - extended Superfast Cymru programme
  - Local Broadband Fund
  - Access Broadband Cymru grant scheme
- The Senedd's Climate Change, Environment and Infrastructure Committee issued a report in August 2022 stating people in Wales are being left behind due to inadequate broadband speeds, particularly in rural areas. The report:
  - warns that there is a risk that during the cost-of-living crisis, superfast broadband access will become a luxury that many will not be able to afford

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<sup>73</sup>[Sub-par, unreliable broadband connections 'excluding people from modern life' in Wales - Wales Online](#) downloaded 02/08/22



- highlights that only 1.2% of those eligible for a 'social tariff' (available to people receiving government benefits) have accessed the scheme, meaning many low-income households are over-paying for broadband
  - found superfast broadband availability in Wales is now at 96%, but figures from Ofcom show that take-up in Wales is only around 63%, probably due to cost
  - Warns that without meaningful engagement between the UK and Welsh governments, there is nothing to prevent the UK administration creating a scheme that does not meet the needs of Wales<sup>74</sup>
- The Senedd committee has:
    - called on the UK Government to raise the amount of support available for individuals and businesses to address the particular needs in Wales
    - called on the UK Government to urgently look at raising the USO cap
    - recommended action should be taken to make enrolling for social tariffs clearer and simpler
    - recommended that the Welsh Government should set out its position in legislating to require full fibre connectivity for all new-build housing developments
    - recommended that the Welsh Government should undertake a piece of work to consider the impact of the cost-of-living crisis on its Digital Strategy and report back on its conclusions within six months
    - recommended that the Welsh Government should explain how its Digital Strategy will remove barriers for groups who are disproportionately affected by a lack of digital connectivity.<sup>75</sup>

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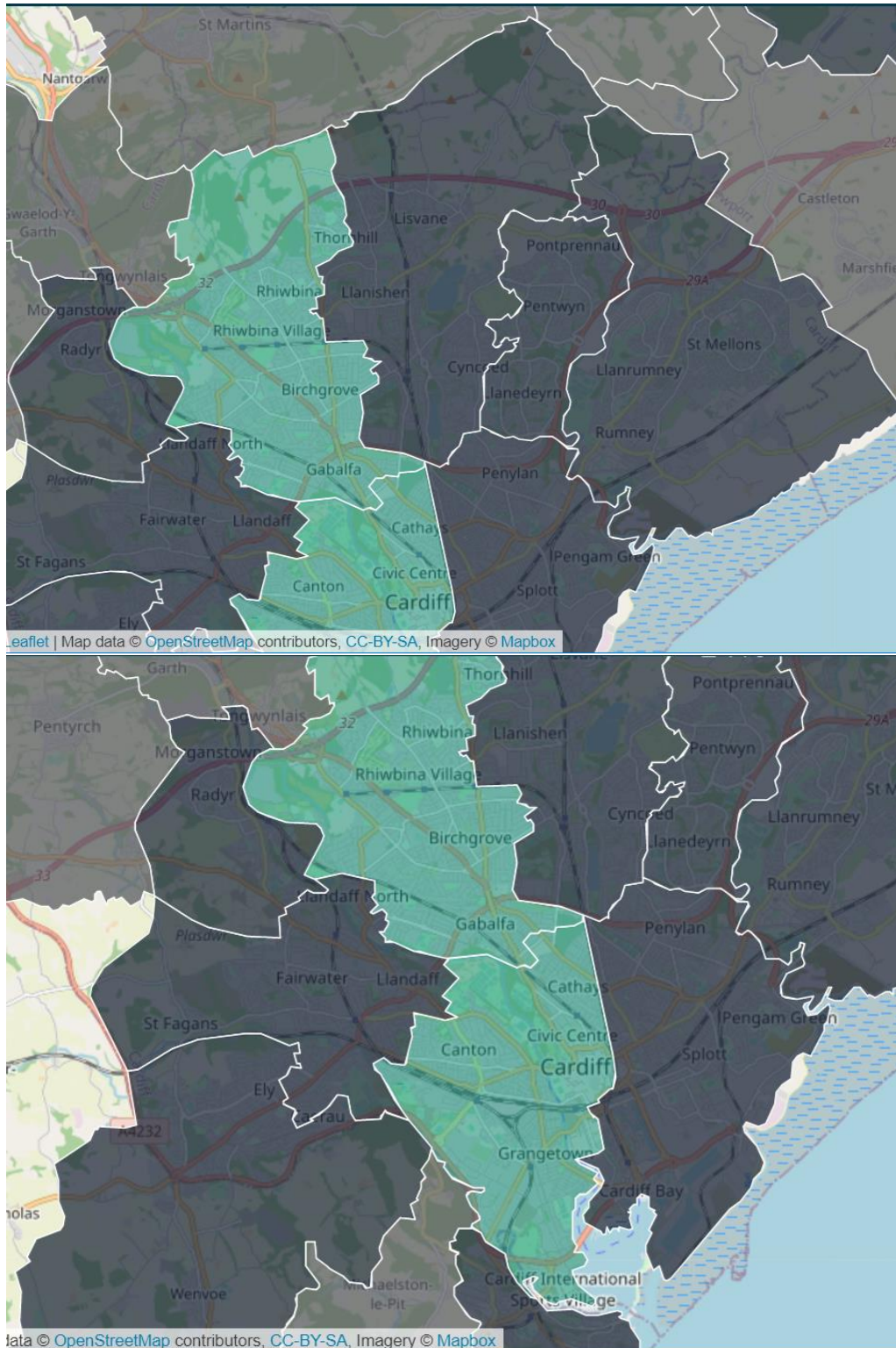
<sup>74</sup> [Sub-par, unreliable broadband connections 'excluding people from modern life' in Wales - Wales Online](#) downloaded 02/08/22

<sup>75</sup> As above

## Appendix 5 – FTTP Broadband Maps - Cardiff

Openreach have maps available showing where and when they are building Ultrafast Full Fibre broadband. The ones for Cardiff are shown below, but it is easier to see by following this hyperlink as you can zoom in more:

[Where and when we're building Ultrafast Full Fibre broadband | Openreach](#)



## **Appendix 6 - Scrutiny Research Report**

**A survey of the needs and issues of remote workers and co-workers, small businesses and traders, and independent artists and freelancers in Cardiff.**

**A report prepared for the Economy and Culture Scrutiny Committee Task and Finish Inquiry on Shaping Cardiff’s Post Pandemic Economic Recovery.**

**Scrutiny Research**

**January 2023**

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## **Research background and objectives**

Cardiff Council's Economy and Culture Scrutiny Committee is undertaking a Task and Finish Inquiry on how Cardiff Council can shape and support Cardiff's post pandemic economic recovery. As part of this Inquiry, Members commissioned research to look into the views of small business owners, local artists and remote workers on the challenges that they face, and the support and services they need in recovering from the economic impacts of the pandemic and as well as support needed relating to the implementation of 15-minute city concept in Cardiff.

More specifically this research will look into these stakeholders' views on:

- their access to broadband provision and how this has affected them;
- the 15-minute city concept and how this will impact on City centre and local and district centres;
- the issues and challenges they face following the Covid pandemic and the current cost of living crisis;
- what the Council could do to support; and
- how access can be improved in local and district centres

## **Research methodology**

A survey questionnaire was formulated as the main tool used to collect the data required for this research. To inform the formulation of the questions and categories that were used in the questionnaire, a review of relevant literature was undertaken. Drafts of the questionnaire were sent to all Task and Finish Inquiry Members, the Operational Manager – Neighbourhood Regeneration and the designated Operational Manager in the Economic Development Directorate, to seek their feedback, comments and suggestions on the survey questions. Survey questions were inputted into the SNAP software to enable on-line completion of the survey. The support of local business contacts and business network groups known to Cardiff Council were sought to help with the distribution of the on-line link to the survey questionnaire. To further encourage the completion of the questionnaire, survey flyers

providing information on the survey including the online link and a QR code, were distributed by hand in selected local and district shopping centre areas. Posters on the survey were distributed and displayed in Cardiff Council owned Leisure Centres and Hubs. Due to time and resource constraints, the survey was live online for only 10 days. The limited time available for completing the survey may have affected the overall response rates.

In total, 34 respondents completed the survey on-line. This includes 19 remote workers, 3 individuals making use of co-working spaces and 12 small business owners and traders.

## Summary of findings

This research was commissioned by the Economy and Culture Task and Finish Inquiry on how Cardiff Council can shape and support Cardiff's post pandemic economic recovery. This research looked into the views of small business owners, local artists and remote workers on the challenges that they face, and the support and services they need in recovering from the economic impacts of the pandemic and as well as support needed relating to the implementation of the 15-minute city concept in Cardiff. To collect these stakeholder views, an online survey questionnaire was formulated and was made available to business network contacts. Information on the web link and QR code were made available using flyers and posters that were distributed in selected local and district centres and Cardiff Council Hubs and leisure centres. The survey was available on-line for 10 days and was completed by 34 respondents in total.

The majority of respondents (94%) confirmed that they have access to broadband facilities when running their business or working remotely. However, less than half of all respondents (44%) were satisfied with the connectivity of their broadband provision with nearly a third (30%) indicating that they were dissatisfied with their existing facility.

Overall, more respondents (54%) stated that their broadband connectivity has affected their business operations or their ability to work remotely than those (32%) who stated they have not been affected at all.

Those affected confirmed that this had limited their ability to work remotely (82%), their reach of customers (63%), their access to information and/or software to support business processes (60%) and their ability to market goods and services provided (57%). Less than half (47%) indicated that this limited their ability to receive orders and a third (33%) cited that this affected their ability for distribution and delivery (33%). A much smaller proportion indicated that this has affected the speed of processing (21%) and cashless transactions (14%).

Many respondents (in the range 53% - 68%) held a positive view on the impacts of the 15-minute city concept, with around a quarter (in the range of 21% - 26%) indicating strong agreement that the 15-minute city concept will: improve street safety (21%); create more vibrant and liveable local neighbourhoods (24%), improve air quality (26%) and reduce carbon emissions (26%). It is notable however, that a significant proportion of respondents need to be better informed about the possible impacts of the 15-minute city concept. As many as 40% indicated that 'they would need more information to fully understand its implications' and nearly a third of respondents (30%) were 'not sure and don't know much' about it.

Respondents' views are quite divided on the potential negative impacts of the 15-minute city concept. More than half (59%) agree that this could lead to increased house prices in neighbourhoods with more facilities. However, a much smaller proportion (33%) believe that this could increase social divides between the rich and poor. Almost as many expressed disagreement on the views that the 15-minute city concept could lead to increased discrimination and stigmatisation (30%) and increased inequalities (30%) as those who agreed (24% and 27%) with these statements. It is notable that more than a third of respondents (in the range 35-38%) neither 'disagree' nor 'agree' with the possible negative impacts of the 15-minute city concept.

With regards to its impact on the city centre, nearly two thirds were in agreement that the 15-minute city concept could 'reduce the footfall to the city centre' (62%) and lead to the possible 'decline of the City centre' (59%). However, when asked how this could transform the city centre, around half (47%) see the city centre as continuing to provide the night time economy, eating and drinking establishments, serving as a commercial and shopping destination and promoting its culture and heritage (53%). A lower proportion (38%) agree on an increasing role in 'highlighting its history'.

A substantial proportion of respondents believe that the 15-minute city concept will have positive impacts on local and district centres. Many believe that this could lead to increased amenities and facilities (62%) and increased footfall in local shops and businesses (65%). Respondents agree that such a development would increase the need for disabled parking



(50%) and parking space for non-motorised vehicles (47%). When asked about other possible impacts, a number of respondents have the view that this will not have an impact while another felt that it's 'too early' to make a judgement about it. According to some small businesses/ traders, other positive impacts that this could bring include improvements in mobility and transport links as well as diversity in the local neighbourhood. A concern was raised on a possible negative impact of the 15-minute city concept in potentially limiting social interactions and further reinforcing social divides between neighbourhoods.

To improve access to local and district centres, respondents cited improvements needed in local infrastructure and services. The majority identified the need for: frequent and reliable public transportation (77%); safe walking routes (71%); and safe cycling routes (53%). Half of respondents (50%) cited the need for Cardiff 'Ovo' bikes.

Respondents also offered more specific suggestions on improving public transport provision, connections and infrastructure as well as its affordability. Others highlighted the need for better local infrastructure in making these more people and child friendly and the provision of facilities that will encourage social interaction and safety within the communities. These include improving pavements, pedestrianisation of streets, sitting areas as well as children activity and play areas, more green spaces and more local parking spaces. It was also suggested that increasing footfall could also be achieved by holding local events and by improving community safety with enhanced police presence.

Some respondents highlighted the need for improvements in city planning approaches. There was a call for more improved planning and land use as well as a concern raised on the extent of housing development in certain areas in Cardiff. A suggestion was raised to learn from development approaches used by other European cities as well as in using planning strategies that encourage more diversity in the types of businesses. The need to improve and maintain traditional Victorian properties to highlight cultural heritage was also suggested.

When asked about the main issues that have affected them, all of the small businesses and traders (100%) identified increasing costs of energy and fuel, reduced consumer spending, and increasing costs and prices of supplies and materials. Additionally, reduced trading due to reduced footfall was also another challenge cited by majority of small businesses (83%) and traders. More than half (59%) stated that their capability and resources to go on-line have affected their operations. A much smaller proportion (25%) of all respondents stated that this issue has not affected them at all. Other issues that have affected small businesses are the availability of parking facilities for customers, the cost of rent, business rates and bills and landlords who are unsympathetic to the impact of covid on small businesses and traders.

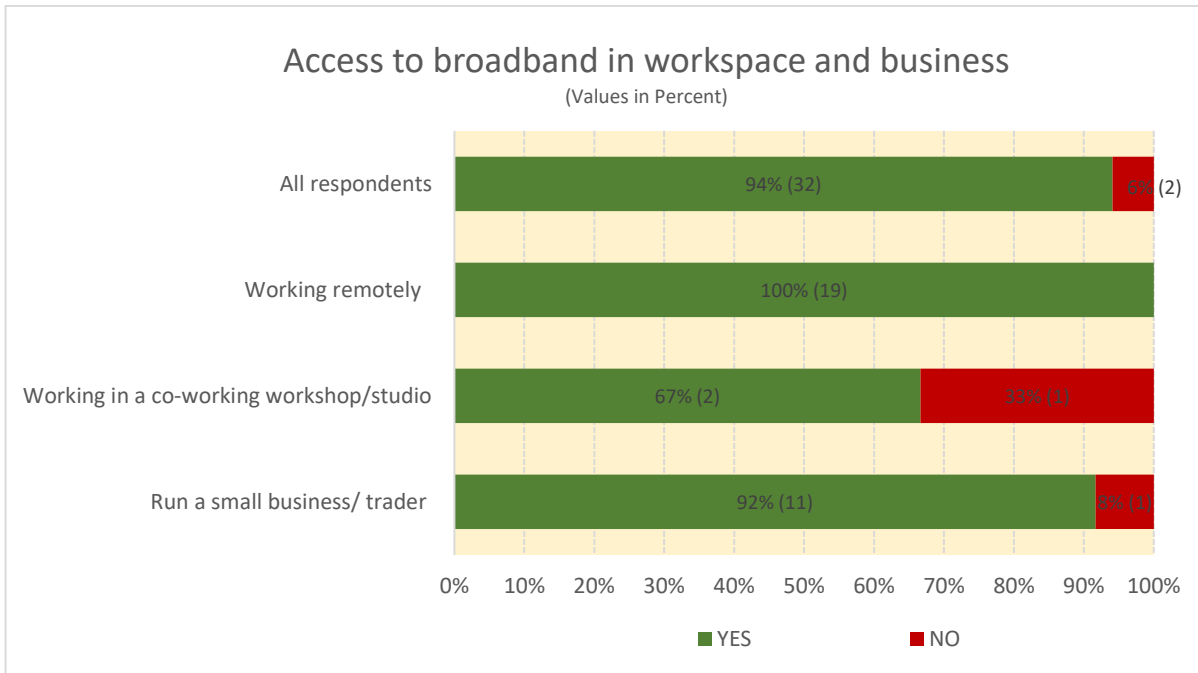
Amongst remote and co-working respondents, the increasing costs of energy and fuel (69%) and the increasing costs and prices of supplies and materials (53%) were the key challenges that have affected them. The decreasing availability of freelance work due to Brexit and the post pandemic funding crises was also highlighted as a challenge. Other issues raised include concerns relating to community safety, access to public transport, shops, slow broadband connections and the availability of local co-working spaces.

Another challenge is information on available remote working spaces that can be accessed locally. Most respondents (56%) stated that they are not aware of provision that are available within 15 minutes' walk or cycle from their home. Only around a quarter of those working remotely (27%) and small businesses and traders (23%) confirmed knowledge of the various remote workspace provision.

Respondents were also asked how the Council can provide support in recovering from the pandemic. Small businesses/traders stated that they would welcome some reduction or the freezing of business rates, support for their energy bills, and available support in dealing with business tenancy issues with their landlords. Remote workers indicated that some reduction in Council tax or direct financial aid would benefit them as well as increasing provision of well-equipped and serviced co-working spaces, and improvements in local broadband speeds. The need for green spaces and the benefits it brings to the inner city and amongst remote workers were also highlighted. Other specific suggestions include better use of public money, improved engagement with the Charity sector and the promotion of local neighbourhood areas.

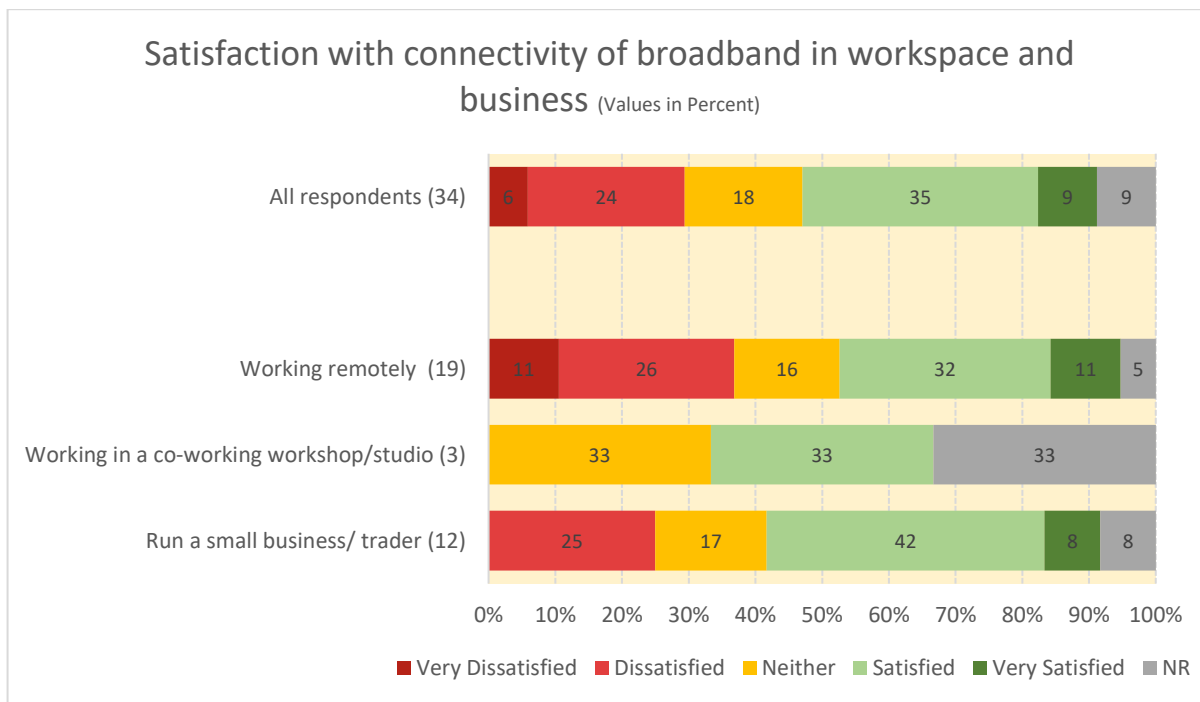
## Survey results

### Access to broadband in workspace and business



The results above show that the vast majority of respondents (94%) have access to broadband in their current workspace of business. Only a small proportion (6%) indicated a negative response.

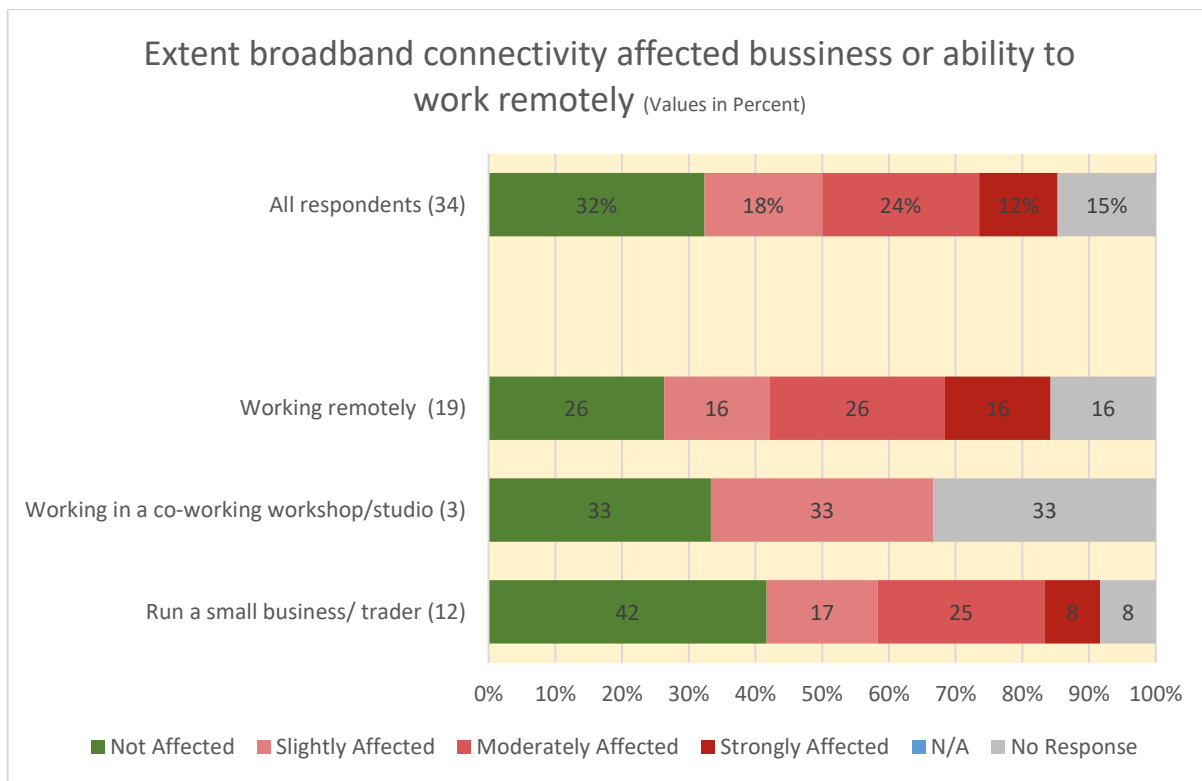
## Satisfaction with broadband connectivity



A substantial proportion of respondents (44% of total) indicated that they are ‘Satisfied’ or ‘Very Satisfied’ with their broadband provision. A comparatively smaller proportion stated that they are ‘Dissatisfied’ or ‘Very Dissatisfied,’ however it is worth noting that this group accounts for nearly a third (30%) of all respondents.

Half (50%) of small businesses/traders indicated that they were satisfied with their broadband, however there is also a substantial proportion (42%) who indicated dissatisfaction with their current provision. Amongst remote workers, nearly half of them (43%) indicated a positive response, whilst more than a third (37%) indicated dissatisfaction with their broadband provision.

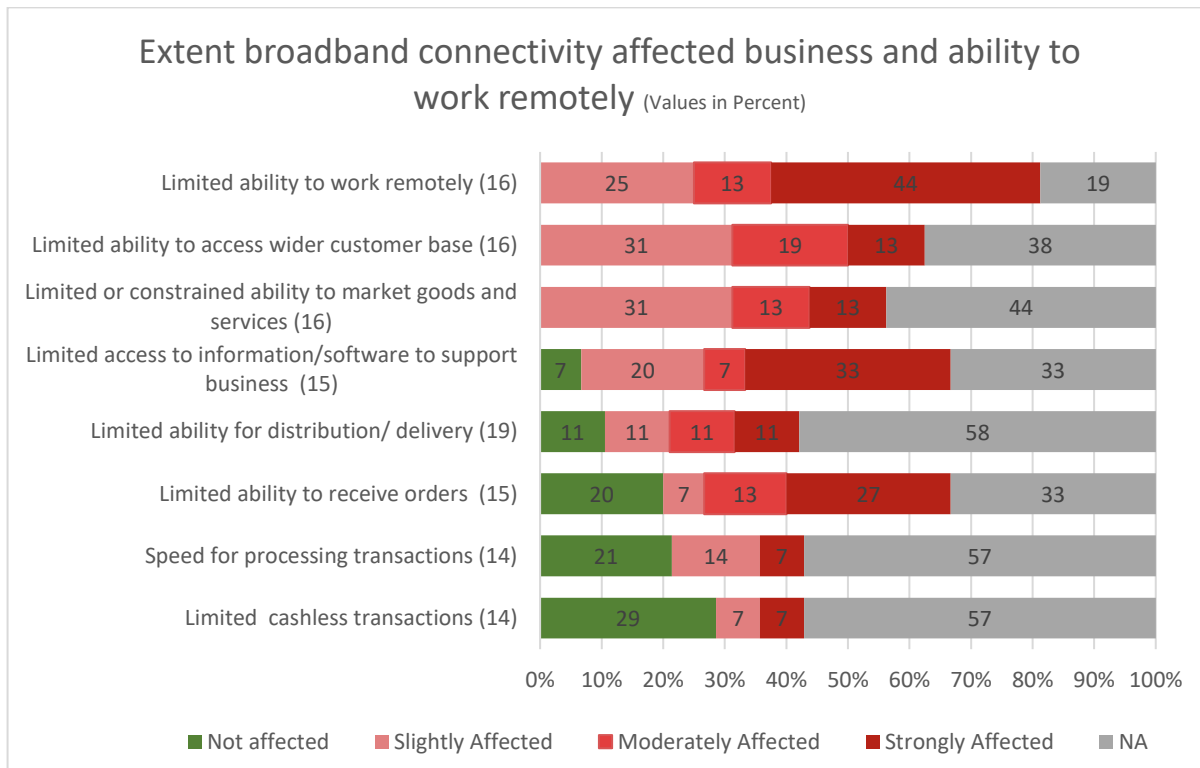
**Extent that broadband connectivity has affected work and business**



Overall, more than half of all respondents (54%) indicated that their broad band connectivity has to some extent affected their business operations or their ability to work remotely. A much smaller proportion of nearly a third (32%) stated that this has not affected them at all.

A slightly greater proportion of those working remotely (in total 58%) indicated that their work/business has been affected by their broadband connectivity, compared with those owning small businesses (in total 50%) who gave similar responses.

## How broadband connectivity has affected work and business



The result in chart above illustrates the responses (in percent) of those respondents who have confirmed that their broadband connectivity has affected their business or work to differing extents.

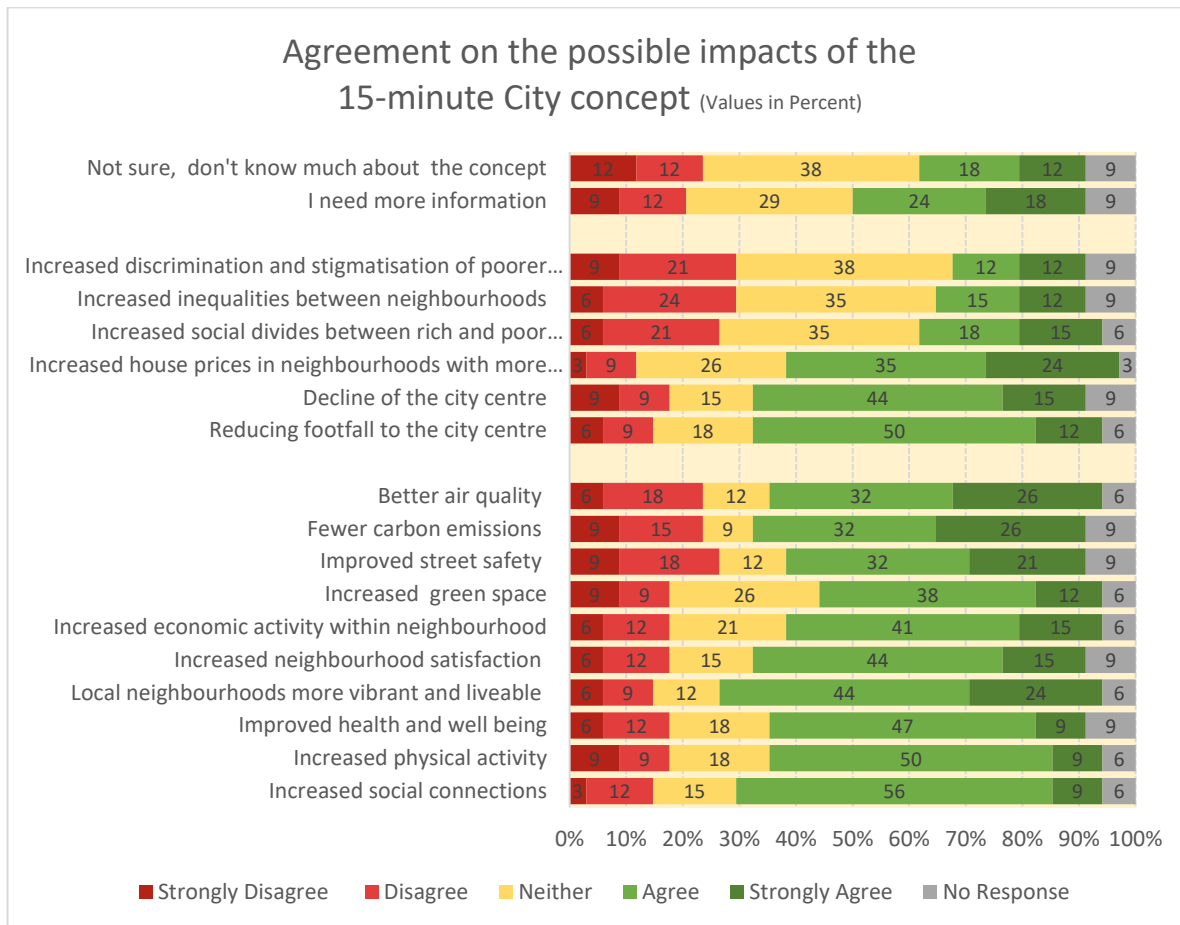
A substantial proportion confirmed that their broadband connectivity has adversely affected their ability to work or run their business. More than three quarters (82% of total) stated that this had limited their ability to work remotely. The majority also indicated that their connectivity has affected their reach of customers (63%), their access to information and/or software to support business processes (60%) and their ability to market goods and services provided (57%). Additionally, a substantial proportion confirmed that this limited their ability to receive orders (47%) and their ability for distribution and delivery (33%). A much smaller proportion indicated that this has affected their business transactions (14% and 21%).

<b>How broadband connectivity adversely affected current business operations/ remote working in any other ways</b>	
<b>Respondent Type</b>	<b>Response</b>
Working remotely	Yes
Working remotely	Virtual meetings.
Working remotely	No
Small business/ trader	No
Small business/ trader	We have a co-working space that people use that are unable to always utilise the fastest connection available.

When asked about other ways that broad band connectivity has adversely affected their work, three respondents provided additional information. One (1) of the respondents did not provide any details, while another stated that this affected the conduct of virtual meeting. Another stated that co-workers using their facility are unable to utilise the fastest broad band connection that should be available to them.

Two other respondents confirmed that their broadband connectivity has no adverse effect on how they work.

## Views on the impact of 15-minute city concept



The results above show (upper section of the chart) that nearly a third of respondents (30%) are ‘Not sure and don’t know much about the 15-minute concept’, with as many as 40% confirming that ‘they would need more information to fully understand its implications.

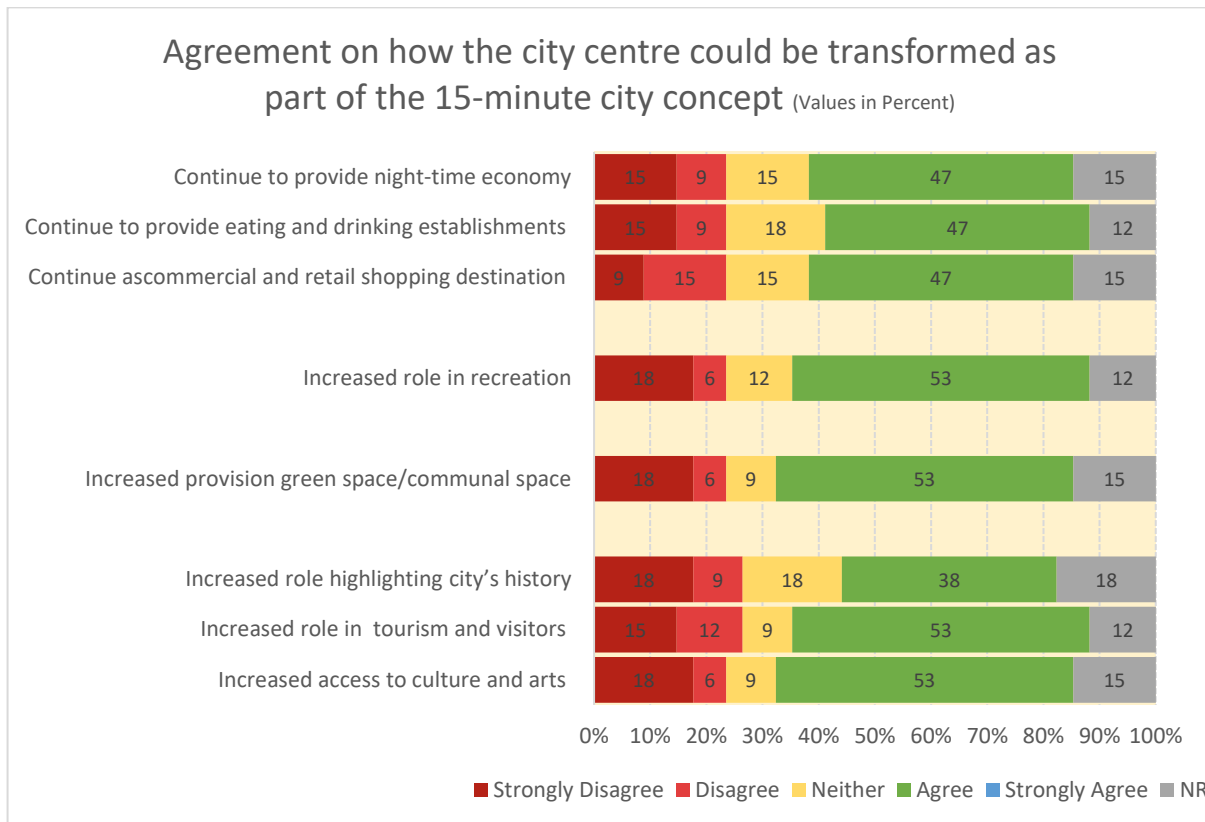
Overall, the majority of respondents (in the range 53% - 68%) have expressed agreement on the positive impacts of the 15-minute city concept (in lower section of the chart). Around a quarter of all respondents (in the range of 21% - 26%) expressed that they ‘Strongly Agree’ that this will have a positive impact on improving street safety (21%), the liveability of local neighbourhoods (24%), its air quality (26%) and its carbon emissions impact (26%).



Respondents’ views on the negative impacts (middle section of the chart) of the 15-minute city concept on social and economic inequalities are quite divided. Although more than half of respondents (59%) agree that this could lead to increased house prices in neighbourhoods with more facilities, a comparatively smaller proportion of respondents were in agreement that the 15-minute city concept could increase social divides between the rich and poor (33%). A much lower proportion agreed that this could lead to increased discrimination and stigmatisation of poorer communities (24%), increased inequalities (27%). In comparison, a slightly higher proportion (30%) of respondents disagreed with the negative impacts relating to discrimination and stigmatisation and increasing inequalities. Overall, more than a third of respondents (in the range 35-38%) neither ‘disagree’ nor ‘agree’ with these possible negative impacts of the 15-minute city concept.

It is notable that nearly two thirds of respondents agree that the 15-minute city concept could ‘reduce the footfall to the city centre’ (62%) and lead to the possible ‘decline of the City centre’ (59%).

**Views on the impact of 15-minute city concept to the city centre**



Although, more than half of respondents (in previous chart) agree that the 15-minute city concept could lead to reduced footfall (62%) in the city centre and the possible decline of the city centre (59%), the results above show that around half (47% - 53%) see the city as continuing to have an important economic and cultural role.

Nearly half (47%) agree that the city centre continue to ‘provide night-time economy’, eating and drinking establishments, as well as serve as a commercial shopping and retail shopping destination. A slightly higher proportion (53%) were in agreement that the city centre could increase its role recreation (53%) and in providing green and communal spaces (53%).

More than half (53%) also agreed that the city centre can have an ‘increased role in tourism and visitors’ and in providing ‘increased access to culture and arts’. A slightly lower proportion (38%) indicated agreement on an increased role for city centre’s in ‘highlighting its history’.

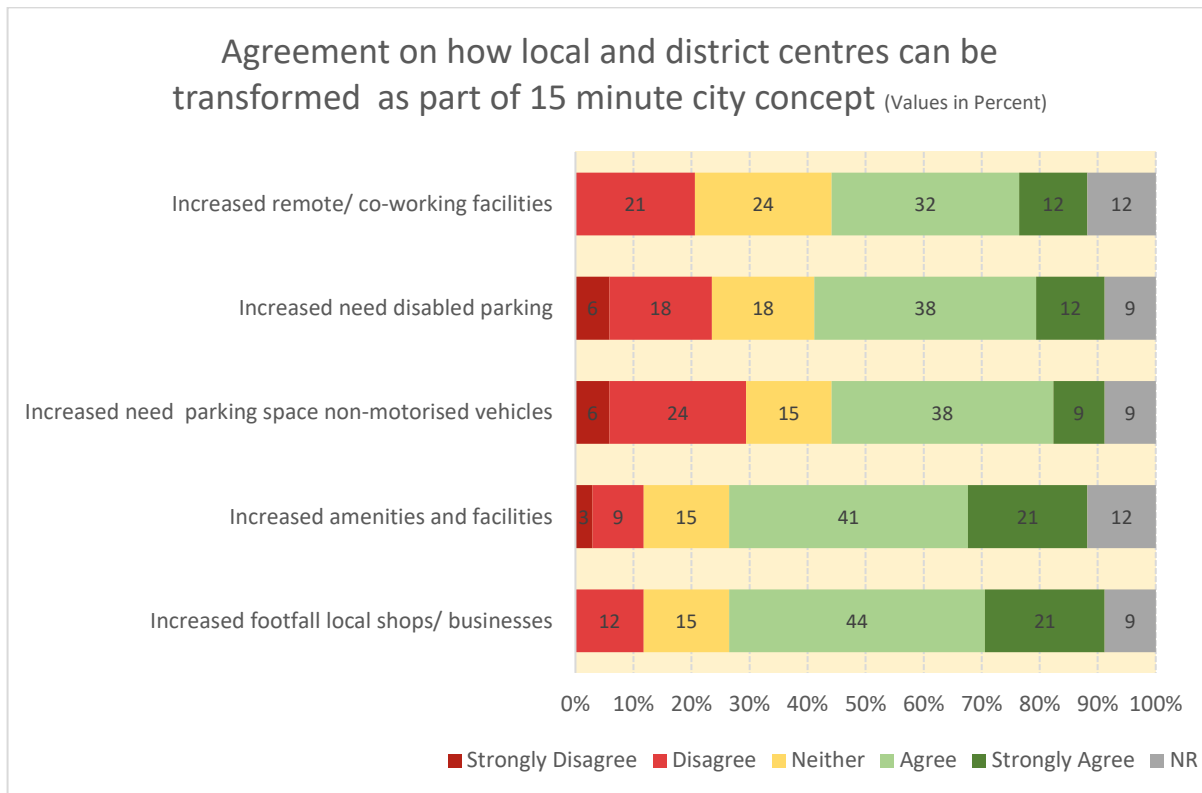
<b>Other impacts will the 15-minute city concept have on the city centre</b>	
<b>Decline of the city centre</b>	
Small business/ trader	Kill it completely
Working remotely	The city centre is terrible at the moment, and this will make it worse.
Working remotely	the city centre will be out of bounds as those of us who live in the suburbs will be taxed to travel there
<b>Priorities and suggested improvements for the city centre</b>	
Working remotely	The city is unsafe and scary at the moment, and dirty - the top priority should be to resolve that
Working remotely	Turn disused office space into affordable housing and SME provision, have a better mix of residential and commercial in city centre
Working remotely	Removing daily commute focus from the city centre and allowing it to develop its identity as a "destination" place for tourism, shopping and those looking for meeting/collaboration spaces. A clearer identify for the space gives a clearer steer for future planning and development.
Working remotely	The Council should spend more time protecting the city's heritage and improving its appeal and not bow to greedy developers building bland, faceless

	<p>monstrosities. Build a city that people want to come to and generate wealth for everyone, rather than allowing developers to trash our city and profit in the process. Contrary to what city leaders say, you aren't doing enough, and you can and must do better.</p>
--	---

Seven (7) respondents in total made additional comments on other ways that the 15-minute city concept could further impact on the city centre. Three (3) respondents expressed concern on how this would have a negative impact. A small business owner believes that this would 'kill the city centre.' A remote worker stated that this will worsen the existing condition in the city while another felt that this will further reduce footfall into the city centre. One (1) respondent highlighted the need to prioritise and address community safety and cleanliness issues in the city centre.

Four (4) respondents (remote workers) did not specify how the city centre could be affected by the 15-minute city concept but instead have made suggestions on improvements that can be made and strategies that can be adopted to improve it. Some of the remote working respondents (3) offered suggestions on specific aspects that planning and development in the city centre should address. A respondent suggested that a better mix of residential and commercial development should be made with disused office spaces transformed into affordable housing. Other suggestions include enhancing the city role as a 'destination' place for shopping and as a meeting place. The role of the city centre as a tourism destination was also highlighted alongside the need to protect its cultural heritage. In protecting the city's heritage, it was further suggested that development in the city should 'improve its appeal' and not involve 'building bland faceless monstrosities.' The appeal of the city could be enhanced in building a 'city that people will want to come and generate wealth for everyone' instead of developers 'trash our city for profits.'

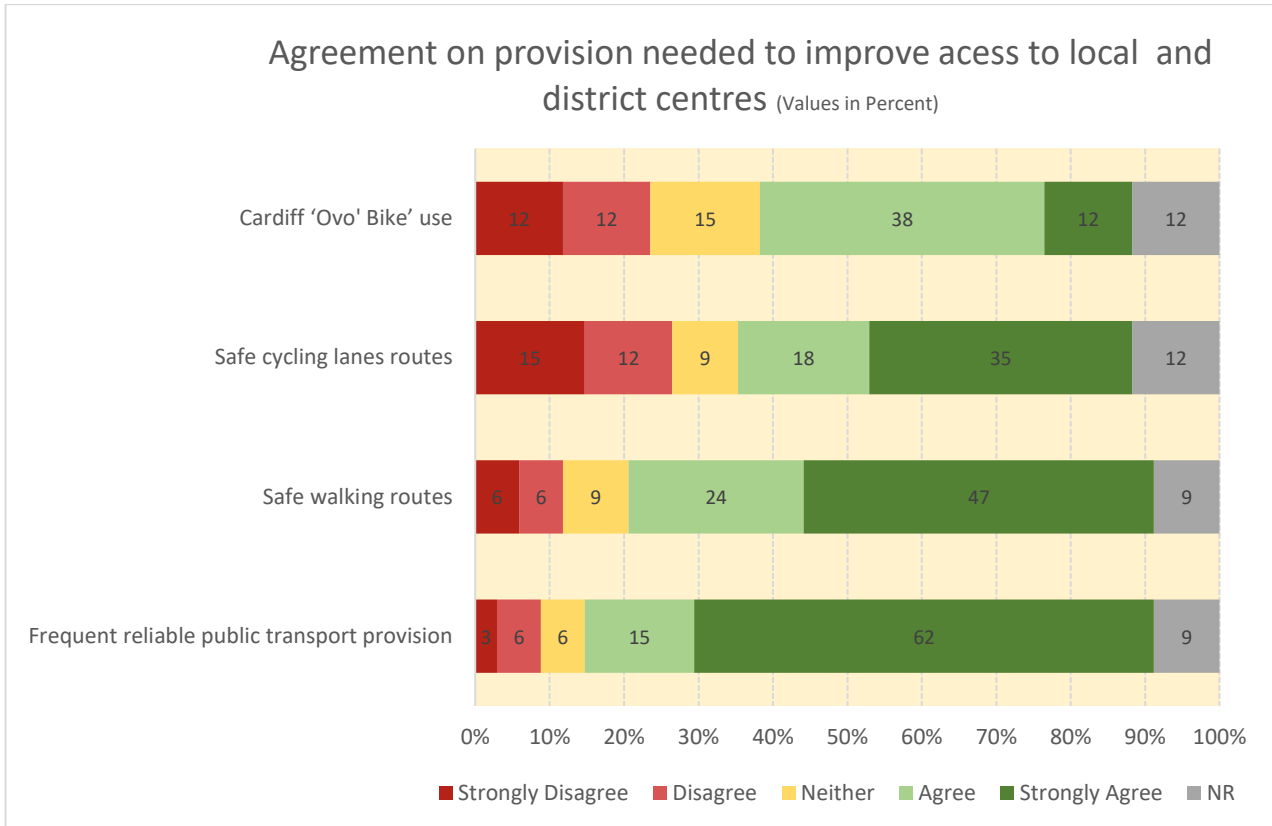
**Views on how the 15- minute city concept will transform local and district centres**



A substantial proportion of respondents (in the range 44%- 65%) agreed with the positive impacts and the improvements that can be achieved as a result of the implementation of the 15-minute city concept.

Nearly two thirds agree that this could lead to increased amenities and facilities (62%) locally and increased provision of remote and co-working facilities (44%). On the whole, this could lead to increased footfall in local shops and businesses (65%).

Around half of respondents agree that the transformation of the local and district centres would increase the need for disabled parking (50%) and parking space for non-motorised vehicles (47%).



To improve residents’ access to local and district centres, the majority of respondents were in agreement that the provision for frequent and reliable public transportation (77%), safe walking routes (71%) and safe cycling routes (53%) are needed.

A slightly lower proportion of respondents (50%) agreed that the provision of the Cardiff ‘Ovo’ bikes are needed.

The results above suggest that most respondents believe that further investments on improving local infrastructure is required to improve access to local and district centres.

**Views on other amenities or provisions needed to improve access to local and district centres**

<b>More pedestrian and people friendly infrastructure</b>	
Small business/ trader (Rx)	encouraging local business to provide outside sitting spaces on pavements, evening pedestrianisation of local high streets...+
Working remotely	Good quality pedestrian walks, safe, clean in inner city
Small business/ trader (R*)	Better infrastructure, +
Working remotely (Rb)	.... as well as the walking/bike options for those attending from a local location...+
Working remotely	Children play /activity areas /venues
<b>More greenspaces</b>	
Working remotely (Ra)	More open GREEN spaces (the concrete space in front of the train station is a desperately depressing welcome to the city)...+
<b>Reliable and affordable public transport</b>	
Working remotely	Reliable public transport
Small business/ trader (R*)	...affordable, more reliable public transportation in all areas of Cardiff
Working in a co-working workshop/studio	Night-time public transport in North Cardiff would help those who have mobility issues move around and enjoy the area in a more eco conscious way.

Working remotely	most people work hybrid round here (North Cardiff), but public transport is shocking - workers need to access/spend in the centre too.
<b>Improved parking facilities</b>	
Small business/ trader	Parking
Small business/ trader	More/better parking facilities
Working remotely (Rb)	Increased (ordinary/non-disabled) parking spaces near the facilities so that I can meet safely and efficiently with colleagues based elsewhere across the city. These spaces need to be a mix of Short and Long Term (all day) spaces...+
<b>Better city planning</b>	
Working remotely (Ra)	.... more home-grown attractions (less unwelcome imports like the military museum), better city planning, more gentle development that so many other cities are developing and be bold: be more Paris or Barcelona and less Bracknell or Milton Keynes. .
Small business/ trader	More encouragement to bring in diverse range of businesses to the city centre
<b>Community safety</b>	
Working in a co-working workshop/studio	Policemen
Localised social events	
Small business/ trader (Rx)	...decentralised social events



<b>Quicker response to community projects</b>	
Small business/ trader (Rx)	Quicker response to community projects...+
<b>Improvements in broadband</b>	
Working remotely (Rb)	Broadband/Wi-Fi is also essential to being able to co-work or meet and work over coffee in these spaces. Mobile phone signal is also important so that I am contactable when popping out of the house and/or have a backup to my wired Broadband solution when working from home. Mobile signal in Radyr & Morganstown is currently poor and patchy, when by home Broadband goes down, I can't rely on it even for low-bandwidth tasks like texting or emailing colleagues to let them know I won't be joining them online.
<b>None</b>	
Working remotely	None
Working remotely	None

A total of 16 respondents provided a response to the question on what other amenities and provision will improve access to local and district centres. Of this number, 14 offered various suggestions and two others stated ‘None’ or no other amenities or provision are needed.

Several respondents (6) suggested improvements in local infrastructure in making these more people and child friendly and provision of facilities that will encourage social interaction and safety within the communities. Suggestions were made on improving street infrastructure including pavements, around pedestrianisation of streets and improvement in outside spaces such as sitting areas and as well as children activity and play areas. Another respondent (1)

specified the need for more green spaces in the city centre such as transport hubs (city trains stations) to project a more welcoming environment.

A number of respondents (4) highlighted the need for more reliable and affordable public transport in all areas in Cardiff. In particular, two respondents from North Cardiff highlighted their concern over access to public transport with one citing the specific need for accessible public transport in the area during the night-time.

Two (2) small business/ traders expressed the need for more parking spaces while a (1) remote worker further highlighted the need for 'ordinary/nondisabled', mix duration parking spaces that enable ease of parking outside the City centre.

Improvements in city planning were suggested by two (2) respondents who stated that development planning could adopt approaches used in 'more gentle development' in cities like Barcelona and Paris. Additionally, planning strategies should also encourage more diversity in the types of businesses in the city.

Broadband connectivity was highlighted as a key issue in certain locations in North Cardiff. A remote worker highlighted this need to enable more effective remote working at home and in other public spaces.

Finally, one (1) of the respondents highlighted the need for police officers to improve access and maintain safety in local and district centres. Another respondent suggested that local social events (1) could further improve access and footfall to the area. The same respondent further added that 'quicker response to community projects' would generate the same benefits.

**Views on other impacts that 15-minute city concept on local and district centres**

<b>No impact</b>	
Small business/ trader	None
Working remotely	None.
Working remotely	None
Small business/ trader	No
Working in a co- working workshop/studio	Too earlier to review
<b>Lead to improvements in the local area</b>	
Small business/ trader	Facility provision, bike transport links
Small business/ trader	it'll improve & encourage local diversity
<b>Require improvements public transport provision</b>	
Small business/ trader	All the villages in outskirts of Cardiff need better infrastructure, <b>better public and affordable public transport</b> , stop spending money on lowering the speed limits and invest in better bus services and train services
Working remotely (Rc)	sort out use of the city centre... and get TfW to pull its finger out with fixing the City Line connections

Working remotely (Rd)	Any changes within Cardiff's boundaries also need to be considered within the context of the Capital City Region and the <b>transport infrastructure for meeting with colleagues from across this wider region and not just within the City Boundary...+</b>
<b>Highlight and maintain and heritage and buildings</b>	
Working remotely	Keep inner city like Grangetown etc area clean, create group who would look after appearances of private Victorian houses like, in Bath called Bath preservation society, could be same in Cardiff as inner city is part of history and when front if houses in good condition and when front of the houses painted in similar colours whole inner city is a big museum for international visitors....
<b>Improve planning development</b>	
Working remotely (Rc)	sort out use of the city centre - use the land and property better...+
Working remotely	Good luck and put your citizens before developers. (And don't hide behind planning law - advocate for change if you have to).
Working remotely	Concerned about Heol Isaf and Llantrisant road with number of houses being built.
<b>Need to improve facilities and services for remote workers</b>	
Working remotely (Rd)	.... Providing co-working spaces alone is not enough for me to use them, they need to be attractive, reliable, affordable and give sufficient confidentiality options for me to be able to use them as a Civil Servant working on secure matters.

Working remotely	This has clearly been designed by car users. The city is unsafe and frightening, and the Council doesn’t seem to realise this.
<b>Isolation and reinforce social divides</b>	
Working remotely	15-minute cities (prisons) are an artificial construct that will fail and lead to a poorer experience for the residents as we will feel trapped in our neighbourhood. Covid taught us that people do not like to be trapped and utterly resent officialdom interfering in their lives.

A total of 15 respondents offered their views on the how the 15-minute city concept will impact on their local and district centre. Four (4) respondents believe that this will not have an impact while another felt that its’ too early’ to make a judgement about it.

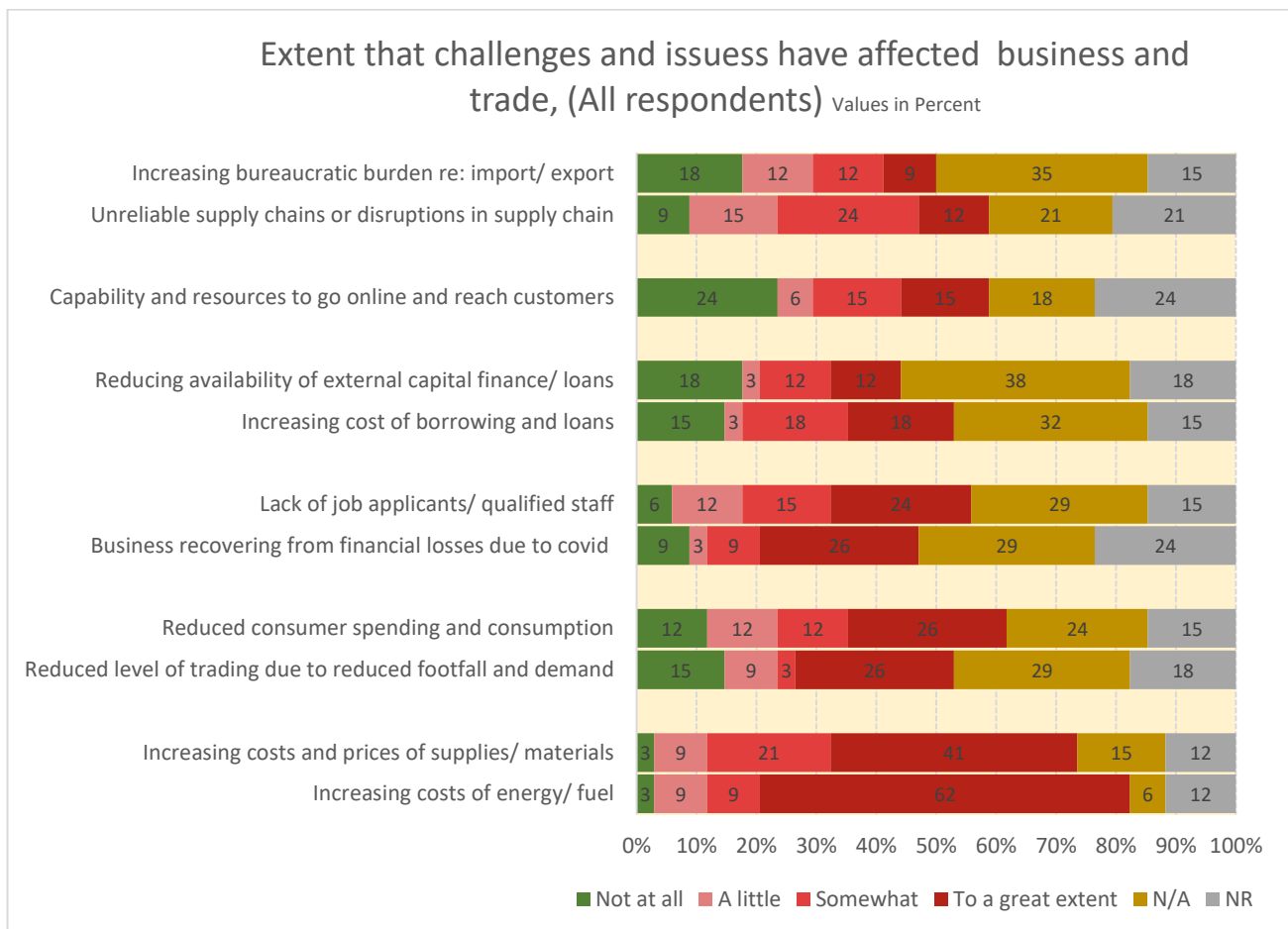
Two (2) small business/traders highlighted some positive impacts in improving facilities, mobility and transport links as well as diversity in local neighbourhood.

Several other respondents cited (7) various improvements that are needed to enhance mobility and the environment in local neighbourhood areas. Three (3) respondents highlighted the need to improve public transport provision and infrastructure as well as affordability. A respondent (1) suggested improving and maintaining Victorian properties in the inner city to highlight its cultural heritage. Some concerns over land use and development were cited by three (3) respondents. Suggestions were made on improving land and property use alongside putting the interest of citizens before developers. A respondent (1) expressed concern on the extent of housing development in Llantrisant road. Another respondent (1) highlighted the challenges around safety and dominance of car use in the City centre.

A respondent (1) cited specific suggestions on desirable features of co-working spaces that they could benefit from such as affordability, attractiveness, security and confidentiality were made.

One (1) respondent highlighted a possible negative impact of the 15-minute city concept in potentially limiting social interactions and further reinforcing social divides between neighbourhoods.

**Views on challenges and issues affecting business and trade**

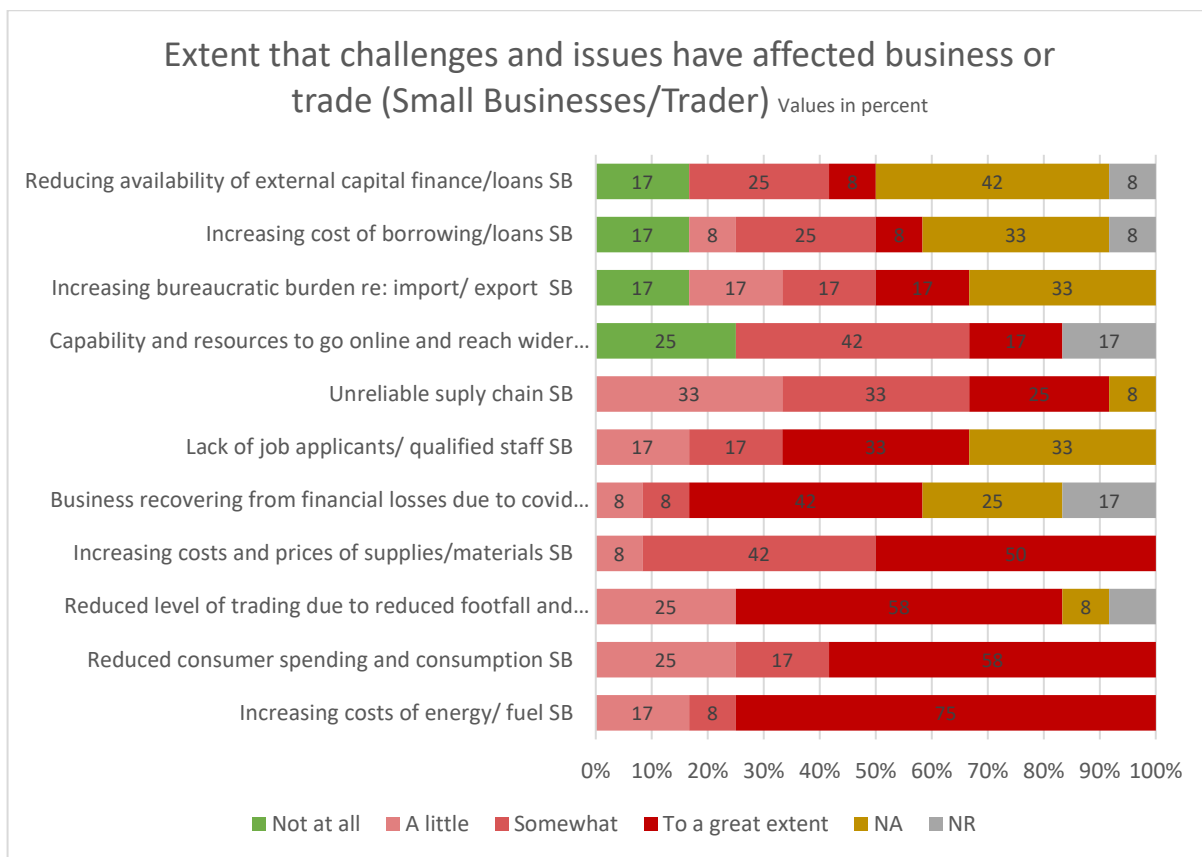


The results above show that a substantial proportion of respondents experienced challenges and issues that have adversely affected their business and trade as a result of the covid pandemic and the cost-of-living crises.

In total, more than three quarters (80%) indicated that the increasing cost of energy and fuel as a key issue, with as many as two thirds (62%) confirming that has affected them ‘to a great

extent’. The increasing cost and prices of supplies and materials was also identified by the majority (71%) as another challenge they experienced.

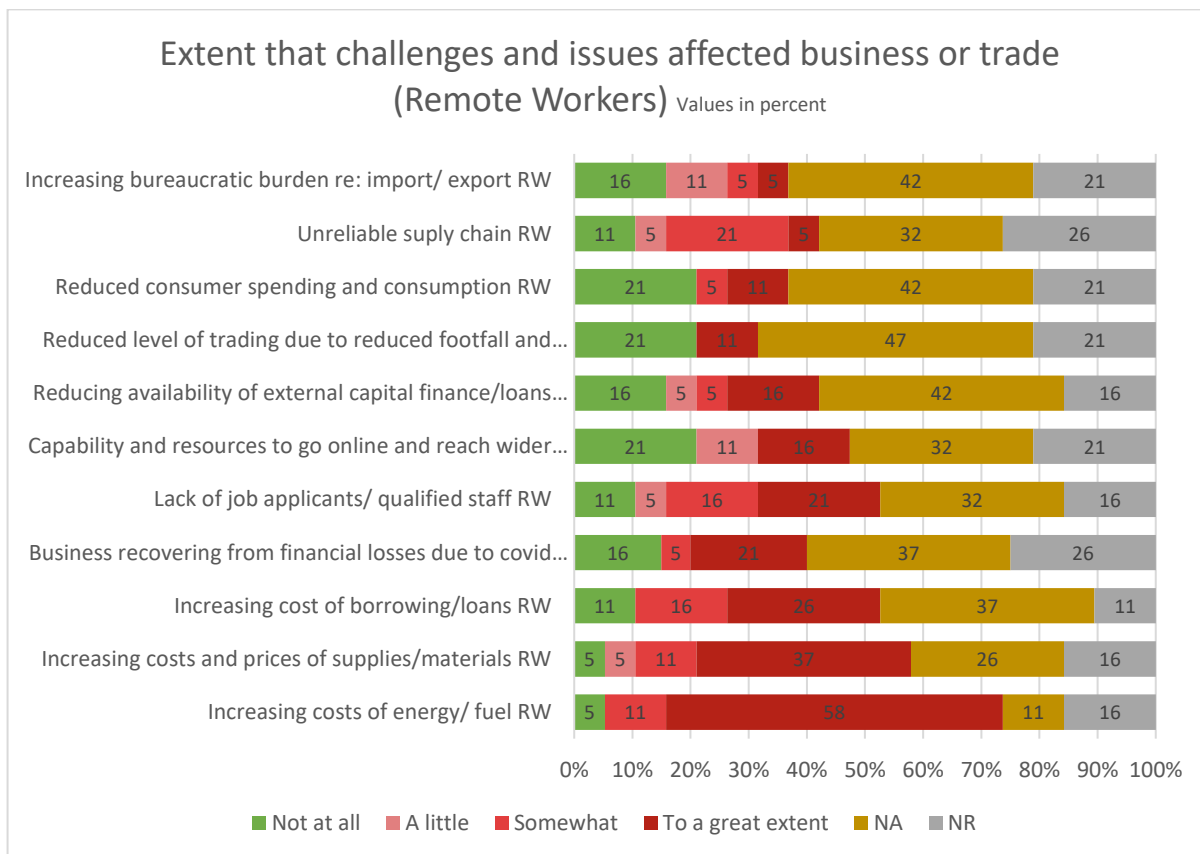
More than half highlighted that their business/trade have also been affected by staffing issues (51%) and supply chain issues (51%). Reduced consumer spending (50%) and reduced level of trading due to lower footfall (38%) were also highlighted as having affected a substantial proportion of respondents.



Amongst the small business respondents, the results show that the issues and challenges outlined above have affected them to differing extents.

All of small business/trader respondents (100%) indicated that the increasing costs of energy and fuel, reduced consumer spending, and increasing costs and prices of supplies and materials have adversely affected them. Half of these respondents, to as many as three quarters (in the range of 50% - 75%) confirmed that these issues have affected them ‘to a great extent’.

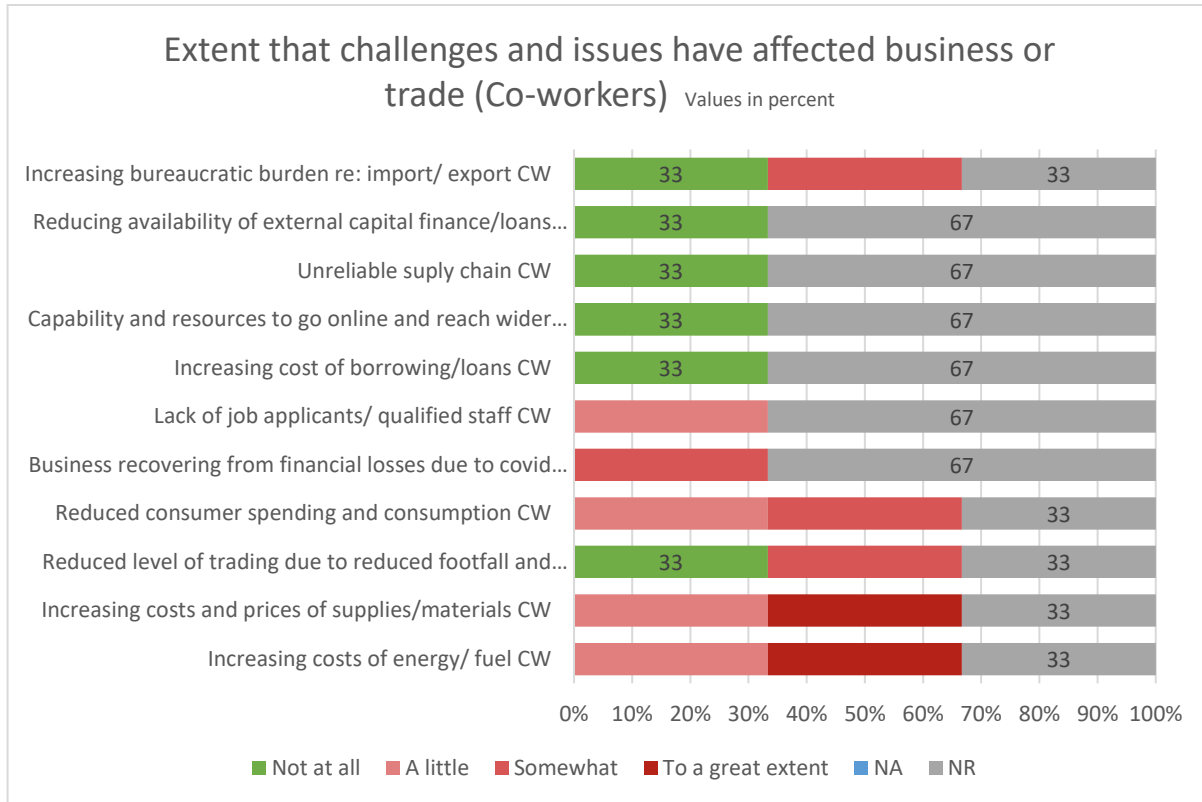
Reduced trading due to reduced footfall was another key issue identified by the vast majority (in total 83%) as having affected their business or trade to different extents. Although more than half (59%) indicated that their capability and resources to go on-line have affected them, a quarter (25%) of them confirmed that this issue has not affected them at all.



Amongst remote working respondents, the increasing costs of energy and fuel (69%) and the increasing costs and prices of supplies and materials (53%) were also identified as the key challenges and issues that have affected their work. The results also show that these issues

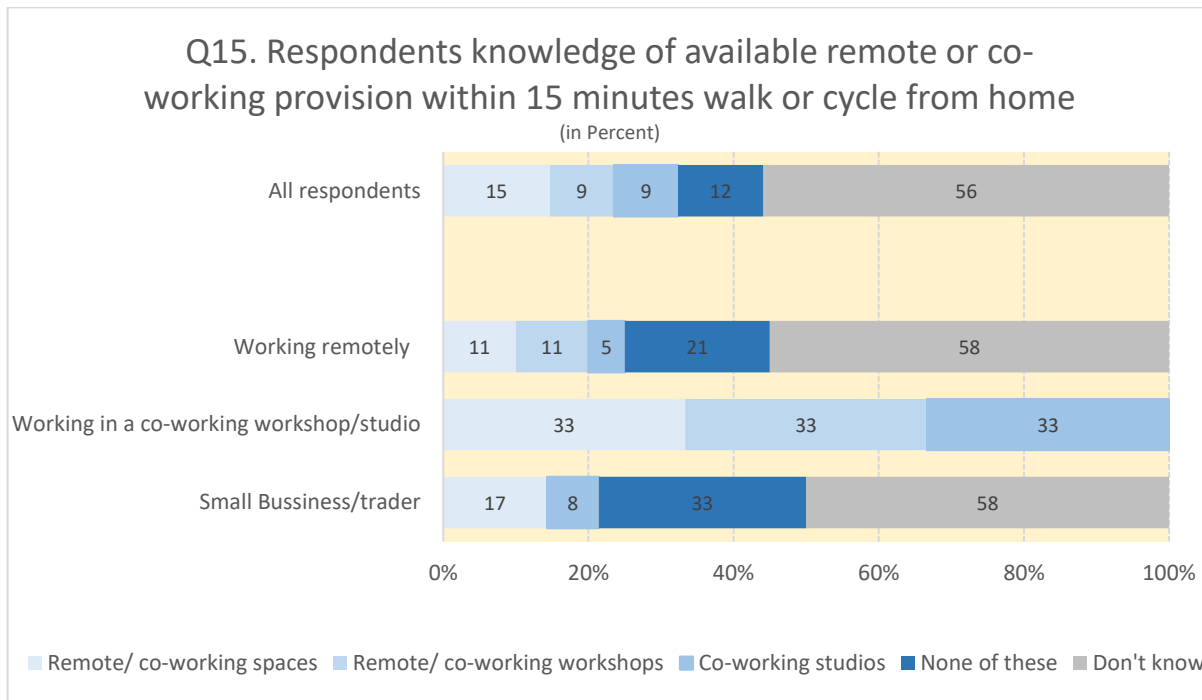


have affected a slightly lower proportion of remote workers (53% -69%) compared to respondents representing small business (100%).



Co-worker respondents identified issues similar to those cited by small business and remote workers as ‘somewhat’ affecting them or affecting them ‘to a great extent.’ They cited ‘increasing costs in energy and fuel’ as well as ‘increasing costs of supplies and materials’ and reduced consumer spending and consumption’ as they key issues that have affected most of them. It must be noted however that the number of respondents in this group is far too small to make any reliable comparisons with other respondent groups.

**Knowledge of locally available remote or co-working spaces**



Another issue amongst remote workers is their knowledge of locally available remote working spaces. The results above show that the majority of respondents (56%) are not aware of the various types of remote workspace provision that are available within 15 minutes’ walk or cycle from their home. Only around a quarter of those working remotely (27%) and small businesses and traders (23%) confirmed knowledge of the various remote workspace provision.

**Other challenges or issues affecting your business or trade**

<b>Parking</b>	
Small business/ trader	Parking
Small business/ trader	City mobility and lack of local parking.
Small business/ trader	Parking issues in the area. Cars staying over 1hr limit having lots of complaints from customers who say they can't stop and shop
<b>Cost of living and cost running a business</b>	
Small business/ trader	Business rates, rents, bills
Small business/ trader	A landlord unsympathetic to the issues caused by COVID
Working remotely	Cost of living
<b>Access to public transport</b>	
Working remotely	Poor public transport - shocking bus service in Cardiff
Working remotely (Rx)	Lack of public transport to get into Cardiff Bay office when I do need to commute to the office for meetings...+
<b>Limited facilities and local provision</b>	

Working remotely (Rx)	...Lack of co-working spaces near my home limiting the choice to almost exclusively home-working. Limited space at home. Slow housing market preventing moving to larger home premises with dedicated office spaces (self and partner working for different businesses from home requiring privacy from each other) ...+
Working remotely (Rx)	...Local businesses not open within Radyr to support my impulse purchases during the working day.
<b>Less job opportunities for freelancers</b>	
Working in a co-working workshop/studio	I work with charities - their donations have fallen substantially and therefore they are struggling to take on freelancers like me for project work.
Working remotely	Brexit has led to a reduction in funding from 2023.
Broadband issues	
Working remotely	Slow broadband connection
<b>Community safety</b>	
Working remotely	Issue of break ins in inner city is concern, drug addicts, unruly youth, car safety from damage.

Twelve respondents (12) identified other issues and challenges that have affected their business and trade following the covid pandemic. Access to local parking facilities was cited as a key issue by three (3) small business/trader respondents with one of them specifying that this had affected their customers’ ability to shop in the area. Other issues that have affected small businesses according to two respondents are the cost of rents, business rates and bills and landlords being unsympathetic to small businesses regarding the impact of covid on their trade. One (1) of the remote working respondents have specified the current cost of living crises as a key challenge for them.

Two (2) remote working respondents expressed concern on their access to public transport and how this restricts their mobility around Cardiff. Other issues highlighted by this group include availability of ‘local co-working spaces,’ shops that provide essential goods and slow broadband connection locally. The post pandemic funding crises as well as Brexit were also cited by two freelancers whose ability to secure work had been affected.

One (1) remote working respondent highlighted issues relating to community safety challenges in the inner-city area in citing their concern for break ins, car damage, drug related issues and antisocial behaviours from young people.

### **Views on how the Council can provide support in recovering from the pandemic**

<b>Lower business rates</b>	
Small business/ trader	Reduced Commercial Rates.
Small business/ trader (R1)	Freeze Business rates. <i>Promote Rhiwbina</i>
Small business/ trader	Reduce, fund for business rate. Energy bills
Business tenancy support and advice	
Small business/ trader	Be good to have some arbitration between tenants like us and our landlords, and also help figure out how to drive people back to the high street.
<b>Lower council tax</b>	
Working remotely	Keep taxes low so I can feed my family. Stop intruding in people's lives. Make my life simple again, stop trying to save the planet as it costs a fortune and up goes the council tax again.

Working remotely	Lower Council tax
<b>Financial aid</b>	
Working remotely	Financial aid for all, I’m not eligible for financial support but I need it
Working remotely	Supporting all residents with financial help not just those on benefits
<b>More co-working spaces</b>	
Working remotely	More co-working spaces in sub-urban locations (e.g., Station Road or Park Road Radyr), funding for community buildings (e.g., Old Church Rooms) to offer a safe, bookable at short notice and well equipped co-working option. Support for local businesses to be open to support those working remotely (lunch options or informal safe non-home meeting spaces)
Small business/ trader	Provision of shared working and collaboration spaces
<b>Improved broadband connectivity</b>	
Working remotely	Improve the broadband speed in Penrhos, Radyr.
<b>Accessible green spaces in inner city</b>	
Working remotely	Create more green spaces especially in the inner city so taking breaks is pleasant which in turns increases productivity
<b>Better use of public money</b>	
Working remotely	Stop Welsh water sewage works in Hailey Park wasting taxpayers’ money fighting the general public.

<b>Engagement with Charity groups</b>	
Working remotely	Engage with the Charity sector to discuss options.
<b>Promotion of local neighbourhood areas</b>	
Small business/ trader (R1)	<i>Promote Rhiwbina</i>

When asked how the Council can provide support in recovering from the pandemic, 14 respondents identified various areas where they can benefit from some support. Three respondents (3) who represent small businesses/traders stated that they would welcome some reduction or the freezing of business rates and support for their energy bills. One (1) small business/trader respondent stated that they would benefit from some support in dealing with business tenancy issues with their landlords.

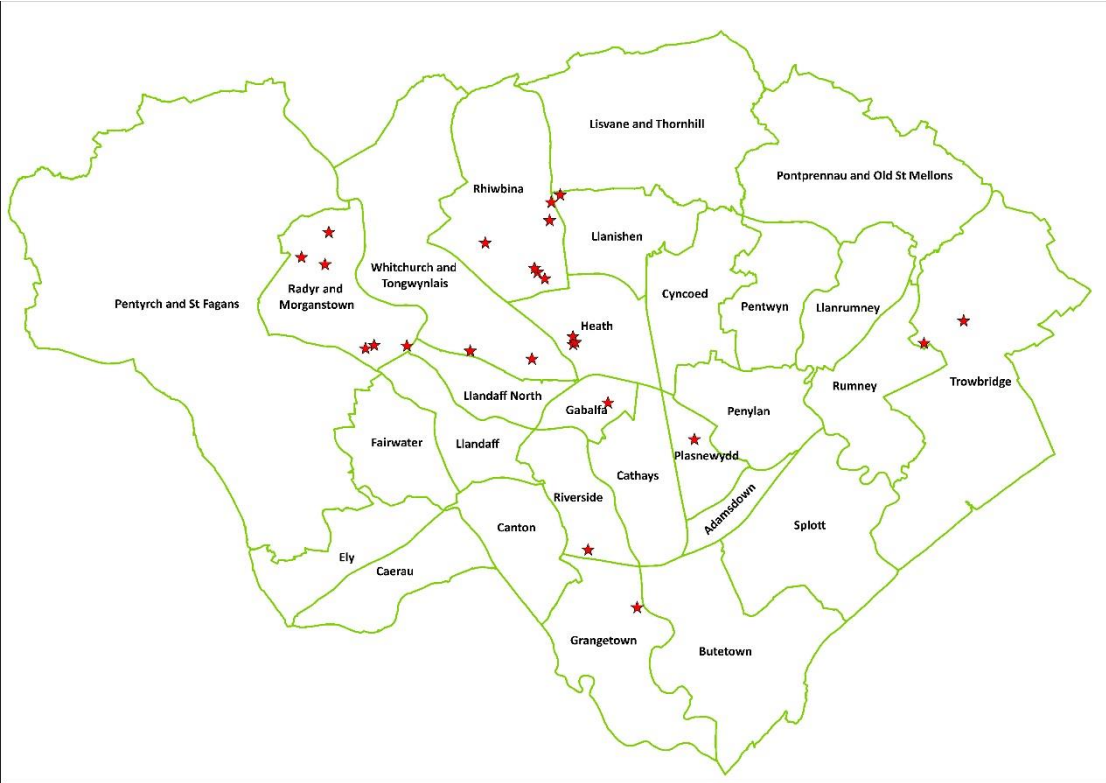
The lowering or keeping Council tax low (2 respondents) and receiving direct financial aid (2 respondents) were identified by remote working respondents as the types of support that they could benefit from.

Two (2) of the respondents stated that increasing provision for co-working and shared working spaces with one specifying that safe, well -equipped and bookable at short notice co-working provision, including catering/food facilities for remote workers would be welcome.

One (1) of the remote working respondents cited the need for improvements in broadband speeds in their neighbourhood area and another (1) highlighted the need and benefits that green spaces in inner city areas could provide to remote workers and its residents.

Other suggestions include (1) better use of public money, improved engagement with the Charity sector (1) and the promotion of local neighbourhood areas (1) such as Rhiwbina.

### Appendix 1. Respondents to survey by Ward location

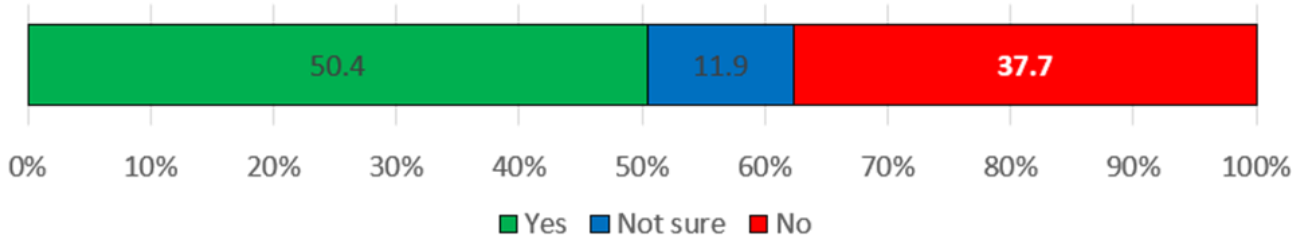


The map above illustrates the postcode locations of respondents who completed the survey.



## Appendix 7 - Ask Cardiff Extract

Does your local neighbourhood have the necessary services and amenities to meet your needs? (Base:3,588)



Which of the following services and amenities are available within 15 minutes' walk or cycle from where you live?

	No.	%
Essential Food Shops/Groceries (fresh produce & essential groceries)	3,226	91.0
Pharmacy or Chemist	3,145	88.7
Parks and play areas	3,033	85.5
Schools	2,994	84.4
Doctor's Surgery	2,834	79.9
Pubs and/or evening dining/drinking facilities	2,799	78.9
Café and/or daytime dining facilities	2,620	73.9
Post Office/ Banking facility	2,611	73.6
Hub/ Library with communal facilities	2,355	66.4
Dental Surgery	1,874	52.8
Leisure or fitness facilities e.g., leisure centres or gym	1,651	46.6
Bookshops	672	19.0
Adult education provision	626	17.7
Remote or co- working office spaces	435	12.3
Co-working workshop spaces	256	7.2
Co-working artist studios	240	6.8
None of these	55	1.6
<b>Total Respondents</b>	<b>3,546</b>	<b>-</b>

Are any of the following available to enable you to access your local neighbourhood services or amenities?

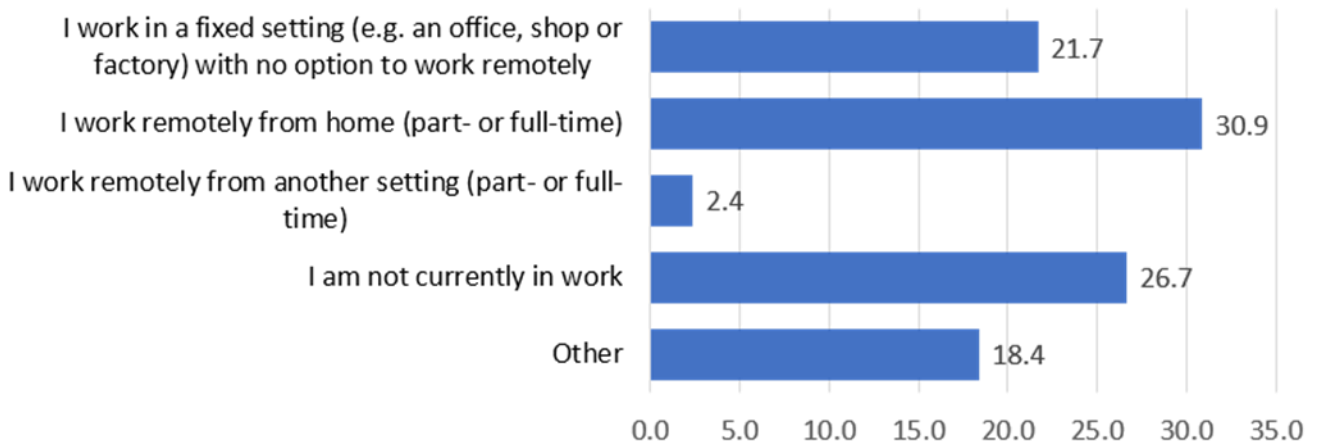
	No.	%
Frequent and reliable public transport provision (Bus and/or train services)	2,029	59.7
Car and/or other motorised vehicle parking spaces	1,714	50.4
Safe walking routes	1,642	48.3
Cardiff 'Ovo Bike' use	1,555	45.7

Safe cycling lanes and/ or routes	887	26.1
Disabled parking bays	822	24.2
Parking space for non-motorised vehicle e.g., bicycles, e-scooter	531	15.6
None of these	375	11.0
<b>Total Respondents</b>	<b>3,401</b>	<b>-</b>

Are there any barriers to you accessing services or amenities in your local neighbourhood?

	No.	%
No barriers	964	30.3
Poor parking facilities	753	23.7
Some services are not available in my local neighbourhood	727	22.9
Not feeling safe in the local neighbourhood	598	18.8
Availability of safe and convenient cycle routes	557	17.5
Availability of safe and convenient walking routes	550	17.3
Services not available outside office hours	499	15.7
Physical disability	371	11.7
Local terrain – e.g., steep roads	281	8.8
Mental health and wellbeing	271	8.5
Caring responsibilities (looking after a child or adult with care needs full time)	170	5.3
I can't access services digitally	82	2.6
Housebound	36	1.1
Other	170	5.3
<b>Total Respondents</b>	<b>3,180</b>	<b>-</b>

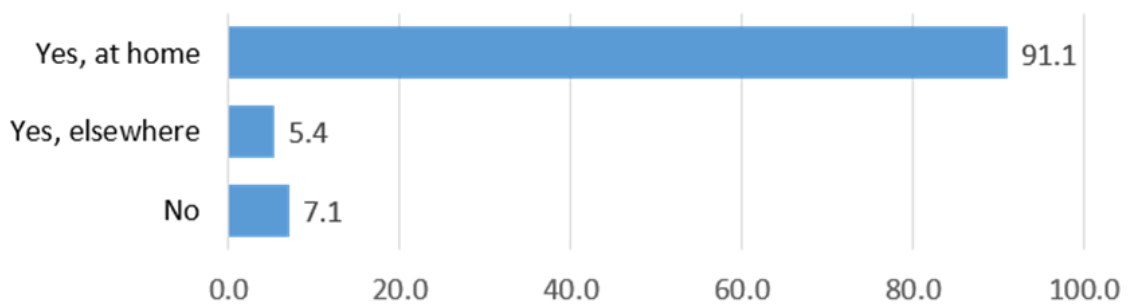
**Following the Covid pandemic, more workers have taken up working remotely or working from home on-line. Which of the following best describes where you work?  
 (Base:3,447)**



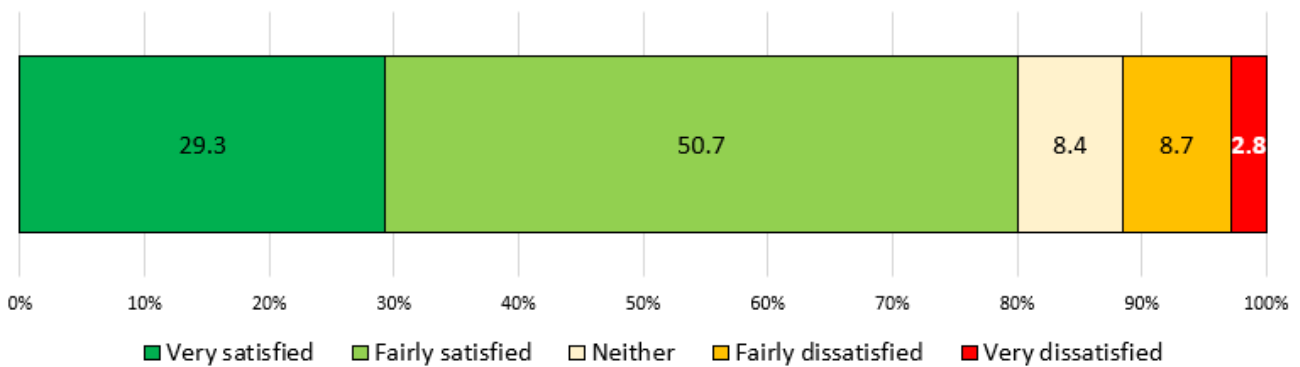
Are any of the following shared working spaces and facilities needed within 15 minutes' walk or cycle in your local neighbourhood?

	No.	%
Flexible co-working office spaces	181	16.1
Co-working artist studios	42	3.7
Co working workshops space	50	4.4
None of these	460	40.9
Don't know	461	40.9
<b>Total Respondents</b>	<b>1,126</b>	<b>-</b>

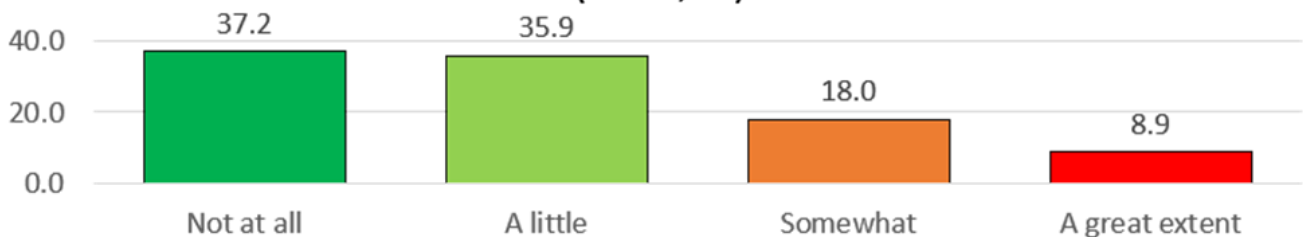
**Do you have access to affordable broadband? (Base: 3,437)**



**How satisfied are you with the level of connectivity that your current broadband service provides? (Base = 3,165)**



**Has your broadband connectivity affected your ability to work on-line effectively and efficiently, from home or remotely from other areas in your neighbourhood? (Base: 1,035)**





**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 2 MARCH 2023**

**CORPORATE PLAN 2023-26**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 4**

**Reason for this Report**

1. To enable the Cabinet to consider the draft Corporate Plan 2023-26 and recommend it to Council for approval.

**Background**

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy and performance priorities and also discharges the Council's strategic planning responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2022, the Cabinet approved a new policy statement for the next five years, entitled 'Stronger, Fairer, Greener', which sets out the Administration's principles, priorities and ambitions for the city. The Corporate Plan 2023-26, attached as **Appendix A** to this report, translates the Administrations priorities into the Council's planning, performance and budgetary framework.

**Issues**

Delivering Stronger, Fairer, Greener

4. The Corporate Plan is a key document in delivering the 'Stronger, Fairer, Greener' policy commitments and translating the Administration's priorities into deliverable organisational objectives.
5. In accordance with the Well-being of Future Generations (Wales) Act 2015 the Corporate Plan allows the Council to agree and publish well-being objectives. The following seven well-being objectives are proposed in the new Corporate Plan 2023-26:
  - 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
  - One Planet Cardiff
  - Modernising and integrating our public services
6. The proposed well-being objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city. Both the Council and the Cardiff PSB will measure progress towards achieving the well-being objectives using the same outcome indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.
7. The well-being objectives set out in the Corporate Plan are supported by 'steps' that set out what will be done and by when, and sets out clear political and managerial responsibility for each step. The Corporate Plan also includes a number of Key Performance Indicators (KPIs) with corresponding targets, selected for their relevance to Cardiff and performance management within directorates. The Council must also publish a well-being 'statement' about its well-being objectives at the same time as the objectives are published. This requirement too is discharged through the Corporate Plan.

#### Development of the Corporate Plan 2023-26

8. In accordance with Part 6 of the Local Government and Elections (Wales) Act 2021, the Council has a duty to keep its performance under review. The process to refresh the Corporate Plan on an annual basis is commenced in line with consideration of the Mid-Year (Self-)Assessment of Performance. This then informs a comprehensive self-assessment undertaken by directorates to explore the extent to which they contribute to each of the Council's well-being objectives, what more could be done and what further action could be taken to make progress towards achieving the objectives. In developing the Corporate Plan 2023-26, this exercise has resulted in a number of new or revised steps being developed and proposed, supported by appropriate performance indicators.
9. Thematic challenge sessions, which are convened according to well-being objective, are held in late January/early February. These sessions are chaired by the Leader of the Council and involve the lead Cabinet portfolio holders, the Cabinet Member for Finance, Modernisation and Performance, Chief Executive and relevant Directors with responsibility for delivery. The challenge sessions consider progress and challenges in relation to each of the well-being objectives within the Corporate Plan, and provide an opportunity to consider the proposed steps, KPIs and targets for the year ahead.

#### Corporate Plan and Budget Alignment

10. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in 'Stronger, Fairer, Greener', the

Corporate Plan 2023-26 has been developed in tandem with the process for setting the Council's budget for 2023/24. It has also been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2023/24 to ensure citizen voice form part of the policy development process.

11. The Corporate Plan 2023-26 has been developed in the context of significant financial pressures, including high inflation and the continued operational and financial impact of the Covid-19 pandemic. In balancing the budget for 2023/24, the Council will be required to meet a funding shortfall of £24.216m. The Council's Medium Term Financial Plan also estimates a significant budget gap of £113.4m over the medium term from 2024/25 to 2027/28. This is in addition to over £200m in cumulative savings that have been made by the Council during the past decade.

#### Corporate Plan and Cardiff Well-being Plan

12. To ensure that the Council's objectives are consistent with those of public services partners the Corporate Plan 2023-26 has been developed alongside the Cardiff Public Services Board's (PSB) new draft Well-being Plan 2023-28, which will be considered by Council on 30 March 2023. The Council is proposing to adopt the same seven well-being objectives as the Cardiff PSB within the new Corporate Plan 2023-26. The proposed well-being objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city, with the draft Well-being Plan identifying the steps that fundamentally require partnership working between public services in Cardiff. Both the Council and the Cardiff PSB will measure progress towards achieving the well-being objectives using the same indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

#### Engagement with the Council's Performance Panel and Scrutiny Committees

13. The proposed steps, KPIs and targets contained in the draft Corporate Plan 2023-26 were considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 9 February 2023. This session provided an opportunity for the proposed steps, KPIs and targets, to be challenged and for cross-scrutiny committee recommendations, observations and requests (see **Appendices B(i) and B(ii)**) to inform any amendments to the Corporate Plan as part of the drafting and target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2023-26. The Performance Panel made a total of 26 recommendations, of which 12 were accepted; 8 were partially accepted, and 6 not accepted. A copy of the responses to the recommendations, observations and requests made by the Performance Panel is attached as **Appendix B(iii)** to this report.
14. A copy of the draft version of the Corporate Plan 2023-26 and/or extracts detailing various steps and performance indicators relevant to each

committee are to be considered formally by the Council's five Scrutiny Committees at meetings scheduled to be held on 27-28 February and 1 March 2023. This will enable consideration of the draft Corporate Plan 2023-26 alongside the Cabinet's budget proposals for 2023/24. Copies of any letter(s) received from the Scrutiny Committees following those meetings will be tabled at the Cabinet meeting on 2 March 2023 as part of **Appendix C** to this report. Cabinet is asked to consider and agree its response to any Scrutiny Committee recommendations which may be made.

15. It is proposed that authority is delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the draft Corporate Plan 2023-26 that may be required to reflect the acceptance by the Cabinet of any recommendations made by the Council's Scrutiny Committees in advance of consideration by Council on 9 March 2023, as well as any minor amendments that may be necessary post-Council to the approved version of the Corporate Plan 2023-26 in advance of publication on the Council's website.
16. Following consideration and approval by the Council on 9 March 2023, a copy of the Corporate Plan 2023-26 will be published on the Council's website by 1 April 2023.

#### Directorate Delivery Plans

17. The Corporate Plan 2023-26 will be supported by Directorate Delivery Plans, which will set out in greater detail how the Council's well-being objectives will be delivered, as well as how directorate business will be taken forward.
18. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. They will provide clear lines of responsibility and include detailed milestones on how broader objectives will be delivered. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will also support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Reviews.
19. Directorate Delivery Plans have been enhanced to ensure that directorates consider all sources of corporate intelligence in a structured and systematic way. Directorate Delivery Plans therefore now contain a greater range of corporate indicators of performance including:
  - Service commitments, which have been identified to deliver the Corporate Plan, as well as any associated service KPIs.
  - Corporate Health Indicators, including data on staff sickness absence, staff turnover, compliance with mandatory training and the number of agency staff employed.
  - Links to the Corporate and Directorate Risk Registers, which set out the mitigating actions that the directorate has identified in order to address major risks.



- Recommendations of external Regulatory Bodies, including the agreed responses to any recommendations or proposals for improvement.
  - Links to Scrutiny Committee recommendations, which have been accepted by the Cabinet and which the directorate is responsible for progressing.
  - Requirements of the Welsh Language Standards, Welsh Language Policy and Equality Objectives.
  - Corporate Safeguarding actions specific to the directorate's business, which have been identified through the Corporate Safeguarding self-assessment process.
20. Directorate Delivery Plans are developed following a directorate self-assessment exercise, which includes a detailed consideration of all sources of performance information. They are also developed concurrently with the Corporate Plan and Budget. They will be signed off at year-end performance and assurance sessions convened by the Chief Executive and Section 151 Officer and may also be considered by relevant Scrutiny Committees.

### **Reason for Recommendations**

21. To enable the Corporate Plan 2023-26 to be considered by the Council on 9 March 2023 and published thereafter by 1 April 2023, subject to any consequential amendments that may be required.

### **Financial Implications**

22. This report sets out the Council's Corporate Plan for the period up until 2026. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 2 March 2023 Budget Report, which includes both revenue and capital budgets for 2023/24, the indicative Medium Term Financial Plan for the period up to 2027/28 and the indicative Capital Programme for the period up until 2027/28.
23. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The detailed reports and business cases will need to include sufficient financial detail in order to set out the full and robust financial implications, as well as be fully informed of associated risks with particular regard to likelihood and value of funding from external sources such as Welsh Government.

### **Legal Implications**

24. The Corporate Plan outlines the Council's strategic policy priorities and fulfils the Council's statutory duties under the Well-Being of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being

Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 4 of the report); and note that once the Well-Being Objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

25. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
- Look to the long term;
  - Focus on prevention by understanding the root causes of problems;
  - Deliver an integrated approach to achieving the seven well-being goals;
  - Work in collaboration with others to find shared sustainable solutions; and
  - Involve people from all sections of the community in the decisions which affect them.
26. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG Act, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using this link: <https://gov.wales/well-being-future-generations-statutory-guidance>
27. Effective consultation is required for lawful decision making on policy matters and the WBFG Act imposes express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.
28. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. The Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must

take into account the statutory guidance issued by the Welsh Ministers and must be able to demonstrate how it has discharged its duty.

29. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its decisions upon the Welsh language.
30. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

### **HR Implications**

31. There are no HR implications arising directly from this report.

### **Property Implications**

32. The report does not contain any specific property implications. The Corporate objectives relating to finance, service delivery, regeneration and One Planet Cardiff align with the Corporate Property Strategy 2021-26.
33. Where the Council is required to undertake or advise on property transactions or valuations to deliver Council objectives, such work should be managed in accordance with the Council's Asset Management processes and in consultation with relevant service areas, such as Legal, as appropriate.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the draft Corporate Plan 2023-26 (Appendix A), subject to any amendments authorised under recommendation 3, for consideration by Council on 9 March 2023;
2. consider and agree the response to any recommendations made by any of the Scrutiny Committees (Appendix C) in relation to the draft Corporate Plan 2023-26;
3. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the draft Corporate Plan 2023-26 required to reflect the response to Scrutiny Committee recommendations (agreed under recommendation 2), prior to consideration by Council on 9 March 2023; and
4. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any minor amendments as necessary to the Corporate Plan 2023-26 following consideration by the Council on 9 March 2023 and prior to publication by 1 April 2023.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>PAUL ORDERS</b> <b>Chief Executive</b>
	24 February 2023

*The following appendices are attached:*

- Appendix A: Corporate Plan 2023-26 (Draft)
- Appendix B(i): Performance Panel Chair's Letter
- Appendix B(ii): Performance Panel Recommendations
- Appendix B(iii): Cabinet Response to Performance Panel Recommendations, Requests and Observations For Further Reflection
- Appendix C: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2023-26 and schedule of proposed amendments (*to follow*)

*The following background paper has been taken into account:*

[Stronger, Fairer, Greener Policy Statement \(July 2022\)](#)



# Delivering a Stronger, Fairer, Greener Cardiff

## Cardiff Council Corporate Plan 2023-26



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

**WORKING FOR CARDIFF,  
WORKING FOR YOU**  
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# Leader's Foreword

Last May, the people of Cardiff elected a Labour administration to deliver on our manifesto commitments and placed their faith in us to make Cardiff a Stronger, Fairer, Greener city.

This Corporate Plan is an important document for my administration as it translates our Stronger, Fairer, Greener policy commitments into deliverable organisational objectives. In effect, it outlines the practical steps that we will take to turn our ambitions into reality.

A stronger city, a fairer city, and a greener city – these are the themes that have defined the work of the Council over the past decade, and they will be at the heart of everything we do over the next five years.

And we will be building on the excellent progress we have made over the last 10 years.

We have already delivered sustained improvement in the quality and effectiveness of Cardiff's education system and invested millions in delivering a high-quality learning environment.

We have transformed the approach to tackling homelessness in the city, massively reducing the number of people sleeping rough on the streets, and delivered one of the biggest council house building programmes in the country.

We have helped establish Cardiff as a real Living Wage city, putting more money into the pockets of hard-working people, and established Cardiff's first central business district right in the heart of the city.

These achievements – and many more – were made possible by ambition, principle and the hard work and dedication of a great many people.

The world, however, has changed significantly over the last two years, with the legacy of the Covid-19 pandemic deepening existing inequalities and creating new challenges. Some services have experienced ongoing loss of income whilst others are facing greater challenges and more complex issues as they support recovery. The lasting impact of the pandemic also remains keenly felt in schools, with attendance rates falling for a number of learners and a clear increase in the number of young people reporting poor mental health. These are challenges we must respond to.

The cost-of-living crisis is also placing real pressure on households across the city, hitting vulnerable individuals and families the hardest. Those in most need will look to the Council for support, and we will not let them down.

And across the country, local authorities are facing significant delivery challenges. With high inflation and soaring energy prices, the costs of delivering public services and investing in our buildings and infrastructure are all going up.

We have, however, faced challenges in the past and met them with renewed ambition and an unrelenting commitment to delivery. We will do so again.

This Plan sets out the steps we will take to deliver our agenda for the city, respond to emerging challenges and ensure the ongoing delivery of high-quality public services.

On education, it sets out our ongoing commitments to making every school in Cardiff a good school, to invest significant amounts in our schools closing the attainment gap. The Plan makes clear the actions we will take to deliver the best outcomes for some of the city's most vulnerable children whilst delivering the reforms needed to ensure that service provision is resilient, sustainable and focused on prevention.

As well as becoming a Child Friendly City, we will continue to make Cardiff an Age Friendly City, delivering the support and investing in the services that people need as they grow older. Make no mistake, this will involve tackling complex systems problems with our partners to get people out of hospital as swiftly and safely as possible whilst also working to keep them living independently at home for as long as possible.



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Having handed over the keys to almost a thousand new Council homes, we set out plans for delivering 4,000 new homes whilst ensuring that everyone in the city has access to a high-quality home.

On the economy, we make clear the approach to leading the economic recovery in Wales by continuing a major programme of regeneration and re-asserting Cardiff's position as a leading destination for sport, music and culture. This will be supported by a transformative programme of investment in public transport which will help drive business productivity, connect people across the city with employment opportunities and help drive down carbon emissions.

All this will form part of a wider programme of decarbonisation as we embed the ambitions of our One Planet Cardiff programme across everything we do. Whether it be driving up our recycling rates, developing proposals for clean energy generation projects, retrofitting homes or critically examining the carbon impact of our spend, achieving net zero will be a binding mission.

As an organisation, we will continue to enact the shift to hybrid working and locking in the productivity, efficiency and wellbeing gains new ways of working can offer. This will involve a critical review of our core office accommodation, the technology we use and the policies we have in place to support managers and staff.

More broadly, we will build on the good work that we have done to make the Council an organisation that reflects the communities it serves. By enacting the recommendations of the Race Equality Taskforce, building on our position as the highest-ranking local authority in the Stonewall Employer's index and strengthening engagement with seldom heard communities, we will be best placed to deliver for all our communities.

This is a plan for a stronger, fairer and greener capital city.



**Cllr Huw Thomas**  
Leader of Cardiff Council





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## Well-being Objectives

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3. Supporting people out of poverty Page 24

4. Safe, confident and empowered communities Page 30

5. A capital city that works for Wales Page 40

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7. Modernising and integrating our public services Page 56

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# Delivering a Stronger, Fairer, Greener Cardiff

To outline its ambitions for the city, the Council's Administration has set out a five-year policy programme, entitled '**Stronger, Fairer, Greener**'.

The Corporate Plan, *Delivering a Stronger, Fairer, Greener Cardiff*, translates the Administration's priorities into the Council's Planning and Performance Framework, providing clarity on what will be delivered, and by when.

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

## Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that shows if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Indicators to be achieved
- **Self-Assessment:** a process that the Council undertakes to help shape Well-being Objectives and identify the steps for inclusion in delivering the Corporate Plan

## Setting Well-being Objectives

All public bodies in Wales must act in accordance with the Sustainable Development Principle and must demonstrate that the five ways of working have shaped and inform decision-making.

The Well-being Objectives were set following a process of self-assessment and policy development as part of the Council's planning and performance cycle. The table below sets out how the five ways of working have been applied in the setting of our Well-being Objectives:

Way of Working	How has it been applied?
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the long-term needs.	<p>The Well-being Objectives and steps in this plan were informed by a wide-ranging evidence base which considers immediate issues and longer-term trends. This includes:</p> <ul style="list-style-type: none"><li>• <b>Cardiff's Local Well-being Assessment:</b> a comprehensive study of the quality of life in Cardiff undertaken in 2022 by the Cardiff Public Services Board (PSB).</li><li>• <b>Cardiff Future Trends Report:</b> a report for the Cardiff PSB which sets out the long-term trends facing Cardiff and the impact these will have on the city's public services.</li><li>• <b>Cardiff &amp; Vale Population Needs Assessment:</b> an assessment of the care and support needs of the population, undertaken by the Cardiff &amp; Vale Regional Partnership Board (RPB).</li><li>• <b>Medium Term Financial Plan (MTFP):</b> this Corporate Plan was created in tandem with the Council's MTFP 2023/24 – 2027/28. The MTFP forecasts the Council's future financial position.</li><li>• <b>2020 Future Generations Report:</b> a report by the Future Generations Commissioner, which provides an assessment of the improvements public bodies should make in relation to their Well-being Objectives.</li><li>• <b>Cardiff's city-wide dashboard:</b> a live resource enabling progress to be monitored. The Cardiff PSB also publishes a full set of outcome indicators annually, most recently in the <b>Cardiff in 2022 analysis</b>, which provides a snapshot of how the city is performing.</li></ul>

Way of Working	How has it been applied?
<p><b>Prevention</b></p> <p>How acting to prevent problems occurring or getting worse may help public bodies meet their Objectives.</p>	<p>In everything that the Council sets out to achieve, a focus is placed on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. Each Well-being Objective contains steps that are characterised by early intervention of this nature. Examples of this include:</p> <ul style="list-style-type: none"> <li>• Supporting older people to live independently at home through strengths-based preventative services;</li> <li>• Working to ensure that appropriate young people are in receipt of a prevention service from the Youth Justice Service;</li> <li>• Promoting the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness.</li> </ul>
<p><b>Collaboration</b></p> <p>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its Well-being Objectives.</p>	<p>The complex challenges facing public services cannot be met by one organisation, sector or public service alone – a whole-system response from the city’s public services is needed. Building on the progress made in this area during the pandemic, strengthened partnership arrangements are in place to respond to increased demand and new, complex issues that are arising.</p> <p>The Council’s Well-being Objectives were developed in close collaboration with public service partners with the Cardiff PSB seeking to adopt the same seven Well-being Objectives in its Local Well-being Plan 2023-28. This reflects the shared aspirations and common understanding of challenges facing the city and a clear view on the areas of work that require partnership working between the city’s public services.</p>
<p><b>Integration</b></p> <p>Considering how the public body’s Well-being Objectives may impact upon each of the Well-being Goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff.</p> <p>The development of the Well-being Objectives involves close cross-departmental and cross-portfolio working and involves the wider political governance of the Council, including Scrutiny Committees and the Performance Panel. This process ensures that interdependencies, opportunities and risks between Well-being Objectives can be identified and acted upon.</p> <p>As noted above, the development of the Well-being Objectives has been undertaken in close collaboration with public service partners, with clear alignment on policy and delivery through the Cardiff PSB and the Cardiff &amp; Vale Regional Partnership Board.</p>
<p><b>Involvement</b></p> <p>The importance of involving people with an interest in achieving the Well-being Goals and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>The Council is committed to ensuring that the voice of the citizen is at the heart of decision-making through an ongoing programme of consultation and engagement work. This includes the annual Ask Cardiff Survey, the Child Friendly City Survey, the Budget Consultation and other public engagement undertaken over the course of the year. A Consultation Overview Report has been created to summarise the key findings of consultation exercises undertaken throughout the year, broken down by Well-being Objective.</p>

# Well-being Objective 1:

Cardiff is a great place to grow up





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Making sure that Cardiff is a great place to grow up for all children and young people is a long-standing priority for the Council.

Over the past decade the Council has worked with schools and partners to deliver sustained improvement in the quality and effectiveness of Cardiff's education system. Cardiff is also closer than ever before to making every school a good school, with strong inspection outcomes, education attainment above the national average and the roll-out of the 21st Century Schools Programme investing millions in delivering a high-quality learning environment. More broadly, the Council is working with partners across Cardiff to make sure that children and young people are benefiting from the advantages that only growing up in a capital city can bring, such as an extensive range of leisure, sporting, and cultural opportunities.

The Council also remains committed to becoming a Child Friendly City, where the rights and voices of children and young people are at the heart of everything the Council does. More and more schools are now Child Rights Respecting Schools, and more children understand their rights. Over the course of the year ahead the Council is aiming to become the first UNICEF accredited Child Friendly City in the UK.

However, the legacy of the pandemic and the impact of the cost-of-living crisis on our children and young people is becoming ever more apparent. Existing inequalities have been exacerbated, with attainment and attendance being particularly affected and a growing demand to meet additional needs, particularly those relating to mental health, placing real pressure on schools.

The Council remains committed to doing all it can to support the city's most vulnerable children and young people. Children's Services continue to face high and rising demand and increases in case complexity. At the same time, the service is facing challenges in the supply of residential placements for children and young people, and in the recruitment of social workers. This Plan, and the new Children's Services Strategy 2023-26, sets out a programme of cross-Council and partnership interventions that will make sure the increasingly complex needs of children and families in Cardiff can be met.

**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- **Becoming a Child Friendly City**
- **Supporting education recovery post-pandemic**
- **Continuing to deliver the Cardiff 2030 vision for education and learning**
- **Shifting the balance of care: place**
- **Shifting the balance of care: people**
- **Shifting the balance of care: practice**
- **Protecting the well-being of vulnerable children, young people and families**



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

## Becoming a Child Friendly City

We will:	Lead Member	Lead Directorate
Achieve UNICEF Child Friendly City Status by Summer 2023.	Cllr Sarah Merry	Education & Lifelong Learning
Embed a Child Rights Based Approach in the Council's policy development framework and continue to improve the mandatory Child Rights training compliance rates across the Council.	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	75%
Of the Rights Respecting Schools, the percentage which are silver or gold	55%
The percentage of children and young people between the age of 8 and 18 who are aware of their rights	90%
The percentage of children and young people between the age of 8 and 18 who state they are able to do their best to learn and progress at school all or most of the time	93%
The percentage of Council staff completing Child Rights training	85%

## Supporting education recovery post-pandemic

We will:	Lead Member	Lead Directorate
Commence a phased roll-out of the multi-agency 'Team Around the School' model by September 2023, supporting schools to improve pupil attendance, emotional health and well-being, achievement and progression in partnership with their local communities.	Cllr Sarah Merry, Cllr Peter Bradbury & Cllr Ash Lister	Education & Lifelong Learning
Ensure access to appropriate education for the increased number of pupils with emotional health and well-being and additional learning needs by delivering additional school places to meet presenting demand.	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
Deliver an ongoing programme of school attendance campaigns and engagement activities with schools and youth support services, to encourage and support pupils to fully re-engage in their learning and to improve pupil well-being.	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning

Key Performance Indicator	Target
Percentage Attendance: Primary	92.5%
The percentage of persistent absence (below 50% threshold) in primary schools	<2.5%
Percentage Attendance: Secondary	92%
The percentage of persistent absence (below 50% threshold) in secondary schools	<2.5%

## Continuing to deliver the Cardiff 2030 vision for education and learning

We will:	Lead Member	Lead Directorate
Refresh and relaunch the Cardiff 2030 Vision for Education and Learning and develop a supporting three-year strategic plan by September 2023.	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop and implement a series of workforce development programmes:</b></p> <ul style="list-style-type: none"> <li>A new 'Cardiff Guarantee' to offer enhanced continuous professional development for new teachers in Cardiff schools which provides practical experience in a range of education and industry settings by September 2024;</li> <li>A talent management strategy to identify and develop aspiring and emerging school leaders of the future to ensure sustainable school leadership in Cardiff by September 2023;</li> <li>Recruitment and progression pathways for Teaching Assistants with the Into Work Service, the Education Workforce Council and Higher Education partners;</li> <li>A recruitment and retention programme to increase the diversity of the school workforce, including within school governance.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
Review the roles and responsibilities of the Local Authority, Governing Bodies, Schools and the Regional Consortium in <b>delivering an effective School Improvement Framework in Cardiff</b> , including the development of an Information and Evidence Policy which enables all parties to support the progression of learners.	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
<p><b>Close the achievement gap</b> for our most vulnerable learners, with a particular focus on children in care, those educated other than at school and children from the most disadvantaged communities.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Improve outcomes for children and young people with additional learning needs</b> through successful implementation of the Additional Learning Needs Code by 2024.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver a continued programme of investment in new and existing school buildings between April 2019 and 2026 to:</b></p> <ul style="list-style-type: none"> <li>• Ensure that there are sufficient schools to provide appropriate education for all learners in the local authority area;</li> <li>• Address the condition of school buildings including asset renewal to existing and new school buildings;</li> <li>• Improve the teaching and learning environment;</li> <li>• Reshape and enhance specialist provision for pupils with additional learning needs;</li> <li>• Begin to develop a strategic framework for prioritisation of future investment.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop and embed an approach for Community-Focused Schools</b> to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Invest in digital infrastructure, equipment and new learning technologies</b> for schools in line with the Schools ICT strategy and Welsh Government digital best practice to:</p> <ul style="list-style-type: none"> <li>• Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school;</li> <li>• Complete a refresh of all audio-visual equipment in all school classrooms by March 2026;</li> <li>• Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support;</li> <li>• Continue to explore how digital technology can improve the quality of education and the efficiency of the school system in Cardiff.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver the ten-year Welsh in Education Strategic Plan (WESP)</b> in line with the Bilingual Cardiff Strategy 2022-27 including the development and implementation of action plans for the next five years consistent with the approved strategy.</p>	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
<p><b>Enhance the Cardiff Commitment</b> through collaboration with city partners to raise the ambitions, opportunities and skills of children and young people, supporting their post-education journey, and in particular to:</p> <ul style="list-style-type: none"> <li>• Improve the offer available to the city’s most vulnerable children and young people, especially Children Looked After;</li> <li>• Improve the accessibility of post-16 education, training, and employment pathways;</li> <li>• Open up enhanced social value opportunities.</li> </ul>	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning
<p><b>Strengthen the Cardiff Commitment Curriculum Team offer</b> to support schools to bring the curriculum to life through authentic learning experiences and city challenges, and in particular, through enhancing learning linked to:</p> <ul style="list-style-type: none"> <li>• The expressive arts and creative industries;</li> <li>• One Planet Cardiff;</li> <li>• Science, Technology, Engineering &amp; Mathematics (STEM).</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Roll out the ‘Passport to the City’/ Cardiff’s Children’s University</b> with Cardiff University and partners to provide the children and young people who need it the most with access to the wide range of resources the city has to offer, ensuring the prioritisation of Children Looked After.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p>Ensure that all primary schools are prepared and able to provide <b>Free School Meals</b> to all children, in accordance with the Welsh Government Universal Free School Meals Offer.</p>	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
The percentage of schools in an Estyn follow-up category	<5%
Asset renewal spend	£22m
The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	98%
The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	92.5%
The number of added formal Additional Learning Needs places delivered across the city (Target to be achieved by September 2023)	151
The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%



Key Performance Indicator	Target
The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

### Shifting the balance of care: place

We will:	Lead Member	Lead Directorate
<b>Continue to implement the Right Place Model</b> to improve services, support and accommodation options for children in, and on the edge of, care.	Cllr Ash Lister	Children's Services
<b>Develop the in-house Fostering Service</b> to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	Cllr Ash Lister	Children's Services
<b>Support children to return safely to their own homes during the year using the Reunification Framework.</b>	Cllr Ash Lister	Children's Services
<b>Implement the Accommodation Strategy for 2023-26</b> to address placement sufficiency issues and support the implementation of the Right Place Model.	Cllr Ash Lister	Children's Services

### Of the total number of Children Looked After:

Key Performance Indicator	Target
The number fostered by Local Authority foster carers	130
The number fostered by external foster carers as a percentage of regulated placements (excluding kinship)	60%
The number placed in in-house residential placements	15
The number placed in external residential placements as a percentage of regulated placements (excluding kinship)	17%

Key Performance Indicator	Target
The number of children returned home from care during the year	60
The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
The percentage of Children Looked After in regulated placements who are placed in Cardiff or a neighbouring authority	80%

### Shifting the balance of care: people

We will:	Lead Member	Lead Directorate
<b>Build on the progress made implementing a locality approach to service provision</b> to further develop links with Education and maximise use of community resources.	Cllr Ash Lister	Children's Services
<b>Implement the Children's Services Workforce Action Plan</b> to secure a primarily permanent workforce.	Cllr Ash Lister	Children's Services

Key Performance Indicator	Target
The percentage of permanent social worker vacancies in Children's Services	24%

### Shifting the balance of care: practice

We will:	Lead Member	Lead Directorate
<b>Continue working with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional well-being issues.</b>	Cllr Ash Lister & Cllr Sarah Merry	Children's Services, and Education & Lifelong Learning
<b>Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together'</b> and Improvement Plan to reduce offending and improve outcomes for young people.	Cllr Ash Lister	Children's Services

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<b>Conclude the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After.	<b>Cllr Ash Lister &amp; Cllr Sarah Merry</b>	<b>Children's Services, Education &amp; Lifelong Learning, and Adult Services, Housing &amp; Communities</b>

## Youth Justice

<b>Key Performance Indicator</b>	<b>Target</b>
The number of first-time entrants into the Youth Justice System	<b>60</b>
The percentage of children re-offending within six months of their previous offence	<b>40%</b>
The number of young people in receipt of a prevention service from the Youth Justice Service	<b>130</b>
The percentage of children with an order ending during the period who were living in suitable accommodation	<b>Baseline being set</b>
The percentage of children with an order ending during the period who were in suitable education, training or employment	<b>Baseline being set</b>
The percentage of children with an order ending during the period who had an identified Special Education Need and Disability (SEND) / Additional Learning Need (ALN)	<b>Baseline being set</b>

<b>Key Performance Indicator</b>	<b>Target</b>
The percentage of care leavers in categories 2,3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	<b>65%</b>
The percentage of care leavers in categories 2,3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	<b>65%</b>

<sup>1</sup>Care Leavers in categories 2, 3 and 4 are those aged 16 or 17, those aged 18 or over and those young people who reconnect to care for education or training purposes. **(Section 104, Social Services and Well-being Act (Wales) 2014)**

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

We will:	Lead Member	Lead Directorate
<p><b>Expand the offer of Flying Start funded childcare into new parts of the city</b> through a phased approach following Welsh Government guidance to:</p> <ul style="list-style-type: none"> <li>• Maximise child development outcomes to support the best start in life, particularly for our most disadvantaged children;</li> <li>• Address inequality and alleviate some of the impacts of deprivation;</li> <li>• Support and strengthen Welsh-medium provision;</li> <li>• Address gaps in the availability of provision.</li> </ul>	Cllr Ash Lister	Adult Services, Housing & Communities
<p><b>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</b></p> <ul style="list-style-type: none"> <li>• Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</li> <li>• Adopting the Voice of Young People on Safeguarding Plan;</li> <li>• Ensuring equitable and inclusive access to education for all through the delivery of the EOTAS (Educated Other Than At School) Plan.</li> </ul>	Cllr Sarah Merry, Cllr Ash Lister & Cllr Peter Bradbury	Education & Lifelong Learning, and Children's Services
<p><b>Complete a full review of Young Person's Services</b> and implement recommendations to:</p> <ul style="list-style-type: none"> <li>• Offer a clear route into joined-up services for young people that can be accessed by young people, families and professionals;</li> <li>• Expand the current universal offer, offering more services and activities from more locations;</li> <li>• Ensure the right balance of youth work is available to meet the needs of young people;</li> <li>• Optimise access to school sites and facilities outside of the school day for youth work provision.</li> </ul>	Cllr Ash Lister, Cllr Sarah Merry & Cllr Peter Bradbury	Adult Services, Housing & Communities, Education & Lifelong Learning, and Children's Services
<p><b>Enhance the use of Council data to support decision-making and service delivery for young people</b>, including joining up education, youth services, social care and safeguarding data as part of the Single View of the Child Approach.</p>	Cllr Ash Lister, Cllr Peter Bradbury & Cllr Sarah Merry	Performance & Partnerships, Education & Lifelong Learning and Children's Services

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Key Performance Indicator	Target
The number of people supported through the Family Gateway	9,000
The number of people supported by the Family Help Team and Family Help Disability Team	2,500
The percentage of families referred to Family Help, showing evidence of positive distance travelled	85%



# Well-being Objective 2:

Cardiff is a great place to grow older





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The population in Cardiff is ageing, as it is across Wales. As people live longer, their needs become more complex, and so does the help and support they require.

The Council is committed to ensuring people in the city can live and age well, and that Cardiff is somewhere individuals continue to live full and active lives as they grow older. Ensuring that older people and their carers feel valued, and have access to the right care and support to enhance their health and wellbeing, represents an important part of this agenda.

In Cardiff, as is the case across the UK, the social care sector is facing severe pressures through rising demand and increasingly complex care needs of our citizens. While the supply of care has improved significantly over the past year, the care market remains fragile due to an ongoing shortage of care workers. Recruitment and retention of social workers and occupational therapists is a significant issue, and this is placing severe pressure on an already stretched social care system. These challenges are, in turn, part of wider pressures on the health and social care system.

This Plan sets out our commitments, working in close partnership with Cardiff & Vale University Health Board, the care sector and with our older people, to support older people to live independently at home for as long as possible, to ensure that people are discharged from hospital as soon as it is safe to do so, and to make Cardiff a great place to grow older.

**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- **Supporting older people to stay active and connected in an Age-Friendly City**
- **Supporting older people to live independently at home through strengths-based preventative services**
- **Working in partnership to deliver high-quality sustainable care and support**
- **Supporting unpaid carers and valuing their role**
- **Ensuring our services meet the needs of those living with dementia**



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

## Supporting older people to stay active and connected in an Age-Friendly City

We will:	Lead Member	Lead Directorate
<p><b>Work with a wide range of partners to deliver our commitment to be an Age-Friendly and Dementia Friendly City by:</b></p> <ul style="list-style-type: none"> <li>• Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities;</li> <li>• Measuring our success through a city-wide evaluation framework and key performance indicators;</li> <li>• Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Encourage employment and prevent discrimination against older people in the job market by:</b></p> <ul style="list-style-type: none"> <li>• Recruiting a designated employment mentor to support older people to access employment opportunities;</li> <li>• Working in partnership with the Department of Work and Pensions to deliver Adult Learning’s 50+ Employable Me course and engage employers to offer guaranteed interviews to participants completing training;</li> <li>• Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme;</li> <li>• Encouraging employers to sign up to the “Age Friendly Employer Pledge” scheme operated by the Centre for Ageing Better and developing Cardiff-specific reporting to track progress.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Provide opportunities for all people to get involved in their community, and in particular to support older people to stay active and connected, including:</b></p> <ul style="list-style-type: none"> <li>• Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved;</li> <li>• Improving access to activities through a “Hubs for All” approach;</li> <li>• Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs;</li> <li>• Strengthening the advice and support available in Hubs for older people and carers;</li> <li>• Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation.</li> </ul>	Cllr Norma Mackie & Cllr Lynda Thorne	Adult Services, Housing & Communities



Key Performance Indicator	Target
The number of digital Dementia Friendly City events held	2,300
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
The number of events held to support people to keep active and stay mobile	500
The number of participants at the events held to support people to keep active and stay mobile	8,000
The number of events held to support people to remain connected and stay social	1,400
The number of participants at the events held to support people to remain connected and stay social	15,000

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

We will:	Lead Member	Lead Directorate
<p><b>Provide the right help at the right time to help people stay independent at home by:</b></p> <ul style="list-style-type: none"> <li>Building on our First Point of Contact Service to develop a multi-disciplinary team approach focused on supporting independence, and extend this to the hospital and to the community on a locality basis;</li> <li>Fully embedding empowering and strengths-based social work through improved training and support;</li> <li>Working with partners and across services to develop a trusted assessor approach;</li> <li>Modernising our homecare service to provide both a full reablement service and short-term emergency care;</li> <li>Embedding the use of new technology and equipment to support independence and developing proposals for an Independent Living Wellbeing Centre;</li> <li>Improving the support available to help older people move to more appropriate housing.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Deliver new older persons housing</b> which supports independent living, including:</p> <ul style="list-style-type: none"> <li>Commencing the community living schemes in the Maelfa, St Mellons, Bute Street and Canton;</li> <li>Completing Addison House in Rumney by August 2023;</li> <li>Submitting a planning application for the Michaelston Well-being Village by September 2023.</li> </ul>	Cllr Norma Mackie & Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
The percentage of new cases assisted by First Point of Contact where a more comprehensive assessment is not required	65%
The average number of calendar days taken to deliver a disabled adaptation (from initial contact to the works certified completed date)	150
The number of service user sessions delivered within Care Hub day services	6,500
The number of care hours delivered by Care Hub day services	40,000
The percentage of people satisfied with services provided by Adult Social Care	70%
The percentage of service users of the Community Resource Team – Homecare Service who were satisfied with the service received from the carers who supported them	95%

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

We will:	Lead Member	Lead Directorate
<p><b>Work to support timely and safe hospital discharge</b> by:</p> <ul style="list-style-type: none"> <li>Improving and strengthening management arrangements in the Integrated Discharge Hub;</li> <li>Developing a suite of performance indicators by September 2023 to measure the success of pathways out of hospitals and to clearly demonstrate the impact of the Council's activity;</li> <li>Reviewing the success of the hospital discharge pathways for Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) and reporting on the findings.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p>Work with care providers to <b>deliver good-quality care that meets current and future needs</b>, to include:</p> <ul style="list-style-type: none"> <li>Further developing locality working through recruitment of local care co-ordinators;</li> <li>Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision;</li> <li>Refocusing care provision away from general residential care towards home-based care;</li> <li>Promoting the development of high-quality nursing and dementia care.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Listen to the voices of our citizens</b> and increase their choice in care provision by:</p> <ul style="list-style-type: none"> <li>Improving our engagement with older people, seeking meaningful input and feedback;</li> <li>Increasing choice through direct payments, including the development of micro-enterprises;</li> <li>Piloting a trusted partnership approach with care providers to increase flexibility of care;</li> <li>Reviewing current usage of our services, and taking steps to ensure all Cardiff communities are aware of, and have access to, our services.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Support the social care workforce by:</b></p> <ul style="list-style-type: none"> <li>Working with Welsh Government to maintain the Real Living Wage for care workers;</li> <li>Further developing the Cardiff Cares Academy to provide training, mentoring and employer support;</li> <li>Providing proactive support to help care workers achieve registration;</li> <li>Further developing carer skills to support hospital discharge and reablement.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p>Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and <b>by taking a “grow our own” approach to increase qualified staff.</b></p>	Cllr Norma Mackie	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of permanent social worker vacancies in Adult Services	12%
The total number of domiciliary care workers in Cardiff registered with Social Care Wales	210
The number of domiciliary care workers registered with Social Care Wales in Cardiff as a percentage of the total number of domiciliary care workers registered in Wales	7.5%
The average time from referral to the Brokerage Team to the start of domiciliary care	14 days

Key Performance Indicator	Target
The average number of people waiting for domiciliary care at month end	<30

### Supporting unpaid carers and valuing their role

We will:	Lead Member	Lead Directorate
<p><b>Listen to unpaid carers and families to ensure we provide the help they need by:</b></p> <ul style="list-style-type: none"> <li>• Consulting and co-producing services with carers;</li> <li>• Reviewing the range of respite provided;</li> <li>• Improving advice services and support for carers;</li> <li>• Reviewing the carer’s assessment process to improve take-up.</li> </ul>	<p>ClIr Norma Mackie</p>	<p>Adult Services, Housing &amp; Communities</p>

Key Performance Indicator	Target
The percentage of eligible carers who were offered a carer’s assessment	60%

### Ensuring our services meet the needs of those living with dementia

We will:	Lead Member	Lead Directorate
<p><b>Support people with dementia to stay at home wherever possible by:</b></p> <ul style="list-style-type: none"> <li>• Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning;</li> <li>• Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home.</li> </ul>	<p>ClIr Norma Mackie</p>	<p>Adult Services, Housing &amp; Communities</p>

Key Performance Indicator	Target
The percentage of Council staff completing Dementia Friends training	85%
The number of over 75s new to residential care	No target, but year-on-year reduction

# Well-being Objective 3:

Supporting people out of poverty

Making Cardiff a fairer city is at the heart of this Plan. A city where the opportunities of living in Cardiff can be enjoyed by everyone – whatever their background – and where those suffering the effects of poverty are protected and supported, and where a fair day’s work receives a fair day’s pay.

The cost-of-living crisis in particular is having an impact on many households with inflationary pressures making essential day-to-day items more expensive. Coming so soon after the Covid-19 pandemic, this has intensified the pressures that many people face and deepened existing inequalities.

The Council will continue to promote the real Living Wage to our partners and employers across the city. The cost-of-living crisis means that it is more important than ever that we make sure that good jobs continue to be available in Cardiff – good jobs, paying a fair wage, with security and the offer of career progression. Paying the real Living Wage benefits not only the employee who receives it, but local businesses too as the additional income is retained within the city.

The Plan sets out an enhanced programme of advice and support for citizens impacted by the cost-of-living crisis, helping people with advice on their finances and supporting them into work, making sure that the benefits of growth and investment in the city economy are felt in households and communities across Cardiff. We will therefore work with jobseekers and employers to identify barriers and provide support to find the best way to resolve them, with a focus on offering opportunities with the Council wherever possible.

Rough sleeping numbers remains at record low levels with the successful preventative approach adopted by the Council and partners, which was accelerated by the pandemic, continuing to prove successful. However, the number of people and families presenting as homeless continues to increase and the demand for temporary housing – as well as for the Single Persons’ and Family Gateways – has increased significantly over the last 12 months. A lack of available housing, particularly in the private rented sector, is contributing to this demand pressure. This Well-being Objective sets out a programme of action to prevent someone from becoming homeless in the first place and support for those who do become homeless as part of a wider programme of action, across multiple Well-being Objectives, to address the city’s growing housing crisis.

**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- **Supporting those most impacted by the cost-of-living crisis**
- **Continuing our Living Wage City ambition**
- **Tackling homelessness and ending rough sleeping**



# What we will do to support people out of poverty

## Supporting those most impacted by the cost-of-living crisis

We will:	Lead Member	Lead Directorate
<p><b>Respond to the impact that the cost-of-living crisis is having on residents by:</b></p> <ul style="list-style-type: none"> <li>Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email;</li> <li>Promoting the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness;</li> <li>Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty.</li> </ul>	Cllr Peter Bradbury	Adult Services, Housing & Communities
<p><b>Support people into work</b> by continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council.</p>	Cllr Chris Weaver	Resources
<p><b>Support more people into work:</b></p> <ul style="list-style-type: none"> <li>Through the newly expanded Into Work Service, <b>creating new bespoke employment and training packages</b> to meet any new or emerging workforce demands in the city;</li> <li>Working alongside <b>major regeneration projects</b>, including the new Indoor Arena, to support local people into the new jobs the projects create;</li> <li>Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling.</li> </ul>	Cllr Peter Bradbury	Adult Services, Housing & Communities
<p>Raise awareness of illegal money lending and <b>support individuals to access responsible lenders and debt advice, rebuild their finances and make a sustainable transition to legal credit.</b></p>	Cllr Dan De'Ath	Economic Development

Key Performance Indicator	Target
The number of new apprenticeship and trainee placements provided within the Council in year	100
The total number of apprenticeship and trainee placements within the Council in year	150
The number of Council posts filled through placements from Cardiff Works	2,800
The number of interventions which supported people receiving into work advice through the Employment Gateway	55,000



Key Performance Indicator	Target
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,200
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<12%
The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	Monitor KPI, no target set
The number of employers which have been assisted by the Council's employment support service	300
The number of customers helped with Universal Credit financial support	3,000
Additional weekly benefit identified for clients of the Advice Team	£17,000,000

### Continuing our Living Wage City ambition

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

Key Performance Indicator	Target
The number of accredited real Living Wage employers in Cardiff	260
The number of workers receiving a pay rise onto at least the real Living Wage	12,800



## Embedding our new approach to tackling homelessness and ending rough sleeping

We will:	Lead Member	Lead Directorate
<p>Continue to promote the help available to <b>prevent homelessness, and improve and expand prevention services</b> in the community by March 2024, including:</p> <ul style="list-style-type: none"> <li>• Making prevention support accessible online, by telephone, regularly available in community locations and in a home setting via home visits, to increase the number of people seeking help at an early stage;</li> <li>• Providing a dedicated caseworker to all but the most straightforward cases;</li> <li>• Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Work with Welsh Government to <b>understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.</b></p>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Increase Temporary Accommodation capacity to address homelessness pressures by:</b></p> <ul style="list-style-type: none"> <li>• Delivering phase 2 of the Gasworks site by August 2023;</li> <li>• Increasing the number of buy-backs;</li> <li>• Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants;</li> <li>• Increasing the number of managed schemes to improve move-on into permanent accommodation;</li> <li>• Exploring other meanwhile use of development land.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Improve access to the private rented sector and promote this to <b>address housing need</b>, through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Develop innovative housing solutions</b> to address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by:</p> <ul style="list-style-type: none"> <li>• Promoting mutual exchanges;</li> <li>• Providing tailored support to those who wish to downsize;</li> <li>• Expanding the use of modular extensions;</li> <li>• Reviewing the co-ordination and use of adapted and older persons accommodation.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Improve the quality of our Supported and Temporary Accommodation</b> by:</p> <ul style="list-style-type: none"> <li>• Completing the phasing out of accommodation that no longer meets the required standards;</li> <li>• Reducing the use of hotel accommodation for families.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Ensure that the complex needs of homeless people are met by:</b></p> <ul style="list-style-type: none"> <li>• Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move-on to mainstream services when appropriate;</li> <li>• Ensuring that appropriate health and support services are available in hostels and supported accommodation;</li> <li>• Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer;</li> <li>• Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Prevent youth homelessness and ensure that young people leaving care are supported by:</b></p> <ul style="list-style-type: none"> <li>• Reviewing and enhancing advice and mediation services, with particular regard to young people;</li> <li>• Considering targeted interventions and support for school-aged children and their families;</li> <li>• Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed;</li> <li>• Developing the Citadel supported housing scheme for young people with complex needs.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%
The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	<40%
The average waiting time for a homelessness prevention appointment	<7 days
The number of additional properties on the Leasing Scheme Wales	40
The total number of rough sleepers in the city	<20
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	85%

# Well-being Objective 4:

Safe, confident and empowered communities





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Communities are at the heart of wellbeing. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on.

The Council's house-building programme, already the largest in Wales, will expand to provide at least 4,000 new homes, focusing on zero-carbon homes. The Council will also invest in our parks and green spaces, with a focus on improving those in our most deprived communities, and with our partners, support a healthier and more active population through increased opportunities to take part in sport and physical activity.

We will continue to deliver services at the local level, in a well-planned, connected, and integrated way. We will ensure that communities in Cardiff have easy access to the services they need. We will invest in our communities through our expanding network of Community and Wellbeing Hubs and through an enhanced programme of community and district centre regeneration schemes.

The Council will prioritise work to make sure that not only are communities in Cardiff safe, but that our residents feel safe. We will work with our partners to expand the problem-solving approach to anti-social behaviour hotspots and, together, do all we can to prevent people, particularly young people, from falling into crime or being exploited by criminals.

We will continue to celebrate the diversity of our city's communities. Our city's many languages, cultures, and faiths are a source of great strength and what makes Cardiff such a welcoming place to live and, as a City of Sanctuary, we will continue to welcome people who wish to make their homes here and build new lives in our city.

**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

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



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

## Building new Council homes and investing in community facilities

We will:	Lead Member	Lead Directorate
Ensure the current Council house building programme <b>delivers at least 1,000 new council homes</b> through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and <b>ensure that sufficient sites are identified to build at least 4,000 new homes overall</b> , including the delivery of properties for rent or sale to keyworkers.	Cllr Lynda Thorne	Adult Services, Housing & Communities
<b>Drive up standards in the private rented housing sector</b> by: <ul style="list-style-type: none"> <li>Delivering the Welsh Government’s Rent Smart Wales scheme – an all-Wales registration and licensing scheme;</li> <li>Undertaking robust enforcement action to deal with rogue agents and landlords letting and managing properties.</li> </ul>	Cllr Lynda Thorne & Cllr Dan De’Ath	Resources, and Economic Development
<b>Tackle properties that are long term empty</b> and consider the application of a 300% Council Tax Premium.	Cllr Dan De’Ath	Resources
<b>Invest in our local communities</b> by: <ul style="list-style-type: none"> <li>Preparing and adopting a new Regeneration Strategy to <b>support district and local centres, and 15-minute city principles</b>;</li> <li>Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway;</li> <li>Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible;</li> <li>Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding for projects;</li> <li>Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
Investigate and <b>deliver future Community, Youth and Wellbeing Hubs</b> with partners, including: <ul style="list-style-type: none"> <li>Progressing a Youth Hub in the city centre by Summer 2023;</li> <li>Securing planning permission for a new Health and Wellbeing Hub at Ely &amp; Caerau by December 2023;</li> <li>Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<p>Work in partnership with Registered Social Landlords to <b>maximise the amount of affordable housing</b> that can be delivered through the Social Housing Grant Programme, including:</p> <ul style="list-style-type: none"> <li>• Implementing a five-year plan to build the specialist and supported accommodation required;</li> <li>• Achieving a full spend of allocated Welsh Government funding;</li> <li>• Maximising opportunities to secure additional monies.</li> </ul>	<b>Cllr Lynda Thorne</b>	<b>Adult Services, Housing &amp; Communities</b>
<p><b>Further enhance Bereavement &amp; Registration Services</b> through modernising service delivery, improving access to services for all, making digital improvements, identifying new and additional burial space to meet community need throughout the city and introducing new services for the benefit of our residents.</p>	<b>Cllr Dan De’Ath</b>	<b>Planning, Transport &amp; Environment</b>
<p><b>Improve fire safety in homes</b> by:</p> <ul style="list-style-type: none"> <li>• Continuing to communicate and work with Council tenants to ensure high-rise buildings are safe and suitable for occupants;</li> <li>• Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties;</li> <li>• Ensuring regular fire safety assessments are carried out and acted on in Council properties;</li> <li>• Working with partner organisations including South Wales Fire &amp; Rescue Service in regard to training and high-rise familiarisation events;</li> <li>• Continuing to work with Welsh Government and stakeholder organisations in the development of their Building Safety Programme for medium and high-rise buildings in the private sector.</li> </ul>	<b>Cllr Lynda Thorne and Cllr Dan De’Ath</b>	<b>Adult Services, Housing &amp; Communities, and Economic Development</b>

Key Performance Indicator	Target
The number of homes capable of being delivered on approved sites in the housing development programme <i>(Target to be achieved by September 2023. Sites for 3,368 homes already approved.)</i>	<b>632</b>
Total number of new Council homes completed through the current housing delivery programme <i>(Target to be achieved by December 2023.)</i>	<b>1,000 cumulative</b>
Total number of new homes completed and provided through all housing delivery programmes <i>(Target to be achieved by 2035.)</i>	<b>4,000 cumulative</b>
Total number of new affordable housing units (Council and Housing Association) completed per annum	<b>300</b>
The number of private rented sector properties where significant hazards (Category 1 and 2) have been removed following intervention by Shared Regulatory Services	<b>100</b>
The percentage of empty private sector properties brought back into use during the year through direct action by the Local Authority	<b>TBC in April 2023</b>
The number of additional dwellings created as a result of bringing empty properties back into use	<b>TBC in April 2023</b>
The amount of external funding secured to deliver regeneration initiatives in communities (including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants)	<b>£1m per annum</b>
The number of funding bids submitted per year	<b>4</b>
The number of in-person visitors to libraries and Hubs across the city	<b>1.5 million</b>
The number of virtual visits to our 24-hour digital library	<b>Baseline being set</b>
The number of physical books borrowed from libraries and Hubs across the city	<b>1.4 million</b>
The number of digital books downloaded from our 24-hour digital library	<b>1 million</b>
The number of page views on the Hubs website	<b>300,000</b>
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	<b>95%</b>
The number of visits (page views) to the volunteer portal	<b>75,000</b>
The number of hours given volunteering within Housing & Communities	<b>18,000</b>

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

We will:	Lead Member	Lead Directorate
<p><b>Ensure that all people, however vulnerable, retain a voice in their care by:</b></p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control;</li> <li>Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning Advocacy Services in line with the commitments set out in the Cardiff &amp; Vale Advocacy Strategy by March 2024;</li> <li>Reviewing and enhancing our Direct Payments Services to adults, reviewing policies and procedures to ensure safety of service users and encouraging the development of micro-enterprises to increase accessibility to direct payments.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Improve the support available to people with mental health issues by:</b></p> <ul style="list-style-type: none"> <li>Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services;</li> <li>Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues;</li> <li>Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate;</li> <li>Developing proposals for improving the environment for Ty Canna day services for mental health, continuing to build on volunteer support and completing early-stage design in partnership with Ty Canna service user representatives/ volunteers and cost feasibility work by September 2023.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Enhance the support available for people living with learning disabilities by:</b></p> <ul style="list-style-type: none"> <li>Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community;</li> <li>Improving and increasing overnight respite, setting out proposals for building development;</li> <li>Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Improve services for people with autism by:</b></p> <ul style="list-style-type: none"> <li>Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people;</li> <li>Developing a specialist approach to neurodiversity within Adult Services.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities



<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<p><b>Ensure children and adults are protected from risk of harm and abuse by:</b></p> <ul style="list-style-type: none"> <li>• Implementing the Regional Safeguarding Board’s Annual Plan;</li> <li>• Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year;</li> <li>• Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues.</li> </ul>	Cllr Ash Lister & Cllr Norma Mackie	Adult Services, Housing & Communities, Children’s Services, and Performance & Partnerships
<p><b>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</b></p> <ul style="list-style-type: none"> <li>• Promoting health screenings;</li> <li>• Promoting the take-up of vaccinations.</li> <li>• Combatting childhood obesity.</li> </ul>	Cllr Julie Sangani	Adult Services, Housing & Communities
<p><b>Work with Cardiff &amp; Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</b></p> <ul style="list-style-type: none"> <li>• Contributing to a partnership approach to improve community-based services to prevent hospital admissions;</li> <li>• Supporting work by Cardiff &amp; Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers.</li> </ul>	Cllr Julie Sangani & Cllr Norma Mackie	Adult Services, Housing & Communities

<b>Key Performance Indicator</b>	<b>Target</b>
The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	Monitor KPI, no target set
The number of adult protection enquiries received	Not appropriate to set target
The percentage of adult protection enquiries completed within seven days	99%
The percentage of Council staff completing safeguarding awareness training	85%

## Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
Continue to <b>support the delivery of Shared Regulatory Services</b> in collaboration with Bridgend and Vale of Glamorgan Councils in respect of the environmental health, trading standards and licensing functions of the Council.	Cllr Dan De'Ath	Economic Development
<b>Lead a targeted multi-agency problem-solving approach to localised complex anti-social behaviour hotspots.</b>	Cllr Lynda Thorne	Performance & Partnerships
<b>Develop with partners a violence prevention delivery plan in Cardiff by March 2024</b> , with a focus on night-time economy vulnerability, organised criminality, and violence against women, in response to the Serious Violence Duty.	Cllr Lynda Thorne	Performance & Partnerships
<b>Tackle all forms of violence against women and girls</b> and take action to strengthen the support available by approving and delivering a refreshed regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2023-26.	Cllr Lynda Thorne	Adult Services, Housing & Communities
<b>Ensure all those who experience domestic abuse can access specialist support</b> by completing the review of refuge accommodation in the city by March 2024 and developing full proposals for change.	Cllr Lynda Thorne	Adult Services, Housing & Communities
Work with public and private sector partners to <b>deliver the four areas of the national CONTEST Strategy</b> (Prevent, Protect, Prepare, Pursue) in order to keep Cardiff safe from the threat of terrorism.	Cllr Lynda Thorne	Performance & Partnerships
<b>Continue to lead a city-wide response to support refugees and asylum seekers</b> , including: <ul style="list-style-type: none"> <li>• Welcoming Ukrainian nationals under the Sponsorship Scheme;</li> <li>• Delivering the Afghan Resettlement Scheme;</li> <li>• Supporting refugees and asylum seekers into accommodation, education, employment and health services;</li> <li>• Working with Welsh and UK Governments to ensure equity of funding and deliver a Wales-wide approach.</li> </ul>	Cllr Julie Sangani	Performance & Partnerships

Key Performance Indicator	Target
The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	Monitor KPI, no target set
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	85%

## Promoting the Welsh language

We will:	Lead Member	Lead Directorate
<b>Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27</b> and promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.	Cllr Huw Thomas	Performance & Partnerships
<b>Increase the number and percentage of Welsh speakers in the workforce</b> in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy.	Cllr Huw Thomas	Performance & Partnerships

Key Performance Indicator	Target
The number of staff with Welsh language skills (20% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	1,072
The number of staff attending Welsh courses (50% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	2,082

## Working together to support a healthier and more active population

We will:	Lead Member	Lead Directorate
<b>Support grass-roots and community sports</b> by: <ul style="list-style-type: none"> <li>Embedding the Physical Activity &amp; Sport Strategy 2022-27, and working with partners to develop further plans through 2023/24 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision;</li> <li>Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach;</li> <li>Supporting community sports clubs with a particular emphasis on under-represented groups;</li> <li>Ensuring that Sport Wales's Regional Sports Partnerships reflect the priorities of Cardiff.</li> <li>Working with major sports clubs to deliver benefits for the residents of Cardiff, with a focus on identified priorities.</li> </ul>	Cllr Jennifer Burke & Cllr Sarah Merry	Economic Development, and Education & Lifelong Learning
<b>Maintain the long-term sustainability of our leisure centres</b> by: <ul style="list-style-type: none"> <li>Implementing the recommendations that are agreed in response to the review of the Leisure Services contract with GLL;</li> <li>Implementing planned improvements to Pentwyn Leisure Centre.</li> </ul>	Cllr Jennifer Burke	Economic Development

We will:	Lead Member	Lead Directorate
<p><b>Improve our parks and public spaces</b> by:</p> <ul style="list-style-type: none"> <li>• Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces, with the inclusion of parks within the southern arc;</li> <li>• Working with partners to implement a plan to increase Cardiff’s tree canopy from 18.9% to 25% by 2030 and to report annual progress against this target;</li> <li>• Delivering the actions from the Allotment Strategy 2022-27;</li> <li>• Promoting the benefits and supporting the development of the volunteer movement through the Friends Forum and community-based platforms;</li> <li>• Implementing a programme of Section 106, Asset Renewal and Capital for Parks to include sport, play and infrastructure improvements;</li> <li>• Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.</li> </ul>	Cllr Jennifer Burke	Economic Development
<p><b>Support the development of a National Park City for Cardiff</b> through the creation of local networks and the partnership of the National Park City Foundation.</p>	Cllr Jennifer Burke	Economic Development
<p>Continue to <b>protect our parks and green spaces</b> through our partnership with Fields In Trust Cymru, and by placing a further tranche of areas in trust.</p>	Cllr Jennifer Burke	Economic Development

Key Performance Indicator	Target
The percentage of food establishments which achieve a food hygiene standard rating of 3 or above	94%
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Base target on 2022/23 outturn
The number of Green Flag parks and open spaces	17
The number of volunteer hours committed to parks and green spaces	Base target on 2022/23 outturn
The number of trees planted per year	25,000

# Well-being Objective 5:

A capital city that works for Wales





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Cardiff's economy is central to creating jobs and attracting investment into Wales and as a host for major sporting and cultural events that put Wales on the world stage. Cardiff must, therefore, continue to play a leading role in the Welsh economy, delivering economic prosperity – not just for the residents of Cardiff, but for the people of Wales.

In order to respond to the global economic challenges, the Council is committed to work with partners to deliver a stronger, fairer and greener economy. To do so, the Council will continue to deliver its ambitious urban regeneration agenda, business support programme, with a focus on delivering more – and better – jobs.

The Council will continue to progress its programme of major projects, including Central Square, Central Quay, the Canal Quarter and the Indoor Arena. More broadly, the Council will play an active role in city centre management, working with partners to meet the challenges and opportunities of the post-Covid economy, and support the prosperity and economic activity across all district centres. This Plan also sets out new ambitions for Cardiff's sport, music and cultural events programme, maximising the impact of the city's creative and cultural assets and making sure that culture and sport remain at the heart of Cardiff's economic recovery.

**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- **Leading the economic recovery in Wales**
- **Leading a recovery programme in Cardiff**
- **Supporting the recovery of the cultural sector and major events programme**



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

## Leading the economic recovery in Wales

We will:	Lead Member	Lead Directorate
Work with the Cardiff Capital Region City Deal to <b>progress Cardiff projects, support wider city-region projects</b> and input into any Corporate Joint Committee transition arrangements.	Cllr Huw Thomas	Economic Development
Work with the UK Government and Welsh Government to <b>implement a programme of investments to deliver investment and capacity improvements to support the delivery of the Council's Transport White Paper.</b>	Cllr Russell Goodway & Cllr Dan De'Ath	Economic Development
<p><b>Ensure Cardiff remains an open, competitive and outward-looking international city by:</b></p> <ul style="list-style-type: none"> <li>Continuing to work with the Cardiff Capital Region, the Welsh Government, the Western Gateway and the UK Government to promote the city as a place to invest;</li> <li>Ensuring the city benefits from Welsh and UK Government funding schemes such as the Shared Prosperity Fund.</li> </ul>	Cllr Huw Thomas	Economic Development



## Leading a recovery programme in Cardiff

We will:	Lead Member	Lead Directorate
<p><b>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre</b> by working with partners to:</p> <ul style="list-style-type: none"> <li>• Progress the development of Metro Central;</li> <li>• Progress the Central Quay development, extending the business district south of the station;</li> <li>• Support the development of new commercial premises;</li> <li>• Implement the City Centre Recovery Action Plan;</li> <li>• Establish new city centre management arrangements;</li> <li>• Work with landowners to attract investment and development in the retail, commercial and hospitality sector;</li> <li>• Deliver the Canal Quarter.</li> </ul>	Cllr Russell Goodway	Economic Development
<p><b>Write the next chapter in Cardiff Bay’s regeneration story</b> by:</p> <ul style="list-style-type: none"> <li>• Bringing forward a business case for the Red Dragon Centre as part of the Atlantic Wharf redevelopment;</li> <li>• Working with partners to develop the Graving Docks area;</li> <li>• Delivering the new Multi-Purpose Indoor Arena by 2025/26;</li> <li>• Working with partners to establish a new Metro route linking Cardiff Central to the Bay, and bring forward new stations to connect communities and regeneration opportunities;</li> <li>• Progressing a development strategy for the next phase of the International Sports Village;</li> <li>• Bringing forward proposals to protect and revitalise historic buildings in the Bay.</li> </ul>	Cllr Russell Goodway	Economic Development
<p><b>Develop a sustainable city-wide economy by:</b></p> <ul style="list-style-type: none"> <li>• Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city;</li> <li>• Working with Media.Cymru to support the growth of creative enterprises in the city;</li> <li>• Working with partners to attract investment into innovation and start-up space across the city and support the sector;</li> <li>• Establishing a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements.</li> </ul>	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment



We will:	Lead Member	Lead Directorate
<p><b>Establish Cardiff as a Smart City</b>, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by:</p> <ul style="list-style-type: none"> <li>Adopting the new Smart City roadmap by March 2024;</li> <li>Exploring opportunities to better share and take advantage of Council sources of open data.</li> </ul>	Cllr Dan De'Ath & Cllr Chris Weaver	Economic Development
<p><b>Work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown</b> by:</p> <ul style="list-style-type: none"> <li>Enhancing the promotion of Cardiff as a visitor destination by supporting investment in visitor infrastructure;</li> <li>Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery;</li> <li>Progressing proposals for investment in Cardiff Market.</li> </ul>	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
The amount of 'Grade A' office space committed to in Cardiff <i>(This is a rolling two-year target.)</i>	200,000 sq. ft.
The number of new jobs created and safeguarded where the Council has played an active role	750
City centre footfall	Base target on 2022/23 outturn

## Supporting the recovery of the cultural sector and major events programme

We will:	Lead Member	Lead Directorate
<p><b>Grow Cardiff as a centre of creativity and culture</b> by:</p> <ul style="list-style-type: none"> <li>Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with Welsh Government, by March 2024;</li> <li>Agreeing a way forward to bring investment into St David's Hall by 2023;</li> <li>Developing a new Cultural Strategy for Cardiff by March 2024.</li> </ul>	Cllr Jennifer Burke	Economic Development

We will:	Lead Member	Lead Directorate
<p><b>Work with event promoters and the city’s cultural venues to rebuild the capital’s event and cultural offer by:</b></p> <ul style="list-style-type: none"> <li>• Developing a new Events Strategy to champion and reinvigorate the event sector, including establishing a home-grown focused events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy by the end of 2023;</li> <li>• Developing an annual international music festival in the city by 2024, with the view to becoming a fixture on the city’s events calendar that supports the local cultural sector;</li> <li>• Working in partnership with the Welsh and UK Governments to attract new major international sporting events, including the Euro 2028 football championships to Cardiff.</li> </ul>	<p>Cllr Jennifer Burke</p>	<p>Economic Development</p>

Key Performance Indicator	Target
The number of staying visitors	Base target on 2022/23 outturn
Total visitor numbers	Base target on 2022/23 outturn
Total visitor days	Base target on 2022/23 outturn
Total visitor spend	Base target on 2022/23 outturn
Attendance at Council venues	Base target on 2022/23 outturn



# Well-being Objective 6:

## One Planet Cardiff



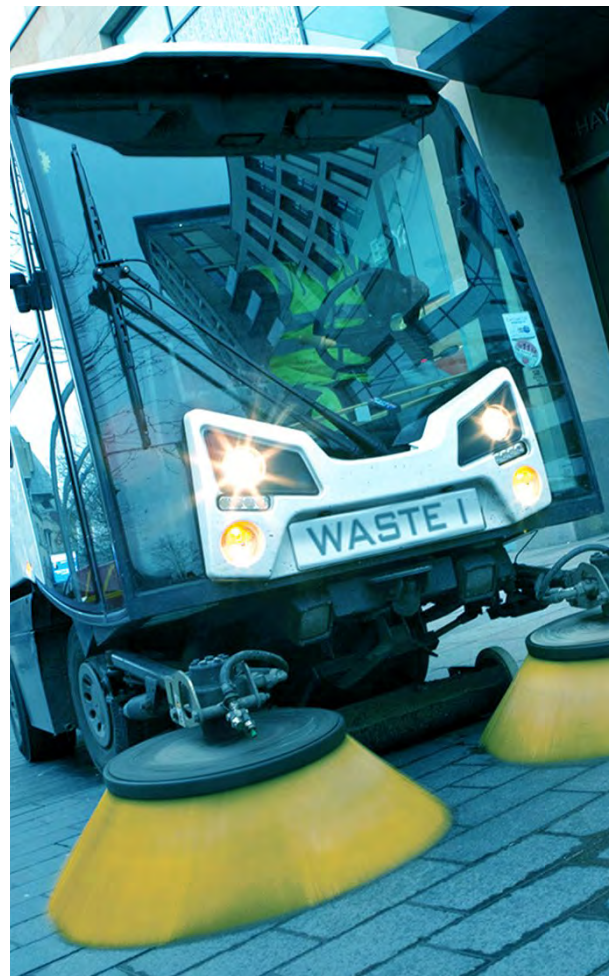


This Plan sets out commitments to make Cardiff a greener city which, through the One Planet Cardiff programme, takes a lead on responding to the climate emergency; which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play; and which is connected by convenient, accessible, safe sustainable transport options.

In response to the Climate Emergency, the Council has set out the One Planet Cardiff Strategy which proposes a wide range of ambitious actions across energy, housing, transport, food and water that form the basis of a delivery plan to achieve carbon neutrality and mitigate against the impact of rising sea levels and more frequent extreme weather events. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

Transforming how people move about the city remains central to decarbonising the city, requiring a major programme of improvement to the public transport and active travel network. As road traffic is one of the city's biggest contributing factors to air pollution, influencing travel behaviour by accelerating a shift towards sustainable and active travel will also lead to improvements in air quality. More broadly, our city's communities – old and new - must be well-planned and well-connected, with infrastructure and public services that are fit for the future.

Furthermore, both globally and locally, natural resources are being used at an unsustainable level; a focus will therefore continue to be placed on improving the Council's recycling performance. A new Recycling Strategy has been approved, which outlines steps that the Council will take to meet statutory recycling targets and support the development of a circular economy. Allied to this, the Council will continue to prioritise keeping the city's streets clean and to tackle all forms of littering.



**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- Decarbonising the city and leading a green recovery
- Transforming Cardiff's public transport and active travel systems
- Putting sustainability and well-being at the heart of the city's growth
- Enhancing Cardiff's flood defences
- Building resilience into our highway network
- Making Cardiff a world-leading recycling city
- Working as one team to keep our streets clean

# What we will do to deliver One Planet Cardiff

## Decarbonising the city and leading a green recovery

We will:	Lead Member	Lead Directorate
<p><b>Report on the progress of delivering the One Planet Cardiff strategy by:</b></p> <ul style="list-style-type: none"> <li>Annually setting out the Council's carbon emissions;</li> <li>Establishing clear governance and oversight arrangements.</li> </ul>	Cllr Huw Thomas & Cllr Caro Wild	Planning, Transport & Environment
<p><b>Take bold leadership on climate change:</b></p> <ul style="list-style-type: none"> <li><b>Across the organisation</b> by driving down emissions per directorate and ensuring carbon is fully accounted for in decision-making;</li> <li><b>Across the city</b> by working with Welsh Government on changing citizen behaviour in areas such as waste, energy use and transport;</li> <li><b>Hold the first 'Climate Summit'</b> to bring together organisations and accelerate the partnership approach to moving to net-zero across Cardiff.</li> </ul>	Cllr Huw Thomas & Cllr Caro Wild	Planning, Transport & Environment
<p><b>Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network</b> as per the procured programme, with the first customer connections in 2024.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Take a strategic approach to energy by:</b></p> <ul style="list-style-type: none"> <li>Bringing forward detailed business cases for large-scale renewable energy generation projects on Council land for approval by February 2024;</li> <li>Establishing a forum where directorates can co-ordinate and integrate activities in relation to low-carbon energy;</li> <li>Examining the benefits and options for a regional energy prospectus of large and small renewable energy schemes.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment, and Economic Development
<p><b>Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme</b> across all tenures of housing, reaching 2,000 domestic retrofit measures per year by 2024 and including measures delivered through Housing Revenue Account funding, Government and energy company funding, facilitated via our Affordable Warmth Partnership, and via engagement with landlords and letting agents to ensure compliance with Minimum Energy Efficiency Standard (MEES) Regulations.</p>	Cllr Caro Wild, Cllr Lynda Thorne & Cllr Dan De'Ath	Planning, Transport & Environment, Adults, Housing & Communities, and Economic Development
<p><b>Support the transition to clean vehicles by:</b></p> <ul style="list-style-type: none"> <li>Implementing the Fleet Replacement Strategy prioritising interventions that result in the largest carbon reduction by June 2023;</li> <li>Reviewing the Council's fleet carbon cost per directorate to identify key themes to help reduce the carbon figure.</li> </ul>	Cllr Caro Wild	Resources

We will:	Lead Member	Lead Directorate
<b>Set out an electric vehicle infrastructure road map by March 2024</b> to provide a strategy for public and private sector investment.	Cllr Caro Wild	Planning, Transport & Environment
<b>Promote healthy, local and low-carbon food</b> through delivering the Cardiff Food strategy, and supporting the Food Cardiff partnership bid to become the first Gold Sustainable Food Place in Wales, including: <ul style="list-style-type: none"> <li>Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains including delivery of the Cardiff Capital Region Food Challenge by September 2025;</li> <li>Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains;</li> <li>Developing a land use strategy to address inequality of access to healthy fresh food across the city by integrating into the Replacement Local Development Plan process and working with partners to review measures to manage access to unhealthy fast-food outlets near schools.</li> </ul>	Cllr Julie Sangani & Cllr Dan De'Ath	Planning, Transport & Environment
<b>Lead the debate on the potential for renewable energy</b> in the Severn Estuary through the Western Gateway's Independent Commission.	Cllr Huw Thomas	Planning, Transport & Environment

Key Performance Indicator	Target
The number of private rented sector properties where energy efficiency has been improved through direct action from Shared Regulatory Services	Baseline being set
The number of energy efficiency measures installed in Council-owned domestic properties	750
The citywide annual PM10 concentrations recorded at all monitoring locations where PM10 data is obtained <i>(PM10 is particulate matter which is less than 0.01mm in diameter.)</i>	<15 µg/m <sup>3</sup>
The Citywide Annual Average Nitrogen Dioxide (NO <sub>2</sub> ) concentrations at roadside monitoring locations	<25µg/m <sup>3</sup>
Nitrogen Dioxide (NO <sub>2</sub> ) concentrations within Air Quality Management Areas (AQMAs)	<30µg/m <sup>3</sup>
Nitrogen Dioxide (NO <sub>2</sub> ) concentrations on Castle Street <i>(The modelled concentration submitted to Welsh Government in the Council's Clean Air Plan.)</i>	<28µg/m <sup>3</sup>

Key Performance Indicator	Target
The number of Council vehicles which are electric	100

## Transforming Cardiff's public transport and active travel systems

We will:	Lead Member	Lead Directorate
<p>Work in partnership with Welsh Government, Transport for Wales and the Burns Transport Commission Delivery Unit to <b>design and deliver a Cardiff and Regional (Metro) Tram network</b>, which will include:</p> <ul style="list-style-type: none"> <li>Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro by 2026;</li> <li>Major service frequency improvements to Coryton and Radyr by 2028;</li> <li>New stations at Crwys Road, Butetown, Cardiff Parkway, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2028;</li> <li>Phase 2 Bay to Newport Road by 2030.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<p>Continue to <b>progress transport and clean air improvements in the city centre</b> including:</p> <ul style="list-style-type: none"> <li>City Centre East Phase 1 by September 2023;</li> <li>Castle Street by January 2025;</li> <li>Boulevard de Nantes by December 2025.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Ensure good air quality by:</b></p> <ul style="list-style-type: none"> <li>Updating the Clean Air Strategy and Action Plan and implementing further measures to improve air quality;</li> <li>Reviewing real-time air quality data to assess and identify trends in pollution to assess further interventions that will further reduce air pollution;</li> <li>Continuing to support both bus and taxi sectors to accelerate towards achieving 'Zero Tailpipe' emission fleets in advance of 2028.</li> </ul>	Cllr Caro Wild & Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Support public transport aspirations in the Transport White Paper by:</b></p> <ul style="list-style-type: none"> <li>Preparing a Bus Strategy for Cardiff by June 2023;</li> <li>Developing the Strategic Bus Corridors Programme by progressing business cases and design work for the delivery of the East-West Sustainable Transport Corridor and the Northern Bus Corridor by 2026;</li> <li>Developing the Localised Bus Network Programme which will deliver city-wide improvement projects to tackle problem areas, improve bus priority and journey times where required over the next five years.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Programme the delivery of the bridge crossing scheme at Llanrumney</b>, subject to planning approval, as part of a wider regeneration scheme, planning permissions anticipated by June 2023 and work on site commencing December 2023.</p>	Cllr Dan De'Ath & Cllr Lynda Thorne	Economic Development, and Planning, Transport & Environment

We will:	Lead Member	Lead Directorate
<p>Continue to invest in a <b>segregated cycling network</b> across the city and deliver:</p> <ul style="list-style-type: none"> <li>Improvements to the Taff Trail, and explore design options for a new Blackweir bridge with Cardiff University, by March 2024;</li> <li>Cycleway 5 from city centre to Lawrenny Avenue by August 2025;</li> <li>City centre to Roath Park Cycleway by March 2026;</li> <li>Cycleway 4.2 from A48 to Llandaff by March 2026;</li> <li>A Cardiff to Newport network connection by 2030;</li> <li>A full city-wide network by 2030;</li> <li>A demand-led programme of cycle hangars by 2025.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<p>Progress a programme of work to <b>fulfil the Council's statutory duty under the Active Travel Act</b> including investigation and assessment of routes for inclusion in the next edition of Cardiff's Active Travel Network Map.</p>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Nurture a strong active travel culture in every Cardiff school by 2027</b> by:</p> <ul style="list-style-type: none"> <li>Engaging with all schools to support the implementation of their Active Travel Plans and enable the proportion of school journeys made by walking, scooting and cycling to be maximised;</li> <li>Delivering infrastructure schemes to facilitate active journeys to schools;</li> <li>Introducing measures to deter car travel to school including School Streets and additional parking restrictions.</li> </ul>	Cllr Dan De'Ath & Cllr Sarah Merry	Planning, Transport & Environment
<p>Prepare an Intelligent Transport System Strategy by June 2023 to <b>establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</b></p>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Make streets safer and greener</b> by working with partners and communities to improve road safety along with the roll-out of the Wales 20mph default speed limit in Cardiff which will be delivered by September 2023.</p>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Consider and review road user charging options</b> to identify opportunities and benefits for Cardiff residents and deliver transport improvements.</p>	Cllr Dan De'Ath	Planning, Transport & Environment

Key Performance Indicator	Target
Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes (2030 Target 76%)	58%
Proportion of work journeys made by:	
<ul style="list-style-type: none"> <li>Walking</li> <li>Cycling</li> <li>Public Transport</li> </ul>	18% 17% 23%



Key Performance Indicator	Target
The number of schools supported to implement their Active Travel Plan	84 cumulative

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

We will:	Lead Member	Lead Directorate
<b>Conduct a full review of the Local Development Plan (LDP) by mid-2025</b> in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Cllr Dan De'Ath	Planning, Transport & Environment
<b>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities by:</b> <ul style="list-style-type: none"> <li>Applying good place-making principles to the city centre, major new settlements and developments, as well as existing communities;</li> <li>Developing a great destination city centre – defined by the City Centre Recovery Action Plan;</li> <li>Supporting the vitality and viability of district and local centres and delivering the '15-minute city' approach to all major centres;</li> <li>Utilising our powers to protect and celebrate local buildings such as pubs, community spaces and music venues, particularly those rich in the city's working-class history;</li> <li>Maximising developer contributions from new developments to deliver community infrastructure, affordable housing and wider improvements within local areas.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<b>Deliver the Council's Green Infrastructure Plan</b> , including: <ul style="list-style-type: none"> <li>Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet Cardiff objectives and Action Plan, and the nature emergency by September 2023;</li> <li>Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment

Key Performance Indicator	Target
The percentage of householder planning applications determined within agreed time periods	>85%
The percentage of major planning applications determined within agreed time periods	>85%

Key Performance Indicator	Target
The percentage of affordable housing at completion stage provided in a development on greenfield sites over the last two years <i>(In line with the Local Development Plan 2006 – 2026)</i>	30%
The percentage of affordable housing at completion stage provided in a development on brownfield sites over the last two years <i>(In line with the Local Development Plan 2006 – 2026)</i>	20%
Affordable housing units completed per annum as a percentage of all housing	20%

### Enhancing Cardiff's flood defences

We will:	Lead Member	Lead Directorate
<b>Develop a draft sustainable water, flood and drainage strategy for Cardiff by October 2023</b> to be completed and published by March 2024, including completion of stage 2 of the regional strategic flood consequence assessment by 30th November 2023.	Cllr Caro Wild	Planning, Transport & Environment
<b>Complete coastal defence improvements in Cardiff East by 2026</b> , with enabling works commencing by June 2023 and construction work commencing by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
Deliver phase 1 of the <b>new Canal Quarter</b> scheme by June 2023, with concept design for phase 2 to be completed by the end of 2023, and construction, subject to funding, targeted for 2024.	Cllr Dan De'Ath	Planning, Transport & Environment

### Building resilience into our highway network

We will:	Lead Member	Lead Directorate
Continue to deliver the programme to <b>replace all 24,000 residential lighting to low-energy LED lighting</b> by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
Continue to deliver an <b>extensive programme of localised improvements to our roads and footways</b> to remove defects such as potholes.	Cllr Dan De'Ath	Planning, Transport & Environment
<b>Target the deployment of civil parking enforcement activity through the effective utilisation of data and technology.</b>	Cllr Dan De'Ath	Planning, Transport & Environment

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

## Making Cardiff a world-leading recycling city

We will:	Lead Member	Lead Directorate
<p><b>Deliver the ‘Recycling Strategy for Cardiff 2022-25: Cleaner and Greener’ to achieve 70% recycling performance by 2024/25 by:</b></p> <ul style="list-style-type: none"> <li>Delivering the programme of recycling and re-use improvements detailed within the strategy;</li> <li>Continuing work with Welsh Government, Waste &amp; Resources Action Programme (WRAP) and the Welsh Local Government Association (WLGA) to benchmark and model improvements in collecting and processing recycling;</li> <li>Working with citizens to reduce waste and improving opportunities for community recycling.</li> </ul>	Cllr Caro Wild	Economic Development
<p><b>Improve the sustainability of how the city manages its waste and materials, driving the circular economy, by:</b></p> <ul style="list-style-type: none"> <li>Reducing the amount of single-use plastics, including those used to collect recycling;</li> <li>Reducing emissions from the fleet of vehicles used to deliver collections and cleansing;</li> <li>Reducing the need to mechanically separate materials;</li> <li>Promoting the amount of green electricity produced from landfill gas, anaerobic digestion of food waste and energy from waste;</li> <li>Working with commercial organisations, and other partners, to reduce overall waste.</li> </ul>	Cllr Caro Wild	Economic Development

Key Performance Indicator	Target
The percentage of planned recycling and waste collections achieved	99.9%
The percentage of municipal waste collected and prepared for re-use and/or recycled	>64%
The percentage of waste collected at recycling centres that has been prepared for re-use or recycled	85%
The number of Environmental Street Scene investigation actions	25,000
The number of Environmental Street Scene Legal Enforcement Actions (with enforcement actions including Fixed Penalty Notices, cases which proceed to prosecution, Section 46 or other legal notices)	12,500

### Working as one team to keep our streets clean

We will:	Lead Member	Lead Directorate
<b>Deliver a comprehensive programme of reform to the Council's Street Scene cleansing and enforcement services</b> through integration, digitalisation and the use of data to support the efficient and effective use of resources.	Cllr Caro Wild	Economic Development
<b>Support volunteer groups through our Love Where You Live programme</b> , and work with these groups and Keep Wales Tidy to co-produce strategies around litter and behaviour change.	Cllr Caro Wild	Economic Development

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

# Well-being Objective 7:

Modernising and integrating our public services

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The Council will continue to focus on getting the basics right and on the delivery of good performance that we have seen over the past five years, ensuring that despite the challenging financial picture facing public services, when residents use our services, they receive the best possible customer experience.

The local government workforce remains crucial for local wellbeing; committed, talented and compassionate. As is the case nationally, the Council faces a number of workforce challenges, particularly in recruiting and retaining staff. A new workforce strategy will be crucial in developing the workforce, supporting the wellbeing of staff. And, as Cardiff becomes ever more diverse, this Council is committed to ensuring its workforce reflects this and its services respond to the great diversity of the city.

The Covid-19 pandemic was a period of great challenge and great innovation in our public services. The complexity of the issues and the solutions developed reached across service and organisational boundaries and this Plan seeks to take the culture of partnership working and of innovation and making it business as usual, with digital technologies, skills and leadership to the fore. Responding to the shift to hybrid working, the impact of the energy crisis and the Council's One Planet commitments, the Plan also sets out new ambitions for the use of the Council's property and assets.

This Plan also sets out how we will use the full size and scale of the Council as a force for social and environmental good, accelerating the move to net zero and leading the way as a 'Fair Work' employer, setting the standard for all other organisations in our city to follow.



**Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:**

- **Delivering leaner and greener Council buildings, and protecting the Council's historic buildings**
- **Improving the Council's digital offer and enhancing the use of data**
- **Supporting a highly-skilled and productive workforce with the well-being of staff at its core**
- **Using the power of the public purse to support the city's recovery**
- **Ensuring the Council represents and responds to the diversity of Cardiff's communities**

# What we will do to modernise and integrate our public services

## Delivering leaner and greener Council buildings and protecting the Council's historic buildings

We will:	Lead Member	Lead Directorate
Deliver the targets of the One Planet Cardiff strategy <b>by reducing the carbon footprint in the built environment</b> by 30% by the end of 2025/26.	Cllr Russell Goodway	Economic Development
<b>Implement the Hybrid Working Model</b> , utilising Council property assets and reducing revenue costs in line with the Corporate Property Strategy 2021-26.	Cllr Russell Goodway	Economic Development
Complete 100% of Priority 1 programmed asset works to <b>maintain Council buildings in a safe compliant condition</b> .	Cllr Russell Goodway	Economic Development
<b>Dispose of land in line with the Corporate Property Strategy 2021-26</b> .	Cllr Russell Goodway	Economic Development

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

## Improving the Council's digital offer and enhancing the use of data

We will:	Lead Member	Lead Directorate
<b>Support citizens to make the switch to digital services</b> .	Cllr Chris Weaver	Resources
<b>Use automation to streamline administrative tasks</b> and create a more efficient and joined-up Council.	Cllr Chris Weaver	Resources
<b>Prioritise the development or re-development of digital services</b> which deliver the greatest budget efficiencies.	Cllr Chris Weaver	Resources

We will:	Lead Member	Lead Directorate
<p><b>Enhance the use of data to support service improvement and evidence-based decision making</b> by:</p> <ul style="list-style-type: none"> <li>Adopting a new Corporate Performance Dashboard in quarterly performance reporting by April 2023;</li> <li>Including new data sets in the Management Dashboard by March 2024;</li> <li>Expanding the programme of staff training on data management, analysis and presentation.</li> </ul>	Cllr Chris Weaver	Resources, and Performance & Partnerships

Key Performance Indicator	Target
The number of customer contacts to the Council using digital channels	5% increase on the 2022/23 outturn
The total number of webcast hits (Full Council, Cabinet, Planning Committee, Scrutiny Committees, Governance & Audit Committee, Standards & Ethics Committee)	12,500
The number of Facebook followers	10% increase on the 2022/23 outturn
The number of Instagram followers	10% increase on the 2022/23 outturn
The number of people registered with the Cardiff Gov App	5% increase on the 2022/23 outturn

### Supporting a highly-skilled and productive workforce with the wellbeing of staff at its core

We will:	Lead Member	Lead Directorate
<b>Implement the workforce strategy 2023-27</b> to support the wellbeing of the workforce, meet the needs of the organisation, improve diversity and inclusion, and reinforce the social partnership approach with staff and trade unions.	Cllr Chris Weaver	Resources
<b>Progress the transition to hybrid working</b> – supporting service delivery and promoting the wellbeing of staff – by implementing the Hybrid Working HR policy.	Cllr Chris Weaver	Resources
<p><b>Reduce sickness absence rates by:</b></p> <ul style="list-style-type: none"> <li>Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health;</li> <li>Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates.</li> </ul>	Cllr Chris Weaver	Resources



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

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

We will:	Lead Member	Lead Directorate
<b>Deliver the Socially Responsible Procurement Strategy and Delivery Plan</b> to drive carbon reduction, increase social value commitments, embed fair work across our supply chain and improve access to opportunities for local businesses.	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The percentage of overall spend with Cardiff-based organisations	54%
The percentage of overall spend with Cardiff Capital Region-based organisations.	68%
The percentage of overall spend with Welsh-based organisations	72%
The value of the social value committed to within contracts awarded in the year	£6,000,000

### Ensuring the Council represents and responds to the diversity of Cardiff's communities

We will:	Lead Member	Lead Directorate
<b>Deliver against the Council's commitments in response to the Race Equality Taskforce recommendations</b> , including reconvening the Taskforce in 2023 to consider and report back on progress made by the Council and its partners.	Cllr Huw Thomas	Performance & Partnerships
<b>Establish a city-wide 'Equality and Diversity' network</b> with Public Services Board partners to encourage good practice and collaboration, particularly to support action in the workplace.	Cllr Julie Sangani	Performance & Partnerships
<b>Review and refresh the Council's Equality and Inclusion Strategy by March 2024</b> and ensure all issues relating to equality and diversity are kept under constant review.	Cllr Julie Sangani	Performance & Partnerships

We will:	Lead Member	Lead Directorate
<b>Establish a new Cohesion Fund</b> in support of community events promoting inclusion and cohesion.	Cllr Julie Sangani	Performance & Partnerships
<b>Adopt the principles of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)</b> by October 2023.	Cllr Julie Sangani	Performance & Partnerships
Develop a draft of the Participation Strategy for public consultation by June 2023 with a focus on <b>improving engagement with seldom heard voices</b> and amplifying the voices of people who are currently less likely to get involved in the decision-making process.	Cllr Julie Sangani	Performance & Partnerships
<p><b>Ensure that the Council’s workforce is representative and inclusive of the communities we serve</b> by:</p> <ul style="list-style-type: none"> <li>Ensuring that any development of new policies and processes, or changes to current policies and processes, continues to promote a diverse and representative workforce;</li> <li>Promoting the work of our employee networks;</li> <li>Supporting careers events in our least represented communities;</li> <li>Developing equality and diversity training for all staff with bespoke training for frontline staff;</li> <li>Supporting the Black, Asian &amp; Minority Ethnic Employee Network to develop a programme of cultural awareness resources and engagement opportunities for all staff;</li> <li>Supporting career progression routes for ethnic minority employees.</li> </ul>	Cllr Chris Weaver & Cllr Julie Sangani	Resources

Key Performance Indicator	Target
Citizen satisfaction with Council services	70%
The percentage of canvass response (either via automatic verification or direct response)	90%
The number of new potential electors identified by using local data sources and sending an invitation to register	10,000

Date: 14 February 2023

Councillor Huw Thomas, Leader  
Councillor Chris Weaver,  
Cabinet Member, Finance, Modernisation & Performance,  
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Dear Huw & Chris,

**Scrutiny Performance Panel 9 February 2023: Corporate Plan Target Setting**

Please find attached a record of the recommendations, requests and observations made by all five Scrutiny Chairs at our recent meeting to inform target setting for the draft Corporate Plan 2023/26.

My sincere thanks for the opportunity afforded Scrutiny to influence policy development. This was the first such discussion for most chairs and our input is offered in a constructive spirit to inform your final draft of the Plan.

I look forward to pre-decision scrutiny of the final draft Corporate Plan 2023/26 at the February/March Scrutiny Committees, alongside the Budget 2023/24 report. If at all possible, Members would benefit from the final graphically designed version you plan to publish with Cabinet papers.

Once again thank you, both to yourselves and the senior officers in attendance.

Yours sincerely,

**COUNCILLOR JOEL WILLIAMS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

CC Paul Orders, Chief Executive  
Sarah McGill, Corporate Director, People & Communities  
Ian Allwood, Head of Finance  
Gareth Newell, Head of Performance & Partnerships  
Dylan Owen, Operational Manager Policy & Improvement  
Mike Tate, Assistant Director, Education & Lifelong Learning  
Suzanne Scarlett, Partnerships & Performance Manager

## Scrutiny Performance Panel:

9 February 2023

Recommendations, requests &amp; observations for further reflection

## Corporate Plan 2023-26 Target setting Observations

REF	Recommendation/for Cabinet's further reflection
WBO1	
S1.07	<p><b>Workforce development programmes</b></p> <p>Following discussion on the need for KPIs to measure progress in delivering the action detailed in this step regarding increasing the diversity of the school workforce, Scrutiny Chairs <b>request</b>:</p> <ul style="list-style-type: none"> <li>i) Information on the diversity data held by Cardiff Council on school workforce and school governors</li> <li>ii) Confirmation of how it is proposed to measure progress in this area, in line with the Race Equality Taskforce recommendations and proposals</li> <li>iii) Identification of an appropriate KPI to measure diversity in the school workforce and capture the direction of travel.</li> </ul>
S1.07 and S1.24	<p><b>Recruitment and Retention of Staff in Social Work and Schools</b></p> <p>Chairs noted responses in relation to developments and initiatives across both social work and schools' staff, including successes in the market supplement; reviewing the balance of the workforce (including the Trusted Adult Model); utilising the Into Work service etc.</p> <p>We <b>recommend</b> further commitments be explored (and where appropriate, added) in terms of the following highlighted at the meeting:</p> <ul style="list-style-type: none"> <li>i) Formalising arrangements and pathways with all further and higher education establishments in the city, not just in terms of recruitment of newly qualified students; but also offering career development opportunities for those already in work, such as "Teaching Assistants to Teachers" and "Headteacher Development" courses, as outlined at the meeting.</li> <li>ii) Continue to work with and lobby Welsh Government in terms of developing a national response to recruitment and retention across social work and schools' sectors.</li> </ul>
General	<p><b>Engagement and participation of Children &amp; Young People in developing the Corporate Plan</b></p> <p>Whilst we noted responses in relation to this issue, we <b>request</b> that the following information on the Young People's Citizen Panel be provided:</p> <ul style="list-style-type: none"> <li>i) The current profile of the Panel, including how many are currently signed up.</li> <li>ii) The activity rate of the Panel – of those who are signed up, what percentage take part in consultations?</li> <li>iii) What kinds of consultations have the Panel been involved in in the last 12 months?</li> <li>iv) How are members recruited?</li> </ul>

	<p>v) What platforms are used to publicise and engage Panel members?</p> <p>vi) How is the information provided to the Panel safeguarded? Are parents required to give permission?</p> <p>vii) What work is being done to fill any “gaps” in current membership, such as age; areas of the city with low membership etc.</p>
General	<p><b>Joined up working across Well-being Objectives and Cabinet Member Portfolios</b></p> <p>Chairs welcome the allocation of WBO1 commitments across Cabinet Member portfolios. Using the example of WBO3, S3.13 we request that a further review be undertaken to ensure more joined up working across Cabinet Member portfolios occurs for all well-being objectives.</p> <p>The Leader stated that he would reflect on this, therefore we <b>request</b> that an update be provided, with his conclusions.</p>
<b>WBO2</b>	
S2.01 – S2.03	<p><b>Age- Friendly City</b></p> <p>The ongoing work around ‘Age Friendly City’ is noted – however more emphasis on the <u>outcomes</u> of such work is required. For example, stronger emphasis is required on the need and action to tackle loneliness and isolation.</p> <p>We make <b>two recommendations</b>:</p> <ul style="list-style-type: none"> <li>- Steps be included in the Corporate Plan which specifically and directly reference how loneliness and isolation within the older cohort will be addressed.</li> <li>- Undertake a review of all proposed KPI’s, particularly where they relate to front line services providing care to vulnerable residents, ensuring the KPI’s measure and clearly demonstrate positive outcomes for individuals receiving services. The review should also consider introducing a KPI around service provisions offered in local hubs and people accessing hub services.</li> </ul>
NEW	<p><b>Satisfaction with Adult Social Care</b></p> <p>Chairs queried the rationale for determining a target of 70% for the new KPI ‘<i>The percentage of people satisfied with services provided by Adult Social Care</i>’.</p> <p>Chairs <b>recommend</b> the target is set higher to re-enforce the Council’s vision and priority of providing the best possible care to the most vulnerable residents.</p> <p>In addition, Chairs <b>recommend</b> the Council should monitor the accessibility of adult social care services for all demographic cohorts, to ensure there is equality of access to services across all Cardiff communities.</p>

KPI Replacements	<p><b>Community Resource Team</b></p> <p>Chairs note the replacement of two KPI's in the previous Corporate Plan relating to the CRT with two new KPI's that align to CRT on <i>the percentage of people satisfied with services provided by Adult Social Care and the number of care hours delivered by Care Hub services</i></p> <p>We welcome the KPI on CRT satisfaction levels, however we <b>recommend</b> the KPI measuring <i>the number of people accessing the Community Resource Team</i> is a key indicator of the level of demand and as such should be reinstated.</p>
KPI Replacements	<p><b>Delayed Transfers of Care</b></p> <p>There is concern about the removal of the KPI on delayed transfers of care. Given the national context and pressures, Chairs consider we need to monitor this process to ensure the position does not worsen.</p> <p>S2.06 listed in the draft Plan '<i>Developing a suite of performance indicators to measure the success of pathways out of hospitals, to clearly demonstrate the impact of the Council's activity</i>' would benefit from a reference to the timescales within which it will be achieved.</p> <p>Given the importance of ensuring this data is captured, it is <b>recommended</b> that a KPI detailing the '<i>Number of individuals referred to Cardiff council for care package and receive package in a timely manner</i>' is included, until the new suite of KPI's referenced in the Corporate Plan is live.</p> <p>The commitment to engage with CASSC in the development of the new suite of KPI's for Delayed Transfers of Care is welcomed.</p>
<b>WBO3</b>	
S3.03	<p><b>Into Work services</b></p> <p>Following discussion on the need for Into Work services to focus on deprived communities and to help move the dial on employment equality and diversity issues, Scrutiny Chairs <b>recommend</b>:</p> <ul style="list-style-type: none"> <li>i) that specific KPIs capturing Into Work's work with Black and Minority Ethnic people be included in the Corporate Plan, in addition to KPIs 3.01-3.07</li> <li>ii) that 'good news' stories on the Council's successes in this area are promoted, to encourage further engagement.</li> </ul>
S3.03	<p><b>Into Work services</b></p> <p>Chairs <b>recommend</b> that an additional action is included in this step to make it clear that Into Work support access to Into Work and In Work benefits that support the sustainability of employment.</p>

K3.13	<p><b>Homelessness</b></p> <p><b>Recommend</b> K3.13 be amended to detail the number of people successfully prevented from becoming homeless to demonstrate the volume.</p>
	<p><b>Homelessness</b></p> <p>Clarity was sought on the deletion of two KPI's in relation to homelessness:</p> <ul style="list-style-type: none"> <li>- <i>number of rough sleepers housed who have maintained accommodation</i></li> <li>- <i>successful outcomes from homeless reconnection service.</i></li> </ul> <p>Chairs noted the introduction of two new KPIs on homelessness however consider they do not measure outcomes and so <b>recommend</b> the KPI in relation to <i>successful outcomes from homeless reconnection service</i> is reinstated.</p>
<b>WBO4</b>	
S4.09	<p><b>Retaining a person's voice in their care</b></p> <p><b>Recommend</b> step S4.09 is strengthened to ensure it provides a strong level of assurance that a minimum level of safety in care services will be provided.</p>
S4.22	<p><b>Support refugees and asylum seekers</b></p> <p>Chairs <b>recommend</b> step S4.22 is strengthened, or additional steps created, detailing the work of the Council in supporting refugees and asylum seekers. For example, the Council's work with the Home Office around equity of funding, how we help migrant groups access accommodation, education opportunities, mental health services, and also the Council's work with external organisations and other local authorities to develop a 'One Wales' approach.</p> <p>Although Chairs note the potential sensitivities around developing a KPI on how the Council are supporting migrant groups, we <b>recommend</b> consideration is given to how this could be developed. We note it may be that internal measures are developed to provide assurance on the work and level of support to relevant stakeholders.</p>
K4.04 & 4.05	<p><b>Regenerating communities</b></p> <p>Given the acute level of demand for affordable housing in the city, we <b>recommend</b> targets in KP4.04 &amp; 4.05 be raised to ensure we stimulate and drive substantial change and action in this vital area of work (bringing empty properties back into use).</p>
K4.12	<p><b>Corporate Safeguarding training</b></p> <p>The difficulties previously faced around ensuring staff undertake Corporate Safeguarding training is noted, however given each member of</p>



	staff should be undertaking an induction period, it is <b>recommended</b> the target for K4.12 be raised to 100%.
<b>WBO5</b>	
S5.09	<b>Grow Cardiff as a centre of creativity and culture</b> Chairs welcome your assurance that the Council is committed to funding investment into St David’s Hall.
S5.10	<b>Cultural Strategy</b> Chairs welcome the Leader’s assurance that the ambition for a public arts endowment fund remains and that the Cultural Strategy referenced in this step will provide an opportunity to focus work on other mediums to music, such as visual arts.
K5.01	<b>Grade A office space</b> Chairs <b>recommend</b> that officers explore the feasibility of including an additional KPI to measure changing work patterns post pandemic, including co-working/ multi-use spaces, and include a new KPI in the Corporate Plan where data is available.
KPI deleted K5.07	<b>City centre footfall</b> Chairs <b>recommend</b> that the KPI on City centre footfall is retained in this year’s Corporate Plan.
<b>WBO6</b>	
General	<b>Corporate Plan audience</b> Chairs consider there is an opportunity to improve the continuity between current and previous years plans to address the audience the document is written for more effectively. Scrutiny Chairs would like to see what the previous plan said would be done, what was achieved, and therefore the next steps going forward in the new refreshed plan.  We welcome the access to performance information enabled by the Corporate Plan Dashboard; however, it is <b>recommended</b> that the Dashboard is updated in a timely manner going forward.  Whilst we note that a completed Step becomes ‘Business as Usual’ and forms part of a Directorate Delivery Plan, there remain examples of BAU in this draft Corporate Plan e.g. S6.27, replacing lighting and S6.28, filling potholes.
S6.12 S6.15	<b>Public Transport &amp; Active Travel</b> It is <b>recommended</b> that milestones are included for step/bullet points to be actioned during the year are included to allow progress monitoring as timescales for some actions have slipped.  For example: New stations at Crwys Road, Butetown, Cardiff Parkway, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2028;

	<ul style="list-style-type: none"> <li>• <i>Planning permission will be passed at two of these sites by 2024.</i></li> <li>• <i>Funding to be secured for all sites by 2025?</i></li> </ul>
K6.05 -K6.08	<p><b>Modal split</b></p> <p>Given the slippage in many of the proposed improvements linked to public transport and cycleways noted above, are the targets for these KPI's achievable?</p>
S6.17 & K6.09	<p><b>Active Travel - schools</b></p> <p>Scrutiny Chairs welcome the work ongoing exploring how best to capture active travel school journeys, to enable future measurement to focus on outcomes achieved; we look forward to these KPIs being included in future Corporate Plans</p>
S6.24 S6.25 S6.26	<p><b>Flood defences</b></p> <p>It is <b>recommended</b> that milestones are included for step/bullet points that are to be actioned during the year are included to allow progress monitoring as timescales for some actions have slipped.</p> <p>What is the rational for the inclusion of the Canal quarter in this area of work, as the primary reason for development in the area was 'economic' and all reports have gone through the Economy &amp; Culture Scrutiny Committee?</p>
K6.12 & K6.13	<p><b>Sustainability - RLDP</b></p> <p>We look forward to new PI's being developed alongside the Replacement Local Development Plan</p>
<b>WBO7</b>	
K7.07 K7.08 K7.09 K7.10	<p><b>Delivering leaner and greener Council buildings</b></p> <p>Whilst these 4 KPI's are tied into the 5-year Property Strategy, and progress can be uneven over time, we note that Finance work closely with Directorates on running costs, and therefore data exists that would make it possible to set interim targets.</p> <p>It is therefore <b>recommended</b> Cabinet reflects on the need for interim targets to monitor progress over the 3-year span of this Corporate Plan.</p>
K7.02 S7.07	<p><b>Digital channels</b></p> <p>Chairs note that budget savings are a driver of seeking efficiencies through digitalisation, particularly manual processes, and that longer term budget challenges in 2024/25 make such efficiencies even more important.</p>

	<p>However, last year the Council just missed the target for this KPI, and at Q3 we are a way off this year's target which may pose a challenge for the target set at 5% increase on 2022/23 outturn.</p>
K7.03	<p><b>Webcasting</b></p> <p>Given the general increase in webcasting figures, and whilst we recognise there may be a flatlining of this KPI post pandemic, chairs consider the target for webcasting views is not a stretching one. We <b>recommend</b> you reconsider this target.</p>
K7.12	<p><b>Sickness Absence</b></p> <p>Chairs note it is not considered the right time to review this challenging target. Post pandemic the Council has higher numbers of complex cases and therefore better timing for a full review would be when post pandemic stability has been established.</p>
S7.18	<p><b>Workforce representativeness.</b></p> <p>Given there appears to be no measurement of the difference made by the Council's work on diversity (and that of the Race Equality Taskforce) we <b>recommend</b> you develop a KPI that measures the difference the Council's actions are making on workforce representativeness over time.</p>
S7.15 (NEW)	<p><b>Equality Awareness training</b></p> <p>Chairs <b>recommend</b> introducing a KPI on equality awareness training for Council Staff. Given all council staff should undergo an induction period the target for compliance should be 100%.</p>
K7.19	<p><b>Citizen satisfaction</b></p> <p>As this is an annual target, and analysis of the budget consultation results is in progress, Chairs suggest there is an opportunity for many other survey results over the year to inform the target. As all steps in the Corporate Plan are considered to support this target, we consider there is an opportunity to break down this KPI by Directorate, noting that the annual complaints report would provide the data to illustrate this.</p> <p>We acknowledge that previous Welsh Government surveys showed Cardiff, as an urban authority, performing consistently well.</p> <p>Therefore, we <b>recommend</b> there is a greater need for the Council itself to measure public understanding of the services it delivers (eg Education) – particularly where these services are performing well.</p>

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

- Recommendation Accepted
- Recommendation Partially Accepted
- Recommendation Not Accepted
- Observation Noted

**Corporate Plan 2023-26 Target Setting Observations**

REF	Lead Cabinet Member	Lead Directorate	Recommendation/for Cabinet’s further reflection	Proposed Response
<b>WBO1</b>				
S1.07	Cllr Sarah Merry	Education & Lifelong Learning	<p><b>Workforce development programmes</b> Following discussion on the need for KPIs to measure progress in delivering the action detailed in this step regarding increasing the diversity of the school workforce, Scrutiny Chairs <b>request:</b></p> <ul style="list-style-type: none"> <li>i) Information on the diversity data held by Cardiff Council on school workforce and school governors</li> <li>ii) Confirmation of how it is proposed to measure progress in this area, in line with the Race Equality Taskforce recommendations and proposals</li> <li>iii) Identification of an appropriate KPI to measure diversity in the school workforce and capture the direction of travel.</li> </ul>	<p>The Education Directorate will work with HR to undertake a full workforce survey to better understand the diversity of the workforce and review the approach to capturing data on the diversity of governing bodies.</p> <p>This will give the directorate a baseline upon which to measure progress. This will also allow for the prioritisation of future interventions to respond to any issues identified.</p> <p>The Cabinet response to the Race Equality Task Force also identified a number of KPIs which would be monitored within the directorate going forward and these include:</p> <ul style="list-style-type: none"> <li>• Percentage of teaching workforce from an ethnic minority background in Cardiff schools.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Number of people from an ethnic minority background in leadership positions in Cardiff schools.</li> <li>• Number of schools with a governor who is responsible for 'Equality, Diversity and Inclusion'.</li> </ul>
S1.07 and S1.24	<p><b>CLlr Sarah Merry</b></p> <p><b>CLlr Ash Lister</b></p>	<p><b>Education &amp; Lifelong Learning</b></p> <p><b>Children's Services</b></p>	<p><b>Recruitment and Retention of Staff in Social Work and Schools</b></p> <p>Chairs noted responses in relation to developments and initiatives across both social work and schools' staff, including successes in the market supplement; reviewing the balance of the workforce (including the Trusted Adult Model); utilising the Into Work service etc.</p> <p>We <b>recommend</b> further commitments be explored (and where appropriate, added) in terms of the following highlighted at the meeting:</p> <p>i) Formalising arrangements and pathways with all further and higher education establishments in the city, not just in terms of recruitment of newly qualified students; but also offering career development opportunities for those already in work, such as "Teaching Assistants to Teachers" and "Headteacher Development" courses, as outlined at the meeting.</p>	<p><b>Accepted</b></p> <p>The Corporate Plan already includes a commitment to support the "Recruitment and progression pathways for Teaching Assistants with the Into Work Service, the Education Workforce Council and Higher Education partners".</p> <p>As part of this work the Education directorate is collaborating with further education institutions, such as Cardiff Met and the Open University, to lobby for appropriate support from WG.</p> <p>The Director of Children's Services will also continue to progress recruitment and retention issues via the All Wales Heads of Children's Service forum.</p>

			<p>ii) Continue to work with and lobby Welsh Government in terms of developing a national response to recruitment and retention across social work and schools' sectors.</p>																									
General	<p><b>Cllr Sarah Merry</b></p> <p><b>Cllr Ash Lister</b></p>	<p><b>Education &amp; Lifelong Learning</b></p> <p><b>Children's Services</b></p>	<p><b>Engagement and participation of Children &amp; Young People in developing the Corporate Plan</b></p> <p>Whilst we noted responses in relation to this issue, we <b>request</b> that the following information on the Young People's Citizen Panel be provided:</p> <p>i) The current profile of the Panel, including how many are currently signed up.</p> <p>ii) The activity rate of the Panel – of those who are signed up, what percentage take part in consultations?</p> <p>iii) What kinds of consultations have the Panel been involved in in the last 12 months?</p> <p>iv) How are members recruited?</p> <p>v) What platforms are used to publicise and engage Panel members?</p> <p>vi) How is the information provided to the Panel safeguarded? Are parents required to give permission?</p> <p>vii) What work is being done to fill any "gaps" in current membership, such as age; areas of the city with low membership etc.</p>	<p>The Young Person's Citizen Panel was launched in July 2022 and work is ongoing to promote the opportunities with young people. There are currently over 100 panel members and data on the number and profile of the participants is being monitored. The number participating, however, is anticipated to increase as part of the engagement and promotion work.</p> <p><b>1. Profile of panel</b></p> <table border="1"> <thead> <tr> <th>Age</th> <th>Number</th> <th>Age</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>11</td> <td>20</td> <td>16</td> <td>8</td> </tr> <tr> <td>12</td> <td>9</td> <td>17</td> <td>10</td> </tr> <tr> <td>13</td> <td>10</td> <td>18</td> <td>7</td> </tr> <tr> <td>14</td> <td>11</td> <td>19</td> <td>4</td> </tr> <tr> <td>15</td> <td>12</td> <td>20</td> <td>1</td> </tr> </tbody> </table> <p><b>Profile of members</b></p> <ul style="list-style-type: none"> <li>• Identify as disabled – 23%</li> <li>• Identify as from minority background – 29%</li> <li>• Female – 49%</li> <li>• Male – 46%</li> <li>• Non-Binary – 5%</li> <li>• Identify as LGBTQ+ – 11%</li> </ul>	Age	Number	Age	Number	11	20	16	8	12	9	17	10	13	10	18	7	14	11	19	4	15	12	20	1
Age	Number	Age	Number																									
11	20	16	8																									
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13	10	18	7																									
14	11	19	4																									
15	12	20	1																									

				<ul style="list-style-type: none"> <li>• Identify as in care/looked after – 10%</li> </ul> <p>As the Panel is newly established, the programme of engagement will be enhanced going forward, however it has already engaged directly on the Council’s Budget Proposals for 2023/24. The Child Friendly City team will also review the Council’s Forward plan to identify engagement opportunities on major decisions over the coming months. Consultations that have already been considered by panel members are:</p> <ul style="list-style-type: none"> <li>• Children Commissioners Survey – participation rate unknown as external survey.</li> <li>• Child Friendly Evaluation Committee (UNICEF) - 27% participation rate.</li> <li>• Budget consultation - 13% participation rate.</li> </ul> <p>Every child attending schools in Cardiff is invited to join the Panel, with invitations also shared with CYC members and promoted on social media. Further work will be undertaken to promote participation in the Panel.</p> <p>In terms of recruiting panel members, safeguarding arrangements, data protection and monitoring arrangements:</p> <ul style="list-style-type: none"> <li>• Panel members are contacted via email.</li> <li>• Information provided by panel members is subject to the same controls as the Cardiff Citizen’s Panel.</li> </ul>
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				<ul style="list-style-type: none"> <li>• Parental permission for participation is sought for those under 13.</li> <li>• An evaluation of the membership will be undertaken with young people and a targeted approach progressed to address gaps. As it currently stands, all profile, age and locality numbers show a positive reach with the membership.</li> </ul>
General	<b>All Cabinet Members</b>		<p><b>Joined up working across Well-being Objectives and Cabinet Member Portfolios</b></p> <p>Chairs welcome the allocation of WBO1 commitments across Cabinet Member portfolios. Using the example of WBO3, S3.13 we request that a further review be undertaken to ensure more joined up working across Cabinet Member portfolios occurs for all well-being objectives. The Leader stated that he would reflect on this, therefore we <b>request</b> that an update be provided, with his conclusions.</p>	The process for developing the Corporate Plan places a significant emphasis on collaboration and integration, across services areas, across organisational boundaries and across Cabinet Portfolios. That is why the thematic challenge sessions, convened by Well-being Objective and chaired by the Leader, involve the lead Cabinet portfolio holders, the Cabinet Member for Finance, Modernisation and Performance, Chief Executive and relevant Directors with responsibility for delivery. For this reason, it is considered that the Corporate Plan is characterised by a high level of cross-Cabinet portfolio working.
<b>WBO2</b>				
S2.01 – S2.03	<p><b>Cllr Norma Mackie</b></p> <p><b>Cllr Lynda Thorne</b></p>	<b>Adult Services, Housing &amp; Communities</b>	<p><b>Age-Friendly City</b></p> <p>The ongoing work around ‘Age Friendly City’ is noted – however more emphasis on the <i>outcomes</i> of such work is required. For example, stronger emphasis is required on the need and action to tackle loneliness and isolation.</p>	<p><b>Recommendation 1: Partially Accepted</b></p> <p>The Corporate Plan already commits the Council to address loneliness amongst older people.</p> <p><u>Relevant page of the Corporate Plan:</u> Pages 21-22</p>

	(S2.03 only)		<p>We make <b>two recommendations</b>:</p> <ul style="list-style-type: none"> <li>- Steps be included in the Corporate Plan which specifically and directly reference how loneliness and isolation within the older cohort will be addressed.</li> <li>- Undertake a review of all proposed KPI's, particularly where they relate to front line services providing care to vulnerable residents, ensuring the KPI's measure and clearly demonstrate positive outcomes for individuals receiving services. The review should also consider introducing a KPI around service provisions offered in local hubs and people accessing hub services.</li> </ul>	<p><b>Recommendation 2: Partially Accepted</b></p> <p>The Corporate Plan already contains a number of KPIs relating to the provision of care for vulnerable residents, including:</p> <ul style="list-style-type: none"> <li>• The percentage of clients who felt able to live independently in their homes following support from Independent Living Services</li> <li>• The percentage of service users of the Community Resource Team – Homecare Service who were satisfied with the service received from the carers who supported them</li> <li>• The total number of domiciliary care workers in Cardiff registered with Social Care Wales</li> <li>• The number of domiciliary care workers registered with Social Care Wales in Cardiff as a percentage of the total number of domiciliary care workers registered in Wales</li> <li>• The average time from referral to the Brokerage Team to the start of domiciliary care</li> </ul> <p>However it is accepted that more can be done to measure the quality of the commissioned care provided. It is proposed that a bullet point in S2.06 is expanded as follows (new text in italics):</p> <ul style="list-style-type: none"> <li>• Embedding a Quality Assurance Framework <i>and developing a set of performance indicators to measure the quality of commissioned care provision.</i></li> </ul>
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				<p><u>Relevant page of the Corporate Plan:</u> Page 24</p> <p>With regard to KPIs around service provisions offered in local hubs – the following new indicators were added into the draft corporate plan:</p> <ul style="list-style-type: none"> <li>• The number of events held to support people to keep active and stay mobile</li> <li>• The number of participants at the events held to support people to keep active and stay mobile</li> <li>• The number of events held to support people to remain connected and stay social</li> <li>• The number of participants at the events held to support people to remain connected and stay social.</li> </ul> <p>Recognising the opportunity to more effectively measure the impact of Council activity, the following bullet point is proposed for inclusion under S2.03:</p> <ul style="list-style-type: none"> <li>• <i>Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation.</i></li> </ul> <p><u>Relevant page of the Corporate Plan:</u> Page 21-22</p>
NEW	<b>CLlr Norma Mackie</b>	<b>Adult Services,</b>	<b>Satisfaction with Adult Social Care</b> Chairs queried the rationale for determining a target of 70% for the new KPI <i>'The percentage of</i>	<b><u>Recommendation 1:</u> Not Accepted</b>

		<b>Housing &amp; Communities</b>	<p><i>people satisfied with services provided by Adult Social Care</i>’.</p> <p>Chairs <b>recommend</b> the target is set higher to re-enforce the Council’s vision and priority of providing the best possible care to the most vulnerable residents.</p> <p>In addition, Chairs <b>recommend</b> the Council should monitor the accessibility of adult social care services for all demographic cohorts, to ensure there is equality of access to services across all Cardiff communities.</p>	<p>As this is a new indicator, a moderate target is being set, this can be reviewed in future years.</p> <p><u>Recommendation 2: Accepted</u></p> <p>The Council fully recognises that equality of access is vital and therefore proposes the inclusion of an additional bullet point into s2.08:</p> <ul style="list-style-type: none"> <li>• <i>Review current usage of our services, and taking steps to ensure all Cardiff communities are aware of and have access to our services.</i></li> </ul> <p><u>Relevant page of the Corporate Plan:</u> Page 24</p>
KPI Replacements	<b>Cllr Norma Mackie</b>	<b>Adult Services, Housing &amp; Communities</b>	<p><b>Community Resource Team</b></p> <p>Chairs note the replacement of two KPI’s in the previous Corporate Plan relating to the CRT with two new KPI’s that align to CRT on <i>the percentage of people satisfied with services provided by Adult Social Care and the number of care hours delivered by Care Hub services</i></p> <p>We welcome the KPI on CRT satisfaction levels, however we <b>recommend</b> the KPI measuring <i>the number of people accessing the Community Resource Team</i> is a key indicator of the level of demand and as such should be reinstated.</p>	<p><b>Not Accepted</b></p> <p>The number of people accessing CRT is being retained as an indicator in the Directorate Delivery Plan. While it is useful data, it does not reflect performance. For example, if a service user requires double-handed care or more care calls per day, this would reduce the number of people CRT can see. Also, as is often the case, care requirement is cancelled by the hospital as the patient is too unwell to be discharged and this can impact on the number of people accessing the service. Therefore this indicator is best considered within the context of other indicators within the Directorate Delivery Plan.</p>

KPI Replacements	Cllr Norma Mackie	Adult Services, Housing & Communities	<p><b>Delayed Transfers of Care</b></p> <p>There is concern about the removal of the KPI on delayed transfers of care. Given the national context and pressures, Chairs consider we need to monitor this process to ensure the position does not worsen.</p> <p>S2.06 listed in the draft Plan <i>‘Developing a suite of performance indicators to measure the success of pathways out of hospitals, to clearly demonstrate the impact of the Council’s activity’</i> would benefit from a reference to the timescales within which it will be achieved.</p> <p>Given the importance of ensuring this data is captured, it is <b>recommended</b> that a KPI detailing the <i>‘Number of individuals referred to Cardiff council for care package and receive package in a timely manner’</i> is included, until the new suite of KPI’s referenced in the Corporate Plan is live.</p> <p>The commitment to engage with CASSC in the development of the new suite of KPI’s for Delayed Transfers of Care is welcomed.</p>	<p><b>Partially Accepted</b></p> <p>The delayed transfer of care indicator has not been produced by Welsh Government for some time and there is currently no agreement on how this should be measured. Working groups have been established to review this. Once agreed, this will be reported as part of the suite of indicators mentioned in S2.06, and therefore will be available for Scrutiny Committees, alongside other indicators.</p> <p>It is agreed that a timescale for developing the suite of indicators would be useful and it is proposed that a date of September 2023 is be added to S.206; this will allow time for the national and local work on this to conclude.</p> <p>Individuals are referred to adult social services for assessment and this may result in a care package being provided, or other support such as equipment or home adaptations. Assessment is a complex process which may require a mental capacity assessment, or even a court of protection application. Consent of the individual is required and financial issues need to be addressed, particularly when making the life-changing decision to go into residential or nursing care. This is why a simple indicator is not appropriate and a suite of indicators are needed to fully understand the issues.</p> <p>New indicators have already been included in the draft Corporate Plan as follows:</p>
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				<ul style="list-style-type: none"> <li>• The average time from referral to the Brokerage Team to the start of domiciliary care</li> <li>• The average number of people waiting for domiciliary care at month end.</li> </ul> <p>These will help to gauge whether there is delay once a care package has been prescribed.</p>
<b>WBO3</b>				
S3.03	<b>Cllr Peter Bradbury</b>	<b>Adult Services, Housing &amp; Communities</b>	<p><b>Into Work services</b></p> <p>Following discussion on the need for Into Work services to focus on deprived communities and to help move the dial on employment equality and diversity issues, Scrutiny Chairs <b>recommend</b>:</p> <p>i) that specific KPIs capturing Into Work’s work with Black and Minority Ethnic people be included in the Corporate Plan, in addition to KPIs 3.01-3.07</p> <p>ii) that ‘good news’ stories on the Council’s successes in this area are promoted, to encourage further engagement.</p>	<p><b>Accepted</b></p> <p>It is proposed that the following KPI is included in the Corporate Plan:</p> <ul style="list-style-type: none"> <li>• <i>The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background</i></li> </ul> <p><u>Relevant page of the Corporate Plan:</u> Page 29</p> <p>Good news stories are already collected and can be made more widely available.</p>
S3.03	<b>Cllr Peter Bradbury</b>	<b>Adult Services, Housing &amp; Communities</b>	<p><b>Into Work services</b></p> <p>Chairs <b>recommend</b> that an additional action is included in this step to make it clear that Into Work support access to Into Work and In Work benefits that support the sustainability of employment.</p>	<p><b>Accepted</b></p> <p>It is proposed that the following bullet point is included in the Corporate Plan:</p>

				<ul style="list-style-type: none"> <li>Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling.</li> </ul> <p>Relevant page in the Corporate Plan: Page 28</p>
K3.13	Cllr Lynda Thorne	Adult Services, Housing & Communities	<b>Homelessness</b> <b>Recommend</b> K3.13 be amended to detail the number of people successfully prevented from becoming homeless to demonstrate the volume.	<b>Accepted</b> The number of people successfully prevented from becoming homeless will be included as part of quarterly reporting alongside the percentage.
K3.16 and K3.17	Cllr Lynda Thorne	Adult Services, Housing & Communities	<b>Homelessness</b> Clarity was sought on the deletion of two KPI's in relation to homelessness: <i>- number of rough sleepers housed who have maintained accommodation</i> <i>- successful outcomes from homeless reconnection service.</i>  Chairs noted the introduction of two new KPIs on homelessness however consider they do not measure outcomes and so <b>recommend</b> the KPI in relation to <i>successful outcomes from homeless reconnection service</i> is reinstated.	<b>Not accepted</b> The new KPIs are intended to measure the service's success in engaging with people at an early stage – so they do not present as “homeless on the day” when prevention help is not possible, as such it is a key measure of the Council's prevention service.  The two indicators removed from the Corporate Plan will still be included in the Directorate Delivery Plan. These indicators affect small numbers of individuals, and the figures can be impacted by one or two individuals. For example, the number of rough sleepers is relatively low, so the number housed will be small and they are likely to be individuals with complex needs who are entrenched rough sleepers. This means they may need to be housed multiple times before they can sustain accommodation, even a short stay in

				accommodation for these individuals can be a significant success.
<b>WBO4</b>				
S4.09	<b>Cllr Norma Mackie</b>	<b>Adult Services, Housing &amp; Communities</b>	<b>Retaining a person's voice in their care</b> <b>Recommend</b> step S4.09 is strengthened to ensure it provides a strong level of assurance that a minimum level of safety in care services will be provided.	<b>Accepted</b> A bullet point in the step has been amended as follows: <ul style="list-style-type: none"> <li><i>Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate;</i></li> </ul> <u>Relevant page of the Corporate Plan:</u> Pages 37-38
S4.22	<b>Cllr Julie Sangani</b>	<b>Performance &amp; Partnerships</b>	<b>Support refugees and asylum seekers</b> Chairs <b>recommend</b> step S4.22 is strengthened, or additional steps created, detailing the work of the Council in supporting refugees and asylum seekers. For example, the Council's work with the Home Office around equity of funding, how we help migrant groups access accommodation, education opportunities, mental health services, and also the Council's work with external organisations and other local authorities to develop a 'One Wales' approach.  Although Chairs note the potential sensitivities around developing a KPI on how the Council are supporting migrant groups, we <b>recommend</b>	<u>Recommendation 1: Accepted</u> The step has been amended as follows:  <b><i>Continue to lead a city-wide response to support refugees and asylum seekers, including:</i></b> <ul style="list-style-type: none"> <li><i>Welcoming Ukrainian nationals under the Sponsorship Scheme;</i></li> <li><i>Delivering the Afghan Resettlement Scheme;</i></li> <li><i>Supporting refugees and asylum seekers into accommodation, education, employment and health services;</i></li> <li><i>Working with Welsh and UK Governments to ensure equity of funding and deliver a Wales-wide approach.</i></li> </ul>



			consideration is given to how this could be developed. We note it may be that internal measures are developed to provide assurance on the work and level of support to relevant stakeholders.	<p><u>Relevant page of the Corporate Plan:</u> Page 40</p> <p><u>Recommendation 2: Partially Accepted</u> The Performance Panel should be assured that the Council already collects and monitors a wide range of data and internal measures in relation to the support provided to refugees and asylum seekers, and that this includes access to Council and other public services.</p> <p>As discussed, we do not consider it appropriate to publish and monitor this data in the Corporate Plan.</p>
K4.04 & 4.05	<b>Cllr Lynda Thorne</b>	<b>Economic Development (SRS)</b>	<p><b>Regenerating communities</b> Given the acute level of demand for affordable housing in the city, we <b>recommend</b> targets in KP4.04 &amp; 4.05 be raised to ensure we stimulate and drive substantial change and action in this vital area of work (bringing empty properties back into use).</p>	<p><b>Partially accepted</b> The targets for K4.04 and K4.05 will be reviewed in April when the Council Tax register (which shows empty properties in the city) is available. Any change will be determined on the number of empty homes and the resources available.</p>
K4.12	<b>Cllr Chris Weaver</b>	<b>Performance &amp; Partnerships</b>	<p><b>Corporate Safeguarding training</b> The difficulties previously faced around ensuring staff undertake Corporate Safeguarding training is noted, however given each member of staff should be undertaking an induction period, it is <b>recommended</b> the target for K4.12 be raised to 100%.</p>	<p><b>Not accepted</b> The 85% target reflects the staff turnover-rate within the Council. This means that, over the course of the year, around 15% of staff are anticipated to be new starters so an 85% target represents an informed and appropriate target.</p>

<b>WBO5</b>				
S5.09	<b>Cllr Jennifer Burke</b>	<b>Economic Development</b>	<b>Grow Cardiff as a centre of creativity and culture</b> Chairs welcome your assurance that the Council is committed to funding investment into St David's Hall.	<b>Noted</b>
S5.10	<b>Cllr Jennifer Burke</b>	<b>Economic Development</b>	<b>Cultural Strategy</b> Chairs welcome the Leader's assurance that the ambition for a public arts endowment fund remains and that the Cultural Strategy referenced in this step will provide an opportunity to focus work on other mediums to music, such as visual arts.	<b>Noted</b>
K5.01	<b>Cllr Russell Goodway</b>	<b>Economic Development</b>	<b>Grade A office space</b> Chairs <b>recommend</b> that officers explore the feasibility of including an additional KPI to measure changing work patterns post pandemic, including co-working/ multi-use spaces, and include a new KPI in the Corporate Plan where data is available.	<b>Partially accepted</b> Ways of quantifying changing patterns of work will be explored, including measuring the post-Covid working practices.
KPI deleted K5.07	<b>Cllr Russell Goodway</b>	<b>Economic Development</b>	<b>City centre footfall</b> Chairs <b>recommend</b> that the KPI on City centre footfall is retained in this year's Corporate Plan.	<b>Accepted</b> This KPI has been retained in the Corporate Plan.  <u>Relevant page of the Corporate Plan:</u> Page 46
<b>WBO6</b>				

General		<b>Performance &amp; Partnerships</b>	<p><b>Corporate Plan audience</b></p> <p>Chairs consider there is an opportunity to improve the continuity between current and previous years plans to address the audience the document is written for more effectively. Scrutiny Chairs would like to see what the previous plan said would be done, what was achieved, and therefore the next steps going forward in the new refreshed plan.</p> <p>We welcome the access to performance information enabled by the Corporate Plan Dashboard; however, it is <b>recommended</b> that the Dashboard is updated in a timely manner going forward.</p> <p>Whilst we note that a completed Step becomes ‘Business as Usual’ and forms part of a Directorate Delivery Plan, there remain examples of BAU in this draft Corporate Plan e.g. S6.27, replacing lighting and S6.28, filling potholes.</p>	<p><b>Accepted</b></p> <p>Scrutiny Committee members have access to the Corporate Plan dashboard, which provides updates, by quarter on the Steps and KPIs in the Corporate Plan.</p> <p>At the end of each quarter the data presented within the Dashboard is updated following a process of quality assurance and approval.</p>
S6.12 S6.15	<b>Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>	<p><b>Public Transport &amp; Active Travel</b></p> <p>It is <b>recommended</b> that milestones are included for step/ bullet points to be actioned during the year are included to allow progress monitoring as timescales for some actions have slipped.</p> <p>For example:</p>	<p><b>Not Accepted</b></p> <p>Milestones against Corporate Plan steps are captured in Directorate Delivery Plans.</p> <p>Delivery will require the Council to continue working in close partnership with Welsh Government, Transport for Wales and the Burns Transport Commission</p>

			<p>New stations at Crwys Road, Butetown, Cardiff Parkway, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2028;</p> <ul style="list-style-type: none"> <li>• <i>Planning permission will be passed at two of these sites by 2024.</i></li> <li>• <i>Funding to be secured for all sites by 2025?</i></li> </ul>	<p>Delivery Unit. Detailed milestones for these stations are to be determined following agreements with partners on the prioritisation of works and confirmation of funding through the established governance arrangements.</p>
K6.05 -K6.08	<b>Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>	<p><b>Modal split</b></p> <p>Given the slippage in many of the proposed improvements linked to public transport and cycleways noted above, are the targets for these KPI's achievable?</p>	<p><b>Noted</b></p> <p>The targets are projected to achieve the overall sustainability target of 76% by 2030. The projected walking and cycling targets in K6.06 and K6.07 are also likely to be achieved. The public transport target in K6.08 is considered challenging due to the level of uncertainty in the bus market. Maintaining these targets is considered important to understand where future intervention may need to be prioritised. The 2023/24 Survey will provide the latest data on sustainable travel.</p>
S6.17 & K6.09	<b>Cllr Dan De'Ath &amp; Cllr Sarah Merry</b>	<b>Planning, Transport &amp; Environment</b>	<p><b>Active Travel - schools</b></p> <p>Scrutiny Chairs welcome the work ongoing exploring how best to capture active travel school journeys, to enable future measurement to focus on outcomes achieved; we look forward to these KPIs being included in future Corporate Plans</p>	<p><b>Noted</b></p>
S6.24 S6.25 S6.26	<b>Cllr Caro Wild</b>	<b>Planning, Transport &amp; Environment</b>	<p><b>Flood defences</b></p> <p>It is <b>recommended</b> that milestones are included for step/bullet points that are to be actioned</p>	<p><b>Accepted</b></p> <p>Milestones against the Corporate Plan steps are captured in Directorate Delivery Plans, and major</p>

	<b>(S6.24 &amp; S6.25) Cllr Dan De'Ath (S6.26)</b>		<p>during the year are included to allow progress monitoring as timescales for some actions have slipped.</p> <p>What is the rational for the inclusion of the Canal quarter in this area of work, as the primary reason for development in the area was 'economic' and all reports have gone through the Economy &amp; Culture Scrutiny Committee?</p>	<p>milestones have been inserted into S6.25 – Coastal Defence Improvements.</p> <p><u>Relevant page of the Corporate Plan:</u> Page 56</p> <p>The Canal Quarter represents a major city regeneration project however the Corporate Plan also recognises that specific Sustainable Urban Drainage components of the scheme, its contribution to drainage improvements and the role it plays in enhancing the resilience of the city centre. For this reason, the scheme is also included in this section to retain a focus on drainage improvement and environmental sustainability.</p>
K6.12 & K6.13	<b>Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>	<p><b>Sustainability - RLDP</b> We look forward to new PIs being developed alongside the Replacement Local Development Plan.</p>	<b>Noted</b>
<b>WBO7</b>				
K7.07 K7.08 K7.09 K7.10	<b>Cllr Russell Goodway</b>	<b>Economic Development</b>	<p><b>Delivering leaner and greener Council buildings</b> Whilst these 4 KPIs are tied into the 5-year Property Strategy, and progress can be uneven over time, we note that Finance work closely with Directorates on running costs, and therefore data exists that would make it possible to set interim targets.</p>	<p><b>Accepted</b> Interim targets are available; these are set out each year in the Annual Property Plan alongside the results for the previous financial year. However as the Annual Property Plan is approved by Cabinet in September each year, it is not possible to include the interim targets in the Corporate Plan which is approved in February. Therefore the five-year targets are included</p>

			It is therefore <b>recommended</b> Cabinet reflects on the need for interim targets to monitor progress over the 3-year span of this Corporate Plan.	<p>in the Corporate Plan and the annual targets will be included on the Performance Dashboard following approval of the Annual Property Plan.</p> <p>The 2022/23 targets are shown below:</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Key Performance Indicator</th> <th>2022/23 Target</th> </tr> </thead> <tbody> <tr> <td>K7.07</td> <td>Reduce the carbon footprint in the built environment <i>(Target of 30% to be achieved by 2026)</i></td> <td><b>Maintain current position</b></td> </tr> <tr> <td>K7.08</td> <td>Reduce the annual running cost of the operational property estate <i>(Target of £6m to be achieved by 2026)</i></td> <td><b>£100k</b></td> </tr> <tr> <td>K7.09</td> <td>The percentage completion of all Priority 1 works</td> <td><b>100%</b></td> </tr> <tr> <td>K7.10</td> <td>General fund capital receipts <i>(Target of £25m to be achieved by 2026)</i></td> <td><b>£5.5m</b></td> </tr> </tbody> </table>	Ref	Key Performance Indicator	2022/23 Target	K7.07	Reduce the carbon footprint in the built environment <i>(Target of 30% to be achieved by 2026)</i>	<b>Maintain current position</b>	K7.08	Reduce the annual running cost of the operational property estate <i>(Target of £6m to be achieved by 2026)</i>	<b>£100k</b>	K7.09	The percentage completion of all Priority 1 works	<b>100%</b>	K7.10	General fund capital receipts <i>(Target of £25m to be achieved by 2026)</i>	<b>£5.5m</b>
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K7.02 S7.07	<b>Cllr Chris Weaver</b>	<b>Resources</b>	<b>Digital channels</b> Chairs note that budget savings are a driver of seeking efficiencies through digitalisation, particularly manual processes, and that longer term budget challenges in 2024/25 make such efficiencies even more important.	<b>Noted</b> The way in which the KPI is measured has been amended for 2023/24 and will now reflect a number of workstreams that were not included previously. This will provide a far more accurate measure of take-up against digital channels which are continuously being developed.															

			However, last year the Council just missed the target for this KPI, and at Q3 we are a way off this year's target which may pose a challenge for the target set at 5% increase on 2022/23 outturn.	It should be noted that performance is reported cumulatively on a quarterly basis and that performance to date suggests the Council will be close to meeting its targets based on trend data.
K7.03	<b>Cllr Chris Weaver</b>	<b>Resources</b>	<p><b>Webcasting</b></p> <p>Given the general increase in webcasting figures, and whilst we recognise there may be a flatlining of this KPI post pandemic, chairs consider the target for webcasting views is not a stretching one. We <b>recommend</b> you reconsider this target.</p>	<p><b>Not accepted</b></p> <p>Initial calculations indicate that If we continue achieving the average number of views:</p> <ul style="list-style-type: none"> <li>• for all meetings we could potentially get a total of 13,758 views for the planned schedule of meetings for 2023/24.</li> <li>• by meeting type i.e. Cabinet, Council etc we could potentially get a total of 15,486 views for the planned schedule of meetings for 2023/24.</li> </ul> <p>This needs to be tempered with:</p> <ul style="list-style-type: none"> <li>• the many meetings that have sparked public interest this year.</li> <li>• the uncertainty that public interest will be sustained throughout 2023/24.</li> <li>• and that the meeting schedule will be deliver the number of meetings expected.</li> </ul> <p>A target of 12,500 is a sensible target that is likely to be achieved.</p>
K7.12	<b>Cllr Chris Weaver</b>	<b>Resources</b>	<p><b>Sickness Absence</b></p> <p>Chairs note it is not considered the right time to review this challenging target. Post pandemic</p>	<b>Noted</b>

			the Council has higher numbers of complex cases and therefore better timing for a full review would be when post pandemic stability has been established.	
S7.18	<b>Cllr Chris Weaver &amp; Cllr Julie Sangani</b>	<b>Resources</b>	<p><b>Workforce representativeness</b></p> <p>Given there appears to be no measurement of the difference made by the Council's work on diversity (and that of the Race Equality Taskforce) we <b>recommend</b> you develop a KPI that measures the difference the Council's actions are making on workforce representativeness over time.</p>	<p><b>Partially Accepted</b></p> <p>The Corporate Plan makes clear the Council's commitment to ensuring the Council represents and responds to the diversity of Cardiff's communities. Crucial to the success of this approach is ensuring that robust processes for equality monitoring are in place.</p> <p>The Council already published extensive ethnicity data on an annual basis as part of existing practice. To build on this, the Council has also developed a new Management Dashboard which provides each manager with access to a wide range of workforce demographic data, including information on workforce diversity, the number of Welsh speakers and the number of apprenticeships and trainees within the service area.</p> <p>Work will also be undertaken to raise awareness of the city's demographic profile so that managers can critically assess the diversity of their workforce and consider any issues which may impact service delivery.</p> <p>This forms part of a broader programme of work to strengthen workforce planning, which includes embedding workforce planning into the corporate Planning and Performance Framework. This means that</p>



				Directorates will review workforce diversity as part of directorate and corporate planning arrangements, with improved access to workforce data supporting this.
S7.15 (NEW)	<b>Cllr Julie Sangani</b>	<b>Performance &amp; Partnerships / Resources</b>	<b>Equality Awareness training</b> Chairs <b>recommend</b> introducing a KPI on equality awareness training for Council Staff. Given all council staff should undergo an induction period the target for compliance should be 100%.	<b>Partially accepted</b> The Council has committed to “developing equality and diversity training for all staff with bespoke training for frontline staff” and will establish this as a Category A training requirement within Personal Reviews with a corporate target of 85%.
K7.19	<b>Cllr Chris Weaver</b>	<b>Resources</b>	<b>Citizen satisfaction</b> As this is an annual target, and analysis of the budget consultation results is in progress, Chairs suggest there is an opportunity for many other survey results over the year to inform the target. As all steps in the Corporate Plan are considered to support this target, we consider there is an opportunity to break down this KPI by Directorate, noting that the annual complaints report would provide the data to illustrate this.  We acknowledge that previous Welsh Government surveys showed Cardiff, as an urban authority, performing consistently well.  Therefore, we <b>recommend</b> there is a greater need for the Council itself to measure public understanding of the services it delivers (e.g.	<b>Accepted</b> The Ask Cardiff Survey Report contains an analysis of citizen satisfaction with a number of Council Services. Ask Cardiff Survey results are broken down by deprivation quintile and demography, providing a nuanced understanding of the views of citizens in the city.  This form part of a broader programme of consultation undertaken by the Council over the course of the year, including the Child Friendly Survey to understand the views of young people n the city and Council Services (such as education).  This, alongside other sources of evidence which reflect the views of citizens, such as the Compliments and Complaints report, form part of the Council’s Self-Evaluation process.

			Education) – particularly where these services are performing well.	The Corporate Plan also contains a commitment to develop and agree a new Participation strategy which will include a review of current consultation and engagement practices with recommendations for improvement.
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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 2 MARCH 2023**

**LEVELLING UP FUND AND SHARED PROSPERITY FUND  
UPDATE**

**LEADER OF THE COUNCIL**

**AGENDA ITEM: 5**

**Reason for this Report**

1. To update Cabinet on progress regarding the Levelling Up Fund and Shared Prosperity Fund.

**Background**

Levelling Up Fund

2. The Levelling Up Fund and Community Renewal Fund Applications Cabinet Report of 17th June 2021 outlined the Council's initial proposed projects for submission to the UK Government's Levelling Up Fund, as well as its assessment process for the Community Renewal Fund.
3. The report outlined the criteria for the first round of the Levelling Up Fund, with the deadline of 18<sup>th</sup> June 2021 for submission, and subsequently included both proposed projects for submission for Round One, as well as projects that sought development in anticipation of future rounds. The criteria allowed for a submission of one bid of up to £20m per Parliamentary Constituency, plus an additional bid of up to £50m relating to major transport investment.
4. It was agreed that a funding bid for support for the redevelopment of Cardiff Market would be submitted for Round One. The proposal sought to invest in Cardiff Market as part of a conservation exercise, as well as to elevate its status as a tourist destination and main hub for the city for shopping, food and drink. Investment in the Market will therefore be undertaken from both a perspective of preserving heritage, as well as investing in the tourist infrastructure of the city.
5. In addition, the report identified projects that would be further developed for subsequent rounds, these comprised:
  - The 'Highline' connection between the city centre and Cardiff Bay (Transport led scheme);
  - The restoration of Cardiff Market (Cardiff Central);
  - Delivering a new 'Youth Zone' for Ely (Cardiff West);

- The Taff River Corridor project – opening up Cardiff’s waterfront (Cardiff South and Penarth);
  - A new nature-focussed visitor attraction at Forest Farm (Cardiff North).
6. The Cardiff Market levelling Up Fund bid was submitted in June 2021 but was unfortunately unsuccessful. Feedback from the bid, and analysis of successful bids, suggested that for the bids of up to £20m ‘shovel ready’ schemes were more likely to see successful outcomes.
  7. Following the unsuccessful bid further work was undertaken to progress bids in anticipation of a second round of the Levelling Up Fund. This included the development of a business case for a proposed Youth Zone in Ely and the connection between the city centre and Cardiff Bay.
  8. A subsequent Cabinet Report in March 2022 noted the anticipation of the opening of the next round of Levelling Up Fund later in 2022, and mindful of the need for ‘shovel ready’ schemes recommended that, as progress had been made in the business case and planning application for the Arena and the wider Atlantic Wharf development, that this scheme was considered for round two.
  9. Applications were sought by 2<sup>nd</sup> August 2022. Given the timescales it was proposed that two projects would be submitted, the investment in the Atlantic Wharf development and the connection between the city centre and Cardiff Bay.
  10. In January 2023 the outcome of the second round of the Levelling Up Fund was announced by the UK Government, where the connection between the ‘Cross Rail Phase 1’ city centre and Cardiff Bay link was confirmed as a successful bid. The UK Government subsequently noted that only one bid, the highest scoring, per local authority would be supported, and as the highest scoring bid the Cross Rail Phase 1 scheme was supported in Cardiff.

### Shared Prosperity Fund

11. The Cabinet report of 17<sup>th</sup> November 2022 outlined the Council’s initial response in preparing for any announcement relating to the Shared Prosperity Fund. The report outlined governance arrangements for the oversight of the programme in Cardiff, the regional arrangements that had been established to manage the fund, an initial programme of activity as well as a wider programme to cover the period of the Shared Prosperity Fund.
12. The report outlined that Cabinet has the responsibility for the approval of a Shared Prosperity Fund Programme. The Programme, which will be updated annually, will outline the broad themes of activity, and is led by the Council’s Stronger, Fairer, Greener Strategy. The Programme also reflects partnership priorities where these are relevant to the Shared Prosperity Fund. The Programme outlines areas of interventions with indicative allocations of funding in these areas, as well as proposed means of implementation.

13. The Programme will be reviewed by the Public Services Board, as well as the business representative groups FOR Cardiff, FSB and Cwmpas. Collectively these groups may make recommendations for potential changes to the programme, as well as ensure that there is alignment with partnership activity in the delivery of the Shared Prosperity Fund Programme. Ultimate decision making for the Programme however sits with the Cabinet.
14. The Cabinet will also be responsible for the approval of a biannual monitoring report, which will shape and influence any future changes to the Shared Prosperity Fund Programme. This report will also be reviewed by the Public Service Board and business representative groups. The Programme will be reviewed on an annual basis, with a revised Programme to be approved by the Cabinet. The report also noted that a Shared Prosperity Fund Delivery Team established within Cardiff Council, will be tasked with working with service areas in the Council to deliver the Shared Prosperity Fund Programme.
15. The report also approved an initial spend profile against a number of key projects. As outlined in the report, a pragmatic approach was undertaken that ensured that, in anticipation of confirmation of the funding, spend could begin relatively quickly, given that the Shared Prosperity Fund works on an annual budgeting basis. In particular, this approach sought to allocate funding to Council departments to work with partners to deliver the key outputs and outcomes of the Shared Prosperity Fund. The approach also enabled key projects and programmes where other external funding was coming to a close to continue. This impacted, in particular, the Into Work services team, and as such the Shared Prosperity Fund has enabled the continuation of some vital services for communities in the city.

## **Issues**

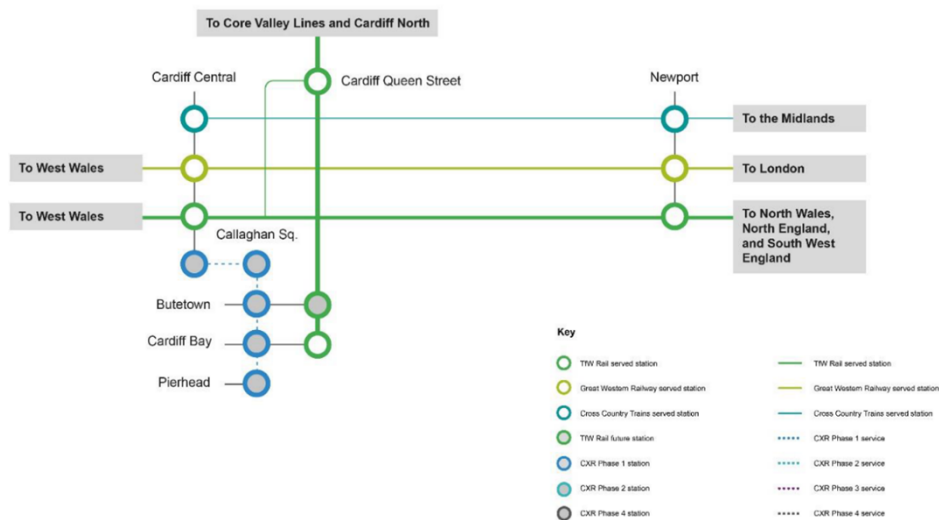
### Levelling Up Fund – Crossrail Phase 1

16. On the 18<sup>th</sup> of January the UK Government published the list of successful bids for the second round of the Levelling Up Fund, which included the £50m Cardiff Crossrail Phase 1 bid. This was one of only two £50m bids awarded in the second round of the bid and represented the largest allocation for a transport bid in the UK.
17. The project was also match funded by £50m of Welsh Government funding, meaning that a total of £100m has been brought together to fund the implementation of Crossrail Phase 1. Transport for Wales were also a key partner in the development of the funding bid and were instrumental in formulating the Outline Business Case that was submitted to the UK Government as part of the bid.
18. The project proposed to link Cardiff Central with Cardiff Bay, via new platforms at Cardiff Central and a new road level link across Callaghan Square. Overall, the project will deliver:

- A regular tram service from Cardiff Central to a new platform at Cardiff Bay train station.
- Two new platforms at Cardiff Central Train Station.
- Public realm improvements around the existing and new train platforms.
- A new highway layout which allows safe transition for the public to use between road, rail, cycling and walking.

19. The first phase of the development will also extend to Pierhead Street and include the development of a new Transport Hub, linking in with the Atlantic Wharf masterplan. Whilst the Levelling Up Fund bid was primarily aimed at delivering the link between Cardiff Central and Cardiff Bay, it did also allow for funding to be allocated for the extension to Pierhead Street should there be sufficient headroom in the overall funding package. This element is highlighted in Figure 1 below.

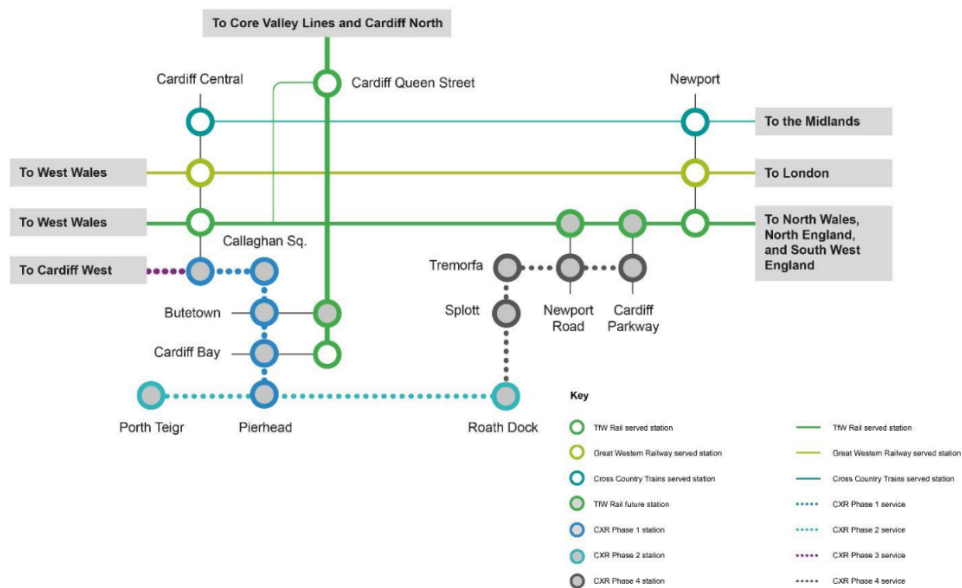
**Figure 1: Cardiff Crossrail (CXR) Phase 1**



20. The scheme will provide a direct connection between Cardiff Central and Cardiff Bay, meaning that arrivals at Cardiff Central will now be able to travel directly to Cardiff Bay. This will deliver overall improvements in connectivity to one of the most deprived areas of Wales and its communities, supporting both job development in those areas, as well as improving access to the wider rail infrastructure for Butetown residents. The connection will also support the Atlantic Wharf development, in particular transit to and from the new arena.

21. Most fundamentally, the scheme is also intended as the first phase of Crossrail, unlocking the connection between the east and west of the city. Put simply, it is the essential element of the Crossrail scheme that will ultimately connect the west of Cardiff with the proposed new parkway station in St. Mellons.

**Figure 2: Cardiff Crossrail (CXR) Central to Cardiff Parkway**



22. Crossrail Phase 1 will also compliment a number of additional key schemes including Metro Central, where funding has been secured to deliver enhancements that will:

- Accommodate current and forecast passenger demand;
- Enhance user experience, both within the station and on the immediate entrances and exits to integrate with the surrounding land uses; and
- Safely and efficiently accommodate additional train services, including those both committed, e.g. as part of the CVL transformation and other projects, plus the more aspirational changes being investigated as part of the South Wales Mainline (SWML) enhancements programme.

23. The requirement for integration with the Crossrail phase one project to the south of the station has been incorporated within the design process. The proposed enhancements at Cardiff Central represent a significant opportunity to maximise the benefits of Crossrail phase one.

24. As noted above Crossrail scheme also aims to ultimately link with the proposed Cardiff Parkway development. Cardiff Parkway is a proposed new station to the east of the city on the SWML, approximately equidistant between Cardiff and Newport. It offers the potential for additional direct rail connections across the Cardiff Capital Region, and to other locations further afield such as Bristol, London, the Midlands, and North West England. It would serve existing communities and businesses in the St Mellons area, support future development, and provide a Park & Ride facility. Cardiff Parkway is also the proposed terminus for the eastern side of the Cardiff Crossrail project.

25. Crossrail Phase 1 also aims to address the historic underinvestment in transport infrastructure in the east of the city. Further work is already

underway with Transport for Wales to develop the full Crossrail concept that will include a number of stations in the east of the city. This will provide rail access to a population of circa 80,000 in an area currently reliant on car use. This will not only create a range of new opportunities for communities in the east, but it will also raise the potential for further investment in business, whilst also making a significant contribution to Wales net-zero ambitions by moving people onto sustainable transport.

26. The Crossrail Phase One project now requires the completion of a Full Business Case. This will require a more detailed specification of the scheme and its overall costing. The funding for the development of this business case will be drawn from the £50m allocated from the Levelling Up Fund bid. A project team comprising Cardiff Council and Transport for Wales will lead this element of work.

### Levelling Up Fund – Round 3

27. In January, the UK Government announced that they will be bringing forward a third round of funding for the Levelling Up Fund. In anticipation, work continues on establishing a business case for the Ely Youth Zone project. Council officers are currently working with the charity OnSide to develop the business case, as well as seeking to secure a potential site for a facility in anticipation of any bid being submitted.
28. In addition, work has also progressed on the development of proposals for the Taff River Corridor, namely a new active travel link across the River Taff connecting Butetown to Grangetown. The proposed new footbridge will provide a link for pedestrians and cyclists between the Channel View estate, the Marl and the area around Jim Driscoll Way on the west bank of the river to Hamadryad Park on the east bank.
29. The bridge would provide an important connection for communities on both sides of the river, linking to schools, parks, leisure facilities and open spaces as well as the wider network of routes for walking and cycling, linking to the Cardiff Bay Trail, Ely Trail and Taff Trail. A consultation exercise was undertaken across November and December 2022 to inform the development of a business case which may include the potential for Levelling Up Funding. Note that whilst this will be explored as a potential funding source other avenues will also be considered and may be deemed more appropriate for the development.
30. Given progress has been made in taking forward the proposals for Ely Youth Zone and Taff River Corridor projects these will be the main focus of potential bids for Round 3 of the Levelling Up Fund, albeit subject to clarification of the fund criteria.
31. Plans for a new nature-focussed visitor attraction at Forest Farm, as considered in the June 2021 Cabinet report will also be developed, but as the proposition is still in the very early stages of development it is not considered appropriate for a Round 3 submission.
32. In developing propositions for submission to Round 3 of the Levelling Up Fund, we will also be seeking assurances from the UK Government



regarding the process in order to deliver value for money in the use of Council resources in developing and progressing any bids.

### Shared Prosperity Fund

33. The UK Government confirmed the regional allocation of the Shared Prosperity Fund in December 2022, and subsequently the Lead Authority has been working with the UK Government to conclude funding arrangements and requirements. In addition, work continues to complete some of the necessary governance arrangements including establishing a Service Level Agreement between Rhondda Cynon Taf, who act as the Lead Authority, and Cardiff Council.
34. The 'year one' profile agreed in anticipation of funding has meant that some projects have been able to continue or progress as a result. As noted in the November Cabinet report, a pragmatic approach led by either direct delivery or procurement has been undertaken in order to ensure that the Cardiff allocation can be used within the annual budget framework established for the Shared Prosperity Fund.
35. Agreements are also being established to enable the Cardiff Third Sector Council to provide additional support for Cardiff Council in delivering the Shared Prosperity Fund.
36. Following the November Cabinet report, work has been undertaken to progress the development of the year one profile. Subsequently a detailed project overview has been developed and is provided below. The projects will be delivered through a mixture of direct delivery, procurement, commissioning, and grants. Initial spend will focus on direct delivery and procurement as a result of compressed timescales and annual budgeting, but as the programme develops it will also become more reliant on externally commissioned activity. Work will continue to scope this approach and to work with third sector organisations to highlight potential opportunities. In addition, a number of grant schemes will also be established.

### *SPF Project overview*

37. **Community Facilities & Neighbourhood Regeneration:** Funding will support Neighbourhood Renewal Schemes which is a member led, city-wide programme delivering a range of improvements in local communities. This will be part of an enhanced programme of community and district centre regeneration which will include offering community buildings grants to community groups incorporating both revenue and capital support.
38. **Community Safety:** This project will support and coordinate a multi-agency/partnership approach to tackling complex local issues such as crime and anti-social behaviour. The team will monitor data and intelligence to build up knowledge of the interventions which work while also providing community engagement. This project will be co-ordinated by partners across the city, including the Police.

39. **Child Friendly City, Cardiff Commitment, & Youth Services:** Projects include the expansion of the Cardiff Commitment programme that links business and industry leaders with schools. It will also include the Passport to the City project to open up community assets to children, young people, and families. Funding will also be allocated to the youth service to provide support for the most vulnerable young people educated in Cardiff.
40. **Community Capacity & Activity:** A range of services to facilitate the development of community activity and to support the development of community networks. This will include specific projects including:
- walking sports;
  - co-production training;
  - age friendly support for local shopping and community areas;
  - improving digital connectivity provision in Hubs;
  - hub accessibility improvements;
  - cultural performance inclusion programme;
  - wellbeing support to improve service accessibility and enhancing volunteering offer;
  - and finally, community inclusion officers.
41. **Community Volunteering:** This will seek to raise engagement and activity in communities through supporting an enhanced volunteering programme. Specific opportunities will be provided for:
- people with a learning disability;
  - those with physical impairments;
  - adults with autism/dementia to participate and cycle in an inclusive and accessible environment;
  - adult learning, volunteering, training and employment activities.
42. The project will also provide opportunities for individuals or groups of elderly people, who are often unable to use public transport, to get out and about through the provision of a transport service.
43. **Third Sector Engagement:** A specific contribution towards C3SC so that community engagement can inform future elements of SPF spend. C3SC would provide support for 3rd sector organisations to access opportunities within the SPF programme where applicable.
44. **Community Engagement:** This funding will support communication and community engagement on major projects within Cardiff, with a dedicated budget allocated to support consultation and engagement work. This will include a specific role to invest in community engagement relating to the regeneration of Atlantic Wharf.
45. **Community Events:** This will provide support for community events across the city through the appointment of an officer. There will also be an allocation of revenue funding to help deliver, where appropriate, local events in our city's communities.

46. **Cardiff Music Strategy:** This will provide funding to support the appointment of a Music Officer to support the delivery of the city's Music City aspirations as well as provide additional support to the Cardiff Music Board. Additional funding will also be made available to deliver Cardiff Music Strategy projects.
47. **Grassroots Venues Grants:** Funding to support grassroots venues. This will include grant funding to support venues to become more sustainable, and to build financial resilience.
48. **Love Where You Live:** The project aims to introduce new community infrastructure to encourage waste prevention, re-use, and recycling via installation of reverse vending machines and water filling stations within the city. The campaign also seeks to improve the city centre by undertaking a feasibility study to consider options for better containment of trade waste. The scheme will support the One Planet Cardiff Strategy.
49. **Visit Cardiff and Business Events Partnership:** Partnership to promote the development of business events in the city and the leisure, hospitality, and retail offer across the city while encouraging membership of the Visit Cardiff Network. The funding will be used to promote both city centre businesses as well as neighbourhood areas that offer a variety of leisure and tourism related businesses in line with the City Recovery Strategy.
50. **Business Capital & Revenue Grants:** The project will be formed of both direct development and delivery of economic development projects as well as a business grant scheme. Grant funding will be open to SMEs and will be based on both delivering Shared Prosperity Fund criteria, as well as supporting the objectives of Stronger, Fairer, Greener strategy. This includes supporting the development of sustainable employment opportunities, enabling investment in more productive processes, and elements of energy efficiency.
51. **City Centre Management:** This will add additional resource to the city centre team as outlined in the City Centre Recovery Strategy by providing a city centre manager, city centre warden manager and three additional wardens. This will be complemented by additional Council funding as well as seeking to attract more commercial income to expand the operation and provide a sustainable future model for delivery.
52. **City Centre Infrastructure:** This project will deliver elements of the City Centre Recovery Strategy, including upgrading and enhancement of areas of public realm within city centre, improved cycle parking provision, street greening, decluttering, and upgrading of street furniture. It will also produce a wayfinding strategy for the city centre and to replace the existing fingerposts and tourist information panels with new static and digital infrastructure, improving bilingual signage.
53. **Into Work Services:** This will provide an employment and skills package for people in Cardiff, supporting people to secure and progress in employment through mentoring, access to training, and removal of barriers to entering the labour market. This funding is specifically

required to replace activities previously funded via ESF. A large proportion of spend is on direct staffing costs with a smaller element for the Barriers Fund to remove barriers for participants to access employment.

54. **Money Advice & Adult Numeracy:** Utilising the Multiply element of SPF which is targeted specifically at improving numeracy skills for those aged nineteen and above, these projects will assist in funding the Money Advice Team to provide financial support and signposting to training, with additional funding to create an adult learning provision.

#### *Delivery*

55. As outlined in the Shared Prosperity Fund prospectus, Councils are able to deliver projects through a range of direct provision, procurement, commissioning or grants. All of these routes will be used in delivering the Shared Prosperity Fund in Cardiff. A number of grant schemes will be established in forthcoming months, whilst there will also be a number of commissioning and procurement exercises undertaken across the portfolio of projects.
56. Given the need for annual budgeting the initial spend will focus on areas where the Council is able to undertake activity quickly and efficiently. This, however, will also be undertaken on a partnership basis, seeking support and input from key public and third sector partners in delivering a city-wide programme.

#### *Regional Activity*

57. In addition to local activity there will be an element of regional activity relating to place promotion and cluster development. Work regarding the place promotion element is currently being funded by the Cardiff Capital Region City Deal, whilst the cluster development work, which will focus on skills, will be progressed in 2023/24.
58. In addition, a small amount of funding has also been allocated to support a regional engagement function for the People and Skills priority. The regional role would be limited to coordination of a regional steering group, relationship management with Further Education, interaction with the Regional Skills Partnership and Welsh Government and support for any regional commissioning framework for skills provision.

#### **Reason for Recommendations**

59. To update Cabinet on Levelling Up Fund and Shared Prosperity Fund proposals.

#### **Financial Implications**

60. This report provides an update on the latest position with regard to the Levelling Up Fund and the Shared Prosperity Fund.

61. The Cardiff Council submission to Round 1 of the Levelling Fund was not successful but a Round 2 bid in relation to the £50 million Cardiff Crossrail Phase 1 was awarded. This project is proposed to link Cardiff Central with Cardiff Bay and is match funded by £50 million Welsh Government Funding.
62. The project now requires the completion of a Full Business Case to set out a more detailed specification and full costing for the scheme. Costs for preparation and development of the business case will be met from within the Levelling Up Fund allocation. It is proposed that the full business case will be brought back to a future meeting of Cabinet to consider.
63. The Council is currently also reviewing proposals which may form bids to Round 3 of the Levelling Up Fund including the Ely Youth Zone project.
64. The Shared Prosperity Fund regional allocations were announced in December 2022 and a detailed project overview has been developed along with a year one profile. It is proposed that related projects will consist of a mix of direct delivery, procurement, commissioning and grants payable.
65. The proposed investment plans will result in grant income to the Council to support specific projects. Any expenditure will need to be in accordance with the terms and conditions of the grant which will include ongoing monitoring of outcomes, clear expenditure deadlines and specific grant allocations to be spent by the end of each financial year.
66. Resources and controls will need to be in place to support the grant reporting and administration processes. The Shared Prosperity Fund grant allows a proportion of the award to be used towards such administration costs.
67. Projects prioritised in line with the criteria set out in the report should be after a robust options appraisal and selection process, which considers factors such as deliverability of the project outcomes, whether those projects are undertaken by the Council or by external bodies to be supported by grant. Council capacity and skills in place to deliver such projects will need to be considered as part of the submission along with consideration of timing of key tasks such as recruitment, planning, consultation and also procurement processes to ensure value for money.
68. Any projects should identify and confirm any match funding requirements at an early stage and also be clear as to whether they are supported by the grant revenue or capital streams as well as wider considerations such as ongoing operating and maintenance costs, VAT implications on expenditure proposals any recurring costs that may continue to be incurred after any grant may no longer be available.
69. No funding is available to continue projects beyond the timescale of this grant, so each will need to have a clear exit strategy to avoid unbudgeted cost pressures at the end of the scheme adversely impacting on the budget gap identified in the Medium-Term Financial Plan.

## Legal Implications

70. Section 2 of the Local Government Act 2000 provides power to local authorities to do anything that is likely to promote the economic, social or environmental well-being of its area. Statutory Guidance indicates that such power may be used in a wide range of purposes, which may include but are not limited to, sustainable development, improving and conserving the quality of the local environment, promoting economic development, and providing assistance to communities, promoting local culture, heritage and biodiversity.
71. Legal Services understand from the body of the report that the Levelling Up Fund and the Shared Prosperity Fund will provide grant funding to the Council to support specific projects. Accordingly, any expenditure will need to be in accordance with the terms and conditions of the grant and must be in compliance with Subsidy Law (formerly called State Aid).
72. Further legal advice, including advice in relation to specific project matters, will be provided as proposals are progressed. To the extent that any proposed scheme and initiative involves the procurement of works, goods or services then the Council must comply with its Contract Standing Orders and Procurement Rules and procurement legislation.
73. In addition, to the extent that any of the proposed schemes and initiatives are dependent on the making of any orders or the obtaining of any consents or the like then it will be necessary to follow the appropriate statutory processes. By way of example only if a scheme is dependent on the making of a traffic regulation order (TRO) then the outcome cannot be guaranteed as individuals have the right to object. Due and proper consideration would need to be given to any such objections in determining how to proceed.

## Consultation and Engagement

74. The report refers to a public consultation/engagement exercise being undertaken in relation to proposed projects under Round 3 of the Levelling Up Fund. It should be noted that any consultation and engagement must (a) be carried out when the proposal is at a formative stage (b) consultees must be given sufficient information to understand the project and to respond (c) consultees must be given sufficient time to respond and (d) responses must be conscientiously taken into account when finalising the relevant decision as a consultation exercise gives rise to the legitimate expectation that due regard will be given to the outcome of the consultation in determining the way forward.

## Equality Duty.

75. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender

reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.

76. An Equalities Impact Assessment should be considered in relation to specific projects to identify the equalities implications of the proposed decision, including inequalities arising from socio-economic disadvantage, and due regard should be given to the outcomes of the Equalities Impact Assessment.
77. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.

#### Well Being of Future Generations (Wales) Act 2015

78. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
79. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2022-2. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
80. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
  - Look to the long term
  - Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions

- Involve people from all sections of the community in the decisions which affect them

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

General

82. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

83. The decision makers must be satisfied that the proposals fall within the Council’s approved policy and budget framework.

**HR Implications**

84. This report in the main has no direct HR implications. Any proposals to create additional roles within the Council will be subject to the usual post creation and recruitment procedures in due course.

**Property Implications**

85. The report does not contain any specific property implications. Where the Council is required to undertake or advise on property transactions or valuations to deliver Council objectives, such work should be managed in accordance with the Council’s Asset Management processes and in consultation with relevant service areas, such as Legal, as appropriate.

**RECOMMENDATIONS**

Cabinet is recommended to

1. Note the update on the Levelling Up Fund and delegate authority to the relevant Directors to continue the development of the Ely Youth Zone and the Taff River Corridor projects for submission as Round Three Levelling Up Fund bid.
2. Note the progress in delivering Shared Prosperity Fund in Cardiff.

Director of Economic Development	Neil Hanratty Director of Economic Development
	24 February 2023



**CABINET MEETING: 2 MARCH 2023**

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**BUDGET MONITORING – MONTH 9 2022/23****FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)****AGENDA ITEM: 6**

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**Reason for this Report**

1. To provide the Cabinet with details of the projected 2022/23 financial monitoring position as at the end of December 2022 (Month 9) adjusted for any significant amendments since that date, against the budget approved by Council on 3rd March 2022.

**Background**

2. Council approved the 2022/23 budget on the 3rd of March 2022 with the key sources of funding underpinning the budget being the Revenue Support Grant (RSG) from Welsh Government, the amount forecast to be raised by Council Tax and other income sources including fees and charges and various specific grants. RSG increased by 10.7% (£52.6 million in cash terms after adjusting for transfers) in 2022/23 within the context of transitioning into a post pandemic period with significant uncertainty and risk evident across many areas.
3. The 2022/23 budget heralded the end of the Local Authority Hardship Fund meaning that the Council needed to ensure it could cover any ongoing COVID-19 related pressures (both expenditure and income) from within its own budgetary allocation.
4. The Council continues to face significant challenges to its financial resilience due to a combination of the legacy of the pandemic, energy pricing, pay pressures and the cost-of-living crisis. This monitoring report sets out the current known pressures and risks and any subsequent mitigations being undertaken. The report provides details of the overall revenue position, including performance against budgeted savings targets and a detailed position update on the Capital Programme.
5. The Month 6 monitoring position considered the impact of the concluded pay negotiations. The Month 6 report projected an overspend of £7.394 million in the absence of any further mitigations. This report updates that position and sets out the impact of any implemented mitigations.

6. As reported in the Month 6 position, for 2022/23, the agreed National Joint Committee (NJC) collective agreement for pay resulted in an uplift of £1,925 across all pay scales. In percentage terms, this is a 10.5 % increase at the bottom of the Council's pay spine, 4.3% at the top, and between 1.02% and 3.97% for senior officers. The additional cost of the potential NJC award compared to the 3% budgeted in 2022/23 was £4.961 million for Directorates and £3.20 million for Schools). In addition, the Independent Welsh Pay Review Body (IWRPB) recommended a teachers' pay award of 5% in September 2022. This position continues to be subject to negotiations that may result in a settlement in excess of that. The additional cost of 5% compared to the 3% budgeted is £1.5 million.

## Issues

### Revenue Position

7. The overall revenue position reported in the following paragraphs comprises of projected variances, including any shortfalls anticipated against the 2022/23 budget savings proposals and any additional savings or efficiencies that have been identified during the year. Appendix 1 sets out in detail the variance breakdown.
8. The overall monitoring position, as at Month 9, reflects a total projected net annual Council overspend of £3.040 million in comparison to the £7.394 million overspend at Month 6.
9. The Directorate position is an overspend of £7.084 million (£11.438 million at month 6). Offsetting this, there is a projected underspend of £1.700 million in relation to Capital Financing, a projected overspend against the Summary Revenue Account of £0.139 million, an over recovery of Council Tax at £0.483 million and the £2 million general contingency budget.
10. The table below provides a summary of the overall position:

<b>Directorate</b>	<b>(£000)</b>
Corporate Management	(3,377)
Economic Development:	
Economic Development	1,646
Recycling & Neighbourhood	1,756
Education & Lifelong Learning	4,582
People & Communities:	
Housing, & Communities	(2,378)
Performance & Partnerships	(464)
Adult Services	(1,820)
Children's Services	6,577
Planning, Transport & Environment	(2)
Resources:	
Governance & Legal Services	620
Resources	(56)
<b>Total Directorate Position</b>	<b>7,084</b>
Capital Financing	(1,700)

General Contingency	(2,000)
Summary Revenue Account / Council Tax	(344)
<b>Total Net Council Position</b>	<b>3,040</b>

11. The table above indicates that financial pressure remains across several service areas in terms of budgetary performance but there is an overall improvement in the financial position compared to Month 6. However, the overall position albeit improved still remains at an overspend level of £3.040 million and will require continued focus on corrective action and vigilance in order to achieve a balanced position for the year 2022/23.
12. The specific overspends and underspends within each directorate's position are outlined in more detail within Appendix 2. In summary, the three most significant variances are noted below:
- a. **Economic Development (+£1.646M)** - The position is an improvement of £974,000 compared to Month 6 which is primarily due to improved income projections and additional in year cost savings. Income pressures remain across the functions particularly within Culture, Venues and Events and Sport, Leisure and Development where customer levels are still below pre pandemic levels. There are other pressures within Property Services and Major Projects.
  - b. **Education (+£4.582M)** – The position is an improvement of £1.642 million which is primarily due to reduced cost projections in Home to School Transport and the use of earmarked reserves set up for inflationary pay pressures in schools catering. Despite this improvement in the financial position, there continues to be significant pressure in Home to School Transport, Catering and Out of County Placements. The pressures in transport range from rising costs in fuel and driver supply combined with the increased number of pupils with Additional Learning Needs requiring transport. There are also significant pressures in respect of out of area placements and school catering services, the latter being impacted by price increases in relation to food and transport costs combined with reduced income from paid school meals.
  - c. **Children's Services (+£6.577M)** - The position inclusive of the pay award is an improvement of £1.762 million compared to the month 6 report. The overspend is attributable to residential and additional bespoke placements that have arisen this year reflecting the complexity of need and the limited spaces available in the residential market.
  - d. **Recycling and Neighbourhood Services (+£1.756M)** - The service is forecasting a net overspend of £1.757 million representing an increase of £398,000 compared to Month 6. This is caused by increased agency costs, due to a rate increase in line with the pay award and higher vehicle recharges. These additional pressures are partly mitigated by a reduction in net waste processing costs and an additional grant allocation.

13. As part of the Budget Strategy for 2022/23, a COVID recovery budget of £10 million was established to deal with post pandemic issues given the cessation of the Welsh Government Hardship Fund. Current issues around energy costs, loss of income and the cost-of-living crisis have meant that this budget is also able currently to offset part of these costs and there has been a need to consider the impact of significantly higher than anticipated pay awards. As a response in school budgets to the difference between the original estimate for the pay award and the likely agreed pay award impact, £2.5 million has been provided to schools for the year 2022/23 only. In addition, further commitments have been allocated to cover any further pay inflation or loss of income pressures arising until the end of the financial year.
14. As reported previously, a programme of work within Children's Services was initiated as a response to the indicative cost pressures within the directorate. This programme continues to focus on reducing spend and delivering improvements across a range of services linked specifically to the issue of external placements. The work continues to focus on reviewing the duration and higher cost of placements and the whole team approach to new placement decisions. The number and complexity of cases coming through combined with the inability of the market to provide placement solutions continues to be a challenge.
15. The position at Month 9 continues to assume the use of £1.268 million of Children's Contingency to deal with the cost differential of agency staff versus full time staff in high priority service areas. This is being offset from the Children's Contingency for 2022/23 given targets are being met as set out in the Council's Corporate Plan. In terms of further monitoring of the Children's Services financial position, future periods will continue to reflect outcomes from the work being undertaken currently.
16. The 2022/23 Budget Report outlined directorate savings of £7.708 million of which £1 million represented a reduction in General Contingency which was actioned as part of the approval process for the Budget. This paragraph will report on the performance of the savings proposals as part of the 2022/23 budget (£6.658 million). As outlined in Appendix 3, there is an overall projected shortfall of £240,000 (4.3%) against the directorate savings target of £5.558 million. The £1.15 million of corporate savings are all projected to be achieved.
17. The Capital Financing outturn continues to forecast a £1.700 million underspend at the end of the financial year. This forecast is set having regard to assumptions about levels of actual external borrowing in year and the timing of such; movement in bank interest rates (outside our control) and levels of daily cash balance; estimates of how any capital expenditure for the Housing Revenue Account and General Fund is to be funded at year-end. At Month 6, only the underspend with respect to interest receivable has been factored into the position. The underspend is primarily due to increases in recent Bank of England base rates resulting in higher interest income receivable on temporary cash balances, represented by bank deposits held. The position will continue to be monitored as the fiscal landscape evolves and further adjustments to forecasts will be made when identified.

18. In considering an appropriate level of bad debt provision in respect of Council Tax and having due regard to the collectability of the Council Tax in the current economic climate, the Council is still able to report an underspend in the region of £0.483 million. This position, whilst considered prudent, will continue to be closely monitored throughout the financial year particularly with regard to expected levels of activity with the Court.
19. As part of the reported directorate positions, contributions to and from contingency budgets have been incorporated where appropriate. As fluctuations in the Council Tax Reduction Scheme (CTRS) budget are managed by a corporate contingency, these include a transfer from the CTRS budget of £0.120 million. The transfer reflects the current projected in year position, which takes into account the impact of the Council Tax increase as well as in year demand from residents for financial support. In addition, the Children's Services position currently presumes that £1.268 million has been drawn down from the £2.150 million contingency budget held for meeting the additional costs arising from a reduction in agency staff as referenced earlier in the report. This leaves £0.862 million for any further demand in Children's Services and the risk of increasing external residential placements for the remainder of this year.
20. Given the continued pressure of the budgeted position, all services have reviewed opportunities to deliver in year efficiencies and work continues to be undertaken in order to contribute more and deliver a balanced position at outturn. There remains a focus on avoiding front line impact and taking efficiencies where the opportunities arise but the financial challenge over the long term will not be achieved simply by efficiencies alone.
21. In addition to the general fund directorate positions, ring-fenced and grant funded accounts are outlined in more detail as part of Appendix 2. In summary, the position on the Housing Revenue Account (HRA) is currently indicating a potential surplus of £1.908 million which is primarily due to reduced forecasts for capital financing charges and vacant posts across the functions. Underspends on capital financing costs reflect the impact on debt repayment and external interest charges of the 2021/22 reduced borrowing requirement. These variances are partly offset by increased premises costs reflecting the current utilities market. Any surplus will be used to improve the ability to deal with future budget pressures including capital works delayed to future years and to provide more flexibility for unavoidable future commitments.
22. The Civil Parking Enforcement position reflects an in-year surplus of £5.315 million compared to the budgeted surplus of £5.696 million, reflecting income below target. This surplus transfers to the Parking and Enforcement reserve to support highway, transport and environmental improvements.
23. The Cardiff Harbour Authority is projecting a balanced position with increased cost pressures for dredging and barrage maintenance offset by other managed underspends. Within this position, the Asset Renewal budget is anticipated to be fully spent in line with the revised work schedule.

## Capital

24. The Council on 3<sup>rd</sup> March 2022 approved a new Capital Programme of £230.926 million for 2022/23 and an indicative programme to 2026/27. The budget for the General Fund and Public Housing has since been adjusted to £312.165 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
25. The sections below set out the forecast position for 2022/23 for the General Fund and Public Housing.

### General Fund

26. The projected outturn for the year is currently £156.303 million against a total programme of £237.555 million with a variance of £81.232 million, which is predominantly slippage. Expenditure at the end of Month 9 was £95.474 million which represents circa 61% of the projected outturn.

### Capital Schemes Update

27. Delivery of capital projects is complex, they may span a number of years and are influenced by a number of external and internal factors such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
28. Construction cost inflation is significant resulting from increased tender activity, material availability and labour shortages. This represents a delivery and affordability risk to projects to remain within estimated budgets following the outcome of tenders. This may require re-prioritisation of schemes to be undertaken including changes in specification where this allows the same outcomes to be met. Robust business cases continue to be essential with a focus on approved schemes within the existing capital investment programme.
29. At the end of 2021/22, there were a number of late external grant funding sources made available for aligned Welsh Government outcomes. This is a common theme and, whilst positive, the timescales and confirmation of terms and conditions may mean late changes in programme and projections. Utilising grants bid for and awarded in approved timescales is a risk to be managed by directorates in the remainder of the year. Consideration of the switching of Council resources and early discussion with grant funding bodies should be undertaken to ensure that approved grants can be used in full.
30. Further detail on progress against significant capital schemes included in the programme is included in Appendices 4 and 5 to this report.

### Capital Receipts

31. The Capital Programme approved by Council in February 2018 set a target for non-earmarked General Fund Capital receipts of £40 million, with a subsequent increase of £1 million to this target in 2019/20, after making a deduction for

eligible revenue costs of disposal. Up to 31 March 2022, a total of £10.060 million has been received against the overall receipts target.

32. The current forecast of income towards the target whether by external disposal or approved land appropriations to the Housing Revenue Account (HRA) during 2022/23 is £3.3 million. Receipts in the year to date are £2.5 million in relation to the Council's freehold interest of land in St Mellons approved by Cabinet in January 2022. In respect of Earmarked Receipts, a deposit has been received for the disposal of Merchant House/Cory's buildings.
33. The Capital investment programme also includes several major development projects which assume that capital receipts are earmarked to pay towards initial expenditure incurred on those projects. Examples include land acquisition at the International Sports Village, and commitments agreed as part of proposals in respect to East Cardiff/Llanrumney Development. Expenditure incurred in advance of realisation of receipts represents a significant risk of both abortive costs and to the level of borrowing and should be incurred on certainty of receipts and an approved business case.

#### Public Housing (Housing Revenue Account)

34. The Programme for the Housing Revenue Account (HRA) is £74.610 million, and expenditure of £74.410 million is forecast, a variance of £200,000 for the year. Expenditure at the end of Month 9 was £53.775 million which represents circa 72% of the projected outturn.
35. Against an original allocation of £2.650 million, a total of £2.950 million is due to be spent on estate regeneration, tackling issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Expenditure is dependent on progress on site and receipt of acceptable tenders on schemes such as Trowbridge Green.
36. Expenditure on building improvements is projected to be £26.555 million for the year, against a budget of £19.150 million. The variance is in large part due to the Lydstep Flats recladding scheme, which is now due to complete in the Summer of 2023. All internal works associated with the project have now been completed, leaving only the external recladding work to finish and therefore disruption to residents should be minimal. Following completion of development work, Cabinet will shortly consider the implementation and procurement approach to further sites at Nelson and Loudoun House for over cladding. Opportunities for external grant funding are being investigated to support the cost of works towards eligible costs for the schemes. Other improvements including roofing, central heating upgrades as well as kitchen and bathroom works are progressing at good pace.
37. Total expenditure on adaptations for disabled residents of HRA properties for the year is assumed to be in line with the budget of £3.000 million.
38. Expenditure on the development of new housing over several sites during the year is currently projected to total £41.905 million, against an allocation of £49.810 million. In respect of Cardiff Living, the PassivHaus scheme at Highfields was the only remaining scheme in phase one and completion was

achieved in December 2022. Phases two and three of Cardiff Living, are now in progress including early-stage master-planning on the proposed older person/wellbeing village on the former Michaelston College site which will deliver in the region of 250 new homes and a wide range of public buildings providing a range of facilities for the local community with a focus on older people and health and well-being. A planning application for the scheme is due to be submitted this summer. Work is well underway for the low-carbon scheme on the former Rumney High School site with 13 new council properties handed over to date. The 44 flats which make up Addison House, the first new-build older person community living project, is due to be completed and handed over in August 2023.

39. Progress is being made on other development projects outside of Cardiff Living, including 13 new houses at Wakehurst Place and 20 new family homes on the Iorwerth Jones site. Work commenced on both the St. Mellons and Maelfa older person community living schemes, however, these are paused as a result of the appointed contractor falling into administration. Alternative options to ensure the sites are re-started are being considered in parallel with legal requirements. Procurement of a main contractor for the Channel View redevelopment will commence in February 2023. Contractors have been appointed for the Riverside/Canton Community Centre redevelopment and the Bute Street Community Living projects and a start on site for these sites is anticipated by April 2023. Work on the retaining wall needed at the Waungron Road site in Llandaff has now started ahead of the main project commencing.
40. Cabinet considered a report in July 2022 for a scheme to meet urgent housing need and meanwhile use of the Gas Works site in Grangetown, prior to its permanent redevelopment. In advance of entering into a construction contract, a letter of intent has been approved by delegation to avoid delay and secure modular home supplies and services. With a revised and increased cost estimate of £37 million since the Cabinet Report, the costs of the scheme are to be updated further prior to entering into a full contract. Whilst Welsh Government grant has been approved in principle, formal confirmation is awaited, with all external grants expected to meet at least 50% of the initial estimated cost and the balance assumed from Council borrowing. The expenditure projection for 2022/23 initially assumes £10 million of expenditure in the year.
41. The construction market continues to face the impact of supply shortages, financial difficulties and rising material prices, resulting in increases in costs for developments and challenges finding suitable suppliers. There are also significant pressures and demand for affordable housing. Cabinet approved a proposal to take forward a new Housing Partnership to mitigate some of these risks and to speed up development of future sites.
42. The costs of acquiring existing properties and buy backs for HRA housing stock as well as the cost of implementing the meanwhile use temporary housing for the Gas Works site have been managed within the overall housing programme.
43. Given cost increases across other planned sites, external grant funding sources are being actively pursued, with a high success rate, to make developments viable and to ensure commitments funded by borrowing in the HRA remain



affordable and sustainable given wider revenue budget pressures as a result of inflation impacts. Additional grants which displace Council funding, will be utilised to secure the purchase of private dwellings on the market to meet urgent housing pressures. Grant awards and agreed changes in terms and conditions to allow flexible use of funding to meet emerging priorities will be updated as part of future monitoring reports and in the update of the 2023/24 HRA Business Plan and Medium-Term Financial Plan.

### **Reasons for Recommendations**

44. To consider the report and the actions therein that form part of the Council's financial monitoring process for 2022/23.

### **Legal Implications**

45. The report is submitted for information as part of the Authority's financial monitoring process. The Council's Constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to receive financial forecasts, including the medium-term financial strategy and the monitoring of financial information and indicators.

### **HR Implications**

46. There are no HR imps that arise directly from this report. However, the HR implications that were set out in the Budget 2023/24: Update Report of 20<sup>th</sup> October 2022 continue to apply to any in year savings that may be required.

### **Property Implications**

47. There are no further specific property implications in respect of the Budget Monitoring Month 9 2022/23 Report. During the fourth quarter, the Strategic Estates Department will focus on completion of in-year targeted Annual Property Plan transactions and continue to assist where necessary in delivering budget deficit mitigation strategies. The report highlights in-year financial pressures within Strategic Estates and the service area continues to work closely with Finance colleagues to identify mitigations and income generation opportunities which can be put in place and pursued to alleviate the forecasted budget overspend. Issues around additional Energy costs are noted and strategies for mitigation of these are being considered by the Asset Management Energy team.
48. Support will continue for delivery in other relevant areas such as the Capital Investment Programme and Major Development Projects. Where there are property transactions or valuations required to deliver any budget proposals, they will be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

### **Financial Implications**

49. In summary, this report outlines a projected Council net overspend of £3.040 million at Month 9 of the 2022/23 financial year. The overspend of £3.040 million

is after the offset of £2 million General Contingency. If an overspend at this level exists at the end of the financial year, it would be offset against the Council Fund Balance. Currently, the Council Fund Balance is £14.255 million and would reduce to £10.972 million in such a circumstance. This is an improvement on the position reported at Month 6 but, even at this reduced level, it would still be considered unsustainable. However, between Month 9 and the financial year end, every effort will continue to be made to reduce the overspend to a balanced position or to identify other sources of funding such as earmarked reserves which will provide some form of financial resilience.

50. Because of this risk, it remains important that directorates retain a focus on their financial positions and ensure that tight financial controls are in place over the remainder of this financial year, that overspends do not worsen and, if possible, are further reduced by year-end. This will require a continual review of Council-wide issues and regular monitoring of the Council's balance sheet, including the debtors' position and levels of earmarked reserves.
51. In relation to the 2022/23 Capital Programme, a variance of £81.232 million is currently projected against the General Fund element, predominantly in relation to slippage against schemes. In terms of the Public Housing programme, there is a small underspend of £200,000 that will carry forward into next year. The Month 6 report anticipated a potential overspend which would have required capital resources from future years to be brought forward but, as set out in the body of the report, the number of projects spending in advance of expectations has reduced compared to those schemes suffering delays so the overall cost of the Housing Programme for 2022/23 is only £200,000 away from planned spend.
52. Historically, this report has highlighted the issue of slippage and the economic impact of rising material process and contractor availability is contributing to potentially higher rates of slippage than have been experienced before. The increase in material prices could potentially reduce the amount of work being undertaken in asset renewal budgets in individual years to ensure capital budgets remain viable over the five-year programme. There are large expenditure items planned for the last quarter of the year and it is critical that directorates ensure that the necessary progress is made against schemes. Due diligence needs to be maintained to ensure that the delay of schemes that rely on external funding does not result in the lost opportunity of accessing those funds due to tight terms and conditions dictating any timelines that must be met.
53. For capital expenditure, effective contract management will be required, with a particular focus on the prevailing economic climate causing delays or increased costs. Should such issues continue to emerge during the remaining months of the year it will be necessary for these to be escalated as a matter of priority so that the overall impact on the programme can be assessed and any required actions taken. Such risks also need to be monitored in relation to any commitments which would continue to increase the Council's borrowing requirement and the generation of capital receipts which underpin the overall affordability of the programme.

**RECOMMENDATIONS**

The Cabinet is recommended to:

- 1. Note the projected revenue financial outturn based on the projected position at Month 9 2022/23.
- 2. Note the capital spend and projected position at Month 9 2022/23.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b> Corporate Director Resources
	24 February 2023

*The following Appendices are attached:*

- Appendix 1 – Revenue Position
- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2022/23 Budget Savings Position
- Appendix 4 – Capital Programme Summary
- Appendix 5 - General Fund Capital Schemes Update

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## Appendix 1

**REVENUE MONITORING POSITION 2022/2023**

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	37,515	(101)	37,414	35,320	(1,283)	34,037	(2,195)	(1,182)	(3,377)
Economic Development	48,892	(38,618)	10,274	49,533	(37,613)	11,920	780	1,005	1,646
- Recycling & Neighbourhood Services	47,804	(11,194)	36,610	51,261	(12,895)	38,366	3,457	(1,701)	1,756
Education & Lifelong Learning	369,007	(58,489)	310,518	383,044	(67,944)	315,100	14,037	(9,455)	4,582
People & Communities									
- Communities & Housing	261,535	(212,723)	48,812	267,154	(220,720)	46,434	5,619	(7,997)	(2,378)
- Performance & Partnerships	9,031	(5,633)	3,398	9,683	(6,749)	2,934	652	(1,116)	(464)
- Social Services - Children's Services	90,159	(9,075)	81,084	106,904	(19,243)	87,661	16,745	(10,168)	6,577
- Social Services - Adult Services	164,382	(31,038)	133,344	164,245	(32,721)	131,524	(137)	(1,683)	(1,820)
Planning, Transport & Environment	58,303	(50,302)	8,001	60,029	(52,030)	7,999	1,726	(1,728)	(2)
Resources									
- Governance & Legal Services	8,281	(1,331)	6,950	9,415	(1,845)	7,570	1,134	(514)	620
- Resources	32,293	(15,283)	17,010	35,142	(18,188)	16,954	2,849	(2,905)	(56)
Capital Financing etc.	40,331	(6,022)	34,309	39,111	(6,502)	32,609	(1,220)	(480)	(1,700)
General Contingency	2,000	0	2,000			0	(2,000)	0	(2,000)
Summary Revenue Account	13,622	0	13,622	13,751		13,751	129	0	129
Discretionary Rate Relief	400	0	400	410		410	10	0	10
<b>Sub-Total</b>	<b>1,183,555</b>	<b>(439,809)</b>	<b>743,746</b>	<b>1,225,002</b>	<b>(477,733)</b>	<b>747,269</b>	<b>41,586</b>	<b>(37,924)</b>	<b>3,523</b>
Council Tax Collection	0	0	0	0	(483)	(483)	0	(483)	(483)
<b>Total</b>	<b>1,183,555</b>	<b>(439,809)</b>	<b>743,746</b>	<b>1,225,002</b>	<b>(478,216)</b>	<b>746,786</b>	<b>41,586</b>	<b>(38,407)</b>	<b>3,040</b>

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## **Appendix 2 – Directorate Commentaries Month 9 2022/23**

### **Corporate Management (£3.377 million)**

The Corporate Management position brings in £6.463 million of the Covid-19 contingency budget to offset pressures included in the monitoring positions of other directorates, where these are linked to the cost-of-living crisis or the prolonged impact of the Covid-19 pandemic on additional costs and income loss. In addition, the corporate management position includes a £2.5 million contribution to schools as a part contribution to the pay awards for 2022/23 being in excess of the estimate. The position retains £800,000 of the Covid-19 budget in recognition of the risk of further emerging pressures for the last quarter. Setting the Covid-19 contingency budget aside, the position on Corporate Management has further increased by £100,000 since month 6, linked to the recent notification of increasing financial pressures on the regional coroner service for 2022/23.

### **Economic Development +£1.646 million**

The Economic Development directorate is forecasting a £1.646 million overspend against the net controllable budget of £10.270 million. This is a comparative improvement of £0.974 million compared to the £2.618 million overspend forecast at month 6. This includes the impact of the 2022/23 employee pay award and the in-year savings of £437,000 which the Directorate were asked to identify and implement as part of the wider pressures on the Council budget. In addition, the position now reflects additional grant funding of £225,000 assumed in year.

Culture, Venues and Events is forecasting a potential deficit of £1.636 million. This is made up largely of forecasted income shortfalls at Cardiff Castle (£899,000), City Hall Functions (£329,000), Functions Catering (£287,000) and St David's Hall (£200,000). These shortfalls are only partially offset by underspends on Cardiff Events (£105,000) and at the Museum of Cardiff (£50,000). Despite the ending of Covid restrictions, customer numbers and business confidence have not returned to the levels seen pre-pandemic. Moreover, rising inflation and cost of living pressures continue to impact on consumer spending. Larger functions that have a longer lead in time have not all rematerialised at City Hall and retained box office income at St David's Hall is lower than expected due to the late cancellation of some shows.

Property Services are projecting an overspend of £643,000; an increase of £85,000 compared to month 6. Primary areas of overspend include a £77,000 shortfall in disposal fees in relation to the 3.25% Capital Receipts target, a £363,000 overspend at the Tennis Centre (inclusive of a £150,000 increase in projected gas and electricity costs), a £187,000 overspend at the Old Library and a £70,000 shortfall of income for Central Market rent and service charges. These variances are partially offset by an improvement of rental income across the estate, further projected underspends on Investment and Non-Operational repairs and maintenance budgets as well as underspends on employees and staffing recharges above target.

The Major Projects £132,000 overspend is part linked to the NHS lease of Toys R Us that expired in October (£71,000). The Council is now responsible for ongoing holding costs (NNDR rates, security etc). In addition, there is circa £85,000 of unbudgeted expenditure projections relating to the funding of a project manager post and internal support recharges agreed by Major Projects.

The Facilities Management month 9 position shows a £677,000 forecast underspend; an improvement of £850,000 compared to Month 6 caused by a reduction in energy and building maintenance costs plus a lower cost of the pay award than previously anticipated. Building Services is currently forecasting a surplus of £1.006 million but this will be subject to review as the programme is confirmed. FM Buildings is reporting an overspend of £731,000; a decrease of £94,000. This reflects a revised forecast for energy costs following a detailed review undertaken to evaluate estimated usage and existing unit prices. Significant increases were identified for gas following the transfer of several high usage buildings to a larger unit charge in December 2021. Cleaning Services are currently forecasting a £43,000 overspend which reflects the increased staff costs as a result of the pay award settlement.

Shared Regulatory Services (SRS) report a forecast £65,000 overspend. This reflects the inclusion of a £50,000 in-year saving which should emerge following a part refund of the previous year underspend currently retained by the SRS. Historical overspends against the Licensing teams, the 22/23 pay award and additional expenditure on Stray Horses account for an offsetting £115,000 overspend.

Sport, Leisure & Development is reporting a potential £236,000 overspend. Deficits are primarily due to closure of the CIWW Flowrider on safety grounds and post Covid income downturn at both sites. Offsetting savings include a delayed start for the Youth Sport Inclusion officers, premises underspends due to the closure of Canton Community centre and additional income savings on landscape design.

All other divisions within Economic Development are projecting balanced or underspend positions for 2022/23.

The original 2022-23 savings target for Economic Development was £498,000. There is mixed progress to date, with £388,000 of savings projected to be achieved. In contrast, savings of £110,000 are currently projected to be unachieved. These are linked to a reduction in agency and employee costs at Cardiff Castle (£30,000) and an increase in Estates income (£80,000).

Full spend of £550,000 is currently forecast against the two FRM items in 2022/23. Of the £737,000 policy growth proposal items, roughly half (£372,000) are now either in place or anticipated to be spent by year end, with the remaining £375,000 no longer expected to be implemented in 2022/23. This is partially due to decisions being taken not to recruit to some of the posts in 2022/23 in light of the Council's budgetary position, whilst in other areas posts were not recruited to until later in the year than originally anticipated.



## **Recycling & Neighbourhood Services +£1.756 million**

The service is forecasting a net overspend of £1.756 million representing an increase of £398,000 compared to Month 6. This is caused by increased agency costs, due to a rate increase in line with the pay award and higher vehicle recharges. These additional pressures are partly mitigated by a reduction in net waste processing costs and additional grant allocation received.

There is currently no recourse to the Waste Reserve to fund exceptional items and fluctuations in volumes and material type.

The Policy Growth and FRM allocations to fund various waste and cleansing initiatives will be fully spent and the Service is projected to achieve the full £262,000 budget savings for 2022/23.

The Collection Service is projecting an overspend of £2.190 million. This reflects several factors including higher staff costs caused by greater levels of sickness and overtime plus the impact of the pay award. In addition, there are further costs associated with the segregated recycling trial plus the cost of hiring diesel generators for the electric RCV's while the charging infrastructure is installed. Further pressures from fuel inflation are having a significant impact on vehicle costs. The service has partially offset the overall overspend, with in-year work to reduce PPE costs by changing suppliers and radio costs by moving to mobile phones as a means of communications with operatives.

The overspend in Environmental Enforcement is £110,000 caused by a short-term extension to temporary staff contracts until a proposed restructure is introduced.

Street Cleansing are forecasting an overspend of £398,000 caused by increased staffing costs due to the pay award plus increased vehicle charges.

Waste Disposal is forecasting an underspend of £645,000 reflecting lower processing costs because of reduced volumes of residual waste.

Recycling Treatment is reporting an underspend of £46,000 reflecting an increase in the market price received from the sale of recyclable material and improved quality of material following improvements made at the Recycling Centres. The market is very open to price volatility and there is evidence of a significant downturn emerging particularly in the plastics and paper markets. This is having a detrimental impact on expected income levels which could worsen. The current projection is based on existing income levels and likely scenarios for the remainder of the year.

There is a further underspend of £231,000 in Waste Strategy and £19,000 in Management & Support due to the holding of vacant posts, an uncommitted project budget and additional grant allocation.

## **Education & Lifelong Learning +£4.582 million**

The month 9 position for the Education & Lifelong Learning directorate reflects an overspend of £4.582 million. This includes additional budget of £281,000 towards the impact of the 2022/23 pay award.

Schools Transport is projecting an overspend of £1.976 million reflecting the full year effect of 2021/22 new routes and price increases, along with anticipated increases in ALN routes in 2022/23, and the extraordinary contractor price increases expected to be applied in response to the recent fuel price increases. This projected overspend has reduced by £617,000 since month 6 with inflation led price increases limited through contract reviews and levelling exercises. This position includes use of ALN covid grant (£484,000) and 2021/22 WLGA grant funding (£594,000).

Services to Schools include an overspend of £2.428 million on Schools Catering Services. The financial position has continued to deteriorate due to significant price increases for food and transport costs since the Month 6 projections, as well as a higher than anticipated impact from the pay award. As a result of these increased projections, funding from the catering earmarked reserve (£990,000) is to be utilised to offset these cost pressures in year. The net position including use of one-off reserves is projected to be a £1.438 million overspend.

Out of Area Placements are forecasting an overspend of £1.016 million due to an increase in provision required from 245 to 292 pupils in year. This position includes use of £484,000 ALN grant.

### **Planning, Transport & Environment (£2,000)**

The Month 9 position shows a slight underspend of £2,000, representing an improvement of £226,000 compared to Month 6. This reflects the full cost of the pay award and the in-year savings of £537,000 the Directorate were asked to identify in response to the wider Council financial pressures.

The Policy Growth and FRM allocations to assist with the delivery of One Planet Cardiff, to fund infrastructure and community improvements and the funding for Taxi Grants are projected to be fully spent at this time.

The position includes the impact of inflation on energy and fuel estimated at £171,000.

Highways Infrastructure is forecasting an overspend of £232,000 which reflects inflationary increases for electricity and fuel plus a funding shortfall for the Winter Maintenance programme. The benefits from the installation of LED street lighting and additional commuted sums funding have helped to partly mitigate the pressures. In addition, Grant funding has provided £120,000 for Highway Asset Improvements which has displaced existing budgets.

An anticipated shortfall in planning fees, partly offset by additional property search fees is forecast to result in an overspend of £267,000.

Transport is forecasting an overspend of £67,000, reflecting the additional cost of providing Hostile Vehicle Mitigation measures and an income shortfall in Street Work activities. These have been largely offset by a saving following the cessation of the Parking Sensors contract and increased staff recharges to external grants.

Energy Management are forecasting a surplus of £417,000 reflecting a significant increase in income generated by the Lamby Way Solar Farm which is offsetting the continued lower performance at the Radyr Weir Hydro facility. In addition, there are savings on staff costs following decisions to hold back on recruitment.

Bereavement, Registration & Dogs Home are reporting a surplus of £10,000 reflecting an increase in Registration income.

Further savings of £37,000 are forecast in Management and Support Services through in-year and retention of vacant posts.

### **Performance & Partnerships (£464,000)**

Performance and Partnerships is projecting an underspend of £464,000; an improvement of £336,000 compared to the reported month 6 position. This is due to additional grant funding within the Community Safety area, holding posts vacant in the Cabinet Office/Performance and Insight area alongside increased external income projections for Bilingual Cardiff.

### **Housing & Communities (£2,378,000)**

The Housing & Communities directorate is reporting a net underspend of £2.378 million which represents an increase of £1.268 million compared to the position reported at month 6. This is reflective of £890,000 grant maximisation and £375,000 employee savings following in-year recruitment restrictions across the directorate.

The position comprises overspends totalling £246,000 across Business Performance & Support, £217,000 and Housing Strategy and Service Development, £25,000 offset by underspends totalling £2.132 million across all other areas of the service.

The Business Performance and Support overspend of £217,000 relates mainly to PPE distribution costs across the authority which are currently under review.

The £25,000 overspend within Housing Strategy and Service Development relates to delays to a planned restructure which has now been completed.

Within the Advice and Benefits divisions, an underspend of £1.111 million is reported which includes £215,000 in-year savings identified by the service area. This position includes savings of £599,000 in relation to FRM funds allocated to support Into Work and Money Advice teams as alternative funding streams were identified. Further underspends of £252,000 reflect additional grant income received with the remaining underspend linked to net administration income from various cost of living support schemes and employee savings across the division.

Homelessness and Hostels are reporting an underspend of £76,000 as a result of additional grant funding and a planned restructure at the gypsy & traveller sites and security savings at the Housing Options centre. All associated costs as a result of the unprecedented demand on Homeless services are expected to be met from Welsh Government No one Left Out and Discretionary Homeless Prevention

grants. This includes the use of hotels for the provision of emergency temporary accommodation.

Hubs and Community services are reporting an underspend of £421,000 across the divisions. Overspends of £49,000 within Day centres due to additional CCTV costs following break-ins and vandalism and additional vehicle costs are offset by underspends of £464,000 across the service. These underspends relate to additional grant income and employee savings reflective of in-year recruitment restrictions.

Within Neighbourhood Regeneration, an underspend of £319,000 is reported following delays to the planned restructure previously assumed to be in place by 1<sup>st</sup> October.

Housing Projects also report a delay to the proposed restructure with an estimated impact of £298,000.

Early Help is reporting an overspend of £373,000 as a result of in-year savings and grant maximisation.

Partnership and Delivery are both reporting of £25,000 as a result of vacancy savings.

### **Adult Services (£1,820,000)**

Adult Services is projecting an underspend of £1.820 million at Month 9. This is an increase in underspend of £1.325 million compared with the month 6 position. The position includes the full cost of the 2022/23 pay award and £915,000 of in-year savings. An overspend of £242,000 on commissioned care is offset by a £2.062 million underspend on internal services.

The position on commissioned care comprises overspends in Older People (£557,000), Substance Misuse (£389,000) and Physical Disabilities (£284,000). These are partially offset by projected underspends of £962,000 and £26,000 respectively for commissioned care in Learning Disabilities and Mental Health. The largest contributory factors to the position on Older Peoples' Services are overspends on respite and domiciliary care. These are partially offset by an underspend in relation to direct payments. Increased numbers of residential and nursing placements are the main factor in Substance Misuse and Physical Disability overspends. The underspend in Learning Disabilities is a combination of delayed impact of anticipated demand increases in this area, combined with additional income from Health towards the cost of care packages.

The £2.062 million underspend on Internal Services is a combination of Assessment and Care Management (£1.036 million), Reablement and Independent Living (£591,000) and Support & Performance Management (£532,000). These variances are partially offset by a net £97,000 overspend in Internal Learning Disability Services, largely attributable to the delayed implementation of a 2021/22 saving proposal.

The underspends in all other areas of Internal Services reflect a level of vacancies, grant maximisation and the fact that funds allocated to support restructure will not be fully used in the current year.

### **Children's Services +£6.577 million**

Children's Services is currently projecting a £6.577 million overspend, an improvement of £1.767 million since the month 6 monitoring report inclusive of the pay award. The overspend is primarily due to external placements for Children Looked After, as continued demand pressure and increased prices have resulted in projected costs exceeding budgets.

Current cost projections for Residential Placements result in a £7.1 million overspend, which includes a net savings target of £2.643 million. Currently there are 105 ongoing external residential placements, a reduction of 1 since the month 6 monitoring report. The average price of these placements has increased by 5.4% since month 6. Retrospective price uplifts and costlier placements replacing elapsed placements are recognised in the position. Work continues to step down placements where appropriate but additional demand has resulted in placement numbers remaining high.

The external fostering budget is reporting a £881,000 underspend. The number of current external fostering placements has increased by 3 placements since month 6, and the average price of external fostering placement has increased by 3% due to retrospective price uplifts.

Children's Services are required to commission additional bespoke placements and support packages due to the complexity of needs and a shortage of spaces available in the residential market. These costly arrangements are included in the position as a further overspend within the directorate to the sum of £4.310 million; a decrease of £588,000 since month 6. During the financial year, there have been 56 of these support packages to date, of which 13 are currently active. These projections are based on current numbers and costs assumed for the remainder of the year unless step down is guaranteed. This area is monitored closely on a case-by-case basis and prioritised for step down when appropriate.

The position at Month 9 assumes the use of £1.268 million of Children's Services Contingency budget to offset the cost differential of agency staff compared to permanent establishment staff, which is required due to ongoing difficulties in recruiting permanent staff members. A further £2.000 million drawdown from reserves is assumed to fund agency staff, which are required due to continued pressures on the services deriving from the pandemic.

Several external grant bids have been successful and have been brought into the monitoring position as ongoing work by the directorate to target early intervention and reduce reliance on the external placement market is aligned with Welsh Government priorities and eligible for grant funding.

## **Governance & Legal Services +£620,000**

Governance and Legal Services report an overspend of £620,000; an £81,000 deterioration compared to the Month 6 report.

An increased overspend in Legal Services (now £616,000) is primarily due to unbudgeted locum solicitor costs of £467,000 and unachieved external income targets. Added to this is an overspend of £55,000 within Electoral Services following a review of the required contribution to the Elections Reserve in respect of the likely costs of the 2027 Local Government Elections. These are offset by an underspend within Democratic Services due to the holding of vacant posts.

## **Resources (£56,000)**

The Resources month 9 position indicates an underspend of £56,000; an improvement of £40,000 when compared to Month 6.

Underspends are anticipated against Finance (£30,000), HR (£237,000) and Commissioning and Procurement (£25,000), primarily due to holding vacant posts for the remainder of the financial year.

The Chief Digital Officer continues to report an overspend position, now estimated at £236,000, mainly as a result of agency costs within Customer Services (mitigated to some extent by overachievement of income targets in the same area) and underachievement of income against ICT.

## **Cardiff Harbour Authority - Balanced**

For the current year, the Council worked with the Welsh Government to identify budget pressures for the Cardiff Harbour Authority including increases in material costs, contractors and energy prices as well as historical shortfalls in service level agreement budgets. In addition, work has been carried out to identify future obsolescence and compatibility issues with existing systems and equipment requiring upgrades or replacement. These budget pressures are partly offset by savings due to achievable efficiencies against the approved Fixed Costs budget of £5.374 million.

The Asset Renewal funding requirement for non-critical assets is £430,000, plus £117,000 from the ten-year asset management programme to replace any critical assets.

This gives an overall budget for the Cardiff Harbour Authority (CHA) of £5.921 million, which is an increase of 2.6% on the final award total for the 2021/22 financial year.

The forecast at month 9 indicates a funding requirement of £5.921 million, representing a full spend of budget.

<b>Heading</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Expenditure	6,332	6,517	185
Income	(958)	(1,143)	(185)
<b>FIXED COSTS</b>	<b>5,374</b>	<b>5,374</b>	<b>0</b>
<b>ASSET RENEWAL</b>	<b>547</b>	<b>547</b>	<b>0</b>
<b>TOTAL</b>	<b>5,921</b>	<b>5,921</b>	<b>0</b>

The position includes increased costs on dredging and barrage maintenance, largely due to further significant cost price pressure on contractor supplies and works, offset by reduced expenditure on facilities management, community liaison and environmental areas. Additional salary costs of the proposed 22/23 pay award, above the 3% budgeted amount, is also anticipated to be accommodated by the underspent areas, though this will be subject to review as months progress. Increased income against target is forecast for car parking, harbour dues and the aqua park.

The Asset Renewal budget is currently indicating a full spend in line with the revised approved schedule of work, including boardwalk replacement scheme and barrage Scada ABB control system upgrade.

The CHA maintains a Project and Contingency Fund (the Fund) which is used to support projects and provides a contingency for situations where the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Costs budget. Agreement has been reached with the Welsh Government to contribute £22,600 proceeds from the replaced patrol boat into the Fund. The balance at 31 March 2022 was £104,000 and this is in line with the amendments to the Deed of Variation as agreed in March 2021.

### **Civil Parking Enforcement**

Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking and Enforcement Reserve.

The budget was set using various assumptions and scenarios. The table below provides a summary of the budget and projected outturn position.

	<b>Budget £000</b>	<b>Outturn £000</b>	<b>Variance £000</b>
<b>Income</b>			
On street car parking fees	4,839	3,949	890
Off street car parking fees	1,092	1,115	(23)
Resident's parking permits	473	400	73
Penalty charge notices	1,933	2,310	(377)
Moving Traffic Offences (MTO's)	4,050	4,200	(150)
Other Income	48	87	(39)
<b>Total Income</b>	<b>12,435</b>	<b>12,061</b>	<b>374</b>
<b>Expenditure</b>			
Operational costs, parking & permits	597	666	69
Enforcement service including TRO	6,142	6,080	(62)
<b>Total Expenditure</b>	<b>6,739</b>	<b>6,746</b>	<b>7</b>
<b>Annual Surplus / (Deficit)</b>	<b>5,696</b>	<b>5,315</b>	<b>381</b>

The current projection indicates an annual trading surplus of £5.315 million. This is £381,000 below target reflecting lower income from car parking fees.

Income is forecast at £12.061 million, which is £374,000 lower than budgeted. Reduced activity partly caused by road closures to facilitate city centre events and delays in project implementation will result in lower car parking fees although there is an anticipated increase in the income generated from PCN's and MTO's.

Expenditure is forecasting a variance of £7,000 and reflects the cost of the staff pay award offset by a reduction in loan repayments for invest to save schemes following full repayment in the previous financial year.

The surplus of £5.315 million is transferred to the Parking and Enforcement Reserve and available to support highway, transport and environmental improvements.

The table below illustrates the forecast position in the reserve:

<b>Parking &amp; Enforcement Reserve</b>	<b>£000</b>
<b>Balance 1<sup>st</sup> April 2021</b>	<b>1,985</b>
Contribution from CPE	5,315
<b>Total Available</b>	<b>7,300</b>
Contribution to support revenue budget	(5,935)
Project support and initiatives	(617)
<b>Balance 31<sup>st</sup> March 2023</b>	<b>748</b>



The brought forward balance in the reserve is £1.985 million. The CPE forecast indicates a surplus of £5.315 million.

The contribution to the revenue budget to fund infrastructure maintenance and improvements is £5.935 million. A further £617,000 will support various initiatives such as Active Travel, LDP transport monitoring, match-funding for the bollard removal scheme in St. Mary Street and Womanby Street and a provision for various transport scoping works such as the Metro. The year-end balance is forecast at £748,000.

### **Housing Revenue Account (£1.908 million)**

The Housing Revenue Account (HRA) is projecting a potential surplus of £1.908 million; an improvement of £1.252 million compared to the month 6 position mainly due to reduced forecasts for capital financing charges and recharges for staff time as well as increased vacancy savings across the divisions. These are partly offset by a reduction in the Housing Repairs Account underspend.

A major variance is in relation to premises costs overspends at the community hubs and hostels/other accommodation with forecasts for utility costs (estimated at £648,000 above budget) reflecting the current market and corporate purchasing arrangements.

An anticipated £890,000 underspend on capital financing costs is due to the impact on debt repayment and external interest charges of the 2021/22 reduced borrowing requirement.

Employee savings including the impact of the pay award across the functions are estimated at £114,000.

The Housing Repairs Account is now forecasting a £217,000 underspend. Contractor issues have resulted in an underspend estimated at £431,000 for external painting. Electrical testing works are also forecasted to be underspent by £228,000. The capitalisation of works here due to the extensive nature of the works required have contributed to this position. Management and administration vacancy savings of £114,000 are also included in the position. These underspends are partly offset by overspends on responsive repairs of £127,000, void property repairs estimated at £391,000 and disabled facilities grant works of £38,000.

Based on week 39 statistics, standard rent and service charge income are forecasted at £680,000 above target. This is mainly in relation to a lower than budgeted void rent loss, a reduced bad debt provision requirement and rental and service charge income above target.

Hostels and other accommodation rent and service charge income include a forecast above budget of £340,000. A Housing Support Grant shortfall of £185,000 is offset by additional and unbudgeted Welsh Government No-One Left Out grant funding.

The balance of the overall variance is mainly due to underspends on supplies and services.

There are a number of forecasts which are subject to change due to their nature and the number of variables.

The surplus is assumed at this stage to transfer to earmarked reserves as appropriate to further improve financial resilience and to offset future year' budget pressures.

Directorate Saving Proposals - 2022/23

Dir	Ref	Description	Efficiency Savings				Savings Progress			
			Employees	External/Other	Income	Total Proposed	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
			£000	£000	£000	£000				
CMT	CMT E1	<b>Past Service Contributions</b> A review of past service contributions to pension funds in respect of ex-employees has identified savings of £49,000.	49	0	0	49	12	49	0	Current projections indicate the saving will be saved in full.
<b>Corporate Management Total</b>			<b>49</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>12</b>	<b>49</b>	<b>0</b>	
Economic Development	ECD E1	<b>Electricity efficiency saving</b> A 10% efficiency in electricity usage in County Hall and City Hall.	0	58	0	58	29	58	0	Latest information indicates that the efficiency of usage target can be achieved.
	ECD E2	<b>Building Maintenance efficiency saving</b> Efficiency in building maintenance at County Hall and City Hall.	0	82	0	82	0	82	0	This saving is projected to be achieved based on current spending levels.
	ECD E3	<b>Cardiff Castle</b> A combination of reduced agency and employee spend.	30	0	0	30	0	0	30	Not projected to be achieved
	ECD E4	<b>Shared Regulatory Services</b> A reduction in Cardiff's contribution to Shared Regulatory Service, linked to business administration arrangements.	0	86	0	86	29	86	0	Achieved through reduction in agreed payment to the SRS.
	ECD E5	<b>Culture, Venues and Events</b> Efficiencies across the division - printing, stationery etc.	0	5	0	5	4	5	0	Projected to be fully achieved
	ECD E6	<b>Staffing Efficiencies in Sports and Leisure</b> The reduction of 1 FTE through voluntary redundancy.	50	0	0	50	50	50	0	Saving achieved, post holder VS in October 2021
	ECD I1	<b>Increase in Income - Workshops</b> Review of income target in line with levels of income currently being achieved.	0	0	37	37	24	37	0	On target to be fully achieved
	ECD I2	<b>Increase in Income - Property Estates</b> Planned increase in income through review of rent levels on lease renewal.	0	0	110	110	10	30	80	Partially achieved. New leases / rent reviews have been delayed.
	ECD I3	<b>Parks Management / Operations Restructure.</b> Expanding income generation activities alongside a staff restructure within management and operational staff to meet service demands.	(25)	0	45	20	15	20	0	Projected to be fully achieved
	ECD I4	<b>Increase in income - Outdoor Sport and Cardiff Riding School</b> Income budget increase in line with anticipated revenue from increase in fees and charges for 2022/23.	0	0	11	11	8	11	0	Projected to be fully achieved
	ECD I5	<b>Increase income - Landscape Design Service</b> Increase fee earning target for the Parks Design Function	0	0	9	9	7	9	0	Projected to be fully achieved
<b>Economic Development Total</b>			<b>55</b>	<b>231</b>	<b>212</b>	<b>498</b>	<b>176</b>	<b>388</b>	<b>110</b>	
Recycling & Neighbourhood Services	RNS E1	<b>Cleansing, Enforcement &amp; Strategy Redesign</b> A redesign of management structure with no associated impact on frontline services.	60	0	0	60	60	60	0	This saving has been achieved in full.
	RNS I1	<b>Realign Income Budgets</b> Income budget increase in line with increased activity at Bessemer Commercial Site and other services.	0	0	172	172	43	172	0	It is anticipated that these savings will be achieved in full.
	RNS I2	<b>Review of existing income targets - Cleansing</b> Income budget increase in line with increased activity from SWTRA and City Centre.	0	0	30	30	0	30	0	It is anticipated that these savings will be achieved in full.
<b>Recycling and Neighbourhood Services Total</b>			<b>60</b>	<b>0</b>	<b>202</b>	<b>262</b>	<b>103</b>	<b>262</b>	<b>0</b>	
Education	EDU E1	<b>Further reduction in number of private early years placed purchased</b> With fewer pupils expected to enter the primary phase it is anticipated that the need for additional places in private nursery settings will reduce, as numbers should be able to be accommodated within LA nursery capacity.	0	35	0	35	12	35	0	Private nursery settings have reduced with full savings projected for the year.
	EDU E2	<b>Continued vacancy management</b> Maintain current staffing commitment and not appoint to vacant posts.	30	0	0	30	11	30	0	Sufficient vacancies within the directorate to provide the savings target. Expected to be achieved.
	EDU E3	<b>SOP Programme</b> Maximise the opportunity to fund salary costs, where appropriate, through the SOP model rather than existing revenue budgets.	200	0	0	200	0	200	0	Currently under review but planned to be achieved in full through recharge of salaries to capital projects at yearend.
	EDUE4 I1	<b>Use of LA Annex funding from Central South Consortium</b> Increase income budget to reflect current levels of funding received from CSC.	0	0	45	45	0	45	0	Central South Consortium funding yet to be received but is expected in full.
<b>Education Total</b>			<b>230</b>	<b>35</b>	<b>45</b>	<b>310</b>	<b>23</b>	<b>310</b>	<b>0</b>	
Planning, Transport and Environment	PTE E1	<b>Street Lighting Energy Initiatives</b> Continuation of the implementation of the LED & dimming regime across entire Street Lighting network, which is resulting in decreased energy usage.	0	40	0	40	10	40	0	It is anticipated that these savings will be achieved in full.
	PTE E2	<b>Highways - Electrical Team</b> Reduced reliance on Street Lighting structural & electrical testing revenue budgets due to Capital investment in new infrastructure.	0	15	0	15	4	15	0	It is anticipated that these savings will be achieved in full.
	PTE E3	<b>Staffing Efficiencies across PTE</b> Deletion of posts that equate to 2.4 FTE reduction in the directorate.	41	0	0	41	41	41	0	This saving has been achieved in full.
	PTE I1	<b>PTE - General Fees &amp; charges</b> Additional income through increases to a number of fees & charges in respect of highways and transportation.	0	0	10	10	3	10	0	It is anticipated that these savings will be achieved in full.
	PTE I3	<b>Building Control- Supplemental charging for Property Searches</b> Additional income through recently introduced Land Search fees.	0	0	60	60	60	60	0	This saving has been achieved in full.
	PTE I4	<b>Road Safety Team</b> Improve recharging & full cost recovery to Grant funded schemes.	0	0	10	10	3	10	0	It is anticipated that these savings will be achieved in full.
	PTE I5	<b>Transport Policy - Review basis of recharging to Grant funded schemes</b> Improve recharging & full cost recovery to Grant funded schemes.	0	0	25	25	2	25	0	It is anticipated that these savings will be achieved in full.
<b>Planning, Transport and Environment Total</b>			<b>41</b>	<b>55</b>	<b>105</b>	<b>201</b>	<b>123</b>	<b>201</b>	<b>0</b>	
P&C - Performance and Partnerships	P+PI1	<b>Media &amp; Communications - Increased income</b> An increased income target for the design team in line with performance over 2019/20 & 2020/21.	0	0	30	30	10	30	0	It is anticipated that these savings will be achieved in full.
	P+PI2	<b>Cardiff Research Centre - Increased income</b> An increased income target for Cardiff Research Centre in line with performance in 2020/21.	0	0	20	20	0	20	0	It is anticipated that these savings will be achieved in full.
	P+PI3	<b>Bilingual Cardiff - Increase external income</b> Align budget in line with the external income currently being achieved.	0	0	25	25	7	25	0	It is anticipated that these savings will be achieved in full.
	P+PE1	<b>Policy &amp; Partnerships - Efficiency</b> A reduction in the policy initiatives budget and the deletion of a vacant post.	26	8	0	34	29	34	0	It is anticipated that these savings will be achieved in full.
<b>People and Communities - Performance and Partnerships Total</b>			<b>26</b>	<b>8</b>	<b>75</b>	<b>109</b>	<b>46</b>	<b>109</b>	<b>0</b>	
Initiatives	HAC E1	<b>Review of Central Hub staffing linked to alignment of Advice Service</b> Alignment of advice services and a relocation of teams resulting in a reduction of staffing required at the Central Hub.	60	0	0	60	60	60	0	Associated posts were deleted and the full saving will be realised from 1.10.22 when employee leaves on voluntary severance.

People & Communities - Housing and Commu	HAC E2	<b>Universal Credit roll out - reduction in benefit administration</b> As Universal Credit continues to be rolled out the caseload of Housing Benefit continues to reduce, thus reducing the workload of assessors. The saving reflects the reduction of 4 FTE plus savings on overtime. The figure reflects some of the staffing savings being a part year only in 2022/23 .	109	46	0	155	117	155	0	This saving has been achieved through turnover of staff and overtime budget is being managed and projected saving is due to be achieved.
	HAC E3	<b>Restructure of Strategy &amp; Housing Need management team</b> A proposed restructure resulting in the net reduction of 1 Grade 10 post and a reduction in hours. The saving is a part year figure, estimated to commence in July 2022.	39	0	0	39	39	39	0	This saving is projected to be achieved in full once the planned voluntary severance has taken place.
	HAC E4	<b>Digital Efficiencies - increase use of scan stations in Hubs and Hybrid Mail</b> To increase the use of scan stations in the Hubs and use of hybrid mail resulting in staffing efficiencies. The saving reflects a mini-restructure together with review of HRA contributions.	60	0	0	60	60	60	0	The planned restructure and voluntary severance has taken place and the saving has been realised in full
	HAC I1	<b>Realignment of Estate Management Costs</b> Reflecting appropriate HRA contributions to post funding.	0	0	68	68	68	68	0	The HRA contribution has been agreed and saving has been achieved in full
<b>People and Communities - Housing and Communities Total</b>			<b>268</b>	<b>46</b>	<b>68</b>	<b>382</b>	<b>344</b>	<b>382</b>	<b>0</b>	
People and Communities - Adults' Services	ADU E1	<b>Mental Health Services, increasing accommodation and support</b> The development of new housing projects to step people down from more expensive mental health provision options.	0	150	0	150	0	75	75	Part year savings expected in 2022/23 - reflects move-in times to the new housing project. The unachieved component is a delay and will be achieved in subsequent years.
	ADU E2	<b>Older Persons- use of extra care for reablement and respite</b> The use of recently commissioned respite /reablement space within Llys Enfys as an alternative to care home provision.	0	57	0	57	0	0	57	This saving is not anticipated to be achieved in full at this time
	ADU E3	<b>Learning Disabilities, increasing accommodation and support</b> The development of new supported living arrangements to enable step down from more expensive options.	0	100	0	100	60	119	-19	A slight over-achievement of savings target is anticipated.
	ADU E4	<b>Mental Health - Increase use of Shared Lives /Adult Placements as an alternative to care home /supported living.</b> The potential to increase the availability of Adult Placements for those with Learning Disabilities, mental health and dementia.	0	27	0	27	10	10	17	This saving is not anticipated to be achieved in full at this time
	ADU E5	<b>Older Persons - Utilisation of Occupational Therapists / Investment in Review Arrangements</b> Strengthen the review process in Adult Services to include Occupational Therapist input, building on the approach taken in the Independent Living Service to review double handed care packages.	0	102	0	102	51	102	0	Working with directorate re: ongoing impact of package review.
	ADU I1	<b>Adult Mental Health - Health Contribution</b> Ensuring appropriate contributions from Health towards the cost of care packages.	0	0	125	125	30	125	0	It is anticipated that these savings will be achieved in full.
	ADU I2	<b>Mental Health Services for Older People - Health Contribution</b> Ensuring appropriate contributions from Health towards the cost of care packages.	0	0	175	175	44	175	0	It is anticipated that these savings will be achieved in full.
	ADU I3	<b>Learning Disabilities - Health Contribution</b> Reflecting contributions from Health towards the cost of care packages.	0	0	100	100	25	100	0	It is anticipated that these savings will be achieved in full.
<b>People and Communities - Adults' Services Total</b>			<b>0</b>	<b>436</b>	<b>400</b>	<b>836</b>	<b>220</b>	<b>706</b>	<b>130</b>	
People and Communities - Childrens' Services	CHD E1	<b>Shifting the balance of Care : Review Hub</b> The implementation of the review hub is expected to increase intervention and provide earlier support to children, young people and their families leading to stepping down of Care and Support cases where appropriate, resulting in a reduction in associated costs.	0	319	0	319	108	319	0	Reviewing hub now in place. Savings indicated include previous placements that have been reassessed or stepped down. However, increasing price pressures and demand has resulted in a net overspend position in residential and bespoke placements.
	CHD E2	<b>Workforce</b> Improve recruitment and retention of permanent staff will reduce the reliance on more costly agency arrangements.	84	0	0	84	0	84	0	No budget savings possible so far this year and unlikely to be achieved due to the additional workload from placement programme.
	CHD E3	<b>Shifting the balance of Care : Appropriate placement finding</b> Reduction in placement costs through appropriate use of Falconwood Assessment Centre, increased in-house fostering, supported lodgings and kinship placements. Prioritisation of independent fostering for children with the highest needs (parent and baby/complex needs), alongside enhanced step down services.  The saving is net of the pump-prime budget to fund the additional workforce required internally.	0	2,240	0	2,240	750	2240	0	Savings projected include residential placements stepped down through Young Persons Gateway, Fostering and those returned home. Latest figures suggest 32 cases have been stepped down. However, increasing price pressures and demand has resulted in a net overspend position in residential and bespoke placements.
<b>People and Communities - Children Services Total</b>			<b>84</b>	<b>2,559</b>	<b>0</b>	<b>2,643</b>	<b>858</b>	<b>2,643</b>	<b>0</b>	
Resources	RES E2	<b>Reducing the net budget of the Information Governance Function</b> Management of vacant posts within Information Governance.	22	0	18	40	30	40	0	Currently vacant posts being managed
	RES E3	<b>Realigning the Finance and Accountancy function and an income review of the service.</b> A restructure of the Accountancy Function and realignment of resources across Finance, focusing on establishing professional posts so that the service continues to deliver a high quality service, whilst identifying sustainable funding.	28	0	50	78	60	78	0	Currently resources being managed across Finance and Accountancy.
	RES I1	<b>Reducing the net budget of the Revenues Function</b> Maximising the income funding that is being collected by Revenues and ensuring that a proportion of this amount is allocated to the services inspecting, collecting and recovering.	0	0	150	150	100	150	0	Current projections indicate saving will be achieved in full.
<b>Resources Total</b>			<b>50</b>	<b>0</b>	<b>218</b>	<b>268</b>	<b>190</b>	<b>268</b>	<b>0</b>	
<b>Council Total</b>			<b>863</b>	<b>3,370</b>	<b>1,325</b>	<b>5,558</b>	<b>2,095</b>	<b>5,318</b>	<b>240</b>	

<b><u>DIRECTORATE &amp; SCHEME</u></b>		<b>2022-2023 Programme</b>	<b>2021-22 Slippage</b>	<b>Budget Revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2022-23</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>											
<b><u>Business &amp; Investment</u></b>											
1	Town Centre Loan Scheme	0	0	0	0	450	450	450	0	0	0
2	S106 Schemes	54	50	(50)	0	0	54	51	(3)	0	(3)
<b>Total Business &amp; Investment</b>		<b>54</b>	<b>50</b>	<b>(50)</b>	<b>0</b>	<b>450</b>	<b>504</b>	<b>501</b>	<b>(3)</b>	<b>0</b>	<b>(3)</b>
<b><u>City Development &amp; Major Projects</u></b>											
3	Black Tower Tales	0	15	0	0	0	15	15	0	0	0
4	Economic Stimulus Support James Street	1,930	0	0	0	0	1,930	0	(1,930)	0	(1,930)
5	International Sports Village Phase 1 - Land Acquisition	7,400	(9,180)	9,745	0	0	7,965	7,965	0	0	0
6	International Sports Village Phase 2 - Development	2,500	(435)	0	0	0	2,065	500	(1,565)	0	(1,565)
7	Central Square Public Realm	342	0	0	0	0	342	0	(342)	0	(342)
8	Indoor Arena	26,300	10,008	0	0	0	36,308	3,750	(32,558)	0	(32,558)
9	Cardiff East Regeneration Strategy	1,500	247	0	0	0	1,747	1,500	(247)	0	(247)
<b>Total City Development &amp; Major Projects</b>		<b>39,972</b>	<b>655</b>	<b>9,745</b>	<b>0</b>	<b>0</b>	<b>50,372</b>	<b>13,730</b>	<b>(36,642)</b>	<b>0</b>	<b>(36,642)</b>
<b><u>Parks &amp; Green Spaces</u></b>											
10	Asset Renewal Buildings	58	0	0	0	0	58	58	0	0	0
11	Asset Renewal Parks Infrastructure	140	147	0	0	0	287	287	0	0	0
12	Play Equipment	290	(109)	0	0	0	181	181	0	0	0
13	Teen/Adult Informal Sport and Fitness Facilities	200	200	0	0	0	400	40	(360)	0	(360)
14	Green Flag Park Infrastructure Renewal	100	61	0	0	0	161	161	0	0	0
15	Roath Park Dam	1,850	(363)	0	0	0	1,487	410	(1,077)	0	(1,077)
16	Flatholm Island - HLF Project	375	25	0	0	0	400	50	(350)	0	(350)
17	S106 Funded Schemes	1,423	1,277	(1,277)	0	0	1,423	1,750	327	0	327
<b>Total Parks &amp; Green Spaces</b>		<b>4,436</b>	<b>1,238</b>	<b>(1,277)</b>	<b>0</b>	<b>0</b>	<b>4,397</b>	<b>2,937</b>	<b>(1,460)</b>	<b>0</b>	<b>(1,460)</b>
<b><u>Leisure</u></b>											
18	Pentwyn Leisure Centre Redevelopment	200	1,444	0	0	0	1,644	250	(1,394)	0	(1,394)
<b>Total Leisure</b>		<b>200</b>	<b>1,444</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,644</b>	<b>250</b>	<b>(1,394)</b>	<b>0</b>	<b>(1,394)</b>
<b><u>Venues &amp; Cultural Facilities</u></b>											
19	Asset Renewal Buildings St Davids's Hall	0	240	0	0	0	240	240	0	0	0
20	Asset Renewal Buildings New Theatre	0	12	0	0	0	12	12	0	0	0
<b>Total Venues &amp; Cultural Facilities</b>		<b>0</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>252</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Property &amp; Asset Management</u></b>											
21	Asset Renewal Buildings	1,188	1,442	0	0	0	2,630	2,130	(500)	0	(500)
22	Community Asset Transfer	(73)	98	0	0	0	25	0	(25)	0	(25)
23	Investment Property Strategy	0	0	0	0	1,625	1,625	1,625	0	0	0
24	Cardiff Central Market Regeneration - HLF	50	19	0	0	0	69	107	38	0	38
25	Codebreakers Statue	0	0	0	0	173	173	173	0	0	0
<b>Total Property &amp; Asset Management</b>		<b>1,165</b>	<b>1,559</b>	<b>0</b>	<b>0</b>	<b>1,798</b>	<b>4,522</b>	<b>4,035</b>	<b>(487)</b>	<b>0</b>	<b>(487)</b>
<b><u>Harbour Authority</u></b>											
26	Harbour Asset Renewal	26	0	0	0	521	547	547	0	0	0
<b>Total Harbour Authority</b>		<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>521</b>	<b>547</b>	<b>547</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b><u>DIRECTORATE &amp; SCHEME</u></b>		<b>2022-2023 Programme</b>	<b>2021-22 Slippage</b>	<b>Budget Revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2022-23</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Recycling Waste Management Services</u></b>											
27	Waste Recycling and Collection Review	(815)	815	0	0	0	0	0	0	0	0
28	Waste Recycling and Depot Site Infrastructure	300	216	0	(56)	18	478	478	0	0	0
29	Property Asset Renewal	109	0	0	0	0	109	109	0	0	0
30	Material Recycling Facility	45	21	0	56	0	122	122	0	0	0
31	Waste Grants Match funding	0	100	0	0	0	100	0	(100)	0	(100)
32	Circular Economy Fund Grant	1,000	0	(1,000)	0	0	0	0	0	0	0
33	Rapid Charging Infrastructure	1,000	162	0	0	(979)	183	183	0	0	0
34	Re-Use Shop Cabin (Wastesavers)	0	0	0	0	1	1	1	0	0	0
35	Caru Cymru (Keep Wales Tidy)	0	0	0	0	16	16	16	0	0	0
<b>Total Recycling Waste Management Services</b>		<b>1,639</b>	<b>1,314</b>	<b>(1,000)</b>	<b>0</b>	<b>(944)</b>	<b>1,009</b>	<b>909</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>		<b>47,492</b>	<b>6,512</b>	<b>7,418</b>	<b>0</b>	<b>1,825</b>	<b>63,247</b>	<b>23,161</b>	<b>(40,086)</b>	<b>0</b>	<b>(40,086)</b>
<b><u>EDUCATION &amp; LIFELONG LEARNING</u></b>											
<b><u>Schools - General</u></b>											
<b><u>Planning &amp; Development</u></b>											
36	Asset Renewal Buildings	2,302	0	0	0	5,461	7,763	7,763	0	0	0
37	Asset Renewal Invest to Save	4,000	4,677	0	0	0	8,677	15,402	6,725	0	6,725
38	Suitability / Sufficiency	1,040	0	0	0	4,372	5,412	5,412	0	0	0
39	WG Capital: Welsh Medium	0	0	0	0	1,383	1,383	1,383	0	0	0
40	WG Capital: Universal Free School Meals	0	0	0	0	3,822	3,822	3,822	0	0	0
41	S106 Funded Schemes	1,273	1,806	(1,806)	0	1,602	2,875	2,875	0	0	0
<b>Total Planning &amp; Development</b>		<b>8,615</b>	<b>6,483</b>	<b>(1,806)</b>	<b>0</b>	<b>16,640</b>	<b>29,932</b>	<b>36,657</b>	<b>6,725</b>	<b>0</b>	<b>6,725</b>
<b><u>Schools Organisation Planning</u></b>											
42	21st Century Schools - Band A	0	0	0	0	0	0	750	0	750	750
43	21st Century Schools - Band B	45,190	4,041	0	0	(3,985)	45,246	29,637	(15,609)	0	(15,609)
<b>Total Schools Organisation Planning</b>		<b>45,190</b>	<b>4,041</b>	<b>0</b>	<b>0</b>	<b>(3,985)</b>	<b>45,246</b>	<b>30,387</b>	<b>(15,609)</b>	<b>750</b>	<b>(14,859)</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>		<b>53,805</b>	<b>10,524</b>	<b>(1,806)</b>	<b>0</b>	<b>12,655</b>	<b>75,178</b>	<b>67,044</b>	<b>(8,884)</b>	<b>750</b>	<b>(8,134)</b>
<b><u>PEOPLE &amp; COMMUNITIES</u></b>											
<b><u>COMMUNITIES &amp; HOUSING</u></b>											
<b><u>Neighbourhood Regeneration</u></b>											
44	Neighbourhood Renewal Schemes	350	353	0	0	290	993	603	(390)	0	(390)
45	District Local Centres	0	235	0	0	0	235	0	(235)	0	(235)
46	Transforming Towns Placemaking	0	0	0	0	106	106	106	0	0	0
47	Alleygating	100	98	0	0	0	198	50	(148)	0	(148)
48	Targeted Regeneration Investment Programme Matchfunding	0	801	0	0	0	801	801	0	0	0
49	St Mary Street Improvement Works	0	0	0	0	93	93	93	0	0	0
50	Rhiwbina Hub	0	281	0	0	545	826	826	0	0	0
51	City Centre Youth Hub	(650)	784	0	0	0	134	34	(100)	0	(100)
52	Youth Zone - Cowbridge Road West Regeneration	1,000	(98)	0	0	0	902	825	(77)	0	(77)
53	S106 Funded Projects	287	(318)	318	0	0	287	61	(226)	0	(226)
<b>Total Neighbourhood Regeneration</b>		<b>1,087</b>	<b>2,136</b>	<b>318</b>	<b>0</b>	<b>1,034</b>	<b>4,575</b>	<b>3,399</b>	<b>(1,176)</b>	<b>0</b>	<b>(1,176)</b>

<b><u>DIRECTORATE &amp; SCHEME</u></b>		<b>2022-2023 Programme</b>	<b>2021-22 Slippage</b>	<b>Budget Revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2022-23</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Housing (General Fund)</u></b>											
54	Disabled Facilities Service	4,100	1,172	0	(2)	384	5,654	<b>5,354</b>	(300)	0	<b>(300)</b>
55	Enable Grant	540	0	0	0	115	655	<b>655</b>	0	0	<b>0</b>
56	Independent Living Wellbeing Hub - Displacement	3,500	1,101	0	0	0	4,601	<b>0</b>	(4,601)	0	<b>(4,601)</b>
57	Disbursed Accommodation VAWDASV	0	0	0	0	602	602	<b>602</b>	0	0	<b>0</b>
58	Assistive Living	0	0	0	2	0	2	<b>2</b>	0	0	<b>0</b>
59	Traveller Site Expansion	250	0	0	0	0	250	<b>100</b>	(150)	0	<b>(150)</b>
60	Estate Environmental Improvements	80	3	0	0	0	83	<b>183</b>	100	0	<b>100</b>
<b>Total Housing</b>		<b>8,470</b>	<b>2,276</b>	<b>0</b>	<b>0</b>	<b>1,101</b>	<b>11,847</b>	<b>6,896</b>	<b>(4,951)</b>	<b>0</b>	<b>(4,951)</b>
<b><u>Flying Start</u></b>											
61	Flying Start	1,000	0	0	(1,000)	137	137	<b>137</b>	0	0	<b>0</b>
62	Moorland Primary	0	500	(200)	1,000	1,750	3,050	<b>500</b>	(2,550)	0	<b>(2,550)</b>
63	Childcare	0	204	0	0	0	204	<b>204</b>	0	0	<b>0</b>
<b>Total Flying Start</b>		<b>1,000</b>	<b>704</b>	<b>(200)</b>	<b>0</b>	<b>1,887</b>	<b>3,391</b>	<b>841</b>	<b>(2,550)</b>	<b>0</b>	<b>(2,550)</b>
<b>Total Communities &amp; Housing</b>		<b>10,557</b>	<b>5,116</b>	<b>118</b>	<b>0</b>	<b>4,022</b>	<b>19,813</b>	<b>11,136</b>	<b>(8,677)</b>	<b>0</b>	<b>(8,677)</b>
<b><u>SOCIAL SERVICES</u></b>											
<b><u>Adult Services</u></b>											
64	Tremorfa Day Services	0	36	0	0	0	36	<b>36</b>	0	0	<b>0</b>
<b>Total Adult Services</b>		<b>0</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Children's Services</u></b>											
65	Accommodation Strategy	0	(18)	18	0	0	0	<b>0</b>	0	0	<b>0</b>
66	Young Persons Gateway Accommodation	0	248	0	0	0	248	<b>50</b>	(198)	0	<b>(198)</b>
67	Residential Provision for Children Looked After	0	500	0	0	0	500	<b>0</b>	(500)	0	<b>(500)</b>
68	Respite - Learning Disabilities behaviour that challenges (Ty Storrie) - Displacement	100	1,135	0	0	0	1,235	<b>200</b>	(1,035)	0	<b>(1,035)</b>
69	Edge of Care Units (*2) - Bringing out of county home - Displacement	0	455	0	0	0	455	<b>455</b>	0	0	<b>0</b>
70	Childrens Assessment Centres - Displacement	0	455	0	0	0	455	<b>0</b>	(455)	0	<b>(455)</b>
71	Safer Accommodation - Displacement	0	695	0	0	0	695	<b>0</b>	(695)	0	<b>(695)</b>
<b>Children's Services</b>		<b>100</b>	<b>3,470</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>3,588</b>	<b>705</b>	<b>(2,883)</b>	<b>0</b>	<b>(2,883)</b>
<b>Total Social Care</b>		<b>100</b>	<b>3,506</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>3,624</b>	<b>741</b>	<b>(2,883)</b>	<b>0</b>	<b>(2,883)</b>
<b>TOTAL PEOPLE &amp; COMMUNITIES</b>		<b>10,657</b>	<b>8,622</b>	<b>136</b>	<b>0</b>	<b>4,022</b>	<b>23,437</b>	<b>11,877</b>	<b>(11,560)</b>	<b>0</b>	<b>(11,560)</b>
<b><u>PLANNING, TRANSPORT &amp; ENVIRONMENT</u></b>											
<b><u>Energy Projects &amp; Sustainability</u></b>											
72	Cardiff Heat Network	4,628	1,550	0	0	0	6,178	<b>8,178</b>	2,000	0	<b>2,000</b>
73	Energy Retrofit of Buildings (REFIT - Invest to Save)	0	0	0	0	129	129	<b>129</b>	0	0	<b>0</b>
74	One Planet Strategy Small Schemes & Matchfunding	500	360	0	0	0	860	<b>560</b>	(300)	0	<b>(300)</b>
<b>Total Energy Projects &amp; Sustainability</b>		<b>5,128</b>	<b>1,910</b>	<b>0</b>	<b>0</b>	<b>129</b>	<b>7,167</b>	<b>8,867</b>	<b>1,700</b>	<b>0</b>	<b>1,700</b>

<b>DIRECTORATE &amp; SCHEME</b>		<b>2022-2023 Programme</b>	<b>2021-22 Slippage</b>	<b>Budget Revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2022-23</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Bereavement &amp; Registration Services</u></b>											
75	New Cemetery Site (Invest To Save)	0	0	0	0	539	539	539	0	0	0
76	Bereavement Asset Renewal	95	95	0	0	0	190	134	(56)	0	(56)
<b>Total Bereavement &amp; Registration Services</b>		<b>95</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>539</b>	<b>729</b>	<b>673</b>	<b>(56)</b>	<b>0</b>	<b>(56)</b>
<b><u>Highway Infrastructure</u></b>											
77	Highway Carriageway - Reconstruction	100	58	0	233	0	391	391	0	0	0
78	Highway Resurfacing	2,300	2,674	0	(2,400)	0	2,574	3,136	562	0	562
79	Footpaths	760	0	0	467	0	1,227	1,760	533	0	533
80	Footway Improvements around Highway Trees	125	0	0	0	0	125	125	0	0	0
81	Millennium Walkway	400	(400)	0	0	0	0	0	0	0	0
82	Bridges & Structures	600	902	0	0	26	1,528	603	(925)	0	(925)
83	Street Lighting Renewals	740	384	0	0	0	1,124	324	(800)	0	(800)
84	LED Lighting Residential (Invest to Save)	1,200	773	0	0	0	1,973	2,447	474	0	474
85	Coastal Erosion Scheme Rover Way to Lamby Way	4,000	196	0	0	260	4,456	260	(4,196)	0	(4,196)
86	Flood Prevention Schemes	250	238	0	0	577	1,065	618	(447)	0	(447)
<b>Total Highway Maintenance</b>		<b>10,475</b>	<b>4,825</b>	<b>0</b>	<b>(1,700)</b>	<b>863</b>	<b>14,463</b>	<b>9,664</b>	<b>(4,799)</b>	<b>0</b>	<b>(4,799)</b>
<b><u>Traffic &amp; Transportation</u></b>											
87	Asset Renewal Telematics / Butetown Tunnel	300	501	0	0	0	801	801	0	0	0
88	Cycling Development	800	1,941	0	(1,000)	0	1,741	1,000	(741)	0	(741)
89	Road Safety Schemes	335	0	0	0	0	335	335	0	0	0
90	WG Grant Matchfunding	375	136	0	0	0	511	316	(195)	0	(195)
91	WG (Local Transport Fund)	3,000	185	0	0	(630)	2,555	2,370	(185)	0	(185)
92	WG (Road Safety Casualty Reduction)	0	0	0	0	89	89	89	0	0	0
93	WG (Safe Routes in Communities)	600	0	0	0	39	639	639	0	0	0
94	WG (Active Travel Fund)	10,000	0	0	0	(761)	9,239	9,239	0	0	0
95	WG (20mph Core Allocation)	0	0	0	0	316	316	316	0	0	0
96	WG (Air Quality)	5,000	0	0	0	(2,493)	2,507	2,507	0	0	0
97	WG (Bus Infrastructure Fund)	0	0	0	0	1,511	1,511	551	(960)	0	(960)
98	City Centre Eastside and Canal Phase 1	3,750	21	0	1,300	1,328	6,399	6,399	0	0	0
99	City Centre Transport Schemes Matchfunding	259	(83)	0	1,700	0	1,876	491	(1,385)	0	(1,385)
100	City Centre Transport Impact - Enabling works	1,000	1,500	0	0	0	2,500	1,000	(1,500)	0	(1,500)
101	Moving Offences Enforcement / P&D Equipment	125	0	0	0	(125)	0	0	0	0	0
102	Bus Corridor Improvements	335	139	0	(300)	0	174	9	(165)	0	(165)
103	Cardiff West Interchange	0	225	0	0	0	225	25	(200)	0	(200)
104	S106 Funded Schemes	1,202	440	(440)	0	0	1,202	484	(718)	0	(718)
<b>Total Traffic &amp; Transportation</b>		<b>27,081</b>	<b>5,005</b>	<b>(440)</b>	<b>1,700</b>	<b>(726)</b>	<b>32,620</b>	<b>26,571</b>	<b>(6,049)</b>	<b>0</b>	<b>(6,049)</b>
<b><u>Strategic Planning &amp; Regulatory</u></b>											
105	S106 Projects	681	172	(172)	0	0	681	34	(647)	0	(647)
<b>Total Strategic Planning &amp; Regulatory</b>		<b>681</b>	<b>172</b>	<b>(172)</b>	<b>0</b>	<b>0</b>	<b>681</b>	<b>34</b>	<b>(647)</b>	<b>0</b>	<b>(647)</b>
<b>TOTAL PLANNING, TRANSPORT &amp; ENVIRONMENT</b>		<b>43,460</b>	<b>12,007</b>	<b>(612)</b>	<b>0</b>	<b>805</b>	<b>55,660</b>	<b>45,809</b>	<b>(9,851)</b>	<b>0</b>	<b>(9,851)</b>



**DIRECTORATE & SCHEME****RESOURCES****Technology**

	2022-2023 Programme	2021-22 Slippage	Budget Revision	Virements	Changes & New Approvals	Total Programme 2022-23	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
106 Modernising ICT to improve Business Processes	44	207	0	0	0	251	251	0	0	0
107 ICT Refresh	800	541	0	0	0	1,341	1,041	(300)	0	(300)
<b>Total Technology</b>	<b>844</b>	<b>748</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,592</b>	<b>1,292</b>	<b>(300)</b>	<b>0</b>	<b>(300)</b>

**Central Transport Services**

108 Vehicle Replacement - Lease or Buy	4,700	(2,304)	0	0	1,104	3,500	3,500	0	0	0
<b>Total Central Transport Services</b>	<b>4,700</b>	<b>(2,304)</b>	<b>0</b>	<b>0</b>	<b>1,104</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Corporate**

109 Contingency	200	0	0	0	(200)	0	0	0	0	0
110 Invest to Save - Small Schemes	500	0	0	0	(500)	0	0	0	0	0
111 City Deal WIF Payment to Region	(6,792)	6,792	0	0	0	0	0	0	0	0
112 Core Office Strategy - Digital Infrastructure	1,450	5,402	0	0	0	6,852	2,700	(4,152)	0	(4,152)
113 Web casting and Infrastructure	0	160	0	0	(20)	140	140	0	0	0
114 Electric Bus and Infrastructure Grant Scheme - Displacement	0	7,949	0	0	0	7,949	800	(7,149)	0	(7,149)
<b>Total Corporate</b>	<b>(4,642)</b>	<b>20,303</b>	<b>0</b>	<b>0</b>	<b>(720)</b>	<b>14,941</b>	<b>3,640</b>	<b>(11,301)</b>	<b>0</b>	<b>(11,301)</b>

**TOTAL RESOURCES**

<b>TOTAL RESOURCES</b>	<b>902</b>	<b>18,747</b>	<b>0</b>	<b>0</b>	<b>384</b>	<b>20,033</b>	<b>8,432</b>	<b>(11,601)</b>	<b>0</b>	<b>(11,601)</b>
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**TOTAL GENERAL FUND**

<b>TOTAL GENERAL FUND</b>	<b>156,316</b>	<b>56,412</b>	<b>5,136</b>	<b>0</b>	<b>19,691</b>	<b>237,555</b>	<b>156,323</b>	<b>(81,982)</b>	<b>750</b>	<b>(81,232)</b>
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**PUBLIC HOUSING (HRA)**

115 Estate Regeneration and Stock Remodelling	2,650	(2,473)	2,473	0	0	2,650	2,950	300	0	300
116 External and Internal improvements to buildings	19,150	9,166	(9,166)	0	0	19,150	26,555	7,405	0	7,405
117 Disabled Facilities Service	3,000	848	(848)	0	0	3,000	3,000	0	0	0
118 Housing New Builds & Acquisitions	49,810	32,043	(32,043)	0	0	49,810	41,905	(7,905)	0	(7,905)
<b>TOTAL PUBLIC HOUSING</b>	<b>74,610</b>	<b>39,584</b>	<b>(39,584)</b>	<b>0</b>	<b>0</b>	<b>74,610</b>	<b>74,410</b>	<b>(200)</b>	<b>0</b>	<b>(200)</b>

**TOTAL**

<b>TOTAL</b>	<b>230,926</b>	<b>95,996</b>	<b>(34,448)</b>	<b>0</b>	<b>19,691</b>	<b>312,165</b>	<b>230,733</b>	<b>(82,182)</b>	<b>750</b>	<b>(81,432)</b>
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## **Appendix 5 – General Fund Capital Schemes Update – Month 9**

In February 2022, the Council approved a new General Fund Capital Programme of £156.316 million for 2022/23 and an indicative programme to 2026/27. The budget for the General Fund has since been adjusted to £237.555 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.

### **Economic Development**

1. The Directorate Programme for 2022/23 is £63.247 million; with an initial variance of £40.086 million identified and largely attributable to changes in timescales for the Indoor Arena project.

### **Business and Investment**

2. The Council has drawn down repayable loan funding totalling £6.060 million from Welsh Government for the implementation of town centre regeneration schemes to bring back vacant, underutilised, or redundant buildings into beneficial use. Onward loans are approved by the Council following a due diligence process with payments in this year to date being a £230,000 loan to Tramshed Tech Ltd to support expansion of business services and flexible office space and the balance of £200,000 towards the Parador 44 hotel development. It should be noted that all risk in respect to repayable loans received from Welsh Government remains with the Local Authority.
3. The Black Tower Tales visitor experience at Cardiff Castle opened in May 2021, with the scheme costing a total of £351,000. The remaining budget of £15,000 is to be spent on final snagging works.
4. The £1.930 million disposal proceeds from land appropriation of the James Street site in Butetown are carried forward towards the Council's obligations in respect of enabling costs for the arena.
5. In September 2021, Cabinet agreed to progress the development strategy for the International Sports Village (ISV) by formally terminating an old Development Agreement with Greenbank Partnership Ltd on the waterfront site and agreeing to acquire all the land and assets owned by Greenbank at the ISV. Further land acquisition and associated costs incurred in 2022/23, including for the Ice Arena property, are approximately £8 million, in addition to the £11.180 million incurred in 2021/22. Expenditure on land acquisition is assumed to be recovered from sales of land. Close monitoring and reporting of the timescale and value of receipts will need to be undertaken and reported as part of the Annual Property Plan and future reports to Cabinet to ensure that there is no sustained impact on the Council's borrowing requirement and on the revenue costs of holding the sites. Additionally, £500,000 of expenditure is forecast towards professional fees on the development of a new velodrome within the redesigned ISV. Any drawdown of expenditure is assumed to be on an Invest to Save basis.
6. A final business case for the delivery of an Indoor Arena was approved by Cabinet in September 2021. Projected expenditure for 2022/23 is circa

£3.750 million, to include enabling land purchase and works. Completion of the Development and Funding Agreement is assumed in summer of 2023, later than originally assumed, which means a significant proportion of this year's budget (circa £33 million) will be carried forward into future years and reprofiled as part of an updated Arena affordability envelope.

7. Cabinet in October 2022 considered an update on the Llanrumney Regeneration Scheme including an outline of the developer's proposal for the delivery of a new road link and bridge connecting the A48 to the Llanrumney ward. As part of an agreed Cardiff East Regeneration Strategy, and completion of an agreement with partners, a grant totalling £1.5 million is awarded towards a partnership with Cardiff University, the Football Association of Wales, Cardiff City Football Club and House of Sport Ltd to develop a state-of-the-art sports complex and pitches, all currently under construction. The grant is to be funded by receipts from land sales.

### **Parks & Green Spaces**

8. Property Asset Renewal expenditure of £58,000 includes changing room works at Blackweir, Hailey Park, Lisvane and Trelai.
9. The Parks Asset Renewal Infrastructure budget for 2022/23 including slippage is £287,000 and is to be used for footpath reconstruction at Brachdy Lane, Beechtree Park, Waterloo and Grange Gardens. It will also be used for structural works, such as bridge replacement at Cath Cobb Woods, Hendre Lake and wall refurbishment at Insole Court. Subject to design and cost estimates, schemes may need to be prioritised.
10. As well as completion of several projects started in the previous year, design and upgrade works for a number of play area sites will be undertaken using developers' obligations, where available and eligible for use, as well as Council budgets as part of a replacement programme. This includes sites such as Heol Llanishen Fach and Drovers Way.
11. A budget of £400,000 including slippage of £200,000 carried forward has been allocated to improve the condition of multi-use games areas, fitness equipment, BMX tracks and skate parks across the city. All budgets made available have been allocated to a destination skate park proposed in Llanrumney which is currently the subject of detailed design and an acceptable tender exercise. Pending the outcome of the tender, it is currently assumed that most expenditure will fall in 2023/24.
12. The Green Flag Infrastructure Renewal budget is £161,000, including slippage, and is allocated to support the replacement of signage and infrastructure in existing Green Flag parks. Works onsite include footpaths at Hendre Lake, Roath Park Culvert Replacement and a log retaining wall at Roath Park.
13. Expenditure of £410,000 is forecast during 2022/23 in relation to Roath Park Dam. Investigatory / modelling works continue, along with a Phase 2 Stakeholder Consultation Exercise, focusing on the detailed design of the

scheme. This will be followed by a Cabinet Report confirming requirement, options and scope prior to any submission of a planning application.

14. Following on from the development phase, the Council and partners have been successful in securing Heritage Lottery Funding of up to £645,200 over the medium term towards the restoration of built and natural heritage on Flat Holm Island. This is for the Walk-through Time project, in partnership with RSPB Cymru and the Flat Holm Society, which aims to preserve its heritage, protect its rich wildlife, and attract more visitors to the site. Expenditure of £50,000 is projected to be spent on professional fees prior to any tender exercises.

### **Leisure**

15. The redevelopment of Pentwyn Leisure Centre was subject to a business case proposed to be self-financing from land sale receipts and revenue income. Land sale receipts from Llanrumney regeneration sites are no longer assumed to be available for this project. The budget for 2022/23 is £1.644 million including slippage, and expenditure of £250,000 on professional fees is forecast to be incurred for 2022/23. This is pending the confirmation of the scope, business case, and viability of options, with a risk of abortive costs, subject to agreed approach.

### **Venues and Cultural Facilities**

16. Property Asset Renewal works (£240,000) for St David's Hall include the completion of the fire alarm installation and replacement of the wheelchair lift. As part of initial necessary works undertaken at the New Theatre prior to handover to HQ Theatres, works included the upgrade of the building management system. Robust systems should be put in place with regular collaboration with the operator to action any residual Council responsibilities for the building on an ongoing basis.

### **Property & Asset Management**

17. Property Asset Renewal works include boiler/heating replacement at various locations including Central Library, Cardiff Castle, Llanover Hall and Lamby Way. They will also include health and safety works at Mansion House, Norwegian Church Centre, Cardiff Castle, Cathays Library, and remedial works at Cardiff International White-Water Centre. Slippage of £500,000 has been assumed into 2023/24 primarily due to further development work being required in larger schemes and the asset renewal work on the school's estate being prioritised.
18. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. No schemes are currently planned for 2022/23, so the unspent budget will be reprofiled to future years and reviewed to determine whether the budget is still required as part of the investment programme in 2023/24.
19. In line with the investment property strategy approved by Cabinet in 2016, a number of additional sites where the Council is the original freeholder and

has provided a lease will be acquired with a view to onward disposal for regeneration or to benefit from re-letting of sites. Subject to completion of legal terms, this includes two sites at Ipswich Road and also various Brains Pubs sites. An estimate of £1.625 million expenditure is assumed for the year and any onward disposals should be actioned as soon as possible to ensure any recurring costs of holding the properties are minimised.

20. In respect of Central Market, subject to successful grant funding, the Council has allocated circa £700,000 over four years to invest in the fabric of the building; improving the appearance, tackling structural issues and enhancing the commercial attractiveness. There was an initial budget of £69,000 for 2023/24 but expenditure for the year is estimated at £107,000 for professional fees, resulting in an increase of £38,000. A final grant submission to the Heritage Lottery Fund is now planned for May 2023, subject to identification of other funding sources to meet increased costs to secure a comprehensive regeneration of the site.
21. A new statue is to be erected in Cardiff Bay celebrating the Rugby Codebreakers, with grant support from Welsh Government and grassroots fundraising efforts, as well as a £50,000 contribution from the Council. Whilst the scheme is not due to complete until early 2023/24, circa £172,500 of the total cost will be incurred during the current financial year.

### **Harbour Authority**

22. The Harbour Asset Renewal budget approved for 2022/23 is £547,000, to be spent on completing the installation of boardwalk decking and steps and upgrading barrage control equipment in line with its asset management plan.

### **Recycling Waste Management Services**

23. The Capital programme for 2020/21 included an allocation of £815,000 to roll out a separate glass collection scheme. The Council's recycling strategy 2021-2025 was the subject of consultation with feedback and a phased programme of change to improve recycling performance considered by Cabinet. Subject to the implementation costs of the strategy over the period and availability of external grant funding, this budget is carried forward and is to be reviewed as part of the budget proposals for 2023/24 and individual business cases for agreed change actions.
24. The Waste Recycling and Depot Site Infrastructure budget of £478,000 is to be used for a range of infrastructure improvements at depot and recycling sites including health and safety works at the Heavy Goods Vehicle car park and the salt barn hardstanding and to address car park subsidence.
25. The Materials Recycling Facility (MRF) budget of £122,000 includes a virement from the Waste Recycling and Depot Site Infrastructure budget to partially offset a projected additional cost to replace key components to keep the facility operational.
26. A sum of £100,000 Council match funding which is included in the Capital Programme to help secure a range of Welsh Government grants is being

carried forward into 2023/24 to aim to secure any capital grant that may be available from the Circular Economy Fund during that year. No invitations to bid for Ultra Low Emissions Vehicle Transformation Funding to install electric vehicle charging infrastructure in car parks is expected, with wider schemes operating on a regional basis. Any assumed budget is removed from the programme at this stage.

### **Education and Lifelong Learning**

27. The Directorate Programme for 2022/23 is £75.178 million, with a projected variance of £8.134 million identified.

#### **Schools - General**

##### *Asset Renewal - Buildings*

28. The Council's asset renewal allocation of £2.302 million in 2022/23 was budgeted for works across the schools' estate including roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. The projected outturn on asset renewal has increased significantly since month 6 due to extension schemes and high value stonework projects commencing alongside higher than anticipated drainage works and roof repairs due to adverse weather. An additional £8.677 million, from the overall additional £25 million of Invest to Save funding approved in 2018/19, was allocated to address condition, health and safety and additional learning needs within the schools' estate. This funding is planned to be used flexibly to cover priority works within schools and an additional £6.725 million is anticipated to be drawn down earlier than planned for use in 2022/23. Additional Welsh Government (WG) grant of £5.461 million has been awarded in relation to capital maintenance and energy efficiency works.

##### *Asset Renewal – Suitability and Sufficiency*

29. The original Suitability and Sufficiency budget of £1.040 million is expected to be fully utilised in 2022/23 on a range of works including security and safeguarding works on boundaries and receptions across the schools' estate, as well as priority Disability Discrimination Act (DDA) adaptations. Additional Welsh Government grant awards have been made in relation to additional learning needs (ALN) capital works (£2.188 million) and Community Focus Schools (£2.184 million). Both are expected to be fully spent this financial year.

#### **Schools Organisation Plan – 21<sup>st</sup> Century Schools**

30. Additional works relating to Ysgol Glan Morfa demolition were identified resulting in additional expenditure of £750,000 and to be managed within the Band A financial model.
31. Band B of the 21<sup>st</sup> Century Schools Programme is underway with an original funding envelope of circa £284 million. This is to be funded by a Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The new Willows project has returned to

the Band B programme due to progress of the project, with Cathays High remaining a Mutual Investment Model (MIM) scheme.

32. Works at Fitzalan High School have a Welsh Government approved overall budget of £64.3 million. Expenditure on the project in 2022/23 is estimated to be £23.557 million of which £7.138 million relates to the final grant payment from Welsh Government including retention.
33. The Fairwater Campus scheme includes three schools (Cantonian, Riverbank and Woodlands) relocated onto one shared campus. The full business case is currently awaiting final Welsh Government approval with expenditure on planning, surveys, and professional fees underway. The scheme has progressed faster than original cash flow projections and funding has been brought forward in line with the award of the main works contract. Grant funding will be available once final Welsh Government approval has been granted and is assumed from 2023/24.
34. Two land acquisitions took place in 2020/21 costing £15.926 million in preparation for the Willows project. This was funded by Welsh Government in addition to the original Band B envelope but will attract the same level of Cardiff Council match funding as other secondary schools, 35% of the overall funding. The outline business case has now been approved by Welsh Government with enabling works underway.
35. Due to the requirement to resolve land issues, the St Mary the Virgin scheme has been reprofiled with no significant expenditure expected until 2023/24.
36. Other Band B schemes currently underway include Greenhill and the Court Special School. These schemes are currently incurring costs in relation to planning, surveys and professional fees which are funded through Band B Invest to Save funding prior to Welsh Government full business case sign off. Welsh Government grant of £22 million was awarded to acquire the former tax office site in Llanishen. The demolition and land remediation is due to commence late 2022/23 and continue into 2023/24. This year expenditure will be in relation to site security costs and planning for the demolition. The grant specifies that final use of the land must be for schools or education purposes and will form part of wider Band B considerations.

### **Schools Capital Grants**

37. Welsh Government have provided additional grant awards for Welsh Medium refurbishments in relation to Ysgol Bro Edeyrn food technology rooms, Ysgol Glantaf Specialist Resource Base and Ysgol Plasmawr toilets, totalling £1.383 million. Full expenditure is anticipated this financial year.
38. Universal Free School Meals Capital Grant is 100% funded from Welsh Government and is being utilised to update and expand catering provision across the school's estate starting with foundation phase schools. Full expenditure of £3.822 million is included in the month 9 position.

### **People & Communities**



39. The Directorate Programme for 2022/23 is £23.437 million with a variance of £11.560 million identified.

## **Communities & Housing**

### **Neighbourhood Regeneration**

40. The Neighbourhood Renewal Schemes Council budget of £703,000 includes £353,000 from the previous year. £290,000 of the Council's Shared Prosperity Fund allocation for 2022/23 is assumed to be added to this budget heading, giving a total programme for the year of £993,000. With many of the projects due to start in the new year and weather dependent, projected expenditure for the year is £603,000. Expenditure will include a new 3G sports pitch in Splott, Llanishen Park play area, Louisa Place and Old St Mellons Village centre public realm improvements, with remainder carried forward to the next financial year, to complete schemes and prepare for a new programme.
41. An initial budget allocation of £250,000 was requested and approved in 2021/22 towards District and Local Centres of which £235,000 was carried forward into the current financial year. Full slippage is assumed again whilst a comprehensive plan of priorities is determined in conjunction with successful grant bids. A grant award from the Welsh Government Transforming Towns Placemaking Programme has been received with allocations over the next three years of £306,000, £435,000, and £580,000 respectively. This is for a range of placemaking interventions to support priorities identified in South Riverside, Cowbridge Road East, Adamsdown/Roath and as part of the City Centre Recovery Strategy.
42. The need to complete legal procedures and consultation continues to result in delays in implementing alleygating projects, with approximately £50,000 of the total £198,000 budget forecast to be spent in year. The remainder will be available for schemes in 2023/24.
43. Several schemes progressed under the Welsh Government Targeted Regeneration Investment Programme (TRIP), paid for by a combination of external grant and Council match funding, are ending. This includes works on Tudor Street to improve the public realm environment and external improvements to commercial premises which will fully utilise the Council's match funding element of £801,000 carried forward from 2021/22 and allocated transport funding for city centre enabling works.
44. Improvement works at St Mary Street, costing an estimated £93,000, are to be paid for by agreed contributions from the Civil Parking Enforcement reserve.
45. Rhiwbina Community Wellbeing Hub refurbishment works are complete. Alongside the existing budget allocation and use of displaced grant funding from 2021/22, external grant funding has been approved towards the costs of the project. This includes £400,000 from the Welsh Government Health and Social Care Integration and Rebalancing Capital Fund and £100,000 proposed to be used from the Shared Prosperity Fund.

46. The Council budget remaining to develop a Multi-Agency City Centre Youth Hub totals £2.036 million. Pending a review by Cabinet of alternative options and sites to deliver a viable project, only professional fees are likely to be incurred during 2022/23. Risk of abortive costs will need to be considered. Expenditure of £34,000 is assumed to take place in the year.
47. A vacant site on Cowbridge Road West enjoys a prominent road frontage and is considered an important gateway site into the city and two neighbouring wards. From its potential match funding towards any project, the Council has purchased land at 22 Cowbridge Road West to determine regeneration opportunities via a youth community-based facility. This is currently subject to development of a business case to support external grant applications and working with external partners prior to a future report to Cabinet on next steps.

### **Housing (General Fund)**

48. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £5.654 million including slippage of £1.172 million. The total also includes a grant of £384,150 in relation to the Housing with Care Fund from the Cardiff and Vale University Health Board. Expenditure for the year is projected to be £5.354 million with slippage of approximately £300,000. This is subject to service demand following emergence from the pandemic and impacts arising from the price of equipment and materials.
49. As well as the above, an Enable Grant totalling £655,000 has been awarded by Welsh Government and will be fully utilised to deliver additional adaptations to help older, disabled, and vulnerable people by, accelerating discharge from hospital to a safe and comfortable home, reducing delayed transfers of care and improving the individual's ability to maintain independence at home.
50. Subject to a business case, approval of partners and finding a suitable site, the Council approved a budget of £5 million on a self-financing basis, to develop an independent wellbeing hub. Expenditure of £3.500 million was initially assumed when setting the budget for the year, however, this is subject to finding a suitable site and confirmation of a business case so full slippage is assumed into future years. At the end of 2021/22, a grant was received from Welsh Government of £1.101 million to support independent living solutions. This was used in that year and any displaced Council funding was carried forward towards the Council's costs of any approved wellbeing hub scheme. Any scheme would be subject to approval of external partners in line with their own processes and the Joint Agreement, as well as agreed contributions towards all costs.
51. The Council has been successful in a grant application of £602,000 to purchase and convert a property into Supported Accommodation for Women with Complex Needs. The property will be used to accommodate young women leaving care with ongoing support needs to help them achieve independent lives.

52. Following initial design, costs and review of ground conditions, the extent of any expansion to the Shirenewton Traveller site has been reduced in scope. Further design and development works costing up to £175,000 have been commissioned, with an estimated £100,000 to be spent in 2022/23, with a risk of further abortive costs, prior to any confirmation of costs and Welsh Government Grant approval towards costs of the project.
53. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier properties as part of the Public Housing programme. Schemes during the year include Pennsylvania, Arnold Avenue, Bronte Crescent and, subject to outcome of tenders, start on Trowbridge Green, with total expenditure of £183,000 currently anticipated and requiring £100,000 to be brought forward from the 2023/24 budget.
54. The Council is also working with Welsh Government to secure funding for a mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties in Llandaff North and Rumney. Subject to approval of the detailed business case and acceptance of any terms and conditions of grant, this is proposed to be the subject of a Cabinet consideration in March 2023.

### **Flying Start**

55. The budget for Flying Start Capital schemes for the year totals £3.187 million. This comprises of ongoing projects from previous years including an increased grant award of £3.050 million in relation to Moorland Primary. In year allocations of £137,000 will be utilised for refurbishment, ICT and external works at ten nursery sites across Cardiff with full expenditure of this capital funding anticipated this year.

### **Childcare Capital Grant**

56. Welsh Government have introduced a new Early Years and Childcare Capital Programme over three years to 2024-25. This is subject to a bidding and business case process and could include existing planned projects and/or new projects that have been identified from Childcare Sufficiency Assessments or as part of Flying Start childcare expansion plans. Funding applications will be developed and subject to approval be included in future monitoring reports. Slippage of £204,000 relates to grants provided to nurseries as part of additional funding awarded by Welsh Government carried forward from 2021/22.

### **Social Services**

#### **Adult Services**

57. There is a total programme budget of £36,000 due to slippage from 2021/22, all of which is due to be spent this year on professional fees for the design and development of a scheme for the Tremorfa Day Centre.

## Children's Services

58. The Young Persons Gateway Accommodation scheme aims to convert properties to include an office/sleep-in accommodation on site, to provide supported accommodation for young people (16-24 years) to help them live independently whilst still providing intensive 24-hour support. A framework agreement is currently in progress allowing the Council to source four additional 6-bed properties (24 units). Expenditure of £50,000 is forecast for the year with £198,000 slipped into next year to facilitate the sourcing of a further eighteen units in 2023/24.
59. As part of the Right Home, Right Support Children Looked After Commissioning Strategy (2019-2022), £1.5 million was also made available in the programme over a two-year period to develop an emergency pop-up unit, assessment units, and additional residential places in the city. £500,000 was made available during this financial year to secure additional properties. It is anticipated that this will need to be slipped again into 2023/24 as a result of receiving additional grant funding in 2021/22 and to support the Children's Services Accommodation Strategy. Any expenditure utilising both the above funds would need to be repaid on an Invest to Save basis.
60. In 2021/22, following numerous successful bids to the Intermediate Care Fund (ICF), £2.740 million of grant was allocated to the Council to support the development and acquisition of additional properties. Displaced Council funding is carried forward as slippage and is available to use for the following:
- Expansion of lower-level short break provision and improvements to respite accommodation at Ty Storrie for Children and Young People with Learning Disabilities and behaviour challenges. £200,000 expenditure is anticipated this year in developing the design of the latter, with slippage of £1.035 million.
  - To upgrade existing property and acquire additional property allowing an increase in children's residential provision.
  - Identify property to support specialist mental health and step-down from hospital specifically tailored to young people 10-18 years.
  - Young person's safe accommodation supported living, with a specific focus on supporting existing placements and helping young people to progress to live independent lives in permanent accommodation.

Property searches are being undertaken currently to support requirements with options including open market purchase, new build as well as re-purposing and upgrading existing Council assets. However due to the specialist nature of the property criteria, expenditure of £455,000 is currently projected, resulting in slippage into 2023/24 of £1.150 million. This may change as a result of timings of legal completion and consultation. Whilst grant funds have been received, it is essential that the expected outcomes of the grant award are met promptly and in accordance with a confirmed overall strategy.

The Council is also working with Regional Partners and Welsh Government to develop and bid for new Capital Funding Arrangement in place of Integrated Care Funding. This is to support several outcomes including increasing

housing with care for older people and for children, development of integrated health and social care hubs and centres and other care needs to support service delivery closer to home. Further detail on any specific proposals impacting on Cardiff, would be included in the programme following confirmation of confirmed grant awards.

### **Planning, Transport & Environment**

61. The Directorate Programme for 2022/23 is £55.660 million with a variance of £9.851 million identified.

### **Energy Projects & Sustainability**

62. In May 2019, the Council entered into an agreement to obtain grant funding of £6.628 million for Phase one of the Cardiff Heat Network project from the Department of Business, Energy, and Industrial Strategy (BEIS) and this was awarded in March 2021. A further £8.634 million interest free loan has also been agreed between the Council and Welsh Government and this will be passed on to Cardiff Heat Network (CHN) Limited, a special purpose vehicle created with the Council as sole shareholder. In any event that CHN is unable to repay the loan, the risks remain with the Council. In 2022/23, CHN limited has notified the Council of its intention to draw down a total of £8.178 million in 2022/23 to meet cash flow requirements arising from construction. This is on top of the £2.450 million drawn down in 2021/22. Expenditure is deemed to increase in the last two quarters requiring budget of £2 million assumed in future years to be brought forward.

63. A second phase of investment under the REFIT programme is now complete, with projected expenditure for the year covering final invoices and retentions. A total of £1.445 million has been invested over the course of the scheme, into energy conservation measures in the education estate including solar panels, sensors and lighting upgrades. Sites were selected following detailed assessment with the contractor including feedback from phase one and validation of the outcomes by SALIX. The investment will be paid back over an 8-year period from the savings generated from the measures.

64. The One Planet Cardiff Strategy is a strategic response to the climate emergency and includes a range of actions which together form the basis of a delivery plan to achieve carbon neutrality across the city. As well as the strategic projects mentioned above, the Council in 2021/22 allocated £3.9 million over 5 years towards capital investment and match funding for smaller schemes to support the strategy. The allocation for 2022/23 is £860,000 including slippage of £360,000, with external grant applications for design and development works also being made. Projects approved include electric vehicle charging at Lamby Way, enhanced food composting facilities in schools, installation of sensors and equipment in schools and buildings, including County Hall, to support baselining for Carbon data, a low carbon/recycled alternative trial for the A470 Carriageway resurfacing scheme and the implementation and testing of an air source heat pump at Thornhill Primary School. Slippage of £300,000 is assumed, primarily for the latter scheme whilst external design works are commissioned.

## **Bereavement & Registration Services**

65. Expenditure of £539,000 is expected in year as the final payment towards the new cemetery in North Cardiff. The total encompasses the final retention payment to the contractor together with some additional snagging works that have been completed in year and will be funded on an Invest to Save basis.
66. The segregated capital asset renewal allocation for Bereavement Services totals £190,000 for 2022/23, including £95,000 of slippage from 2021/22. Expenditure of £134,000, including on site infrastructure improvements, new vehicles and plant is expected in year with slippage of £56,000 into 2023/24.

## **Highway Maintenance**

67. The approach to carriageway and footway maintenance adopts numerous repair and improvement treatments including localised patching, preventative and preservation treatments, resurfacing and reconstruction. In combination, and when applied at the correct time, they can minimise the whole life cost of maintenance whilst maximising the benefit of available budgets across the highway network. The budget available for treatments in 2022/23, including slippage, is £6.017 million, with £1.7 million vired towards the cost of city centre highways resurfacing schemes linked to wider public realm projects.
68. Current projections suggest a requirement to bring forward budget in relation to highways and footpaths of £1.095 million from future years to address both an increase in costs and to support earlier intervention to avoid more expensive treatments. Any bringing forward of budgets will need to be managed within the overall five-year capital programme approved. Where there is a permanent change in the level of capital and revenue resources required to maintain condition, these will need to be set out in an updated Highways and Infrastructure Asset Management Plan.
69. Millennium Walkway and lighting refurbishment was completed in 2021/22. The bridges and structures budget of £1.528 million including slippage will support culvert works at Llandennis Road, Rhydlafer Farm, Aubrey Villas and The Crescent South. Expansion joints at Leckwith Woods Viaduct will be replaced along with ground anchors at the bottom of Rumney Hill. Slippage of this budget continues with £925,000 currently assumed into 2023/24, with options for a longer-term plan of priorities to be updated as part of the 2023/24 budget.
- 70.
71. The street lighting renewals budget is used for new and replacement columns. However, in the short term, enhanced budget allocations have been made available to address electrical works on the Eastern Avenue. Implementation continues to be delayed with the design now complete, allowing a procurement exercise to commence and be completed in the last quarter of the financial year. Slippage of £800,000 into 2023/24 is currently assumed, subject to the outcome of tenders.
72. Cabinet approved in May 2019 a £5.2 million Invest to Save business case for all remaining residential columns to be converted to LED. The project had

initially been delayed due to internal capacity as well as restricted supply of lanterns resulting from shortages of semi-conductor components. However, expenditure during the year has progressed well resulting in funding allocated being brought forward and the project to be completed in the first quarter of 2023/24. Salix Loans approved towards expenditure will be drawn down by the end of the financial year.

73. As part of a coastal risk management scheme to implement improvements from Rover Way to Lamby Way, Welsh Government grant has been utilised to develop the full business case, identify the preferred option, detailed design and cost estimates to construct coastal defence improvements. Cabinet in September 2022 approved the business case, a revised scope and design and considered the potential significant increase in costs of the scheme which mitigates a key corporate risk. The revised scheme removes the rock revetment along the coast in front of Lamby Way landfill, Lamby Way roundabout and Cardiff Sailing Club. This change removed protection to infrastructure relating to Lamby Way landfill and associated aspects such as highways and the solar farm, which are to be managed as ongoing directorate risks. Funding for the coastal scheme comes from supported borrowing from Welsh Government and a Council contribution. Terms and conditions are to be determined. Based on revised estimates and the outcome of the tender process, the Council contribution is expected to be above the levels identified in the Capital Programme, with any additional funding to meet the Council's contribution to be managed using earmarked reserves and prioritisation of unallocated grant. With any construction assumed to start early in 2023/24, following all approvals being in place, slippage of £4.196 million is assumed.
74. A sum of £488,000 Council match funding including slippage has been allocated towards the implementation of flood prevention measures together with Welsh Government grant funding of £1.472 million approved to date in the year, of which only £618,000 is likely to be spent this year. This is for small scale and post storm schemes with only £41,000 match funding required this year.

### **Traffic & Transportation**

75. The asset renewal telematics budget of £801,000 including slippage is to be used for replacement of obsolete analogue CCTV cameras at various locations with High-Definition digital cameras and completing the replacement of the electronic signage/control system for the North Road tidal flow lane control system and Bute Tunnel entrance electronic signage.
76. The total budget for cycling development in 2022/23, including slippage from the prior year, is £2.741 million. Following a virement of £1 million towards the costs of the wider transport improvements and canal scheme at Eastside, Churchill Way, the balance of cycling budget will be used to match fund Welsh Government grant funded schemes for primary cycleways and to manage changes in construction costs.
77. The Council Road Safety Schemes budget of £335,000 together with a sum of £511,000 Council match funding, will secure a range of grants where

match funding is required towards schemes for Local Transport, Safe Routes in Communities and Road Safety as described below.

78. The Welsh Government revised allocation to Cardiff for the Local Transport Fund is £2.370 million. The fund supports development of integrated, effective, accessible, affordable, and sustainable transport systems. Schemes bid for and approved include £1.411 million towards improving sustainable transport and active travel measures in the City Centre and £959,000 towards the A4119 strategic bus corridor scheme phase 2D.
79. The Welsh Government Road Safety Casualty Reduction grant approval is £89,000, which will support capital projects that reduce road casualties including traffic calming and pedestrian improvements on Thornhill Road.
80. The current estimate of expenditure on Welsh Government allocation to Cardiff for Safe Routes in Communities Grant is £639,000 and aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools within the Canton and the implementation of School Streets in various locations, to help children access school safely, promote active travel and reduce air pollution. The grant award of £1.289 million originally included construction costs for pedestrian/cycle facilities improvements at Sanatorium Road. These works are now being planned in 2023/24.
81. The Welsh Government allocation to Cardiff for Active Travel is £9.239 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways Stage 1 (£6.345 million), Taff Trail upgrade at Hailey Park (£536,000), Active Travel to Schools (£679,000), Roath Park Cycleway (£198,000) and various improvements to the Integrated Cycle Network Plan (£1.481 million).
82. A new Welsh Government grant allocation of £316,000 has been awarded to continue the roll out of a 20mph default speed limit.
83. To comply with the requirement of the Environment Act 1995 – Air Quality Direction 2019, Welsh Government approved grant for a range of agreed measures. Grant will need to be claimed in accordance with terms and conditions, with planned expenditure during 2022/23 including completion of Wood Street and City Centre Eastside.
84. Expenditure of £551,000 is assumed in respect of a Welsh Government Grant to support bus stop infrastructure improvements including real time information systems. This is lower than the grant award of £1.5 million, with options being discussed in respect to availability of the grant for future years to allow a full package of works to be completed.
85. Following investment of over £9 million, works at Wood Street are planned to be completed in November, with works on adjoining routes of Great Western Lane continuing in parallel. City Centre Eastside includes phase one of the canal and permanent bus priority measures on Station Terrace and Churchill Way, a permanent cycleway and a revised car park routing system. Additional



Cardiff Capital Region City Deal Metro Plus grant, of £1.098 million has been approved in the year, with virements from the cycling development and highway resurfacing budgets towards the respective elements of the scheme also costing circa £9 million and with an expected completion in the summer of 2023.

86. To mitigate against the impact of the City Centre works in neighbouring areas, the Council has allocated a sum of £4 million including slippage, the amount allocated in 2022/23 is £2.5 million. Expenditure planned in the year is £1 million primarily in relation to Tudor Street transport and green infrastructure improvement, with slippage of £1.5 million currently assumed towards projects which are subject to design and consultation processes, including sites in Grangetown.
87. Following a virement of £300,000 towards the costs of the Eastside/Canal project at Churchill way, the Council Bus Corridor enhancements budget of £174,000 will be used for match funding towards Welsh Government Local Transport improvement scheme (A4119 Corridor Phase 2D). A sum of £165,000 is currently forecast to be carried forward into 2023/24
88. Budget of £225,000 is carried forward from 2021/22 towards development of the transport interchange on the site of the former recycling site at Waungron Road, which is proposed to be delivered in parallel with a housing scheme. Design works in respect to a retaining wall will inform costs as part of a tender process to integrate the proposed transport hub with the residential development. Slippage of £200,000 is currently projected.

## **Resources**

89. The Directorate Programme for 2022/23 is £20.033 million with a variance of £11.601 million identified.

## **Technology**

90. The Modernising ICT budget aims to support digitisation of business processes. The budget for the year of £251,000 is to be spent on schemes including an upgrade of the Building Control IDOX software system and SAP Information Lifecycle Management including General Data Protection Requirements and archiving.
91. A total of £1.341 million is available for ICT Refresh schemes this year, including £541,000 of slippage from 2021/22. Slippage of £300,000 is assumed to allow for any delay in timing of delivery of equipment to be purchased in the year. Expenditure includes equipment for the relocation of the Alarm Receiving Centre and a range of projects to support ICT resilience, capacity and capability including direct access and hardware replacement.
92. Following a successful application process, funding of £7.7 million has been awarded to the Council under the Welsh Government's Local Broadband Fund in relation to Cardiff – Y Rhai Olaf – The Last Ones. The funding, which spans three financial years from 2022/23 until 2024/25, is to be used

to improve broadband connectivity across the city. Subject to a procurement exercise, works are expected to begin in 2023/24 and there is no expenditure expected within this financial year.

### **Central Transport Services**

93. The budget for the ongoing Vehicle Replacement scheme, including completion of new refuse vehicles, is £3.5 million for 2022/23. Opportunities for additional grant funding are being sought, subject to the need for and availability of vehicles.

### **Corporate**

94. In respect of the contingency budget of £200,000, this is projected not be required at this stage, with commitments being managed within existing budgets.
95. The £500,000 Invest to Save budget for small schemes will be reviewed and adjusted as part of the outturn, if schemes are approved during the remainder of the year.
96. Cardiff Capital Region City Deal (CCRCD) is unlikely to make a drawdown request in year as part of the Council's agreed total £28.4 million Wider Investment Fund contribution to the region. The timing and value of any drawdown is subject to proposed projects being considered and approved by the CCRCD joint committee, but also the different funding streams available to CCRCD to manage expenditure obligations. Slippage of £6.792 million will be reprofiled into future years.
97. The Core Office Strategy has an overall allocation of £9.750 million included in the programme over a three-year period with £6.852 million of this currently included in 2022/23. This funding is used primarily to allow the relocation of the Alarm Receiving Centre and its specialist equipment from Willcox House. This is to a newly purchased property, Oak House, which has been demolished and is in the process of being rebuilt. Drawdown of the budget is subject to any capital expenditure being repaid on an Invest to Save basis. Expenditure for the year of £2.7 million is anticipated, with earliest completion currently assumed to be Autumn 2023. A further extension to the lease of Willcox House to at least March 2024 has been put in place to meet revised timescales.
98. A contract for the acquisition of webcasting equipment and cabling at City Hall and County Hall was completed in May 2022, with expenditure of £140,000 in 2022/23.
99. A total of circa £8 million is available to the Council towards a grant scheme for bus operators to expand electric bus fleet use in the city. The approach was agreed by Cabinet in October 2022, with applications being sought from operators. With lead in times for vehicles, it is assumed any Council expenditure in this year will relate to deposits for vehicles only, resulting in slippage into 2023/24.

## Section 106 Schemes and Other Contributions

The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by Directorates and is reflected in the new projection at Month 9:

	<b>Budget</b>	<b>Projection at Month 9</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Parks & Green Spaces	1,423	1,750	327
Traffic & Transportation	1,202	484	(718)
Strategic Planning & Regulatory	681	34	(647)
Neighbourhood Regeneration	287	61	(226)
Economic Development	54	51	(3)
Education & Lifelong Learning	1,273	2,875	1,602
Public Housing (HRA)	189	200	11
<b>Total</b>	<b>5,109</b>	<b>5,455</b>	<b>346</b>

Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in several areas and include Adamsdown Open Space, Craiglee Drive and Blackweir woodland footpath improvements, Cogan Gardens, Tatham Road public open space, University Lawn - Cathays Park, and cycle improvements along the Roath Park Corridor.
- Traffic & Transportation – Public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the city and strategic transport initiatives.
- Strategic Planning & Regulatory – Includes works to university lawns and lighting at Bute Street underpass.
- Neighborhood Regeneration – Improvement / Grants towards various Community facilities, subject to consultation.
- Economic Development – Support for small to medium enterprises in Llanishen.
- Education & Lifelong Learning – Contribution towards various school's projects where in accordance with the agreements.
- Public Housing – Development of new Council housing.

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**CABINET MEETING: 2 MARCH 2023**

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**COUNCIL TAX PREMIUMS****FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)****AGENDA ITEM: 7**

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**Reason for this Report**

1. On 15<sup>th</sup> December 2022 the Cabinet resolved to undertake a consultation exercise on a proposal to both introduce a premium for properties that are occupied periodically (including second homes) and to consider amending the current level of premium for long term empty dwellings.

**Background**

2. The Housing (Wales) Act 2014 amended the Local Government Finance Act 1992 by inserting section 12A which gave the Council the discretion to discontinue any discounts granted to long term empty homes and apply a premium of up to 100% on top of the standard rate of council tax.
3. In 2019 Cardiff Council decided to apply a premium of 50% on long term empty dwellings with effect from 1<sup>st</sup> April 2019. The reason for introducing the premium was to encourage home owners to bring properties back in occupation. A long-term empty dwelling is defined as a dwelling that is both unoccupied and substantially unfurnished for a continuous period of at least a year. Therefore, a council tax charge of 150% is currently made on these properties (a 50% premium plus the 100% standard charge).
4. The Council can make, vary, or revoke a determination made under Section 12A of the 1992 Act, but only before the beginning of the financial year to which the determination applies. Where a determination is made to apply a council tax premium, a local authority must publish a notice of the determination in at least one newspaper circulating in its area within 21 days of the date of the determination.
5. The Housing (Wales) Act 2014 also amended the Local Government Finance Act 1992 by inserting Section 12B which gave the Council the discretion to apply a premium of up to 100% on top of the standard rate of council tax on properties occupied periodically (for example second homes and furnished dwellings that are not anyone's main home). So far,

the Council has not decided to apply a premium on these types of dwellings.

6. If a determination is made under Section 12B then it must be made at least one year before the beginning of the year to which it relates.
7. Council Tax legislation provides for several specific exemptions from the charge including a number of exemptions where a dwelling is unoccupied such as a dwelling that is undergoing structural repairs (for up to 12 months) and a dwelling that is unoccupied and substantially unfurnished (for up to 6 months). A dwelling that is exempt from council tax is not liable for a premium. However, where a dwelling is no longer eligible for an exemption, but remains unoccupied, it may become liable for the premium. In the case of a dwelling that is unoccupied and substantially unfurnished, it could be liable for a premium after it has been empty for a continuous period of one year.
8. Additionally, a premium cannot be charged on a dwelling that falls within an exception class. The Council Tax (Exceptions to Higher Amounts Wales) Regulations 2015 set out the following exceptions-

<b>Class</b>	<b>Definition</b>	<b>Application</b>
Class 1	Dwellings being marketed for sale – time limited for one year.	Second Homes and Long-Term Empty Properties
Class 2	Dwellings being marketed for let – time limited for one year	
Class 3	Annexes forming part of, or being treated as part of, the main dwelling	
Class 4	Dwellings which would be someone's sole or main residence if they were not residing in armed forces accommodation	
Class 5	Occupied caravan pitches and boat moorings	Second Homes
Class 6	Seasonal homes where year-round occupation is prohibited	
Class 7	Job-related dwellings	

9. The Council Tax (Long term empty Dwellings and Dwellings Occupied Periodically) (Wales) Regulations 2022 have now further amended Sections 12A and 12B of the Local Government Finance Act 1992 to provide that with effect from 1<sup>st</sup> April 2023 the Council has the discretion to charge a premium of up to 300% on top of the standard rate of council tax on both properties occupied periodically and long-term empty property.
10. This will enable Councils to decide the level which is appropriate for their individual local circumstances. Councils will be able to set the premium at any level up to the maximum, and they will be able to apply different

premiums to properties occupied periodically and long-term empty property.

### **Long Term empty dwellings**

11. Many issues of community concern arise from some of the empty properties within the city; these include fly tipping, nuisance, vandalism, criminal activity, and visual deterioration, all of which have the potential to adversely affect neighbouring properties and residents. Some empty properties can be a blight on a local community and boarded up dwellings have a significant impact on the way potential investors perceive an area. In addition to the above, empty properties also represent a wasted resource considering the housing demand within the city. This year's figures show that there are 1232 empty for more than six months at any one time and the Housing enforcement team within the Shared Regulatory Services (SRS) actively monitor 200 of those empty properties on a prioritised basis as part of the Private Sector Empty Homes Policy. Priority is given to problematic empty homes and those vacant for more than 5 years.
12. In addition to reactive visits to complaints about empty properties, the SRS also work proactively to capture the wider scope of long-term empty properties. The Council seeks to incentivise owners to act positively in bringing properties into beneficial use in several ways. These include signposting owners to the Houses into Homes loan scheme, providing a list of private property developers, referring to a Housing Association for lease and repair where feasible or providing proof of empty status letters for VAT reduction on renovation costs. Although some owners may be receptive to this approach, there are of course situations where owners are absent and cannot be traced or are resistant to resolving the issues. In these circumstances, the SRS can exercise a number of enforcement powers. These can deal with immediate issues such as fly tipping and making premises secure to more long-term solutions such as enforced sale or compulsory purchase.
13. The number of long-term empty properties that are charged a Council Tax premium has increased from 732 in April 2019 to 871 at the end of January 2023 which is an indication that the current level of premium may not be sufficient to act as an added incentive to bring properties back into beneficial occupation.
14. Long term empty dwellings have been charged 150% since 1<sup>st</sup> April 2019 which is made up of a 50% premium plus the 100% standard council tax charge.

### **Dwellings occupied periodically**

15. A property that is occupied periodically is defined as a dwelling that is not a person's sole or main residence and is substantially furnished. These dwellings are referred to in the Local Government Finance Act (LGFA) 1992 as dwellings occupied periodically but they include "second homes".

16. The Council Tax records indicate that at the end of January 2023 out of 163,622 properties in the city there are nearly 3,000 that are considered to be dwellings that are not a person's sole or main residence and are furnished. Given the significant number of these type of dwellings they impact upon the available housing stock in the city.
17. These dwellings are currently charged at the rate of 100% which means that no premium is currently payable.

### **Options for level of premiums**

18. With effect from 1<sup>st</sup> April 2023 the Council has the discretion to charge a premium of up to 300% on both long term empty and dwellings that are occupied periodically. If the Council decides to charge a premium on dwellings that are occupied periodically then it must give notice of at least one year before a premium can be charged therefore the earliest that this change could be made is 1<sup>st</sup> April 2024. The level of premium charged can be reviewed and varied for future years without the need for further consultation if it is deemed appropriate.

### **Proposal to increase the rate of premium for long term empty dwellings and to charge a premium on dwellings that are occupied periodically**

19. The Council is committed to minimising the amount of empty properties that exist in view of the housing demand within the city and the impact that some empty properties have upon the local community
20. To seek to achieve this it is proposed that the premium rate for long term empty dwellings is increased from 50% to 100% from 1<sup>st</sup> April 2023. This means that the charge on dwellings that are unoccupied and substantially unfurnished for more than 12 months will increase from 150% to 200% with effect from 1<sup>st</sup> April 2023.
21. It is also proposed that a premium of 100% is charged on dwellings that are occupied periodically (second homes and unoccupied furnished lets etc) with effect from 1<sup>st</sup> April 2024. To apply this premium the Council must give at least one year's notice. This means that the charge for dwellings that are occupied periodically will increase from 100% to 200% with effect from 1<sup>st</sup> April 2024.

### **Consultation**

22. A determination by a Council to charge a premium must be made by full Council. Prior to doing so a Council must give due consideration to its statutory duties to carry out equality impact assessments under the Equality Act 2010 and the Welsh Public Sector Equality Duties 2011 (see appendix 1) and to all other relevant considerations. The Welsh Government has also stated that a Council should consider engagement and consultation with key stake holders, including the local electorate, before taking a decision as to whether or not to charge a premium.



23. Therefore, the Council has undertaken an on line consultation exercise from 23<sup>rd</sup> December 2022 to 29<sup>th</sup> January 2023.

### **Outcome of consultation**

24. Responses were received from over 350 different stake holders including residents, businesses, landlords and second home owners.
25. The overwhelming majority of responders (78%) support the Council's proposal to increase the premium on long term empty property from 50 to 100% from 1<sup>st</sup> April 2023.
26. 73% of responders also agree with the Council's proposal to charge a 100% premium on second homes and furnished dwellings that are not anyone's main home from 1<sup>st</sup> April 2024. See appendix 2 for a summary of the survey results.

### **Other Councils**

27. Over recent years the use of premiums by Welsh Councils has increased with the majority now charging some form of premium.

### **Potential additional income**

28. The Welsh Government have confirmed that Councils are able to retain any additional funds generated by implementing premiums and amendments to the calculation of the tax base will be made to facilitate this. However, Councils are encouraged to use any additional revenue generated to help meet local housing needs in line with the policy intentions of the premiums.
29. Currently the existing premium of 50% on long term empty property is generating circa £400,000 per annum. Should this premium increase to 100% it is estimated that this will generate an additional £300,000 which will take the total to circa £700,000 per annum.
30. A premium charge on the 3,000 second homes and furnished dwellings that are not anyone's main home from 1<sup>st</sup> April 2024 is difficult to estimate. Unfortunately, we do not have the information to be able to accurately split this figure into dwellings that are second homes and other dwellings such as furnished dwellings that are empty between lets and service let properties etc.
31. From research that has been undertaken we have established that another Council which has charged a 100% premium on these properties has seen a reduction of around a third of the dwellings that were originally assessed and now are no longer charged a premium. It is likely that they have either been sold, rented long term, or are now rated as a business.
32. An analysis of potential income from the application of a premium has been undertaken. The 3,000 dwellings (see point 16 above) has been

reduced by a third to 2,000 dwellings in line with our research. It should also be noted that properties that are marketed for rent or sale do not have to pay a premium for up to 12 months therefore we have estimated that a further 500 dwellings could fall into this category at any one time. Based on 1,500 dwellings it is estimated that this is likely to raise circa £2.1 million. The Council's intention is to use any additional income for Housing purposes.

### **Reason for recommendations**

33. It is necessary for the Council to consider the discretionary powers that are available in relation to applying Council Tax premiums

### **Financial Implications**

34. Local authorities will be able to retain any additional funds generated by implementing the Council Tax premiums although it should be noted that the Welsh Government is encouraging authorities to use any additional revenue generated to help meet local housing needs. The additional cost of administration and recovery needs to be considered when identifying the overall benefits of implementing a premium and it is anticipated that an additional Collection Assistant post (£30k) and Council Tax Inspector post (£40k) will be required if a decision is made to increase the long term empty premium from 50% to 100% from 1<sup>st</sup> April 2023. A further review of additional resources will take place prior to the implementation of the new premium in April 2024. In addition to this the use of the revenue generated to provide additional resource to the Shared Regulatory Services should also be considered. This team aim to target empty properties to bring them back into beneficial use. This would undoubtedly assist in driving forward further reactive and proactive policy work in this area and contribute to the wider aims of the Housing Strategy for Cardiff. Any increase in resource will be dependent on the additional income being collected.

### **Legal Implications**

35. The relevant legislative references appear throughout the text of this Report.
36. The Council must consider the consultation responses and take them into account in its decision making.
37. 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. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Page 6 of 6 Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances

## Equalities & Welsh Language

38. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief –including lack of belief.
39. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.
40. An Equalities Impact Assessment has been carried out which aims to identify the equalities implications of the proposed decision, including inequalities arising from socio-economic disadvantage. Due regard should be given to the outcomes of the Equalities Impact Assessment annexed at Appendix 1.
41. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

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

42. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2020 -23.
43. When exercising its functions, the Council is required to take all reasonable steps to meet its wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
44. The wellbeing duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to

act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

45. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **HR Implications**

46. There are no HR implications in this report.

### **Property Implications**

47. There are no further specific property implications in respect of the Council Tax Premium Report. Where the Council has any properties, property transactions or valuations affected by any proposals, they should be managed in accordance with the Council's Asset Management processes and in consultation with relevant service areas, such as Legal, with the relevant Council Tax regulations in place at the time considered as appropriate.

## **RECOMMENDATIONS**

Cabinet is recommended to

- (1) recommend that Council agree that with effect from 1<sup>st</sup> April 2023 the premium charge of 50% be increased to 100% on long term empty dwellings that have been unoccupied and substantially unfurnished for a period of 12 months or more.
- (2) recommend that Council agree that with effect from 1<sup>st</sup> April 2024 that a premium charge of 100% is applied to second homes and furnished dwellings that are not anyone's main home.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Chris Lee</b>
	Corporate Director Resources 24 February 2023

*The following appendices are attached:*

Appendix 1 Equalities Impact Assessment

Appendix 2 Summary of Survey Responses

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## CARDIFF COUNCIL

Equality Impact Assessment  
Corporate Assessment Template



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

**Function Title: : Consideration as to whether the Council should increase the council tax premium from 50% to 100% on long term empty dwellings and consideration as to whether the Council should charge a council tax premium on dwellings occupied periodically.**

**New and Existing:**

**Who is responsible for developing and implementing the Function?**

Name: Mike Taylor

Job Title: Council Tax Manager

Service Team: Revenues

Service Area: Resources

Assessment Date: 6<sup>th</sup> February 2023

**1. What are the objectives of the Function?**

Consideration needs to be given as to whether or not the Council should charge a council tax premium on dwellings that are occupied periodically and whether the Council should increase the premium charge on long term empty dwellings from 50% to 100%.

**2. Please provide background information on the Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

**Long Term Empty Dwellings**

The Housing (Wales) Act 2014 amended the Local Government Finance Act 1992 by inserting section 12A which gave the Council the discretion to discontinue any discounts granted to long term empty homes and apply a premium of up to 100% on top of the standard rate of council tax.

In 2019 Cardiff Council made a decision to apply a premium of 50% on long term empty dwellings with effect from 1<sup>st</sup> April 2019. The reason for introducing the premium was to encourage home owners to bring properties back in occupation. A long term empty dwelling is defined as a dwelling that is both unoccupied and substantially unfurnished for a continuous period of at least a

## CARDIFF COUNCIL

### Equality Impact Assessment Corporate Assessment Template

year. Therefore a council tax charge of 150% is currently made on these properties (a 50% premium plus the 100% standard charge).

Many issues of community concern arise from some of the empty properties within the city; these include fly tipping, nuisance, vandalism, criminal activity, and visual deterioration, all of which have the potential to adversely affect neighbouring properties and residents. Some empty properties can be a blight on a local community and boarded up dwellings have a significant impact on the way potential investors perceive an area. In addition to the above, empty properties also represent a wasted resource considering the housing demand within the city. This year's figures show that there are 1232 empty for more than six months at any one time and the Housing enforcement team within the Shared Regulatory Services (SRS) actively monitor 200 of those empty properties on a prioritised basis as part of the Private Sector Empty Homes Policy. Priority is given to problematic empty homes and those vacant for more than 5 years.

In addition to reactive visits to complaints about empty properties, the SRS also work proactively to capture the wider scope of long-term empty properties. The Council seeks to incentivise owners to act positively in bringing properties into beneficial use in several ways. These include signposting owners to the Houses into Homes loan scheme, providing a list of private property developers, referring to a Housing Association for lease and repair where feasible or providing proof of empty status letters for VAT reduction on renovation costs. Although some owners may be receptive to this approach, there are of course situations where owners are absent and cannot be traced or are resistant to resolving the issues. In these circumstances, the SRS can exercise a number of enforcement powers. These can deal with immediate issues such as fly tipping and making premises secure to more long-term solutions such as enforced sale or compulsory purchase

The number of long-term empty properties that are charged a Council Tax premium has increased from 732 in April 2019 to 871 at the end of January 2023 which is an indication that the current level of premium may not be sufficient to act as an added incentive to bring properties back into beneficial occupation

The Council can make, vary, or revoke a determination made under Section 12A of the 1992 Act, but only before the beginning of the financial year to which the determination applies.

The Council is committed to minimising the amount of empty properties that exist in view of the housing demand within the city and the impact that some empty properties have upon the local community.



Equality Impact Assessment  
Corporate Assessment Template

**Dwellings Occupied Periodically**

The Housing (Wales) Act 2014 also amended the Local Government Finance Act 1992 by inserting Section 12B which gave the Council the discretion to apply a premium of up to 100% on top of the standard rate of council tax on properties occupied periodically (for example second homes and furnished dwellings that are not anyone's main home). So far, the Council has not decided to apply a premium on these type of dwellings.

If a determination is made under Section 12B then it must be made at least one year before the beginning of the year to which it relates. A property that is occupied periodically is defined as a dwelling that is not a person's sole or main residence and is substantially furnished.

The Council Tax records indicate that at the end of January 2023 out of 163,622 properties in the city there are nearly 3,000 that are considered to be dwellings that are not a person's sole or main residence and are furnished. Given the significant number of these type of dwellings they impact upon the available housing stock in the city. These dwellings are currently charged at the rate of 100% which means that no premium is currently payable

With effect from 1<sup>st</sup> April 2023 the Council has the discretion to charge a premium of up to 300% on both long term empty and dwellings that are occupied periodically.

**Consultation**

A determination by a local authority to charge a premium must be made by full Council. The Welsh Government has also stated that a local authority should give consideration to engagement and consultation with key stake holders, including the local electorate, before taking a decision as to whether or not to charge a premium.

Therefore the Council has undertaken an on line consultation exercise from 23<sup>rd</sup> December 2022 to 29<sup>th</sup> January 2023.

Responses were received from over 350 different stake holders including residents, businesses, landlords and second home owners.

The overwhelming majority of responders (78%) support the Council's proposal to increase the premium on long term empty property from 50 to 100% from 1<sup>st</sup> April 2023.

**CARDIFF COUNCIL**

**Equality Impact Assessment  
Corporate Assessment Template**

73% of responders also agree with the Council's proposal to charge a 100% premium on second homes and furnished dwellings that are not anyone's main home from 1<sup>st</sup> April 2024.

**3 Assess Impact on the Protected Characteristics**

**3.1 Age**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years		x	
18 - 65 years		x	
Over 65 years		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of age.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to age.

**3.2 Disability**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition		x	
Mental Health		x	

**CARDIFF COUNCIL**

**Equality Impact Assessment  
Corporate Assessment Template**

Substance Misuse		<b>x</b>	
Other		<b>x</b>	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of disability.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to disability

**3.3 Gender Reassignment**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<b>Transgender People</b> (Transgender people are people whose gender identity or gender expression is different to the gender they were assigned at birth)		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of Gender Reassignment.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Gender Reassignment

**3.4. Marriage and Civil Partnership**

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Corporate Assessment Template**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		x	
Civil Partnership		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of Marriage and Civil Partnership.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Marriage and Civil Partnership

**3.5 Pregnancy and Maternity**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		x	
Maternity		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of Pregnancy and Maternity.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Pregnancy and Maternity

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**Equality Impact Assessment  
Corporate Assessment Template**

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**3.6 Race**

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of Race.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Race

**3.7 Religion, Belief or Non-Belief**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	
Sikh		x	
Other		x	

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Corporate Assessment Template**

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<p>Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.</p> <p>Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of Religion, Belief or Non-belief.</p>
<b>What action(s) can you take to address the differential impact?</b>
No differential impact in relation to Religion, Belief and Non-belief

**3.8 Sex**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		x	
Women		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<p>Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.</p> <p>Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of sex.</p>
<b>What action(s) can you take to address the differential impact?</b>
No differential impact in relation to Sex

**3.9 Sexual Orientation**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	

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Corporate Assessment Template**

Gay Women/Lesbians		x	
Heterosexual/Straight		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change on the grounds of sexual orientation.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Sexual Orientation

**3.10 Socio-economic Duty**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the Socio-economic Duty?

	Yes	No	N/A
	x		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

More significant numbers of long term empty dwellings seem to be located in less affluent areas of the city. Therefore the work that is being carried out to incentivise owners in bringing their properties back into use along with the potential increase in the council tax premium may have a more positive impact on some of the less affluent areas by improving the environment (please see details above regarding long term empty dwellings)..

Liability to council tax is assessed in accordance with existing statute and this will not change.

**What action(s) can you take to address the differential impact?**

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Equality Impact Assessment  
Corporate Assessment Template

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**3.11 Welsh Language**

Will this Policy/ Strategy/Project/Procedure/Service/Function have a **differential impact (positive/negative)** on the Welsh Language?

	Yes	No	N/A
		X	

**Please give details/ consequences of the differential impact, and provide supporting evidence, if any.**

Officers work proactively to incentivise owners in bringing their properties back into use and this proposal will aid the council's commitment to reducing the number of empty homes and any associated problems.

Liability to council tax is assessed in accordance with existing statute and this will not change.

**What action(s) can you take to address the differential impact?**

The Welsh Language Measures 2011 will be adhered to.

**4. Consultation and Engagement**

What arrangements have been made to consult/engage with the various Equalities Groups?

See above for details of Consultation Exercise that was undertaken
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Equality Impact Assessment  
Corporate Assessment Template

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	none
Disability	none
Gender Reassignment	none
Marriage & Civil Partnership	none
Pregnancy & Maternity	none
Race	none
Religion/Belief	none
Sex	none
Sexual Orientation	none
Socio-economic Duty	none
Welsh Language	none
Generic Over-Arching [applicable to all the above groups]	none

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Mike Taylor	Date: 6/2/2023
Designation: Council Tax Manager	
Approved By: Gary Watkins	6/2/2023
Designation: Revenue Services Manager	
Service Area: Resources	

7.1 On completion of this Assessment, please ensure that the form is submitted to the Equality Team mailbox so that there is a record of all assessments undertaken in the Council- [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk).

For further information or assistance, please contact the Equality Team- [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk)

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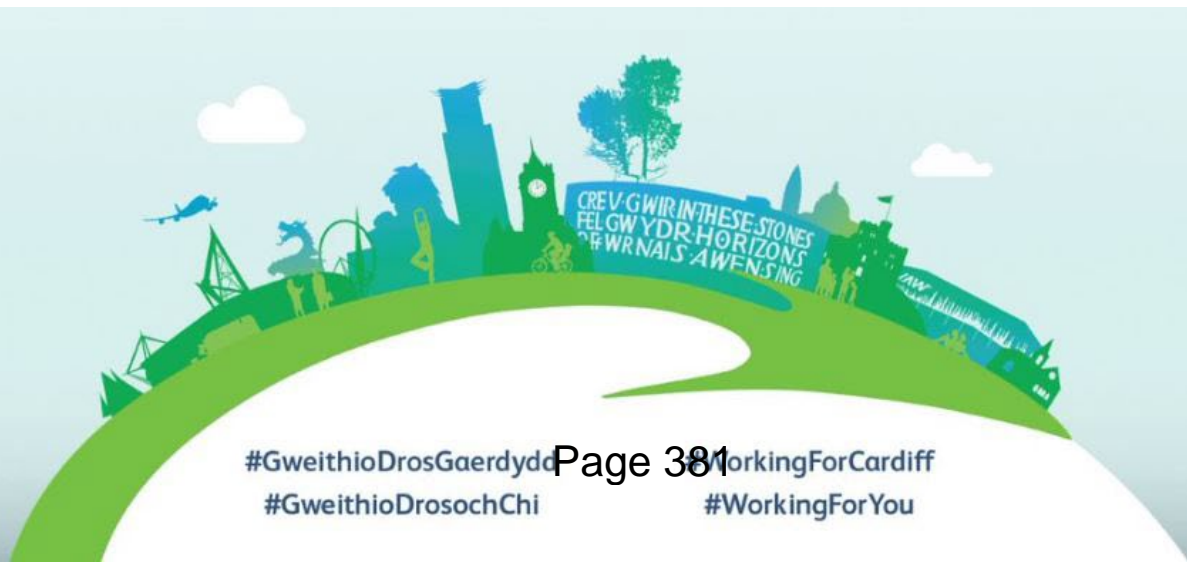
**STRONGER  
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# Consultation on Second Homes / furnished dwellings that are not anyone's main home and the variation of the premium on Long Term Empty dwellings

## Report

February 2023



## Cardiff Research Centre

Cardiff Research Centre is part of the City of Cardiff Council's Policy, Partnerships & Community Engagement service. We strive to deliver research, information and consultation services for the City of Cardiff Council and its partner organisations.

### Services include:

- Collection, analysis and interpretation of primary survey data;
- Analysis and interpretation of a wide range of secondary demographic and socioeconomic data including the Census and all other sources from the wider data environment;
- Specialised studies on a wide range of topics including social, economic and demographic data sources and their uses;
- Quantitative and qualitative research and consultation projects;
- Supporting the Cardiff Debate Community Engagement exercise with other public service partners;
- Management of the Cardiff Citizens' Panel;
- Focus Group facilitation;
- Advice and support on all aspects of research including survey & questionnaire design, &
- GIS thematic & schematic mapping services.

For further information please contact:

Cardiff Research Centre

Email: [research@cardiff.gov.uk](mailto:research@cardiff.gov.uk) or [consultation@cardiff.gov.uk](mailto:consultation@cardiff.gov.uk)



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## Background

The Housing (Wales) Act 2014 gives the Council discretionary powers to charge a higher amounts of council tax or a premium on both dwellings that have been empty and substantially unfurnished for more than 12 months and dwellings that are occupied periodically (e.g. second homes and furnished dwellings that are not anyone's main home). New legislation has been issued this year that enables Council's to charge higher premiums.

In 2019 the Council decided to charge an additional 50% premium for dwellings that have been empty and substantially unfurnished for more than 12 months. This means that they currently pay 150% council tax. Since 2019 the number of these type of dwellings has increased despite the additional premium charge.

So far, the Council has not opted to charge a premium on second homes/furnished dwellings that are not anyone's main home, therefore currently a 100% charge is made on these dwellings. The council tax records indicate that there are currently more than 3,200 of this type of property in the city.

The significant numbers of both long term empty dwellings and second homes/ furnished dwellings that are not anyone's main home are both having an impact upon the available housing stock in the city. The intention of this proposal is to bring long term empty homes back into use to provide safe, secure and affordable homes and to also support increasing the supply of affordable housing and enhancing the sustainability of local communities.

Certain dwellings are exempt from premiums. These include:

- those being marketed for sale or rent at reasonable prices (for a further year)
- annexes forming part of a main dwelling
- dwellings which would be a person's main residence if they were not residing in armed forces accommodation.

For second homes only:

- occupied caravan pitches and boat moorings
- seasonal homes where year-round occupation is prohibited
- job-related dwellings

This consultation asked respondents whether they think that the Council should charge a 100% premium on second homes/furnished dwellings that are not anyone's main home and increase the premium from 50% to 100% on long term empty dwellings.

## Methodology

Consultation on the Council's budget proposals for 2023/24 was undertaken by the Cardiff Research Centre. The consultation on Council Tax Premiums on second homes/unfurnished dwellings that are not anyone's main home, and on long-term empty dwellings ran from 23<sup>rd</sup> December 2022 to 29<sup>th</sup> January 2023 alongside the main budget consultation.

The survey was available online in English and Welsh.

The survey was hosted on the Council website, at [www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget), with the scrolls on the homepage and pop-ups promoting the budget consultations appearing on busy pages of the website. It was also promoted to Council employees via DigiGov, Intranet and Staff Information.

The webpage received 9,287 views in total across both the English and Welsh versions, with 232 accessing the page from the scrolling bar on the homepage of the website.

The survey was also promoted on the Council's corporate Facebook, Twitter, Instagram and Linked In accounts by the Corporate Communications Team throughout the consultation period (to a combined audience of around 172,000 followers).

## Response

After data cleansing to remove blank and duplicated responses, a total of 534 responses were received. This number does not offer robust data for sub-analyses, and so this report presents only the overall findings.



## Survey Findings

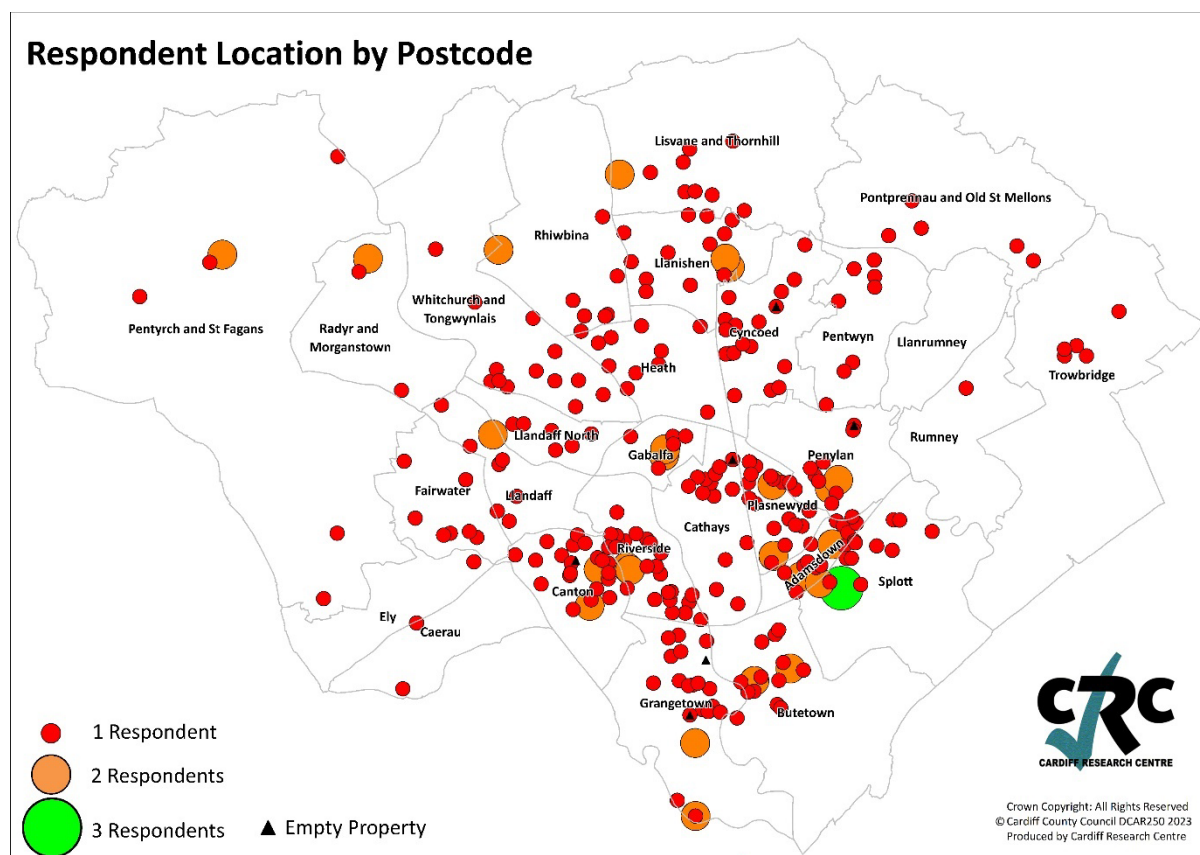
### 1. Are you responding to this survey as...?

Almost all of those responding to the survey (94.9%) were a resident of Cardiff; 4.2% were also a landlord, 1.4% represented a local business, and 3.7% responded 'Other' but did not provide any further details as to what this was.

	No	%
<b>A resident of Cardiff</b>	335	94.9
<b>A local business</b>	5	1.4
<b>A landlord</b>	15	4.2
<b>A local charity</b>	0	0.0
<b>A local voluntary or community organisation</b>	1	0.3
<b>Other</b>	13	3.7
	<b>353</b>	-

### 2. Please provide your full postcode below:

A total of 328 respondents provided their postcode, shown on the map below:





### 3. Are you the owner of a long term empty property in Cardiff?

Eight respondents reported owning a long-term empty property in Cardiff

	No	%
<b>Yes</b>	8	2.3
<b>No</b>	344	97.7
	<b>352</b>	<b>100.0</b>

Postcodes for six of these were provided, and are shown on the map above.

One of the eight properties was on the market, and had been for between 1-6 months.

### 4. Are you the owner of a second home in Cardiff?

Twenty-one respondents (5.9%) reported owning a second home in Cardiff.

	No	%
<b>Yes</b>	21	5.9
<b>No</b>	332	94.1
	<b>353</b>	<b>100.0</b>

## Long Term Empty Dwellings

*The Council is proposing to increase the premium on long term empty dwellings from 50% to 100% with effect from 1st April 2023 - this would mean that there would be a 200% charge on this type of dwelling.*

*NB Some dwellings are currently exempt from council tax such as property requiring or undergoing structural repair (for up to 12 months) and property that is unoccupied and substantially unfurnished (for up to 6 months). These properties will not be subject to premiums. However, where a dwelling is no longer eligible for an exemption, but remains unoccupied, it may become liable for the premium.*

5. Do you support the Council's proposal to increase the council tax premium on long term empty property from 50% to 100% from 1st April 2023, meaning the council tax payable would be 200% for properties that have been empty and substantially unfurnished for 12 months or more.

The intention is to use additional income collected for Housing purposes.

More than three-quarters of those surveyed (78.1%) supported the proposal to increase the council tax premium on long-term empty properties to 200% from 1<sup>st</sup> April 2023, with a fifth (20.5%) opposing this.

	No	%
<b>Yes</b>	275	78.1
<b>No</b>	72	20.5
<b>Don't know</b>	5	1.4
	<b>352</b>	<b>98.6</b>

6. Do you have any further comments regarding this proposal?

Respondents were invited to leave a comment on this proposal, 107 were received, and grouped into themes:

Theme	No	%	Example comments
<b>In favour of the tax increase/ Raise tax by 200% or maximum (300%)</b>	54	51.4	<ul style="list-style-type: none"> <li>– <i>I would prefer a 300% charge. 200% is not enough given the severity of the housing crisis.</i></li> <li>– <i>You should charge the full amount 300%.</i></li> <li>– <i>Fully support this</i></li> <li>– <i>Tax the daylight out of these people. We're facing a housing crisis and need these homes available.</i></li> <li>– <i>You could increase the premium further!</i></li> </ul>

Consultation on Second Homes/furnished dwellings that are not anyone's main home and the variation of the premium on Long Term Empty dwelling

<b>Additional suggestions</b>	32	30.5	<ul style="list-style-type: none"> <li>– Charge landlords council tax even if the home or HMO is occupied by students</li> <li>– Unfurnished empty property should still have the premium immediately. Then maybe people won't be wasteful and leave them unfurnished and unoccupied.</li> <li>– Charge houses with multiple occupation Council tax</li> <li>– This is great but housing prices will continue to rise until supply catches up to demand. More housing needs to be approved by council.</li> </ul>
<b>Exceptions need to be considered e.g., Probate / caring for elderly</b>	25	23.8	<ul style="list-style-type: none"> <li>– How will you deal with a flat that is empty as the owner has dementia and has been admitted to a nursing home?</li> <li>– A step up should be considered e.g. 50% after 12 months and then 100% premium after 18 months. Unfortunately, due to supply chain problems and shortage of tradespeople.it can reasonably take longer than 12 months to bring an older property back into a habitable state.</li> <li>– There should be a special dispensation for those who have inherited a home and are in the process of doing it up for their daughter who is Welsh and who wishes to remain in Wales</li> <li>– What about properties that are long term vacant because people are in hospital or care homes? Or prison? le what if it is vacant not through choice?</li> </ul>
<b>Against proposal</b>	21	20.0	<ul style="list-style-type: none"> <li>– This could have a negative effect on much needed rental properties if private landlords are forced to sell or they pass on the extra cost to tenants - BAD IDEA</li> <li>– They are not using any of the services that you get when living in a house so why should the fee be paid fully?</li> <li>– Council tax is for supposed to be collected for services used. If a property is unoccupied, serviced are not used from that property. Never mind doubling council tax, you should exempt tax. Cardiff council are nothing more than thieves and robbers.</li> <li>– The 50% increase hasn't worked, so a 100% won't either but risks deterring landlords from taking on vacant properties and bringing them back into use. Increasing costs to landlords increases costs for tenants. We are already in a rental crisis with landlords selling up and rental prices spiraling. This proposal will make things worse.</li> </ul>
<b>Money from increased tax to support the wider community e.g., invest in social housing</b>	8	7.6	<ul style="list-style-type: none"> <li>– Should be used to improve green spaces</li> <li>– The Council should provide more detail on the use of the additional income will support an immediate and/or sustained improvement in the housing situation in Cardiff - for example, using the income for compulsory purpose of long-term empty properties and their conversion to social housing.</li> </ul>

Consultation on Second Homes/furnished dwellings that are not anyone's main home and the variation of the premium on Long Term Empty dwelling

<b>Impose Rent controls / caps</b>	4	3.8	<ul style="list-style-type: none"> <li>– There should be more done to prevent homes lying empty because the rent is too high for example</li> <li>– I am about to move house after rent has increased on the home that I'm renting. Rent prices have soared in Cardiff to absolutely crippling and unwarranted levels - Cardiff council must step in immediately to offer affordable public housing and to implement rent controls on private landlords as this is an entirely unsustainable situation at present.</li> </ul>
<b>Support the Landlord / developers</b>	4	3.8	<ul style="list-style-type: none"> <li>– As a landlord that has only housed homeless people, this is just a money grab by the council and your left-wing ideology. We have had Covid 19 which has decimated our business, we have lost £1,000's of pounds in lost rent. The reason our properties are long term empty is we simply can't afford to do them up in a safe manner for any potential tenants. When are you ever going to listen to us landlords so we can help you achieve getting empty properties on the market to help the vulnerable. .</li> <li>– You should focus more on assisting the landlords in developing the properties instead</li> </ul>
<b>Explore legal ways to resell or purchase long term empty properties</b>	3	2.9	<ul style="list-style-type: none"> <li>– Increase it further, or look into legal means to acquire and resell long term empty dwellings</li> <li>– I also support compulsory purchase of long term empty properties</li> </ul>
<b>Not enough info, unclear proposal</b>	2	1.9	<ul style="list-style-type: none"> <li>– The answer to this question depends on how you define 'long term'. Also, does 'empty' mean unfurnished? I'm not clear on the full details of this proposal.</li> </ul>
<b>Negative impact on tourism.</b>	1	1.0	<ul style="list-style-type: none"> <li>– This is an appalling idea driven by the politics of envy. Wales as a whole relies on tourism and second/ rental homes do NOT bite the hand that feeds you</li> </ul>
	<b>107</b>	-	

Respondents could leave comments covering several themes, so the total may exceed 100.0%

Second Homes/ Furnished Property which is not anyone’s main home

*The Council is proposing to apply a premium of 100% on second homes/ furnished dwellings that are not anyone’s main home with effect from 1<sup>st</sup> April 2024 (this cannot be introduced from 1<sup>st</sup> April 2023 as the Council has to give at least one year’s notice of this decision). This would mean that there would be a 200% charge on these types of dwellings.*

7. Do you support the Council’s proposal to charge a 100% council tax premium on second homes and furnished properties which are not anyone’s main home from 1st April 2024?

The intention is to use additional income collected for Housing purposes.

Just under three-quarters of respondents (72.6%) supported the proposal to charge a 100% council tax premium on second homes and furnished properties which are not anyone’s main home from 1<sup>st</sup> April 2024, with around a quarter (24.6%) opposing this.

	No	%
<b>Yes</b>	257	72.6
<b>No</b>	87	24.6
<b>Don't know</b>	10	2.8
	<b>354</b>	<b>100.0</b>

8. Do you have any further comments regarding this proposal?

Respondents were invited to leave a comment on this proposal, 85 were received, and grouped into themes:

Theme	No	%	Example comments
<b>Against proposal</b>	33	39.8	<ul style="list-style-type: none"> <li>– <i>Totally unfair proposal. Why tax anyone that is able to afford another property? They have paid their tax when they earned their money.</i></li> <li>– <i>Stop punishing people who put themselves in an opportunity to own property. This council is a complete disgrace</i></li> <li>– <i>This is simply a tax and will have no effect on making these properties available for additional housing as is the Council’s stated objective. Taxing property owners to raise revenue is a dangerous Welsh Government policy that will not achieve the stated aim.</i></li> <li>– <i>Cardiff is a capital city and there are many people who work and have a second home here whilst their family home is elsewhere. This is particularly true fir academics</i></li> </ul>

Consultation on Second Homes/furnished dwellings that are not anyone's main home and the variation of the premium on Long Term Empty dwelling

			<p><i>in our universities. We need to be encouraging them to come to Cardiff and not providing them with a reason to go elsewhere. I do not believe that there is any case in which a property owner should pay more than the charge that a family would pay to occupy the same property. They are paying the same as everybody else and also paying for services which they do not use</i></p> <ul style="list-style-type: none"> <li>– <i>The existing policy has not reduced the number of unoccupied properties. This policy is a cash cow and is not addressing why properties are unoccupied.</i></li> </ul>
<b>In favour of the tax increase/ Raise tax by 200% or maximum (300%)</b>	30	36.1	<ul style="list-style-type: none"> <li>– <i>I'm so grateful this is being considered! When the gap between renters and landlords is so huge, and it is so difficult to buy a first home, I don't see why there are discounts to buy 2nd 3rd 4th 5th 6th homes for people who are already very rich and living off the very poor.</i></li> <li>– <i>Raise it by more than 200 percent</i></li> <li>– <i>Not high enough</i></li> <li>– <i>The premium should be increased to the maximum. I've been priced out of renting in Cardiff and anything to increase the amount of available properties would help people who want to live in Cardiff and would alleviate the council's budget challenges.</i></li> <li>– <i>Much needed.</i></li> </ul>
<b>Alternative / additional suggestions</b>	22	26.5	<ul style="list-style-type: none"> <li>– <i>I'd want to exempt from any extra charge a situation where someone was staying in a spare room as their second home in what is a permanent residence for the other occupants</i></li> <li>– <i>If you stopped wasting money on cycling lanes etc. you wouldn't need this</i></li> <li>– <i>As long as this does NOT affect landlords who are regularly renting out a property. Private landlords mustn't be discouraged, otherwise, all that is left is super-rich property moguls who couldn't care less about certain tenant groups or sorting out issues inside their properties.</i></li> <li>– <i>Remove the requirement for it to be furnished. There's a loophole to be exploited there.</i></li> </ul>
<b>Money from increased tax to support the wider community e.g. invest in social housing</b>	8	9.6	<ul style="list-style-type: none"> <li>– <i>The Council has the power to charge more than an additional 100% and they should charge the full amount. It is unacceptable that people should have multiple homes while there are thousands without anywhere to call home. If second homes do not meet the threshold for days lived in/rented out then - especially while thousands are suffering at the hands of a housing crisis - they should be hit with the full charge, and money raised by this should be ring-fenced to support social homes, people at risk of homelessness and supporting move-on from temporary accommodation.</i></li> </ul>

Consultation on Second Homes/furnished dwellings that are not anyone's main home and the variation of the premium on Long Term Empty dwelling

			<ul style="list-style-type: none"> <li>– I think it should be increased to the legal limit of 300% and the premium used for investment and compulsory purchases for council housing</li> <li>– Use the additional income for general purposes.</li> </ul>
<b>For people who owns more than one property the Tax increase would be too expensive.</b>	6	7.2	<ul style="list-style-type: none"> <li>– My mother has bought a second property in Cardiff to enable her to spend time with me yet remain independent. The long term use may mean her using it for when she needs greater care from me but it's unfair to expect her to pay additional council tax as she is a pensioner.</li> <li>– We own 2 flats next to each other as a couple and live in both. We will be penalised by this, despite using both properties. If we were not a couple, we would be allowed to occupy both, but because we are married, we have been told we have to live together in one flat. This seems unfair, especially as we live here to support our family, who are disabled and need our support.</li> </ul>
<b>Airbnb</b>	6	7.2	<ul style="list-style-type: none"> <li>– I'd happily triple the council tax on Airbnb properties. Make it so it's more profitable to rent it out as a proper home.</li> <li>– There are flats listed on Airbnb and Booking.com in my building and the short-term tenants bring a lot of nuisance: noise, weed, parties, damage, etc... The flats are empty most of the time which is bad for the area.</li> </ul>
<b>Policy will damage tourism / local economy</b>	5	6.0	<ul style="list-style-type: none"> <li>– Cardiff is not a desired destination for a second home e.g. on the coast etc. if you did a survey why someone has a second home in the city i would forecast it was for work or equivalent therefore typically providing income into the local community.</li> <li>– The extra expense would force people to sell. Which means less rental properties for those who cannot purchase their own property. Also, less holiday lets available, which means less visitors to the city.</li> </ul>
<b>Landlords / property developer's opinions</b>	3	3.6	<ul style="list-style-type: none"> <li>– If you want fewer private rental properties available in Cardiff, carry on. You will punish the many landlords for the relatively few vacant properties. Every time I re let my flat, I fully redecorate it first and undertake repairs. I am barely breaking even but I provide a good quality home for another family who wish to rent. With the recent change in laws, the risks for me are now much higher and if you add to the costs, you'll either push me in to loss, or I'll have to pass the cost on to my tenants. There will be less rental properties available, not more and they will be more expensive.</li> </ul>
<b>Unclear definitions or proposal outline</b>	3	3.6	<ul style="list-style-type: none"> <li>– Not quite clear on this. What if they rent it out? It would be the person renting's main home</li> </ul>
	<b>85</b>	-	

Respondents could leave comments covering several themes, so the total may exceed 100.0%

## About You

What was your age on your last birthday?

	No	%
<b>Under 16</b>	0	0.0
<b>16-24</b>	9	2.6
<b>25-34</b>	87	24.7
<b>35-44</b>	83	23.6
<b>45-54</b>	59	16.8
<b>55-64</b>	72	20.5
<b>65-74</b>	25	7.1
<b>75+</b>	5	1.4
<b>Prefer not to say</b>	12	3.4
	<b>352</b>	<b>100.0</b>

	No	%	2021 Mid-Year Estimate
<b>16-34</b>	96	28.2	38.6
<b>35-54</b>	142	41.8	30.2
<b>55+</b>	102	30.0	31.2
	<b>340</b>	<b>100.0</b>	

Note: Figures comparing against the Mid-Year estimates excludes 'Prefer not to say' and under 16s

Are you...?

	No	%	2021 Mid-Year Estimate
<b>Female</b>	164	46.5	51.6
<b>Male</b>	153	43.3	48.4
<b>Non-binary</b>	15	4.2	-
<b>Other</b>	1	0.3	-
<b>Prefer not to say</b>	20	5.7	-
	<b>353</b>	<b>100.0</b>	<b>100.0</b>



Do you identify as Trans?

	No	%
Yes	10	2.8
No	313	89.2
Prefer to self-describe	1	0.3
Prefer not to say	27	7.7
	<b>351</b>	<b>100.0</b>

Do you identify as a disabled person?

	No	%
Yes	50	14.4
No	271	77.9
Prefer not to say	27	7.8
	<b>348</b>	<b>100.0</b>

Please tick any of the following that apply to you:

	No	%
Deaf/Deafened/Hard of Hearing	9	2.6
Learning impairment/difficulties	12	3.4
Wheelchair user	2	0.6
Long-standing illness or health condition (e.g. cancer, HIV, diabetes or asthma)	37	10.6
Mental health difficulties	39	11.2
Visual impairment	7	2.0
Mobility impairment	17	4.9
Prefer not to say	44	12.6
Other	8	2.3
	<b>348</b>	<b>-</b>

How would you describe your Welsh language skills?

	No.	%
Fluent	47	13.6
Moderate	25	7.2
Basic	59	17.1
Learner	68	19.7
None	147	42.5
	<b>346</b>	<b>100.0</b>

Do you consider yourself to be Welsh?

	No.	%
<b>Yes</b>	232	67.1
<b>No</b>	114	32.9
	<b>346</b>	<b>100.0</b>

What is your ethnic group?

*Where the term 'British' is used, this refers to any of the four home nations of Wales, England, Northern Ireland and Scotland, or any combination of these*

	No.	%
<b>White - Welsh/English/Scottish/Northern Irish/British</b>	295	84.0
<b>White - Any other white background</b>	25	7.1
<b>Mixed/Multiple Ethnic Groups</b>	3	0.9
<b>Asian/Asian Welsh/British</b>	5	1.4
<b>Any other ethnic group</b>	5	1.4
<b>Prefer not to say</b>	18	5.1
	<b>351</b>	<b>100.0</b>

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 2 MARCH 2023**

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**BUDGET 2023/24**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM: 8**

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**Appendix 5 (b) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.**

**Reason for this Report**

To enable the Cabinet to:

1. Recommend to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992, having considered and reflected on the responses to all aspects of the budget consultation.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2023/24 (the Annual Treasury Management Strategy.)
3. Recommend to Council the Capital Strategy for 2023/24 including the Council's Minimum Revenue Provision Policy for 2023/24.
4. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2023/24 – 2027/28.
5. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan and note the opportunities for savings.
6. Recognise the work undertaken to raise awareness of, and to ensure the financial resilience of the Council.
7. Recommend to Council the estimates of expenditure and income for the Housing Revenue Account following the approval of the 2023/24 rent uplift by Cabinet in December 2022.

8. Agree the rates of fees and charges for Council services for 2023/24 (with the exception of HRA fees and charges which were approved by Cabinet in December 2022).

## **Background**

9. The Council's Budget Report must provide assurance that a balanced budget and affordable Capital Programme have been set and that due consideration has been given to the Council's financial standing.
10. On 14<sup>th</sup> July 2022, Cabinet received an initial update report on the 2023/24 Budget and the Medium Term Financial Plan (MTFP) which indicated an estimated 2023/24 budget gap of £29.080 million. The report highlighted the volatility of the position and noted the absence of agreed pay awards, the energy crisis, and wider inflationary challenges as among factors requiring ongoing review.
11. On 20<sup>th</sup> October 2022, a further report was presented to Cabinet that updated the indicative budget gap for 2023/24 to £53.159 million. The increase reflected changes in the interceding period including the receipt of 2022/23 pay offers, indicative energy pricing and unprecedented demand pressure in Children's Services.
12. On 14<sup>th</sup> December 2022, Welsh Government published its Provisional Local Government Finance Settlement for 2023/24 (Provisional Settlement). Funding increases for 2023/24 were significantly higher than indicatives issued in March 2022. As reported to Cabinet on 22<sup>nd</sup> December 2022, this helped to reduce the projected 2023/24 budget gap to £23.497 million. Following this update, the Budget Consultation for 2023/24 was launched on 23<sup>rd</sup> December 2022 and ran until 29<sup>th</sup> January 2023.
13. Given ongoing economic and demand volatility, the forecast position has continued to be updated for most recent information, including the results of the public consultation. All updates are reflected in the Council's Revenue Budget for 2023/24, as set out later in this report.
14. The 14<sup>th</sup> July 2022 Report on the 2023/24 Budget and the Medium Term Programme also set the approach for the development of the Council's Capital Programme. The proposed Capital Programme 2023/24 – 2027/28 reflects commitments made in previous years as well as new schemes proposed for approval. Further detail is set out in this report.
15. In December 2022, Cabinet approved the proposed approach to the setting of rents and service charges on Housing Revenue Account (HRA) dwellings for the financial year 2023/24. In previous years, HRA rents and service charges were approved by Cabinet as part of the annual Budget Report. Their earlier approval for 2023/24 is in line with the requirements of the Renting Homes Act 2016 which stipulates a two-month notice requirement for tenants. The December 2022 Report identified that the proposed rent uplift of 6.5% could result in an estimated deficit of £2.213 million that would need to be addressed when

setting the HRA Revenue Budget for 2023/24. Further update and detail on the HRA Revenue Budget and Capital are set out in this Report.

## **Issues**

16. The information contained in this report addresses the statutory requirements summarised in the following paragraphs.
17. The Local Government Finance Act 1992 requires the Council to produce a balanced budget. In line with this duty, this report sets the Revenue Budget and associated Council Tax for 2023/24. The likely position over the medium term is set out in the MTFP at Annex 1.
18. In setting the budget, the Local Government Act 2003 requires the Council to have regard to the Section 151 Officer's advice on the robustness of estimates and the adequacy of reserves. This report includes commentary on financial risk and resilience, and the Section 151 Officer's assessment is set out in the financial implications to this report.
19. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. The HRA revenue budget for 2023/24 is contained in Annex 2, along with details of the HRA Capital Programme.
20. The CIPFA Prudential and Treasury Management Codes of Practice, require the Council to approve the 2023/24 Capital Strategy and Treasury Management Strategy prior to the beginning of the financial year. These strategies are outlined in Annex 3 and Annex 4 respectively.

## **Context**

21. The Council's key financial strategy documents, (encapsulated in this report and its annexes), are framed by the policy statement Stronger, Fairer, Greener and the Council's Corporate Plan. This alignment ensures that resources are spent in a way that maximises support for the Council's priorities. Given the Corporate Plan's alignment with wider local and national goals aimed at creating a more sustainable Wales, it also helps to ensure that financial strategy supports long-term sustainability, in line with the Council's duties under the Well-being of Future Generations (Wales) Act 2015.



22. Appendix 1 sets out in greater detail how the Revenue Budget and Capital Programme are consistent with the Council’s priorities, invest in the future of the city and support the five ways of working at the heart of the Well-being of Future Generations (Wales) Act 2015.

### Local Government Financial Settlement

23. The Local Government Financial Settlement is a key factor underpinning the construction of the draft budget. Due to the timing of the UK Autumn Statement, which took place in November 2022, the Provisional Settlement was not received until the 14<sup>th</sup> December 2022. At an All-Wales level, the headlines of the 2023/24 Provisional Settlement were that Local Authorities will receive an average increase in general revenue funding of 7.9%, with individual settlements ranging from +6.5% to +9.3%.
24. After adjusting for transfers, Cardiff will receive a 9.0% increase in Aggregate External Finance (AEF) in 2023/24. In cash terms this equates to £48.165 million. The above average settlement for Cardiff is largely linked to data underpinning the settlement, including population changes and the number of children in receipt of free school meals.
25. The Provisional Settlement provides some details on specific revenue grant streams at an All-Wales level, with around half continuing at existing levels. Whilst the overall picture is of a £63 million increase (at an all-Wales level), several grants will undergo notable changes, although the majority of these were known about and planned for in advance. Grants totalling £41 million will cease in 2023/24 including Free School Meals Holiday Provision (£23.8m), Summer of Fun (£5.5m), NQT Grant (£3.8m) and Family Intervention Fund (£3.2m), whilst £32 million of funding is yet to be confirmed. The most significant changes to the remaining grants include an additional £132 million to support non-Covid rate relief in the Retail, Leisure and Hospitality sector, and a reduction of £55.75 million (74%) in the Childcare Offer reflecting the fact that this will now be paid direct to private childcare providers. At an individual authority level, Cardiff has received confirmation that its Housing Support Grant will remain at its 2022/23 level of £21.9 million in 2023/24, with indications that it will continue at that level until 31<sup>st</sup> March 2025.

26. Cardiff's Provisional Capital Settlement for 2023/24 is an increase of £3.055 million increase in General Capital Funding (GCF) compared to the 2022/23 allocation of £15.036 million. This reflects the anticipated share of an additional £30 million per annum across Wales for 2023/24 and 2024/25. After this point, the allocation is assumed to revert to 2022/23 levels Whilst the short term additional GCF allocation is welcome, there are significant cost pressures inherent in the existing capital programme, due to supply chain cost increases, demand for investment to maintain condition, and capital receipt assumptions.
27. There is currently little detail available in terms of specific capital grant awards for Cardiff. As in previous years, such grant awards are subject to a bid basis, which can make long term financial planning difficult. This approach also includes a sum of £20 million for decarbonisation, announced by Welsh Government in the Provisional Settlement at an All-Wales level, for which no assumptions are currently made in the programme.
28. The Final Local Government Settlement (Final Settlement) is not expected to be received until early March 2023, and after the publication date of this Report. There is one expected change at Final Settlement, which relates to a grant transfer in relation to Fire and Rescue Authority (FRA) Pensions. In budgetary terms the net impact of this is expected to be negligible. Cardiff's AEF figure will increase by the grant transfer (expected to be £701,000), and this is matched (to within a few thousand pounds) by an associated increase in the levy payable by the Council to South Wales Fire and Rescue Service (SWFRS). The AEF figures included throughout this document pre-empt the anticipated grant transfer, to avoid the need for post publication amendments. In the event that the AEF figure confirmed by the Final Settlement differs from the sum anticipated, either due to the grant transfer, or for any other factors, and the published version of the report is not able to be amended, the recommendations to this report authorise the Section 151 Officer to prepare an addendum to the 2022/23 Budget making the requisite changes for consideration by Council on 9<sup>th</sup> March 2023. Any difference will be managed by a proportionate contribution to or from reserves.

### **Revenue Budget 2023/24**

29. A summary of the 2023/24 Revenue Budget is set out below. Each component of the budget build-up is detailed further in subsequent paragraphs.

<b>Resources Required</b>	<b>£000</b>
<b>Base Budget B/F</b>	<b>743,746</b>
Pay Award, NI & LGPS changes	31,094
Price Inflation	27,126
Commitments (including Capital Financing)	3,677
Realignments	6,870
Demographic Pressures	7,651
<b>Sub Total - Cost Pressures 2023/24</b>	<b>76,418</b>
<b>Resources Required</b>	<b>820,164</b>

<b>Resources Available</b>	<b>£000</b>
Aggregate External Finance (including anticipated grant transfer)	593,592
Council Tax (2023/24 Tax Base at 2022/23 Council Tax Rate)	200,856
Earmarked Reserves	1,500
<b>Resources Available</b>	<b>795,948</b>

30. The difference between resources required and resources available is £24.216 million. The strategy to close this gap is set out below:

<b>Strategy to address Budget Gap</b>	<b>£000</b>
Efficiency Savings	(10,090)
Corporate Savings and Measures	(3,000)
Reduction in Financial Resilience Mechanism	(1,800)
Service Change Proposals	(2,776)
A 3.95% Council Tax Increase (net effect after impact on CTRS)	(6,550)
<b>TOTAL</b>	<b>(24,216)</b>

31. After taking into account the relevant aspects of Budget Strategy set out in the above table, the net cash limit for 2023/24 is £803.881 million as summarised below:

	<b>£000</b>
Base Budget Brought Forward	743,746
Pressures	76,418
Savings and Reduction in FRM	(17,666)
Impact on CTRS Budget of 3.95% council tax increase	1,383
<b>Net Budgeted Expenditure 2023/24</b>	<b>803,881</b>

<b>Funded by:</b>	<b>£000</b>
Aggregate External Finance (including anticipated grant transfer)	593,592
Council Tax (2023/24 Tax Base at <b>2023/24</b> Council Tax Rate)	208,789
Earmarked Reserves	1,500
<b>Budget Funding 2023/24</b>	<b>803,881</b>



## Resources Required

32. The first table in paragraph 29 highlights that costs are expected to increase by over £76 million next year. Further information on cost increases is set out below:

### Pay Award, NI & Local Government Pension Scheme (£31.094 million)

This sum includes budgetary provision for:

- **Pay Awards** - Local Government pay (excluding teachers, craft workers, Chief Officers and soulbury grades) is a matter for collective bargaining between the national employers and trade unions through the National Joint Council (NJC). There is currently no agreed award for 2023/24. As it is not possible to pre-empt this process, estimates are based on an average 2023/24 award of up to 6%. Budgetary provision is also included for the difference between the amount estimated in the 2022/23 Budget for the 2022/23 NJC pay award and the award that was finally agreed. For teaching staff, figures allow for the latest published Independent Welsh Pay Review Board (IWPRB) recommendations for September 2022 and September 2023 of 5% and 3.5% respectively, plus an additional margin, in recognition of ongoing industrial action at the time of preparing this report.
- **Employers' Contributions** - Figures reflect the budgetary impact of the reversal of the April 2022 increase in Employers' National Insurance Contributions. They also incorporate a reduction in budgeted Employer's Superannuation Contributions to the Local Government Pension Scheme based on the latest actuarial review of the Fund.
- **Other Pay Pressures** – provision is included to allow for an increase in the market supplement paid to Social Workers in Adult services (from £1,000 to £3,000) with the aim of improving staff recruitment and retention.

### Price Inflation (£27.126 million)

This sum includes inflation in the following areas:

- **Commissioned Social Care Costs** – reflecting estimated uplifts to the fees paid for commissioned care. Increases include support for Providers to continue to pay the Real Living Wage to registered carers. Older Peoples' residential and nursing uplifts are based on an extension of the Council's existing fee setting strategy in that area. Whilst the strategy was due for renewal in 2023/24, this was not possible, because despite repeated efforts to encourage engagement, a 'cost of care' exercise that was initiated in-year to inform the update received a very low number of Provider responses. This lack of engagement together with uncertainty over costs going forward made it prudent to defer the implementation of a new strategy. A further 'cost of care' exercise will be initiated during

2023/24 to support development of a revised strategy although this will require engagement from the sector and greater certainty regarding future costs.

- **Energy inflation** - the budgetary impact of energy inflation in 2023/24 is expected to be £11.8 million. This reflects indicative increases of over 250% for gas and 130% for electricity. Most recent pricing information suggests that prices under the Council's energy purchasing arrangements could fall back by 25% - 30% in 2024/25, although the position remains volatile. In recognition that an element of the 2023/24 price increase may be temporary, £1 million of the increase will be funded from earmarked reserve, with a further £1.8 million supported by a temporary reduction in the Council's Financial Resilience Mechanism (set out further at paragraphs 42-47.)
- **Fire Levy** – the Council is anticipating a £2.421 million increase in the levy payable to SWFRS in 2023/24. This represents an annual uplift of 8.98%, together with the transfer of funding responsibility for a pensions grant. The grant, which was previously paid directly by Welsh Government to FRAs will be transferred into RSG at Final Settlement (see paragraph 28).
- **Other** – areas include Home to School Transport, fuel costs associated with the Council's vehicle fleet, Out of County Education placements and the Council's contribution to the South Wales Coroner Service.

#### Realignments (£6.870 million)

The £6.870 million is a net figure which include realignments of £16.870 million offset by release of the Council's £10 million Covid-19 Recovery Budget.

- **Budget Realignments** - the £16.870 million relates to unprecedented demand and inflationary pressure inherent in the current year's budget monitoring position. It includes £8.120 million for Children's Services, £1.000 million for school catering, £3.095 million for Home to School Transport, £1.400 million for Out of County Education and £1.700 million for Recycling and Neighbourhood Services.
- **Release of Covid-19 Budget** - this £10 million budget was created in 2022/23 in recognition of the risks associated with the fall out of the Covid-19 Hardship Fund, from which the Council received significant support for pandemic-related costs and income loss in the financial years 2020/21 and 2021/22. The budget has played an important part in managing pressures during 2022/23. However, a combination of further recovery during 2022/23, the realignments outlined in the above paragraph and resilience set aside in earmarked reserves, make it appropriate to release this budget for 2023/24.

### Commitments and Capital Financing - £3.677 million

This sum includes planned increases in capital financing sums required in 2023/24 in support of the Capital Programme. It also includes sums to support the painting of structures (£0.250 million), maintenance of the public realm (£0.125 million), and an increased contribution to the Shared Regulatory Service related to pay pressure (£0.198 million). It includes vehicle replacement costs (£0.250 million) and support for voluntary redundancy costs (£0.500 million) linked to the significant savings requirement for 2023/24.

### Demographic Pressures (£7.651 million)

This sum includes £3.975 million for Adult Social Services, £0.850 million for Out of County Education Provision, and £2.826 million demographic growth for schools.

## **Efficiency Savings**

33. The 2023/24 Budget is predicated on the delivery of £10.090 million in directorate efficiency savings. Efficiency savings are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer. The £10.090 million savings reflect savings in directorates, except for Schools, which have been protected for 2023/24, consistent with the findings of public consultation.

<b>Nature of Saving</b>	<b>£000</b>
Review of staffing arrangements	3,385
Reductions in premises costs	197
Reductions in external spend	2,813
Increase in Income and grant maximisation	3,695
<b>TOTAL</b>	<b>10,090</b>

34. Examples of the types of savings included within the above categories include:

- Review of staffing arrangements – including restructures within teams, deletion of vacant posts and management savings.
- Reductions in premises costs – including review of property lease arrangements and more efficient and effective security arrangements at key buildings.
- Reductions in external spend – including Adult Social Care interventions to lower external care costs and use of in-house provision to reduce reliance on costly external placements in Children’s Social Care.
- Increase in income and grant maximisation – including increased income targets across some specific areas and maximising use of grant to continue development of key services such as Youth Services.

## **Corporate Savings and Measures**

35. The strategy to balance the 2023/24 Budget includes £3.000 million of Corporate Savings and measures. These include:
- £1.000 million reduction to the Council's General Contingency Budget (from £2.000 million to £1.000 million)
  - £1.000 million reduction to the Adult Services specific contingency budget (from £3.000 million to £2.000 million)
  - £1.000 million savings to corporate budgets including Council Tax Reduction Scheme and Insurance.
36. Reductions to contingency are considered further in the section of the report on financial resilience. The £1.000 million corporate savings are based on a review of historic trends, as well as current and anticipated demand. Based on this information, the savings are considered prudent given sums sets aside in earmarked reserves, and the latest actuarial review of the insurance fund.

## **Service Change Savings**

37. The 2023/24 Budget includes £2.776 million in service change proposals. These are distinct from efficiency savings in that they have an impact on existing levels of service. Appendix 2 summarises the service change proposals included in the budget together with the nature of the consultation undertaken. For some proposals consultation involves a specific organisation or group of service users who are specifically affected by a proposal. Other proposals have been the subject of city-wide consultation.
38. Cabinet have considered fully the outcomes of the consultation exercises undertaken and those service change proposals included in the Budget are consistent with consultation findings, further detail on which is included at paragraph 62. Cabinet are proposing not to take all savings options forward at this time. Specifically:
- In respect of the Museum of Cardiff, proposals to reduce the offer and / or switch to a mobile based service have been removed. The Museum will continue to operate at the Old Library whilst the Cabinet now work with the trustees of the museum to secure a sustainable future, including consideration of options for delivering the service at an alternative location.
  - In respect of Hubs and Libraries, proposals to reduce opening hours and / or close on weekends have not been taken forward and any changes are being limited to removing a small number of long-term vacant posts in the service.
  - Finally in respect of school meals, Cabinet have reduced a proposed price increase to 5% (consultation was based on a 10% price increase) and will therefore continue to provide a significant subsidy of this service across schools.

## Equalities Impact Assessment of Savings Proposals

39. Savings have been reviewed to ensure they have minimal impact on service delivery, and that they are deliverable and appropriate in the context of the Council's financial resilience, both next year and over the medium term. Equality Impact Assessment (EIA) screening has also been undertaken for all proposals. Following initial screening, five proposals were rated red-amber. These have undergone a full EIA, which are available as background documents to this report.

## Employee Implications of the 2023/24 Revenue Budget

40. The posts deleted or created as part of the budget are set out in the table below. For deleted posts, the table identifies the anticipated method of release.

<b>Employee Implications of Budget</b>	<b>FTE</b>
Voluntary Redundancy	50.9
Vacant Posts	55.3
Potential Transfer of Posts	48.2
Retirement / Flexi Retirement	1.5
TBC / Redeployment	22.5
<b>Total FTE posts deleted</b>	<b>178.4</b>
<b>Total FTE posts created</b>	<b>(5.5)</b>
<b>Net FTE Reduction</b>	<b>172.9</b>

41. Between 2012/13 and 2021/22, budget proposals resulted in the reduction of over 1,600 FTE posts in services other than schools. This included the deletion of vacant posts, posts that have transferred out of the Council's direct control, and posts deleted through redeployment or redundancy. The financial year 2022/23 was the first year in many, in which there was a net FTE increase (58.3) associated with budget proposals. The scale of the budget gap for 2023/24 has seen a return to a net reduction position.

## Financial Resilience Mechanism

42. The Council currently has a £3.8 million budget called the Financial Resilience Mechanism (FRM) that was set up to help the Council deal with funding uncertainty. It is used to invest in priority areas, but investment is one-off and determined each year. This means that the budget is used proactively, but could be reduced or deleted if required, without affecting day-to-day services.
43. Given the significant budget gap that the Council is facing, it is proposed to reduce the FRM by £1.8 million in 2023/24. The reduction is specifically linked to minimising the impact of energy price increases that may prove to be temporary in nature. The FRM will be reinstated if prices subside in 2024/25 and beyond.

44. For 2023/24, the level of the remaining Financial Resilience Mechanism will be £2.0 million. The table below provides a summary of how this will be used, and further information is included in Appendix 3.

<b>FRM – One-off use for 2023/24</b>	
<b>Category</b>	<b>£000</b>
Stronger	565
Fairer	715
Greener	720
<b>TOTAL</b>	<b>2,000</b>

45. The £0.565 million one-off investment in a Stronger Cardiff includes £0.225 million to support a youth festival programme and “Little Gig” talent contest to positively engage young people. It includes £0.100 million support for community events, £0.100 million for grassroots music / art, as well as £0.100 million to enable the extension of the sport development fund with an emphasis on supporting transfer of facilities to local clubs. There is also £30,000 to enable a blood pressure monitor loan scheme.
46. The £0.715 million one-off investment in a Fairer Cardiff includes £0.100 million for targeted youth work projects to create opportunities to enhance informal learning, £0.100 million to support a programme of internships for young people with additional learning needs and £0.130 million for a gender equality project to engage and empower young girls in Cardiff. It includes a total of £0.165 million to increase children’s access to leisure and recreation activities with priority for Children Looked After and those on the edge of care. It also includes £20,000 for the Age Friendly Cardiff website and its promotion.
47. The £0.720 million one-off investment in a Greener Cardiff includes £0.270 million for carbon reduction schemes, £50,000 for One Planet youth and summit events, £0.300 million for the taxi clean air scheme, £50,000 to enhance cleansing education and enforcement and £50,000 to explore opportunities in relation to e-cargo bikes – last mile delivery.

### **Council Tax and Precepts**

48. As indicated at paragraph 30 above, the proposed Council Tax increase to support delivery of the 2023/24 Revenue Budget Strategy is 3.95%. The increase, which is below inflation, generates net additional income of £6.550 million. Combined with savings and corporate measures totalling £17.666 million this will help to bridge the 2023/24 Budget. Those eligible, will receive support through the Council Tax Reduction Scheme. The detail of the Council Tax resolutions, including information on Community Council and Police and Crime Commissioner precepts is set out for approval within the recommendations at 2.0 to 2.7.

## Council Tax Reduction Scheme

49. It is proposed that the approach to the Council Tax Reduction Scheme (CTRS) should remain unchanged for 2023/24. The scheme will continue to comply with the relevant WG regulations. In addition, the scheme will continue to provide additional help for war pensioners by disregarding the income from war pensions including War Widows' Pensions, War Disablement Pensions and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The budget provides for the impact on the CTRS budget of the proposed 2023/24 Council Tax increase.

## Directorate Implications of the Budget

50. The information detailed in previous sections outlines the Council-wide position in respect of the 2023/24 Revenue Budget. Appendix 4 sets out the resultant changes to individual directorate budgets between 2022/23 and 2023/24. The two largest areas of the Council's budget (Education and Social Services) will receive significant additional resources next year. The relative protection of these areas is consistent with the findings of Budget consultation as outlined later in this report.
51. Delegated schools' budgets will increase by £25.052 million (9.3%) in 2023/24. This increase is comparable to the Council's 9% increase in settlement from Welsh Government. It includes provision for the pay costs of both teaching and support staff, energy inflation linked to heating and lighting school buildings, and projected changes in pupil numbers. The £25.052 million is a net figure, which is **after** a £1.090 million contribution to the costs of the 21<sup>st</sup> Century Band B Programme and schools' asset renewal. Schools are not being required to contribute an efficiency saving in 2023/24. It is therefore proposed that individual schools' budget planning must accommodate all pay and inflation costs within the budget currently made available to them.
52. Retained Education budgets will also increase by £7.278 million (18.1%) in 2023/24. This reflects significant inflationary pressures in school catering and the proposal as part of fee-setting, to limit the amount of cost increases passed on in school meal prices, to a below inflation increase of 5%. It also reflects a combination of inflation and demand pressure (linked to Additional Learning Needs) in Home to School Transport, as well as pressure with regards Out of County Placements.
53. After contributing savings of £3.672 million, the budget for Social Services will increase by a total of £23.355 million (10.9%) in 2023/24. This comprises £13.638 million (10.1%) for Adult Services and £9.717 million (12.2%) for Children's Services. As referenced earlier in the report, increases include the cost of supporting the ongoing payment of the Real Living Wage to registered carers within the care sector, as well continued demand pressures in both areas. Demand pressure can be difficult to predict, and a small number of care packages can impact materially on cost. In recognition of this, as referenced in the section on

financial resilience, the 2023/24 Budget retains a £4.150 million Social Service contingency.

54. Movement in other net directorate budgets is indicated in Appendix 4. Changes include:

- Corporate Management - a net reduction of £7.618 million (21%). This largely comprises the removal of the Covid-19 Budget as set out at paragraph 32, offset by the £2.4 million increase in the levy payable to SWFS for 2023/24.
- Economic Development - a net increase of £2.401 million (24%). This is largely attributable to the level of energy inflation that has been allocated to this area in connection with Council buildings.
- Planning, Transport and Environment - a net increase of £3.297 million (42%). This is primarily due to the allocation of £2.7 million energy inflation in connection with street lighting.
- Recycling & Neighbourhood Services - a net increase of £3.857 million (10.5%). This is largely due to a budgetary realignment in this area, fuel inflation and the fact that comparatively lower savings have been taken in this directorate.
- Resources - a net increase of £0.790 million (4.5%). This reflects pay pressures, ICT inflation, and an allocation for vehicle replacement, offset by directorate savings.
- Governance and Legal Services - a net increase of £0.662 million (9.5%). This reflects pay pressures (officer and member remuneration) and a realignment of external income. No efficiency savings have been identified in this area.
- Housing & Communities - a net decrease of £0.047 million (0%). The largely unchanged budget in this area reflects pay pressures being covered through savings. There are no areas of exceptional inflationary pressure, as is the case in other directorates, and demand pressure (e.g. homelessness) is anticipated to be met through specific grant.
- Performance and Partnerships – a net decrease of £0.403 million (12%). This is due to maximisation of funding opportunities that are available in this area.

### **Fees and Charges**

55. The Budget does not include a blanket uplift to fees and charges. Appendix 5 sets out the detailed list of proposed fees and charges for 2022/23. The process for determining fees and charges for 2023/24 commenced with high level consideration of the pricing strategy for affected services, followed by more detailed work on fee-setting. Key considerations included:

- Any applicable statutory frameworks
- Whether existing income budgets are being met
- Any specific inflationary cost pressures that will need to be met
- The adequacy of charges relative to cost of provision
- Any potential impact on demand for services.



56. It is important that the Council is able to react to changing events, both in terms of income opportunities and shortfalls. It is proposed that the Council continues to delegate to the appropriate officer, where necessary in consultation with the Cabinet Member, the ability to amend fees and charges during the financial year as and when required. These arrangements also apply where discounts are introduced for a particular time-period, or for a particular client group. Decisions will be taken in consultation with the Section 151 Officer and the Cabinet Member for Finance, Modernisation and Performance. Where appropriate, Cabinet will need to consider a report within a reasonable timescale of the decision.
57. In order to formalise the Council's approach with regards income generation, an income framework setting out the key considerations will accompany the July 2023 Budget Update Report.

### Consultation and Engagement

58. As well as supporting organisational priorities, budget preparation has had regard for the views of key stakeholders. In addition to public consultation, engagement on the 2023/24 Budget took place with the following stakeholder groups.

Consultee Group	Nature of Consultation / Engagement
Scrutiny Committees	Budget briefings took place during late Feb/ early March 2023. Responses received from Scrutiny Committees will be tabled and considered as part of the Cabinet meeting (to be included as Appendix 5b)
Trade Unions	Consultation has taken place with the Trade Union Partnership with comments considered in advance of the Cabinet meeting.
Employees	Consultation has taken place both generally through staff meetings, and particularly with employees affected by budget proposals.
School Budget Forum	Following a number of briefings over the budget formulation period, responses received from School Budget Forum to the Council's Budget consultation, will be tabled and considered as part of the Cabinet meeting (to be included as Appendix 5b)
Governance & Audit Committee	At its meeting on 24 <sup>th</sup> January 2023 the Governance and Audit Committee considered the Treasury Management Strategy as part of their oversight function.

### Ask Cardiff

59. Consultation on the 2023/24 budget commenced with the 'Ask Cardiff' survey. 'Ask Cardiff' ran between 4<sup>th</sup> October and 20<sup>th</sup> November 2022 and generated 3,856 responses across the city. It asked citizens to identify their budgetary priorities for both 2023/24 and the longer term. Rank order of priorities are set out in the table below, with top three highlighted:

Budgetary Priority	Short-Term	Long-Term
School and Education including Youth Services	1	1

Supporting vulnerable children and families	2	2
Supporting vulnerable adults and older people	3	3
Housing and homelessness services	4	4
Recycling and Waste Services including collections, disposal and Recycling Centres	5	4
Neighbourhood Services such as street cleansing	6	7
Highways and Transport	7	6
Parks and Sport	8	9
Libraries and Community Hubs	9	10
Major projects including infrastructure to support businesses, local economy, city centre and local community centres	10	8
Delivery of the One Planet Cardiff Strategy	11	10
Culture, Venues and Events	12	12

60. Schools and Education, and supporting vulnerable children and adults were identified as the top three priorities for both the short and long term. As set out earlier in the report, the 2023/24 Revenue Budget reflects these priorities with a net increase of 10.9% for Social Services (10.1 % Adult Services and 12.2% Children’s Services), 17% for retained Education budgets and 9.3% for Schools. There are also support for these areas within the Council’s 2023/24 – 2027/28 Capital Programme, which includes significant investment in new and existing schools, as well as in the Right Home, Right Support Strategy, and gateway accommodation for young people. The capital programme also includes sums for disabled adaptation to support people to remain in their own homes, as well as for an Independent Living Wellbeing Hub and new social housing supporting older people to live as part of communities.

#### City-wide Budget Consultation

61. The priorities identified in Ask Cardiff helped to shape the 2023/24 Citywide budget consultation that ran between 23<sup>rd</sup> December 2022 and 29<sup>th</sup> January 2023. The consultation was available online and as hard copy. It was shared on the Council’s corporate social media accounts and with the Citizen’s Panel. Hard copies in English and Welsh were distributed via Hubs, libraries and other community buildings, and it was shared via Staff Information emails, the staff intranet and with Public Service Board Partners. More targeted promotion of the consultation also took place to encourage engagement of those more seldom heard. Measures included:

- Online and hard copies of the survey being made available in English, Welsh, Arabic and Polish
- Providing hard copies to Councillors representing wards with historically low response rates
- Distributing copies in places of worship, including churches and mosques
- Contacting Cardiff Food Banks for support with promotion and distribution
- Working with Community Inclusion Officers to identify local events, groups and networks

- Use of established fora and networks including the Access Forum; Over 50s Forum; Youth Council and Panel
- Sharing and promotion with Partner Organisations working with seldom-heard groups
- Use of Employee Networks to share and promote to LGBTQ+, BAME, and Disability Networks.

62. The consultation received 5,932 responses. Further detail on the responses received is set out in Appendix 6. The measures included in the 2023/24 Budget are consistent with the outcomes of citywide consultation as summarised below:

<b>Aspect of 2023/24 Budget</b>	<b>Consultation Response</b>
Protection of Schools Budgets	73% agreement
<u>Income Proposals</u> <ul style="list-style-type: none"> <li>• Sports pitch fee increase</li> <li>• Pay &amp; Display fee increase</li> <li>• Bereavement charges increase</li> <li>• School Meal prices - 5% increase</li> </ul> <ul style="list-style-type: none"> <li>• Parking permit increases (£24 first permit &amp; £54 second)</li> </ul>	63% support 66% support 64% support 30% support (35% supported higher Increases, 35% supported no increase)  51% felt first permit about right level, 39% felt second about right level (43% felt second too high)
<u>Service Change Proposals Accepted</u> <ul style="list-style-type: none"> <li>• New partner to run Saint David's Hall</li> <li>• Cardiff International White Water</li> <li>• One day closure of recycling centres</li> <li>• Hubs – deletion of vacant posts &amp; recruitment of volunteers</li> </ul>	59% support (26% against)  77% support (8% against) 46% support for closure, (40% for reduced opening hours) Highest support of 4 options (37%)
<u>Service Change Proposals Not Taken Forward</u> <ul style="list-style-type: none"> <li>• Hubs – reduced hours</li> <li>• Hubs – one day closure</li> <li>• Mobile operation of museum of Cardiff</li> </ul>	17% (compared with 37% above) 21% (compared with 37% above) 57% support (43% keep where it is)

## Reserves

63. The Council's strategy for holding and using reserves is set out in its Financial Procedure Rules. CIPFA recommended accounting practice requires the Section 151 Officer to create a protocol for reserves and balances that covers their purpose, the ongoing validity of that purpose and the approval process for transferring funds to and from reserves. An update in respect of Local Authority Accounting Panel (LAAP) Bulletin 99 covering reserves and balance is expected to be published in coming weeks. This will inform a review of the Council's existing protocol for reserves and balances. Any updates to the protocol will accompany the July 2023 Budget Update Report.

64. Members, following advice provided by the Section 151 Officer, consider the level of reserves held, and whether any should be used to support the budget setting process. There is no statutory minimum regarding the level of reserves that should be held. Instead, decisions should reflect the individual position of each council. Members are made aware that over-reliance on reserves to fund the budget should be avoided. Reserves are a finite resource, so their use to fund ongoing commitments creates a gap in the finances of future years. In addition, Cardiff's reserves are comparably low for an authority of its size.
65. After considering the above, Cabinet proposes to release a total of £1.5 million from earmarked reserve in support of budget commitments in 2023/24. Of this sum, £1 million is specifically linked to energy price increases which are anticipated to partially fall-back in 2024/25, rendering use of a one-off funding source appropriate in this instance. The remaining £0.5 million is aligned with planning assumptions in the MTFP, and amounts set aside in Strategic Budget Reserve to fund these.
66. Appendix 7 outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose. It also sets out the anticipated position on the Council's General Reserve. The General Reserve is maintained to help cushion the impact of unexpected events or emergencies. The balance on the Council's General Reserve as at the end of 2021/22 was £14.255 million, and it is anticipated that this balance will remain unchanged in the current financial year. In the context of the need to maintain financial stability and flexibility, on the advice of the Section 151 Officer, it is Cabinet's intention not to make any use of the General Reserve to fund the 2023/24 Budget.
67. The Council holds other reserves, which are ring-fenced for specific use and may not be used in connection with the Council's overall budget. These include HRA earmarked reserves, which are set aside to fund specific HRA projects and the General Housing Reserve, which is the HRA equivalent of the Council's General Reserve. Details on the projected levels of HRA reserves are set out in Appendix 7.
68. The Council's balance sheet also includes school balances. These represent the accumulated surpluses or deficits generated by individual schools. Although schools' balances are not available to support the Council's Budget Strategy, they still form part of the Council's overall financial resilience. Whilst deficit balances present a risk to financial resilience that should be managed over time, schools should also not hold excessively large balances. The Council is able to intervene to address both issues should it feel there is cause to do so.
69. As at 31st March 2022, net school balances stood at a total surplus of £32.026 million, representing a significant increase of £10.926 million on the previous year's figure (£21.1 million). This was mainly due to the provision by WG of £18.099 million of additional revenue grants to schools' budgets during 2021/22. Schools were aware of these unusually high balances and incorporated their use into 2022/23 spending profiles. It is therefore anticipated that there will be a reduction to normal levels

within the current financial year. Within this net figure, two schools held deficit balances which is consistent with the position as at 31<sup>st</sup> March 2021. Schools holding deficit balances have recovery plans in place, which demonstrate that deficits will be cleared within agreed timescales and are specific to each school's situation.

70. The Section 151 Officer has considered the 2022/23 budget monitoring forecast and the 2023/24 Budget, including contingency budgets, and is satisfied that the projected level of reserves remains adequate to 31<sup>st</sup> March 2024.

## Financial Resilience

71. When setting the budget, Members must have regard to the Council's financial standing, risks and resilience. Financial Resilience Snapshots are regularly prepared to support discussions regarding the Council's financial health. The current snapshot is set out in Appendix 8 (a) and contains the following information:

- The projected outturn (revenue and capital) for the current financial year together with historic performance on annual outturn.
- Analysis of the position in relation to external income streams.
- Budget Strategy, savings requirements, and base budgeted financial resilience.
- Financial Indicators, including analysis of financial ratios and reserves.
- The MTFP base case, scenario analysis and a budgetary outlook beyond the current MTFP period.
- The Council's capital financing requirement and the prudential indicators that compare it to net revenue budget stream.

72. Most of the above information is covered in greater detail in other areas of this report and its annexes. However, the snapshot is a way to pull together some key aspects in a summarised format and highlight the relationship between them. The paragraphs below consider some points not covered elsewhere:

- **2022/23 Projected Outturn at Month 9** – the projected outturn at month 9 is an overspend of £3.040 million. This is an improvement of £4.354 million compared with the reported Month 6 position. There are several contributory factors to the projected overspend including the 2022/23 pay award being higher than budgeted and exceptional demand and inflation pressure in some directorates. These issues have been addressed in setting the 2023/24 Budget to avoid an ongoing risk to the Council's financial resilience.
- **External Income Analysis** – the analysis shows a reduction in specific grants in 2022/23. This is primarily result of the level of grants awarded to Schools at the end of the 2021/22 financial year. There was a corresponding increase in schools balances due to the timing of these awards, which is also evident on the snapshot. The sharp decline implied in the specific grants

indicated on the snapshot is therefore more reflective of a return to more normal levels, than a cause for concern. Fees and Charges income shows a mixed post-pandemic picture across income generating directorates. It is also of note that the cost base associated with these income streams has increased significantly in interceding years as a result of exceptional inflation levels. Risk areas, including school catering are addressed through a combination of realignment and review of prices in setting the 2023/24 Budget. However, income will remain a key area to review in terms of resilience during 2023/24.

- **Specific Base-funded contingencies** - In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2023/24 budget proposals include specific contingencies. These reflect:
  - The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements (£2.100 million.)
  - The difficulty in modelling demand in Adult Services (£2.000 million)
  - Market volatility in respect of recycling materials (£0.350 million).
- **General Contingency** - the Council will reduce its General Contingency of £2.000 million in 2022/23 by £1.000 million. In the past, this was specifically held to protect the Council against late or under-delivered savings. However, in recent years, as savings requirements have reduced the contingency has been retained to address the difficulties in predicting demand, and more recently due to the risks associated with the COVID-19 pandemic. In 2023/24, it is considered that the continued improvements in savings delivery and planning, higher level of reserves and specific contingencies for particular risks will enable a lower level of general contingency.

73. Appendix 8 (b) contains a summary of the financial resilience challenges facing the Council. This financial resilience risk forms part of the Council's Corporate Risk Register, which is regularly reported to the Council's Senior Management Team (SMT), Cabinet and Governance & Audit Committee. The Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis as part of Members' overall awareness of financial matters.

### **Medium Term Financial Plan and Strategy**

74. The Council's MTFP for the period 2023/24 – 2026/27 is contained in Annex 1 to this Report. The MTFP identifies a significant budget gap over the medium term as summarised in the table below. This is a baseline position, and sensitivity analysis is considered in Annex 1.

<b>Financial Year</b>	<b>£000</b>
2024/25	40.5
2025/26	27.4
2026/27	22.2
2027/28	23.3
<b>TOTAL</b>	<b>113.4</b>

75. The MTFP notes that to continue to protect the Council's ongoing financial resilience, the approach to identifying the savings requirements outlined above will need to:

- continue to review and challenge all directorate budgets, and to require baseline efficiencies from all services.
- embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and identifies and takes efficiency opportunities as arise.
- continue to accelerate detailed planning and preparatory work to improve the deliverability of savings focussing on transformative and digital opportunities.
- identify opportunities to work across directorates and in partnership with other organisations.
- continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal.
- target productivity savings to ensure that optimum value for money is achieved within scarce resources.
- consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.

76. Further work on developing a fully defined set of proposals, for 2024/25 in particular, will take place during the spring.

### **Ring-fenced Accounts**

77. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. The account is ring-fenced, which means that local authorities must not subsidise costs relating to Council Housing from the General Fund, and vice versa.

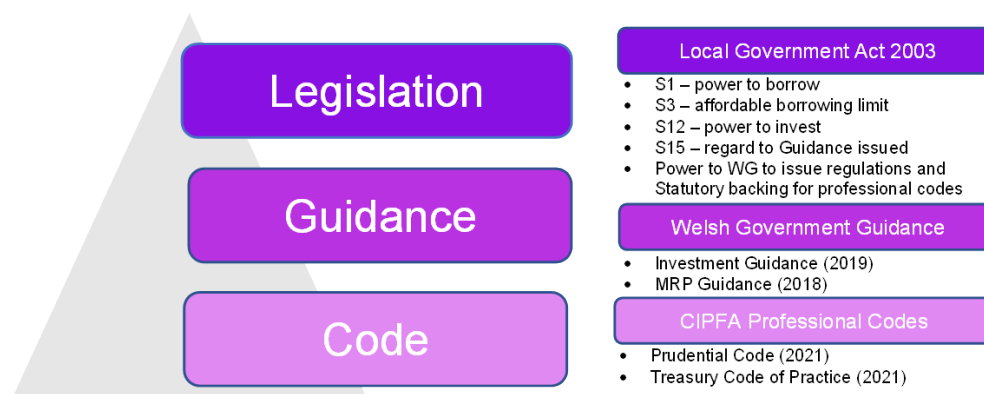
78. Annex 2 contains key budgetary information in respect of the HRA including:

- The proposed HRA budget for 2023/24
- The HRA Medium Term Financial Plan
- The HRA Capital Programme
- The Council's Rent Policy for 2023/24, including details of tenant consultation (this was approved in December 2022)
- The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
- Key Assumptions, Risks and Uncertainties

79. Other ring-fenced areas of the Council's accounts include the Civil Parking Enforcement Account and the Activities Transferred from Cardiff Bay Development Corporation including Cardiff Harbour Authority. Budgetary information in respect of these areas is set out in Appendices 9 and 10 respectively.

### Capital Strategy and Treasury Management Strategy 2023/24

80. The Capital and Treasury Management strategies are an integral part of the Council's Strategic and Financial Planning Framework. They are developed in line with the CIPFA Prudential Management and Treasury Management Codes as well as statutory guidance issued both nationally and in Wales.



81. The CIPFA Professional Codes have statutory backing and require the Council to determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. Many of the indicators are 'required' indicators, but the Council also produces its own locally determined indicators to support decision making in line with best practice. The detailed indicators are highlighted in the respective strategies and Appendix 11 provides a guide to the indicators and their meaning.

82. It should be noted that following a review of Public Works Loan Board (PWLB) lending policy, a prohibition is in place to deny access to borrowing from the PWLB for any local authority which includes in its capital programme the acquisition of investment assets bought primarily for yield. It is therefore important to ensure that policy and financial processes are in place to eliminate this risk.

### Capital Strategy 2023/24

83. The Council's Capital Strategy along with the detailed capital investment programme for 2023/24 and indicative allocations for future years, is set out in Annex 3 to this Report. Successfully delivering the commitments set out in Stronger, Fairer, Greener will require capital investment, and having a capital strategy in place informs capital investment decisions by providing a framework, which will:



- provide a longer term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
  - ensure decisions can demonstrate sufficient regard to the long term financing, affordability implications and potential risks to the authority
  - provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.
84. The Council's Section 151 Officer is required to comment specifically as part of the budget in respect to the deliverability, affordability and risks of the Capital Strategy and where appropriate, have access to specialised advice to enable them to reach their conclusions. This statement is incorporated within the financial implications to this Report.
85. The strategy sets out the approach to various factors, as identified below, and covers the Council's approach to:
- **Working with partners** - recognising the enabling role played by the Council in delivering investment and the need for alignment with WG on a longer term and sustained approach to capital investment.
  - **Asset Management Planning** - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
  - **Risk Appetite** - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed by robust business cases.
  - **Governance and decision-making** - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
  - **Capital Investment Programme** - the detailed five year capital investment programme proposed for 2023/24 to 2027/28.
  - **Funding the strategy and investment programme** - the Capital Resources assumed to be used to fund the 2023/24 to 2027/28 investment programme.
  - **Managing the borrowing requirement** - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments.
  - **Prudent Minimum Revenue Provision (MRP) Policy Statement** - setting out the approach of provision for repayment of capital investment paid for by borrowing required to be specifically be approved by Council.
  - **Affordability** - understanding the impact of capital investment decisions on the Council's revenue budget and MTFP via the calculation of various prudential indicators.

### **Capital Investment Programme 2023/24**

86. The detailed programme includes:
- annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.

- allocations for specific projects approved in previous years.
- new capital investment proposed in the 2023/24 Budget.
- assumptions for known external grants and contributions, which in most cases are subject to a bid process.
- projects proposed to proceed on the basis of revenue savings, revenue income or other sources of retained income to repay initial investment over time, including new schemes approved in 2023/24, subject to business case.
- the HRA programme, with a focus on maintaining investment to support the Welsh Housing Quality Standards, cladding and priority energy efficiency schemes, regeneration and significant investment in new Council homes to meet the demand for good quality, affordable social housing.

87. In line with the budget strategy, new capital investment projects have been minimised, with a focus on delivering existing schemes in the approved capital programme and use of existing resources to pay for additional commitments. This includes the use of additional General Capital Grant Funding of £6.970 million received late in the financial year 2021/22 and also the use of £4.200 million of an earmarked revenue reserve held to mitigate capital programme and treasury management risks. These have been allocated to the following areas:

- To increase the Council's match funding requirement in order to secure Welsh Government Support of 85% towards the anticipated costs of coastal defence improvements in the River Rhymney and Coast around Rover Way
- Highways and footway resurfacing
- To support grant match-funding applications and
- To undertake urgent priority one works at City Hall

88. A number of initiatives are the subject of feasibility and options appraisal and pending Cabinet consideration and approval of a business case, could be considered for inclusion in future years programmes. A sum of £1.900 million is included in an Earmarked Reserve to allow such development work to be undertaken, which will also be supported by external grants where available. Initiatives include day and respite provision for adults, further solar and wind energy generation.

89. It is however noted that unless such projects are to be funded by external grant, approval in future years will result in further increases to the Council's borrowing requirement. Any projects approved that increase the council's borrowing requirement, based on an assumption that they will pay for themselves, would need to be predicated on an approved and robust business case, highlighting the risks and mitigations and demonstrating such projects do not pose a risk to future affordability and sustainability of any increase in borrowing. Monitoring processes throughout any deliver stage and post project implementation on a continuing basis should be embedded in processes to ensure risks and performance is continually assessed.

90. The Capital Programme proposed for 2023/24 is based on known commitments. There are however, significant major development projects covering schools, transport, housing and economic development initiatives that may have short, medium and long-term financial implications as well as consideration of alternative funding approaches. As options, business cases, risks and financial implications are determined these will need to be considered as part of annual updates to the Capital Strategy, the detailed Capital Programme and the Medium Term Financial Plan in future years. Implementation of capital schemes approved as part of the budget framework will need to be subject to the governance, financial, procurement and contract procedure rules set out in the constitution as well as required Cabinet or Officer decision approval of business cases as relevant.

## **Major Development Projects**

### Arena – Budget Report Update (January 2023)

91. The Council previously approved an ‘affordability envelope’ in February 2019, to enable delivery of the new Indoor Arena. This set the funding parameters within which the Council would deliver a new Arena. Significant progress has been made since that point, including Cabinet approvals of the acquisition of the Red Dragon Centre (Dec 2019), appointment of a preferred Developer/Operator consortium to build and operate the Arena (November 2020) and approval of the Final Business Case for the Arena (including the revised funding strategy) in September 2021. A Planning Application for a new Indoor Arena and Hotel was also granted in March 2022.
92. The revenue financing costs of this capital expenditure will in the short-term be funded by the Arena affordability envelope. An existing revenue budget of £1.5 million is in place and has been sufficient to cover all revenue costs to date. It is anticipated this budget will need to be increased by a further £1.000 million in 2024/25, and an additional £0.450 million from 2025/26 onwards once construction of the Arena has commenced. This aligns with projections included within the MTFP. These revenue budgets will remain in place for the short-medium term and will be utilised to fund the initial borrowing costs associated with delivery of the Indoor Arena and enabling developments. It is expected the Indoor Arena and enabling developments will become self-financing and sustainable in the long-term, with these budgets no longer required.
93. Current projections for the Arena affordability envelope estimate the gross revenue impact will peak at circa £9.000 million. Whilst this is due to be fully offset by gross income receivable from Arena, Red Dragon Centre and Multi-Storey Car Parking revenues in the longer term, there will be interim support from the general fund revenue budget, in line with the affordability envelope.
94. Income and expenditure assumptions remain subject to the finalisation of robust business cases, whilst revenue financing costs will be dependent on the borrowing strategy the Council chooses to implement, and the interest rate environment at the time of borrowing. The Council will

remain exposed to interest rate risk as project funder until such a time that borrowing is locked in at affordable rates, with interest rate rises in 2022/23 making financing the project more challenging. Ongoing planning and monitoring work continues in an effort to mitigate these external risks as far as possible, whilst also exploring potential opportunities the interest rate environment may provide.

95. In addition, and as set out within the revised Atlantic Wharf Masterplan approved by Cabinet in December 2020, and revised masterplan in July 2021, the delivery of the new Indoor Arena is the anchor project within the wider Atlantic Wharf regeneration programme. Whilst funding solutions for the Arena and associated enabling developments have been identified, and are reflected within the MTFP and capital programme, there are no specific budget allocations included at this stage for any further projects or phases included within the wider Atlantic Wharf Masterplan. These will remain subject to robust business cases and future Cabinet/Council decisions.

#### Other Major Development Projects

96. The 2023/24 Capital Programme currently includes budgets for a number of schemes at the International Sports Village (ISV) in line with the revised ISV masterplan presented to and agreed by Cabinet in March 2022. This includes financial provisions to support the delivery of a new Velodrome and Clubhouse facility at the ISV, as well as provisions to progress with associated wider infrastructure proposals. These schemes remain subject to full business cases being approved by Cabinet, whilst the timing and value of receipts realised as part of the ISV land disposal strategy (approved by Cabinet in September 2021) will remain critical to the achievement of objectives. Any delays or loss of value of proposed disposals will directly impact funding available to deliver capital schemes at ISV, as well as effecting revenue costs required to hold the site.
97. The Council is considering a number of major projects such as the regeneration of Atlantic Wharf and the International Sports Village. Schemes such as these will remain subject to robust business cases being considered by Cabinet in due course, and could result in significant capital budget being required, although at this stage are not currently included within the 2023/24 Capital Programme or MTFP. Any proposals are therefore expected to be on a self-financing basis, utilising capital receipts and s106 contributions generated in line with the budgetary framework. The Council is also due shortly to consider requirements in respect of Core Office buildings (County Hall and City Hall). City Hall in particular, has pressing needs with respect to an outdated heating system that needs urgent attention, but the works undertaken will ensure the ongoing sustainable use of this core building. Allied with requirements at City Hall, County Hall arrangements and footprint will also be considered as part of an overarching core office review. It is anticipated currently that any savings delivered by this review are reinvested into the Core Office Programme of works. In addition, the Capital Programme includes an allocation in respect of City Hall and the urgent works required.

## **Treasury Management Strategy 2023/24**

98. The Treasury Management Strategy is included at Annex 4 and covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Programme.
  - Treasury investments and determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
99. The strategy is an integrated strategy for the Council, which covers both General Fund and HRA activities. It includes:
- The current treasury position.
  - Economic background and prospects for interest rates.
  - Borrowing, including:
    - policy
    - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
    - borrowing strategy
  - Treasury management indicators and limits for 2023/24 to 2027/28 based on the proposed Capital Programme.
  - Investment policy and strategy, including security and investments approved for use.
  - The Treasury Function.
100. The Council receives reports on the approach to treasury management at the start of the financial year, at mid-year and at outturn. Governance and Audit Committee Terms of Reference set out their responsibility to seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks. The Governance and Audit Committee considered a draft of the strategy at its meeting in January 2023.

## **Budgetary Framework**

101. Under the Budget and Policy Framework Procedure Rules, the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets.
102. In addition to the virements above, the Section 151 Officer will also undertake all necessary technical adjustments to budgets and accounts during the year and reflect any changes to the accounting structure as result of management and organisational changes within the Council.
103. As set out in the Council's Constitution, the Section 151 Officer will also undertake all necessary financial and accounting adjustments required in order to prepare the Council's Statement of Accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting.

## **Reason for Recommendations**

104. To enable Cabinet to recommend to Council approval of:
- The Revenue and Capital Budget and to set the Council Tax for 2023/24
  - The Budget for the Housing Revenue Account
  - The Capital Strategy
  - The Treasury Management Strategy
  - The Prudential Code of Borrowing Indicators for 2023/24 – 2027/28
  - The Capital Programme for 2023/24 and the indicative programme to 2027/28, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
  - The Minimum Revenue Provision Policy for 2023/24 (as included in the Council's Capital Strategy at Annex 3)

## **Financial Implications**

105. Whilst the financial assumptions, basis and implications of the proposed Revenue and Capital Budget Strategy are set out within the detail of this report and appendices, this section provides an opportunity to summarise key aspects and to comment on the robustness of those details as the Council's Section 151 Officer.
106. The Revenue Budget Strategy for 2023/24 has been constructed on the basis of a 9% increase in WG funding and a proposed 3.95% increase in Council Tax. The funding available through the WG grant is higher than anticipated in comparison with the indicative settlement included as part of the 2022/23 Settlement in March 2022 (indicative was +3.5%). The WG funding must though be set in the context of extraordinary cost pressures in 2023/24 in response to global financial and supply chain challenges and service recovery post pandemic. Pressures identified in the report include pay inflation and rising energy costs in particular. Financial resilience remains a key factor in the construction of next year's budget and the current year pressures have added to the challenge and have been a first call on available resources next year.
107. Whilst the Settlement has been more positive than expected, it has not detracted from the efforts by Services to deliver efficiency savings in 2023/24. In excess of £10 million of efficiency savings have been identified by services and this is on top of in year efficiencies that have been actioned to successfully mitigate pressures in 2022/23. The notion of continuously seeking out opportunities to deliver efficiency savings remains a central part of the Council's financial framework.
108. Fees and Charges proposals have been built into the Revenue Budget Strategy for 2023/24 that reflect all applicable statutory requirements, adequately cover the cost of service provision and can help manage the demand for services.

109. The Medium Term Financial Planning position for the Council remains extremely challenging given the demand pressures on services, the likely increasing cost base requirements and the projected levels of future resource availability. The Strategy Report and the MTFP (Annex 1) have clearly set out the challenges and based on a prudent assessment of funding, a budget shortfall is projected cumulatively to be over £113 million by 2027/28. As stated previously, budget consideration and savings delivery should not be seen as an 'annual event' and work will continue in-year to ensure the ongoing robustness of budget management is maintained alongside a regular review of key financial risks.
110. Medium to longer term financial management is one of the standards of CIPFA's Financial Management Code (introduced in 2020). The medium-term financial plan is a key element of this, being integrated with the Council's service plans and its capital strategy. The Council will continue to comply with the Code in respect of its principles of Leadership, Accountability, Transparency, Standards, Assurance and Sustainability.
111. The position reported last year in respect of purportedly under-declared landfill tax and work with HMRC remains ongoing. The position will be kept under review and a further update included in both the Council's Out-turn Report and the 2022/23 Statement of Accounts.
112. In terms of financial resilience, regular reporting to Members on budgetary and service performance is critical and the 'Financial Resilience Snapshot' (Appendix 8) continues to provide a key summary analysis.
113. In addition to earmarked reserves, the Council has maintained a General Contingency budget, although this has been lowered to £1M in 2023/24. This is felt to be appropriate given the ongoing improvements in the robustness of savings planning, higher levels of available earmarked reserves and specific contingencies in key risk areas such as Adults and Children's Social Services. The better than anticipated Welsh Government settlement has also meant that the Financial Resilience Mechanism (FRM) is available once again, albeit at a lower level in 2023/24 (£2 million FRM in 2023/24) to fund one off investment in-year but again this represents an important mitigation for any future settlement volatility and as stated in the report, can be considered again in future years linked to any changes in energy pricing.
114. The Capital Strategy contained within this report sets out the current investment plans across council assets and the funding arrangements that are in place. Any additional schemes to be considered for future years will be subject to robust business cases and will be set in the context of overall affordability with regard to our Prudential Indicators. Regular reporting of performance against these indicators for Members confirms that the current and planned programme continues to operate within the limits set. Clearly, this position will be kept under constant review, in particular where the later years of the programme are refined

as further information becomes available and to ensure that capital receipts necessary to deliver the programme are delivered promptly.

115. The Budget Strategy has also highlighted the recent updates to the Treasury Management and Prudential Code which the Council continues to comply with in full.
116. The Council has a statutory duty to ensure that the HRA achieves a balanced budget over the medium term and this has been evidenced as part of this budget report. Any liabilities of the HRA are ultimately liabilities of the Council so it is essential that a longer term planning and modelling horizon continues to be updated as part of its business plan, having regard to robust viability assessments for new development proposals and risks identified in the MTFP particularly in respect to certainty of rent policy.
117. The budget proposals have been set in response to the feedback from public consultation in terms of the priorities set. The impact and link through to wider strategic priorities have also been highlighted and in particular, how the budget is contributing to objectives within the Corporate Plan and the wider requirements of the Future Generations Act.
118. Financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within approved levels. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported on regularly as part of the Council's performance management arrangements.
119. In conclusion, as the Council's Section 151 Officer, the following comments are made in respect of the adequacy of the budget proposals in terms of their robustness and affordability
  - I am satisfied that the Budget estimates are based on accurate and robust data modelling.
  - I believe the Revenue Budget Strategy for 2023/24 and the Medium Term Financial Plan set out a prudent and appropriate allocation of resources that balances the delivery of services whilst ensuring the continued financial resilience of the Council.
  - I am satisfied that the Capital Strategy sets out an investment programme that is deliverable, affordable and mitigates risk appropriately.
  - I am satisfied that the Council maintains a minimum level of General Fund balances at £14.255 million and this is appropriate in the context of all other available reserves, the challenges facing the Council in the medium term and the focus on maintaining and strengthening financial resilience.
  - I am satisfied that the overall level of available earmarked reserves is appropriate after allowing for planned use in 2023/24.



120. I believe the proposals set out in this report will allow the Cabinet to recommend to Council a Revenue and Capital Strategy that is balanced and robust.

### **Legal Implications**

121. The body of the Budget Report sets out certain legal duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the Report. The Local Government Finance Act 1992, as amended, ('LGFA 1992') requires the Council to set a balanced budget, including the level of the Council Tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources. The approval of the Council's budget and Council Tax, and the adoption of a financial strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council Tax; and may make recommendations on the borrowing and capital expenditure strategy, (pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007)).
122. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties and allowances made in funds for contingencies and reserves. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer. Members should note, that after the Council has approved its budget and Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased), subject to certain provisos (s.37 LGFA 1992).
123. The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of authorities. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (as amended) specify the Prudential Code for Capital Finance to which local authorities in Wales must have regard in setting

and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act). Regard must be had to the CIPFA Prudential and Treasury Management Codes of Practice, as well as WG guidance in respect of Investments and the Minimum Revenue Provision.

124. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of legislation, which governs housing finance. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.
125. The body of the report refers to the Capital Programme. Detailed legal advice should be sought on each proposed project to ensure the same can be implemented in accordance with all legal and governance requirements.
126. Civil Enforcement. Appendix 9 to the report notes that the income generated from car parking fees, residents' permits, penalty charge notices and moving traffic offences (MTOs) will be used to fund the associated operational costs including the cost of the enforcement service. Further, that any surplus or deficit will be transferred to a separate account and can only be used for specific purposes in accordance with Section 55 of the Road Traffic Regulations Act 1984 ('1984 Act'). The report anticipates a surplus. It is apparent from the statutory provision that there is no requirement of revenue neutrality. That said, it is important to note that in making orders under the Road Traffic Regulation Act 1984 (as regards parking and other matters), the 1984 Act is not a fiscal measure and does not authorise a local authority to use its powers to charge purely in order to raise surplus revenue for other transport purposes. Accordingly, the approach to car-parking fees, residents' permits, penalty charge notices and moving traffic offences and the like, must be based on legitimate considerations that can be taken into account in accordance with the provision of the relevant legislation.
127. Equality Duty. All public authorities, when exercising any of their functions, are subject to the Public Sector Equality Duty (PSED) under the Equality Act 2010 (including specific Welsh public sector duties). These duties require the Council, in the exercise of its functions, to have 'due regard' to the need, in summary, to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are: Age, Gender reassignment, Sex, Race – including

ethnic or national origin, colour or nationality, Disability, Pregnancy and maternity, Marriage and civil partnership, Sexual orientation, Religion or belief – including lack of belief. The PSED is a duty to have ‘due regard’. It therefore requires the decision-maker to be properly informed as to the equality implications of the decision to be made. Paragraph 39 of the body of the report refers to the PSED. As with any decision, the decision maker will need to take account of the equalities impact assessments, consider whether it has sufficient information to assess the effects of the proposed decision on the aims in the PSED and consider gathering more information if needed.

128. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage (‘the Socio-Economic Duty’ imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty.
129. The Well-Being of Future Generations (Wales) Act 2015 (‘The 2015 Act’) . The 2015 Act places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff’s Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives. The well being duty also requires the Council to act in accordance with a ‘sustainable development principle’. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term
  - Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them.
- The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:  
<https://gov.wales/topics/people-andcommunities/people/futuregenerations-act/statutory-guidance/?lang=en>.

130. Employee and Trade Union Consultation . The report recognises that notwithstanding efforts to reduce impacts on staff resulting from savings, there will be some staff reductions during the financial year 2022/23. Legal Services understand that: (i) engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications and (ii) the Council has formally consulted with Trade Unions about the budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy or a TUPE transfer to another employer. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. In relation to any potential redundancies it is important that all required statutory notices are served. It is noted that the budget proposals also provide for the creation of a number of posts.
131. Charging. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery). Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.
132. Consultation . Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources. Members will note that the Council has engaged in consultations as part of the budget process as set out earlier in the report under the heading “Consultation and Engagement”. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in the Appendices to the report.
133. General . All decisions taken by or on behalf of the Council must: be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council, comply with any procedural requirement imposed by law, be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules, be fully and properly informed, be properly motivated (i.e. for an appropriate, good and relevant reason), be taken having regard to the Council’s fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them, (this general duty requires the Council to act

prudently and in good faith in the interests of those to whom the duty is owed) and otherwise be reasonable and proper in all the circumstances.

### **HR Implications**

134. The final budget proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan.
135. Paragraph 40 and 41 of the Report sets out information regarding net reduction of 172.9 FTE Council posts overall made up of the deletion of 178.4 FTEs including the deletion of 55.3 FTE vacant posts, 50.9 FTE where voluntary redundancy or retirement applications have been approved, and 22.5 FTE posts to be determined. There is also the potential TUPE of 48.2 posts subject to other Cabinet decisions. There is also the creation of 5.5 FTEs.
136. It is recognised that the numbers of posts impacted overall by this budget proposal is significant however this is mitigated for staff through the deletion of vacant posts and the use of the voluntary redundancy process. The Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will consistently work hard to reduce the number of compulsory redundancies wherever possible. In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through the Cardiff Academy allowing employees to either refresh their existing skills or develop new skills in order to enhance their opportunities to find another role in the Council or externally.
137. The Trade Unions and employees have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions and employees will continue to be consulted in all the proposals that impact on staff.

### **Property Implications**

138. There are no further specific property implications in respect of the Budget Report 2023/24. The Corporate Property Strategy 2021-26 (CPS) was approved in December 2021 and set out in detail the Council's long term property strategy going forwards, including relevant targets over the following five years. Performance against the strategy targets are monitored through the Annual Property Plan. Relevant performance, forecasts and anticipated transactions will be reported on in the next Annual Property Plan, to be published in the first half of 2023/24.
139. The Strategic Estates Department assists where necessary in supporting delivery in relevant areas such as the Capital Strategy, the Capital Investment Programme and Major Development Projects. Where there are property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset

Management process and in consultation with Strategic Estates and relevant service areas.

## **CABINET PROPOSAL**

### **(a) Recommendations to Council**

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses to the Budget Consultation recommend that Council:

1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all associated proposals and assumptions as set out in this report and increasing the Council Tax by 3.95% and that the Council resolve the following terms.

2.0 Note that at its meeting on 15 December 2022 Cabinet calculated the following amounts for the year 2023/24 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:

a) 150,482 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.

b) Lisvane	2,866
Pentyrch	3,605
Radyr	4,057
St. Fagans	1,941
Old St. Mellons	2,485
Tongwynlais	826

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2023/24 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £541,709).

£1,271,733,709

b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c).

£469,211,000

- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £802,522,709
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non-Domestic Rates. £593,591,907
- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £400,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year. £1,391.07
- f) Aggregate amount of all special items referred to in Section 34(1). £541,709
- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate. £1,387.47
- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those parts of the Council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.
- |                     |          |
|---------------------|----------|
| Lisvane             | 1,410.85 |
| Pentyrch            | 1,440.07 |
| Radyr & Morganstown | 1,426.64 |
| St Fagans           | 1,411.68 |
| St Mellons          | 1,409.47 |
| Tongwynlais         | 1,417.13 |
- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Area	£	£	£	£	£	£	£	£	£
Lisvane	940.57	1,097.32	1,254.09	1,410.85	1,724.38	2,037.89	2,351.42	2,821.70	3,291.98
Pentyrch	960.05	1,120.05	1,280.07	1,440.07	1,760.09	2,080.10	2,400.12	2,880.14	3,360.16
Radyr	951.09	1,109.61	1,268.13	1,426.64	1,743.67	2,060.70	2,377.73	2,853.28	3,328.83
St. Fagans	941.12	1,097.97	1,254.83	1,411.68	1,725.39	2,039.09	2,352.80	2,823.36	3,293.92
Old St. Mellons	939.65	1,096.25	1,252.87	1,409.47	1,722.69	2,035.90	2,349.12	2,818.94	3,288.76
Tongwynlais	944.75	1,102.21	1,259.67	1,417.13	1,732.05	2,046.96	2,361.88	2,834.26	3,306.64
All other parts of the Council's Area	924.98	1,079.14	1,233.31	1,387.47	1,695.80	2,004.12	2,312.45	2,774.94	3,237.43

2.2 Note that for the year 2023/24, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

#### VALUATION BANDS

A	B	C	D	E	F	G	H	I
£	£	£	£	£	£	£	£	£
216.31	252.37	288.42	324.47	396.57	468.68	540.78	648.94	757.10

2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2023/24 for each of the categories of dwellings shown below:-

#### Part of Council's Area VALUATION BANDS

Area	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Lisvane	1,156.88	1,349.69	1,542.51	1,735.32	2,120.95	2,506.57	2,892.20	3,470.64	4,049.08
Pentyrch	1,176.36	1,372.42	1,568.49	1,764.54	2,156.66	2,548.78	2,940.90	3,529.08	4,117.26
Radyr	1,167.40	1,361.98	1,556.55	1,751.11	2,140.24	2,529.38	2,918.51	3,502.22	4,085.93
St. Fagans	1,157.43	1,350.34	1,543.25	1,736.15	2,121.96	2,507.77	2,893.58	3,472.30	4,051.02
Old St. Mellons	1,155.96	1,348.62	1,541.29	1,733.94	2,119.26	2,504.58	2,889.90	3,467.88	4,045.86
Tongwynlais	1,161.06	1,354.58	1,548.09	1,741.60	2,128.62	2,515.64	2,902.66	3,483.20	4,063.74
All other parts of the Council's Area	1,141.29	1,331.51	1,521.73	1,711.94	2,092.37	2,472.80	2,853.23	3,423.88	3,994.53

2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council



Fund by equal instalments on the last working day of each month from April 2023 to March 2024 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £48,826,895.

- 2.5 Agree that the Common Seal be affixed to the said Council Tax.
- 2.6 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2023 to 31 March 2024 namely

	£
County Council of the City and County of Cardiff	152,438
Vale of Glamorgan County Borough Council	17,053

- 2.7 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.
- 3.0 In accordance with the Local Government Act 2003, the Local Authority (Capital Finance and Accounting) (Wales) Regulations 2003 and subsequent amendments and the CIPFA Prudential Code and Treasury Management Codes of Practice:

- (a) Approve the Capital Strategy 2023/24.
- (b) Approve the Treasury Management Strategy 2023/24 and authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long-term borrowing.
- (c) Approve the Prudential Indicators for 2023/24 – 2027/28 including the affordable borrowing limit.
- (d) Delegate to the Section 151 Officer the ability to effect movement between the limits for borrowing and long-term liabilities, within the limit for any year, and to bring forward or delay schemes in the Capital Programme.
- (e) Approve the Minimum Revenue Provision Policy for 2023/24.

- 4.0 To approve the Budgetary Framework outlined in this report.
- 5.0 To maintain the current Council Tax Reduction Scheme as set out in this report.

**(a) Matters for Cabinet Decision**

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government, Act and having considered the responses to the Budget Consultation is recommended to:

- 6.0 Approve the changes to fees and charges as set out in Appendix 5 (a) and 5 (b) to this report.
- 7.0 Delegate authority to the appropriate Director in consultation with the appropriate Cabinet Member, the Section 151 Officer and the Cabinet Member for Finance, Modernisation & Performance, to amend or introduce new fees and charges during the year, subject if necessary (having regard to the proposed change), to an Equality Impact Assessment and public consultation being undertaken and the results thereof being duly considered before the delegated authority is exercised.
- 8.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan, and to note the opportunities for savings over the medium term.
- 9.0 Agree that in the event that final settlement differs from Provisional Settlement (as set out in paragraph 28 of the report), there will be a proportionate adjustment to or from earmarked reserves, and that the Section 151 Officer be authorised to prepare an addendum to the 2023/24 Budget to reflect the requisite changes.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Chris Lee</b> Corporate Director Resources and Section 151 Officer
	24 February 2023

*The following Annexes are attached:*

Annex 1	Medium Term Financial Plan 2024/25 – 2027/28
Annex 2	Housing Revenue Account 2023/24 Budget and Medium Term Financial Plan
Annex 3	Capital Strategy 2023/24 (including Capital Programme and Resources)
Annex 4	Treasury Management Strategy 2023/24

*The following Appendices are attached:*

Appendix 1	Budget Support for the Corporate Plan and Future Generations
Appendix 2	Service Change Savings Proposals
Appendix 3	Use of Financial Resilience Mechanism
Appendix 4	Directorate Revenue Budgets
Appendix 5	Summary of Fees and Charges (a) General Fund (b) Fees and Charges Appendix 5 (b) is exempt from publication because it contains information of the kind

	described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.
Appendix 6	Consultation on Cardiff Council's 2023/24 Budget
Appendix 7	Earmarked Reserves
Appendix 8	(a) Financial Resilience Snapshot (b) Financial Risk and Mitigations
Appendix 9	Civil Parking and Enforcement Account
Appendix 10	Cardiff Harbour Authority
Appendix 11	Guide to Prudential Indicators

*The following background papers have been taken into account:*

- Budget 2023/24 and the Medium Term Financial Plan Update Report (July 2022)
- 2023/24 Budget Proposals - for Consultation
- The WG Provisional Local Government Settlement (December 2022)
- Equality Impact Assessment of Cardiff Council's 2023/24 Budget Proposals
- Details of Fees and Charges

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# Cardiff Council

Annex 1

# Medium Term Financial Plan

2024/25 – 2027/28



STRONGER  
FAIRER  
GREENER



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# Section 1. Introduction

## 1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position to:

- Help ensure that the Council understands, and can prepare for, the challenges in setting a balanced budget.
- Encourage discussion about the allocation of resources, so that they are directed towards core responsibilities and policy objectives.
- Inform understanding the Council's financial resilience, helping to protect the Council's long term financial health and viability.

## 1.2 Governance

The MTFP process is an integral part of the Council's financial planning framework. It closely aligns with other key aspects of the financial planning process, including the Council's Capital Strategy. It is formally reported twice a year, with the Council's Budget Report and Budget Update Report.

Regular review of the MTFP is required to ensure it is responsive to changing circumstances, including in relation to the economy, local priorities, legislative change, as well as other emerging pressures, risks, and opportunities. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and review the plan.

The MTFP does not constitute a formal budget. In accordance with legislation, the Council's annual budget must be approved by full Council each year before the 11<sup>th</sup> March. The MTFP supports the arrival at that position, setting out the parameters within which more detailed planning takes place.

The transition from high-level planning principles, to detailed budgets that are aligned to the Council's priorities, is shaped by Elected Members with support and advice from senior management. As proposals develop, engagement is extended to a wider range of partners including citizens, Scrutiny, staff, School Budget Forum and Trade Unions. Consultation feedback is considered as part of the finalisation of annual budget proposals.

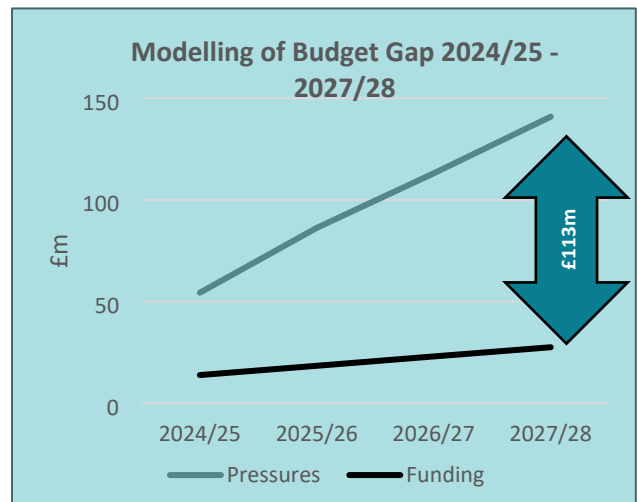
## 1.3 CIPFA FM Code

The CIPFA Financial Management Code is intended to support good practice in financial management and assist Local Authorities in demonstrating their financial sustainability. The Code translates principles of good financial management into a series of standards against which Local Authorities should measure themselves.

One of the key areas covered by the Code is medium to longer term financial management, with the MTFP being an important factor in this regard. Code standards emphasise that a robust MTFP should have clear links to Service Plans and Capital Strategy. It should also contain a sound assessment of drivers of cost and demand, with associated sensitivity analysis. The MTFP is developed with this in mind.

## 1.3 MTFP Overview

The MTFP currently estimates a budget gap of £113 million over the period 2024/25 – 2027/28. This is a base case scenario, with sensitivity considered in a later section.



“Budget Gap” describes the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap results from funding failing to keep pace with demand, inflation, and other financial pressures. The Council must develop a strategy to address the gap to deliver a balanced budget each year.

# Section 2. Key Considerations

## 2.1 Council Priorities

In July 2022, the Cabinet approved a new policy statement for the next five years entitled “Stronger, Fairer, Greener” which sets out the Administration principles, priorities, and ambitions for the City. The Council’s Corporate Plan and new Wellbeing Plan are key to translating these policy commitments into organisational objectives. The Council’s Corporate Plan 2023-2026 adopts the following Wellbeing objectives:

- 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
- One Planet Cardiff
- Modernising and integrating our public services



The Corporate Plan set out plans to invest in schools, protect the city’s most vulnerable, respond to the climate emergency and create opportunity and equality for the citizens of Cardiff. It provides the framework for the Council’s financial strategy documents. This ensures limited resources are spent in a way that maximises support for priorities. Given the Corporate Plan’s alignment with wider national goals to create a more sustainable Wales, it also helps ensure that the financial strategy supports the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

The MTFP looks beyond a one year horizon. Medium to long term financial planning will continue to evolve

and will be informed by business case work on strategies, plans and initiatives linked with the shaping the city’s future as these are developed.

The transition from high level planning to short-term detail takes place in the annual Budget and Corporate Plan. These are developed in tandem to ensure that financial resources are available as and when required, to deliver objectives.

Given the challenging financial outlook, a funding strategy will not always take the form of a revenue budget or capital programme allocation. In developing a financial strategy that supports policy delivery, there will be a need to draw on earmarked reserves set aside to support change, and to continue to proactively seek external funding and work with partners.

Much of the investment required to support the city’s future has a longer-term focus and is capital in nature. The Capital Strategy sets out how the capital investment programme supports these aims. It also provides a framework that the Council can rely on to develop a clear, consistent, and informed process to make investment decisions. The MTFP is closely linked to the Capital Strategy and reflects the capital financing requirements of approved schemes. This and the MTFP’s wider support for priorities is summarised on the next page.

Cardiff is a great place to grow up

Cardiff is a great place to grow older

A Capital City that works for Wales



## Section 2. Key Considerations

<p>Education &amp; Children's Services represent 54% of the Council's budget. Unlike most directorates, they have consistently seen net budgetary increases over the last decade and current figures indicate that is highly likely to continue over the medium term.</p> <p>The MTFP includes ongoing revenue support for the capital financing of new schools, improvements to the existing school estate and the operation of schools associated with the Schools Organisation Plan and Local Development Plan.</p> <p>It also includes additional funding in respect of additional learning needs, home to school transport, and school catering.</p>	<p>19% of the Council's budget is spent on Adult Services. Like Education &amp; Children's Services, this area has also seen consistent net budgetary increases over the last decade, with a similar picture over the medium term.</p> <p>The MTFP factors in the likely impact on commissioned care fees of the impact of Providers continuing to pay RLW to registered care workers in future, to support continued recognition of the value of the workforce supporting vulnerable older people.</p> <p>The MTFP also factors in demographic growth, recognising potential increases in demand for services for older people and pressure on over-18s Learning Disabilities budgets.</p>	<p>Investment associated with developing the city in a way that works for Wales is primarily capital in nature. The MTFP factors in capital financing requirements of approved schemes. It includes additional sums for revenue maintenance of the city centre public realm to enable its ongoing upkeep following investment.</p> <p>Schemes of a scale required to take forward city-change require appropriate due diligence. In recognition of this, earmarked reserve funding has been set aside to support feasibility studies of new schemes in the medium term.</p>
<p><b>Supporting People out of Poverty</b></p> <p>Key to this aim is supporting people into work. The MTFP contains sums to provide core funding to continue the Council's apprenticeship scheme once the earmarked reserve supporting the scheme is fully depleted.</p> <p>As a RLW employer, the MTFP reflects sums to continue to pay the RLW to staff, and within the care sector.</p> <p>Opportunities for the Shared Prosperity Fund to support advice services formerly funded by ESF grant are currently factored into Medium Term Plans.</p>	<p><b>Safe Confident &amp; Empowered Communities</b></p> <p>The MTFP reflects sums to operate a youth zone aligned with capital programme timings.</p> <p>The MTFP also includes funding for continuation of the Coed Caerdydd scheme to expand Cardiff's tree canopy, following the potential ending of grant arrangements.</p> <p><b>Modernising &amp; integrating our public services</b></p> <p>The MTFP indicates significant savings requirements over the medium term. As well as improving services for our customers, ongoing modernisation will be an important part of continuing to drive efficiencies, for example through digitalising our services.</p>	<p><b>One Planet Cardiff</b></p> <p>The MTFP contains funding for the operating costs of a recycling centre, consistent with capital programme timescales for its delivery.</p> <p>The MTFP includes funding for the Coastal Erosion Infrastructure Maintenance Fund.</p> <p>Some schemes to support One Planet will require feasibility studies and an earmarked reserve is available for this purpose.</p>

The MTFP also reflects the reinstatement of the Council's Financial Resilience Mechanism (FRM) to the 2022/23 level of £3.8 million, following a temporary reduction to £2.0 million in 2023/24 to manage energy prices. The FRM is used to support one off investment in delivering the above priorities. For example, in 2023/24 it will fund £0.7 million investment in a greener Cardiff, including carbon reduction schemes and support for taxis to transition to cleaner vehicles, £0.4 million for communities (events, support for asset transfer to local sports clubs and Ward-Member led regeneration initiatives), and £0.4 million for younger people including youth festivals and improving access to recreation and leisure across the city, particularly for children looked after.

### 2.2 Economic and Financial Outlook

## Section 2. Key Considerations

In the aftermath of the pandemic and with ongoing geopolitical issues the economic context remains challenging.

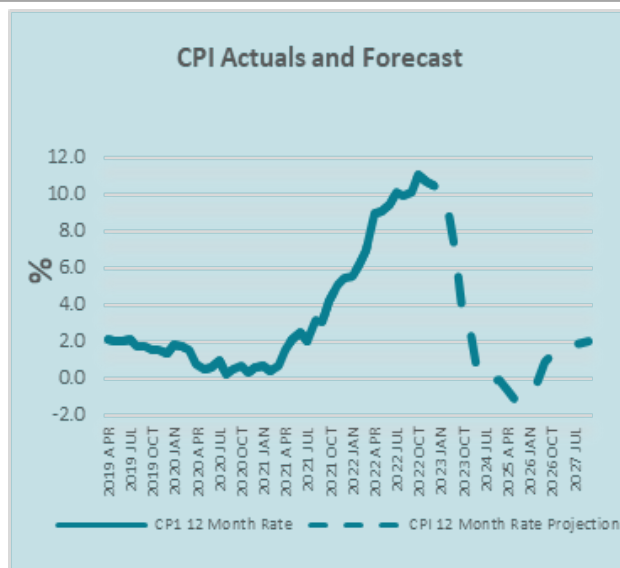
### UK Context

Alongside the UK Autumn Statement 2022, the Office for Budget Responsibility (OBR) published its Fiscal and Economic Outlook report, predicting that a squeeze on real incomes, rise in interest rates, and fall in house prices would all contribute towards tipping the economy into a recession lasting just over a year from the third quarter of 2022, with a peak-to-trough fall in GDP of 2 per cent. Recently published figures indicate that the UK avoided falling into recession in Quarter 4 2022 by the narrowest of margins, with the economy flat at 0%. However, the UK economy is yet to return to pre-pandemic levels, and the Bank of England (BoE) still expects the UK to enter recession during 2023 although it may be shorter and less severe than previously anticipated.

The OBR Outlook Report predicts that unemployment will rise by 505,000 from 3.5% to peak at 4.9% in the third quarter of 2024. It estimates that rising prices have eroded real wages and reduce living standards by 7% in total over the two financial years to 2023/24 (wiping out the previous eight years' growth).

In the UK, CPI inflation peaked at a 40-year high of 11.1 per cent in October 2022, and the OBR predicts this would have been a further 2.5 percentage points higher without the energy price guarantee (EPG) limiting a typical household's annualised energy bills.

Inflation is predicted to drop sharply over the course of 2023/24 and is expected to fall below zero in the middle of the decade linked to falling energy and food prices, before returning to its 2% target in 2027. The resulting recovery in real incomes, consumption, and investment sees GDP return to growth in 2024 and output recover its pre-pandemic level in the fourth quarter of that year. From a financial planning perspective, a period of recession or weak economic growth in the short term could mean a less favourable outlook for public sector spending.



One of the tools available to the BoE to try to stabilise inflation is to increase interest rates. In February 2023, the BoE raised interest rates for the 10<sup>th</sup> time in a row, to 4%, the highest rate in 14 years. Analysts suggest more rate increases are yet to come but that they may peak during the summer of 2023 at 4.5%. Interest rate increases will be kept under close review in terms of their potential impact on the cost of borrowing and future capital financing budgets.

### 2.3 City Growth

#### Population

Cardiff's population is indicated as 362,000 in 2021 Census information. Whilst this is a continued increase (the second highest in Wales), it is not as high as previously estimated. The picture across Wales is mixed. Many Authorities are seeing population growth albeit at very different rates, whilst others have seen a decline in population.

Population data is a key factor in the Local Government funding formula. It therefore has the potential to affect future funding allocations. Cardiff's position relative to the rest of Wales does not immediately suggest the potential for an adverse funding impact. However, there is a lot to consider, including the position for specific age groups, and the potential for any stabilisation mechanisms to support those Authorities with declining populations.

#### Housing

## Section 2. Key Considerations

Cardiff's Local Development Plan (LDP) is a 20-year Plan from 2006 – 2026 which set a target for 41,000 additional homes. Statutory periodic review of the LDP will take place over the next few years. The Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes. The financing costs of the Council's house building programme are reflected in the Housing Revenue Account (HRA) business plan (as the HRA as a ring-fenced account).

From a general fund perspective, planned housing growth will mean that new communities will need the support of Council services such as waste and schools. Demand for these services will require careful modelling, including the extent to which formula changes in funding allocations and additional Council Tax from more dwellings and changes may offset cost. There is a need to gauge how demand for services in new communities, including schools' places, might affect demand in other parts of the city.

### 3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £113 million budget gap are set out below.

## Section 3. Medium Term Financial Plan

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
<b>Base Budget Brought Forward</b>	<b>803,881</b>	<b>817,721</b>	<b>822,284</b>	<b>826,881</b>
<b>Schools</b>				
Pay Costs	16,950	4,872	3,485	5,369
Price Inflation	(1,125)	(1,125)	340	440
Pupil Numbers & Commitments	583	3,312	3,042	1,313
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
<b>Total Schools Pressures</b>	<b>15,318</b>	<b>5,969</b>	<b>5,777</b>	<b>6,032</b>
<b>Social Services</b>				
Pay Costs	5,240	2,846	923	942
Price Inflation	7,701	4,532	4,407	5,653
Demographic - Adult Social Services	3,695	3,435	3,225	2,965
Demographic - Children's Social Services	2,000	1,300	1,400	1,700
<b>Total Social Services Pressures</b>	<b>18,636</b>	<b>12,113</b>	<b>9,955</b>	<b>11,260</b>
<b>Other Services</b>				
Pay Costs	6,240	3,294	1,138	1,161
Price Inflation	683	180	1,482	1,588
Commitments	3,293	1,913	1,996	983
Demographic Growth	1,600	1,350	1,100	850
<b>Total Other Services Pressures</b>	<b>11,816</b>	<b>6,737</b>	<b>5,716</b>	<b>4,582</b>
<b>Capital Financing</b>	<b>5,591</b>	<b>4,099</b>	<b>2,378</b>	<b>2,970</b>
<b>Emerging Financial Pressures</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Resources Required</b>	<b>858,242</b>	<b>849,639</b>	<b>849,110</b>	<b>854,725</b>
<b>Resources Available:</b>				
Aggregate External Finance	608,432	612,995	617,592	622,113
Council Tax before any future increases	208,789	208,789	208,789	208,789
Earmarked Reserves at £0.5m per annum	500	500	500	500
<b>Total Resources Available</b>	<b>817,721</b>	<b>822,284</b>	<b>826,881</b>	<b>831,402</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>40,521</b>	<b>27,355</b>	<b>22,229</b>	<b>23,323</b>

### 3.2 Key Assumptions – Expenditure & Income

#### Employee Costs

## Section 3. Medium Term Financial Plan

The Council is a service-based organisation, and employee costs account for around 40% of gross costs. They are therefore a key cost consideration in Medium Term Financial Planning.

Key factors to consider in planning for future employee costs include annual pay awards, incremental pay progression, Employer's oncosts (Superannuation and National Insurance) and the Apprenticeship Levy.

### Pay awards and Pay Spine

Local Government Pay is a matter for collective bargaining through the National Joint Committee, and Teachers' Pay Awards are set by Welsh Government on the recommendations of the Independent Welsh Pay Review Panel (IWPRB). As there are no agreed pay awards for the period covered by the MTFP, the figures in the table below represent planning assumptions for the period. There is a risk these may add to future budget gaps should they come in higher than budgeted.

Award	2024/25	2025/26	2026/27	2027/28
NJC	2%	1%	1%	1%
NJC Spine	2%	2%	0	0
Teachers	2%	1%	1%	2%

These assumptions are lower than recent year's pay awards, and the assumption for the 2023/24 award that is included in the 2023/24 Budget. This is because most recent OBR forecasts of inflation indicate a negative CPI over the medium term.

The Council is a Real Living Wage (RLW) Employer. Staff at the bottom of the Council's pay spine receive a Living Wage supplement to ensure they are paid the RLW. Cost projections over the medium term reflect the RLW increasing higher than NJC pay awards.

The impact of potential pay awards, UK Government targets for NLW, as well as RLW increases have the potential to impact on the Council's pay spine in terms of erosion of pay differential, particularly at the lower end of the spine. Current modelling indicates this having a significant impact over the period covered by the MTFP. In recognition of the real risk in this area, planning assumptions include an allowance of 2.0% of NJC pay in 2024/25 and 2025/26 linked to a potential review of the pay spine.

These planning assumptions will need to be kept under close review and will be re-evaluated at each MTFP refresh point to reflect most up to date information, including updated inflation forecasts.

### National Insurance

The reversal of Employers' National Insurance increases implemented in April 2022 are factored into the Council's 2023/24 Budget. No further significant changes to National Insurance rates or thresholds are currently anticipated over the period to 2027/28 but this position will be kept under review.

### Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place as at 31<sup>st</sup> March 2022. The resultant reduction in Employers' superannuation contributions (from 20.7% to 19.4%) are reflected in the 2023/24 Budget. The next actuarial review will be as at 31<sup>st</sup> March 2025, with findings likely to affect the 2026/27 financial year. At this stage, it is considered prudent to assume no further change in contribution rates at that point, but this will continue to be monitored.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. The implications of the next actuarial review of the fund were previously anticipated to take effect from April 2023, but indications from the Local Government Association are that this is now likely to be 2024/25. At present, contribution rates are not known, but indications suggest a significant increase. This is reflected in 2024/25 within the plan, but will be kept under review in coming months, both to understand what mitigating actions may be taken at a UK level, as well as the potential for any specific funding to assist with this issue.

### Incremental Pay Progression

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, budgets should be sufficient to cover the top of each pay grade. No pressures are anticipated in respect of pay

## Section 3. Medium Term Financial Plan

progression for non-teaching staff for this reason, except in exceptional circumstances.

### Apprenticeship Levy

Forecast pay pressures allow for the Council's Apprenticeship Levy to increase in line with general pay uplifts. The Apprenticeship Levy is a Government levy payable by larger employers at 0.5% of annual pay bill.

### Redundancy Costs

The Council has a base budget and earmarked reserve set aside to meet these costs. Current modelling indicates that this model is adequate over the medium term.

### Price Inflation

The Council's budgetary approach is that directorates must manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies. Areas deemed exceptional and included as forecast price pressures include energy, out of county placement costs, NDR and Social Services commissioned care costs.

### Inflationary Assumptions

The economic context section has already outlined the significant volatility with regards inflation. OBR forecasts of CPI inflation are set out in the table below.

2023/24	2024/25	2025/26	2026/27
+5.5%	-0.01%	-1.0%	+0.8

It should be noted that for some areas, CPI is not the key measure of inflationary pressures. Where there are other drivers of price increase, including for example, the RLW, these are set out in subsequent paragraphs. Whilst inflation is projected to fall below zero in years 2024/25 and 2025/26, for prudence, planning assumptions reflect a static, rather than reduced impact on price. This is except for energy costs.

### Energy

Energy prices will be a key area to keep under review. The Council's energy is procured via the National Procurement Service and Crown Commercial Services. Forecast energy costs consider indicative pricing forecasts received as part of these arrangements, (to the extent to which they are currently available). At present indicatives only extend to 2024/25, and even those are at high risk of change.

In the 2023/24 Budget, the Council has included budgetary provision for price increases of +245% in respect of gas and +130% in respect of electricity – in cash terms this equates to almost £12 million. In recognition that there may be a fall back in prices during 2024/25 (explained further below), the £12 million was partially addressed through temporary funding sources. This included a £1 million contribution from energy reserve and a £1.8 million reduction in the Council's Financial Resilience Mechanism (FRM) Budget. The intention is that the FRM Budget will be reinstated as energy prices subside in future years.

Current indicative pricing for 2024/25 suggests energy prices could fall back by as much as 20%-30% in 2024/25 – this could be as much as £5 million in cash terms. Given ongoing market volatility it is not considered prudent to include the full level of this potential decrease within the MTFP at this point. Forecasts therefore allow for the 20-30% fall back to occur over a two-year period. In addition, the impact of price decreases is managed cautiously with the assumption that the first call on any 2024/25 decrease will be to negate the need to identify an ongoing funding source for the £1 million funded from earmarked reserve in 2023/24. Thereafter, it is assumed that the benefit of price decreases will initially be used to reinstate the £1.8m FRM budget used as interim support in this area, subject to wider review of the financial situation at the time.

### Commissioned Care Costs

The 2022/23 Local Government Settlement included new funding to support the payment of the RLW to registered workers in the care sector. In support of the continuation of this position, the Council includes RLW increases as among the factors likely to impact the future annual cost of commissioned care.



## Section 3. Medium Term Financial Plan

The RLW is usually announced in November (although it was earlier in 2022) to be implemented by RLW employers before the following May. In setting RLW rates, the RLW Foundation take account of inflation the preceding spring (on a more specific basket of goods than CPI), along with other information such as level of benefits and council tax.

This is a difficult area to predict and small percentage changes in this area can have a significant impact on costs as the Council's commissioned care budget is over £150 million across Adults and Children's Services. Current assumptions are based on RLW (which is currently £10.90), increasing by 6.5% in 2024/25 and 3% per annum thereafter. As with pay award assumptions, this takes into consideration lower CPI projections over the medium term.

### Recyclate Income

Prices received by the Council for recyclate material have historically been extremely volatile. There have been world-wide shortages for these materials due to the loss of processing plants for aluminium and plastics in Ukraine, and this has increased the prices received in recent years. Over the medium term, assuming the stabilisation of global issues, prices are expected to return to nearer their pre-war levels which could result in a pressure on this budget. The MTFP assumes that the strategy for recyclate income will be to transfer surpluses to an earmarked reserve to help assist with future volatility on this budget.

### Fees and Charges (Income)

The Council's budget setting policy is not to assume a blanket uplift across all fees and charges. This is in recognition that the position for income is more nuanced and requires consideration of a wide range of factors. In determining the future level for fees and charges directorates are advised to consider:

- Any applicable statutory frameworks.
- Whether existing income budgets are being met.
- Any specific inflationary cost pressures that will need to be met.
- The adequacy of charges relative to cost of provision.
- Any potential impact on demand for services.
- Appropriate benchmarking of both cost and fee levels.

### Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications of previous Cabinet or Council decisions. Further detail on each area is set out below.

### Capital Financing Costs

Forecast capital-financing costs reflect the 2023/24 – 2027/28 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save basis.
- Borrowing predicated on incidental revenue income or savings achieve the outcomes expected in order to pay for themselves in the intended timescales.
- Operating models such as for 21<sup>st</sup> century schools and Arena remain in surplus.
- The timing and delivery of expenditure will be as profiled in the capital programme.
- The assumed interest rate for new borrowing is circa 4.5% over the MTFP period to allow an element of sensitivity to uncertain economic forecasts and timing of borrowing.
- Capital receipt targets will be met.
- No change in the prudent provision for the repayment of debt as agreed by Council.
- There remains one pool of debt for the General Fund and HRA, with ongoing consideration of whether separate pools should be created, including for major projects.

Interest rates on borrowing are currently elevated compared to historic lows seen over the last few years. These will be driven by inflation expectation, national debt levels and international uncertainties and as such remain unpredictable. Future interest cost is a key risk identified in the Treasury Management Strategy. This will be an important consideration in updating and prioritising new investment commitments and affordability considerations, and business cases for projects assumed to pay for themselves.

The Capital Programme includes a number of major projects including the development of a new Indoor Arena. Whilst it is anticipated that capital-financing

## Section 3. Medium Term Financial Plan

costs will be recovered through new income streams over the life of the project, the MTFP reflects an element of interim support commencing in 2024/25.

### Levies

Forecast financial commitments include estimated increases to levies. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of just over £20 million. The budget for the SWFS is levied across constituent local authorities on a population basis. Estimates reflect potential future levy increases due to population fluctuations as well as potential increases to the SWFS' overall budget. Assumptions take into account the SWFS most recent MTFP.

### Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2024/25, which is when remaining reserve funding will be fully depleted.
- The operating costs of a Household Waste Recycling Centre, consistent with the timescales in the capital programme.
- Additional maintenance costs associated with the future upkeep of capital programme investment in the public realm.
- An allowance to support delivery of the recycling strategy, to be reviewed as further details become available.
- Revenue funding to operate a youth zone, consistent with capital programme timescales.

### Demographic Pressures

Key areas of forecast demographic growth, and the associated financial impact are summarised below:

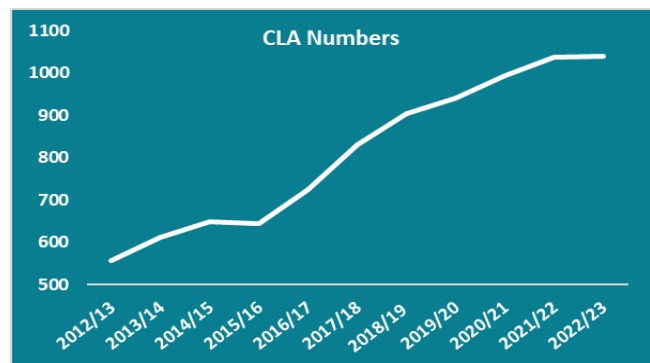
Demographic Increases	£m
Adults Social Services	13.3
Children's Social Services	6.4
Pupil Numbers & New School Costs	8.3
Out of County Education Placements	1.5
Other	3.4
<b>TOTAL</b>	<b>32.9</b>

### Adults Social Services

Estimated growth in Adult Social Services is difficult to predict at present. The MTFP includes an annual allowance for demographic growth in this area. For Older People, growth is weighted towards domiciliary care settings, consistent with the Council's strategy to support people in their own homes. This will need to be closely reviewed in coming months, along with wider factors such as hospital discharge pressures. Historically, most significant growth has been in relation to the Older Persons budget. However, at present, there are also emerging pressures in relation to the Adults Learning Disability budget that will need to be kept under close review.

### Children's Social Services

Estimated growth in Children's Services is also difficult to predict. The graph below sets out annual increases in the number of Children Looked After (CLA) since 2012/13.



In 2022/23, the Council is experiencing unprecedented pressure on Children's services placement budgets linked to complexity and demand. Whilst it is difficult to predict the number and nature of placements required over the Medium Term, forecasts take account current complexity together with preventative strategies. Financial forecasts will continue to be kept under regular review.

### Pupil Numbers & Associated Learning Needs

Pupil number projections reflect the existing pupil population moving up a year group each year. They are adjusted to take account of historic retention rates. Pupil intake in nursery and reception is modelled using Schools Organisation Plan data, which includes published birth rates.



## Section 3. Medium Term Financial Plan

Up until September 2027, projections show a continued reduction in primary pupil numbers and an increase in secondary pupils, although the level of the increases in the secondary sector incrementally reduce over the period.

Costs associated with the Associated Learning Needs (ALN) of pupils are more difficult to model. As well as estimating predicted demand, there is also a need to consider complexity of need, as different types of support have different costs. It is also necessary to consider movement of pupils within the school system. Estimates will be regularly reviewed to take account of most recent information.

Future operating costs of schools in LDP areas are difficult to predict and subject to change. Forecast figures reflect schools opening in LDP areas. Each new school may take a different form, with some being starter schools, (which refers to schools that begin with reception and year one groups only and then grow year on year), and others offering places in all year groups from the outset. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city.

Forecasts for 2025/26 reflect an increase in the number of special school pupil numbers. This reflects the anticipated completion of SOP expansion works. Figures currently assume that those places would become available in September. During the interceding years, there will be a need to model to what extent the costs associated with the availability of additional special school places could be offset by savings in other areas, in particular Out of County placement budgets.

Forecasts currently allow for consistent annual growth in the number of Out of County Placements between 2023/24 and 2026/27. No further growth is assumed for 2027/28, on the basis that the availability of additional capacity within Cardiff may avoid the need to place Out of County. As noted in the preceding paragraph, as well as limiting future demographic growth, there will be a need to consider whether the additional capacity may enable savings on existing Out of County budgets.

### [Council Tax Reduction Scheme](#)

This budget reflects the payment of Council Tax Support to eligible recipients. At over £35 million, future demand on this budget is a key consideration in medium term planning. During the pandemic, there were concerns that the ending of the Job Retention Scheme (JRS or furlough) may increase unemployment. In recognition this would be likely to increase demand on CTRS, the Council set aside funding to support the CTRS budget. However, the ending of the JRS did not have as significant an impact as originally feared. Although some sums have since been released as part of the 2022/23 Budget, a degree of protection was retained, notable in a earmarked reserve, and this is considered to provide an adequate level of resilience to potential increases in demand on this budget over the medium term linked to forecast increases in unemployment.

Any changes to Council Tax levels impact on this budget. In recognition of this, within the MTFP, modelled council tax increases are shown net of their impact on CTRS.

### [Homelessness](#)

Homelessness is another area that will require close review over the medium term. This area has been supported by additional grant funding in recent years, now confirmed for the next few years. There are however emerging pressures on this budget that will need to be monitored, balanced by consideration of the extent to which they may receive Government support. There is also earmarked reserve funding in place with regards homelessness that may assist in smoothing any fluctuations in demand.

### [Emerging Financial Pressures](#)

Forecasts include £3.0 million per annum to address emerging financial pressures. This reflects the fact that it is impossible to foresee all issues and that additional burdens may arise through new legislation, unforeseen demand, policy change, and grant fall out. Equally, and as noted throughout the MTFP, the current economic climate has the potential to impact key MTFP variables.

The inclusion of a figure against emerging issues provides a margin of headroom, avoiding the need to identify additional savings proposals at short notice.

## Section 3. Medium Term Financial Plan

Sums included for emerging pressures are kept under regular review and are removed from plans if they are no longer considered necessary.

### 3.3 Funding Key Assumptions

#### Aggregate External Finance (AEF)

The 2022/23 Local Government Finance Settlement was the first in a number of years that covered more than one financial year. Indicative figures were provided at an All-Wales level for 2023/24 and 2024/25. The assumption of 2.5% for 2024/25 aligns with 2022/23 indicatives, albeit they were not specifically reiterated in the 2023/24 settlement. Beyond that, planning assumptions reflect annual AEF increases 0.75%.

2024/25	2025/26	2026/27	2027/28
2.5%	0.75%	0.75%	0.75%

Assumed increases for 2025/26 and beyond take into consideration a Welsh Budget Outlook Paper prepared in December 2022 by Wales Fiscal Analysis – a research body within Cardiff University's Governance Centre that undertakes independent analysis of Welsh public finances. The paper notes that if NHS spending consequential is allocated by WG to the Welsh NHS and that other areas (including Local Government) grow in line with the rest of the spending envelope, Local Government Settlement could increase by 0.7% per annum between 2025/26 and 2027/28 (a real terms reduction of 0.5% per annum.)

The fact that funding figures are based, by necessity, on assumptions at this stage represents a material risk to the Council's financial resilience. This is because minor changes in AEF percentages have a significant impact in cash terms – with 1% of AEF equivalent to £5.9 million. In the event of less favourable settlements resulting in increased savings requirements, the achievability risk associated with such savings is likely to be high.

In order to help address this risk, the Council has a £2.0m base budget called a Financial Resilience Mechanism (FRM.) It is used to invest in priority areas, but that investment must be one-off and

decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

#### Reserves

In the interests of financial resilience, reserves should not be heavily relied upon as general budget funding. This is because:

- It creates a gap in the finances of the following year as reserves are cash sums.
- Earmarked reserves are set aside for a particular purpose.
- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts currently assume £0.5 million use of reserves annually between 2024/25 and 2027/28. This can be accommodated from the Strategic Budget Reserve in line with its intended purpose. The proposed use of reserves is considered to strike an appropriate balance between the points set out at the start of this section, with the need to support services. Assumptions will be kept under review. Further information on reserves is considered in the later section on uncertainty and risk.

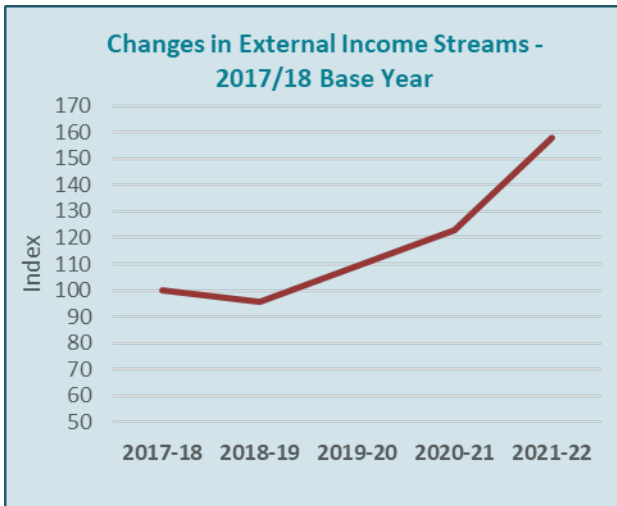
The above paragraph sets out the position in relation to use of reserves as general budget funding. Over the medium term, there will also be use of earmarked reserves in line with the purpose for which they were set aside – and this will include a range of activities and projects. It will be key that directorates recognise the one-off nature of the resources and therefore carefully prioritise the use of the earmarked reserves to ensure that they are spent on areas of most impact, and within the amount provided.

#### Grant Funding

Specific grants must be used for a particular purpose, which is defined by the grant provider. The funding

## Section 3. Medium Term Financial Plan

may only be used for that purpose, and the Council is audited to ensure compliance. The Council receives a significant amount of specific grant funding, notably from WG. The increasing exposure over recent years is set out in the graph below:



*Excludes grants primarily related to third party spend - i.e. HB, 30 hour childcare.*

Over an extended period, Welsh Local Government have pressed WG for “funding flexibility.” This means that wherever possible, funding should be directed through AEF. As well as providing more flexibility for Local Authorities, this would also reduce administrative burdens.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. Historically, there are incidences where this has happened at short notice. This is a risk, particularly because, where grants have been in place for several years, areas they support may have become core activity.

The Council has a budget of £250,000 to deal with in-year specific grant funding issues. Beyond this, the MTFP is based on the assumption that any future specific grant reductions would be dealt with by:-

- Reviewing the grant funded activity
- Providing transitional funding through the FRM, (if it is still available)

Over the medium term, some key areas to keep under review with regards specific grants include:

- The further roll out of the Universal Free School Meals Grant, including the extent to which annual inflationary pressures are

reflected in the rate at which support for meals is paid.

- Arrangements for the newly created Shared Prosperity Fund, which is currently expected to run until the end of 2025/26.
- Tapering arrangements with regards the Regional Integration Fund over the medium term.
- Housing Support Grant (£21.9 m) which is a significant grant, currently indicated to remain at its current level until 31<sup>st</sup> March 2025.

# Section 4. Addressing the Gap

## 4.1 Budget Gap

The estimated budget gap for the period 2024/25 – 2027/28 is set out below:

2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
40.5	27.4	22.2	23.3	<b>113.4</b>

This will need to be addressed through a combination of savings, income generation and Council Tax increases.

## 4.2 Council Tax

Council Tax accounts for 26% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by over 4% (after accounting for Council Tax Reduction Scheme (CTRS)). This is called the gearing of the tax. The Council has little control over the majority of its funding, which is through Welsh Government Grant.

Technical variables that must be considered when setting the Council Tax include:

- The Council Tax Base of the Authority
- Council Tax Support Budgets
- The level of the Council Tax

### *Council Tax Base*

The Council Tax Base is the number of Band D equivalent properties in the city. In simple terms, it reflects the number and type of dwellings in the city, and takes into account if they may be eligible for Council Tax discounts or exemptions. Local Authorities use the Council Tax Base to calculate how much Council Tax they expect to generate.

Whilst other factors affect the Council Tax Base, broadly speaking, property development in an area usually means that the Council Tax Base will increase, generating more Council Tax income. Whilst there is the potential for the Council Tax Base to increase over the medium term, the budget strategy does not pre-empt these increases within MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

### *Council Tax Support Budgets*

The Council pays Council Tax support to eligible recipients under the CTRS. The current annual budget is over £35 million. The CTRS Budget must be considered when projecting future Council Tax income. If eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the CTRS Budget. This is because support must be paid at the new, higher rate. Figures quoted in the next section are net, in that they take into account the associated impact on the CTRS Budget.

### *The level of the Council Tax*

In addressing the budget gap, it is modelled that Council Tax will increase by 3.0% per annum. An annual 3.0% increase would contribute the following amounts to addressing the budget gap:

2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
5.2	5.3	5.5	5.7	<b>21.7</b>

The assumption of annual 3.0% increases is not fixed, will be kept under review over the medium term and is subject to Member approval.

## 4.3 Savings Requirement

The residual budget gap to be met from savings is:

2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
35.3	22.1	16.7	17.6	<b>92.0</b>

In addressing this gap there will be a need to:

- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to review income streams, whilst recognising that in the short to medium term, core income budgets are at risk whilst recovering from the pandemic and that opportunities to generate additional income may be more limited than in previous years.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Capture the full financial benefit of the early intervention and preventative work ongoing

## Section 4. Addressing the Gap

across the Authority, in order to manage the pattern of future demand for Council services.

- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

# Section 5. Risk and Uncertainty

## 5.1 Sensitivity Analysis

Current MTFP assumptions are based on best available information. However, there is always a risk of change, as evidenced by the volatile economic environment of the last 12 months. Further analysis on plausible future economic scenarios is required, given their potential to impact pay, price, and AEF assumptions in the base case MTFP. The other overarching core driver of cost for the Council to factor into scenarios is demand for services.

### Scenarios Considered

In testing the MTFP for plausible alternative scenarios, a total of 15 were modelled, capturing the following:

		Demand Scenarios		
		Low	Base	High
Economic Scenarios	Recession & High Inflation	Low	Base	High
	Recession & Low Inflation	Low	Base	High
	<b>BASE CASE</b>	Low	<b>Base</b>	High
	Econ Growth & High Inflation	Low	Base	High
	Econ Growth & Low Inflation	Low	Base	High

The 15 scenarios reflect each of the five economic scenarios being coupled with 3 different demand scenarios – low demand, demand in line with the base case, or high demand. This recognises that whilst economic circumstances may influence demand, there is also the real possibility for demand to fluctuate independently of the economic context.

Recession coupled with high inflation is the least favourable of the economic scenarios. This reflects more prolonged inflationary pressure combined with a recession (or weak economic growth) potentially having an adverse impact on funding levels.

By comparison, the “economic growth/high inflation” scenario assumes that whilst inflation remains high, a stronger economic position may allow future funding settlements to support cost pressures. As identified later in this section, AEF is the individual factor with the biggest impact on base case assumptions.

### Variables Flexed

The next table summarises how variables were flexed in key areas of demand.

	Low	Base Case	High
Social Services	Demand is lower as increased cost mitigation is achieved	Increased demand but with mitigating service strategy	Higher demand and lower cost mitigation due to overall service pressure.
Homelessnes s	Same as Base	Increasing levels of demand but fully offset by grant.	Increasing demand partially offset by grant.
Pupil Nos	New intake is 10% lower than anticipated – census sees drop in 0-4’s.	Projected modelled student numbers.	New intake is 5% higher than projected student numbers

Flexing of other demand pressures such as waste tonnages and CTRS was not considered necessary. This is because they are currently less volatile, and arrangements already in place are considered adequate to manage any fluctuations at this stage.

The table below summarises how variables were flexed under the different economic scenarios considered:

	Inflation		
	Low	Base Case	High
Pay	1%: 2024/25 0%: onwards	2%: 2024/25 1%: onwards	5%: 2024/25 4%: onwards
RLW	5%: 2024/25 2%: onwards	6.5%: 2024/25 3%: onwards	9%: 2024/25 5%: onwards
Inflation	Key drivers considered on a case-by-case basis given volatile position in respect of areas such as energy, etc.		

	Economic Growth		
	Growth	Base Case	Recession
AEF	5.5%: 2024/25 3%: 2025/26 3.75%: onward	2.5%: 2024/25 0.75%: onward	0.5%: 2024/25 -1.5%: 2025/26 -1% then -0.5%

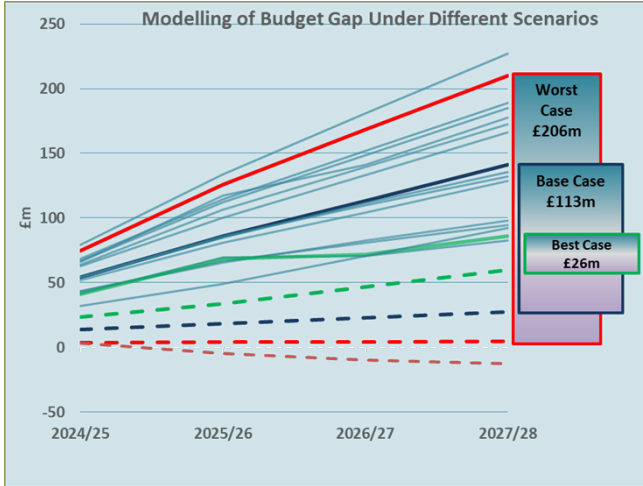
The £3 million per annum that is allowed for emerging pressures in the base case MTFP is removed in all other scenarios. This is because it is assumed not to be required in more favourable



# Section 5. Risk and Uncertainty

scenarios, and b) the factors it is there to help address will already have materialised in less favourable scenarios.

The resultant scenarios are summarised on the chart below:



Some note on scenarios:

- The average budget gap across all scenarios was £114m - comparable to the £113m base case.
- Maximum was £206m and minimum was £26m.

The £206 million and £26 million are extremes, albeit not completely implausible. The £206 million scenario reflects a combination of high inflation & recession coupled with higher demand. This sees higher costs across the board coupled with less favourable AEF. The £26 million scenario reflects high economic growth and low inflation. It sees reduced cost pressures and higher AEF settlements.

The CIPFA FM code suggests avoiding ‘best’ and ‘worst’ case as the only considered options. The following table provides a summary of all modelled scenarios relative to the base scenario which is highlighted in the centre of the table.

		High £m	Base £m	Low £m
Economic Scenarios	Recession & High Inflation	+93	+67	+54
	Recession & Low Inflation	+31	-18	-7
	<b>BASE CASE</b>	<b>+25</b>	<b>113</b>	<b>-13</b>
	Econ Growth & High Inflation	+21	-28	-16
	Econ Growth & Low Inflation	-37	-87	-75

## Sensitivities

Scenarios examined the relationship between key variables. The table below summarises the impact of a 1% change in key areas. It shows that the key area of sensitivity for the Council is funding settlements, with each 1% of AEF equivalent to £5.9 million. This is evident in the economic growth scenarios above being a lot more favourable – because they assume a greater level of funding support to help cope with pressures.

Assumption	£m
AEF - 1% change	5.9
Teachers Pay Award 1% change	1.7
NJC Award 1% change	2.9
RLW	1.4
<b>Total Annual Impact</b>	<b>11.9</b>

Scenario planning is aimed at identifying plausible alternatives, to inform the scope of financial pressures that the council could face, and the likelihood of an alternative budget strategy being required. This is considered further below.

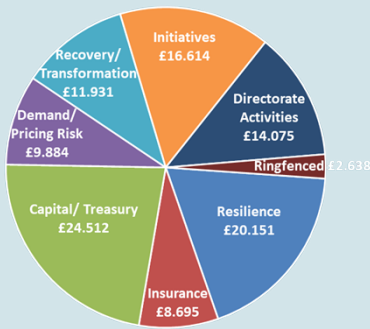
## Responding to less favourable Scenarios

The Council has in place earmarked reserves to address some of the key risks that have been flexed in the scenario analysis. This is summarised in the graph below which categorises the Council’s projected reserves as at 31<sup>st</sup> March 2024 (Council Fund and earmarked reserves).

### Demand Scenarios

# Section 5. Risk and Uncertainty

Earmarked Reserves Categorised by Purpose (£m) projected balance as at 31st March 2024



Whilst use of reserves is clearly not a long-term solution to addressing increasing costs, reserves are an important means of managing demand and price risk in the short term. They can also smooth the period over which base-funding may be required to address additional pressure. In a worse-case scenario, reserves would help provide a lead in time to more swingeing savings requirements.

In addition, to earmarked reserves the Council also has in place a budgeted £1.0 million general contingency, a £2.0 million Financial Resilience Mechanism that is anticipated to increase to its former level of £3.8 million over the medium term, as well as contingencies for specific demand issues such as Social Services.

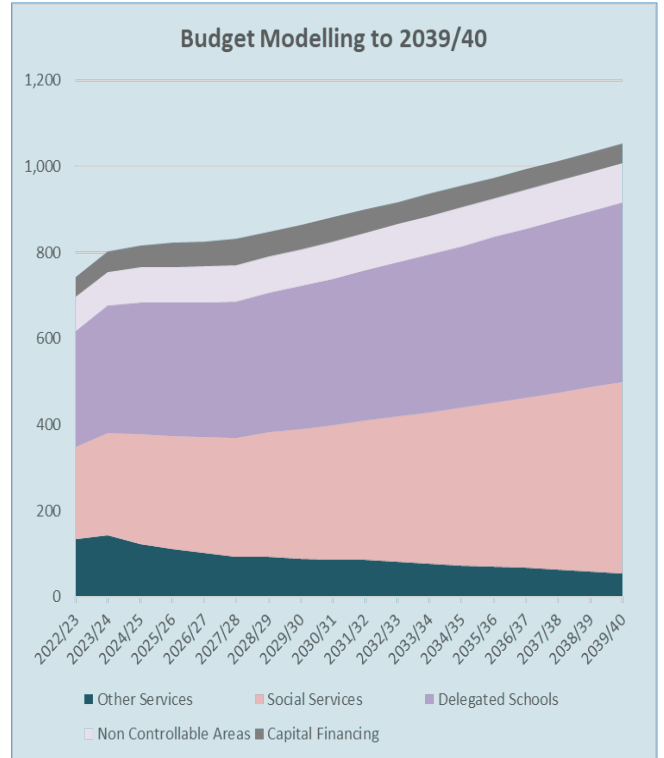
In a worse-case scenario, additional savings measures would inevitably be required. The situation outlined above would provide a lead-in time to enable those to be delivered.

It is unlikely that the worst of all modelled outcomes will come to fruition and there are several scenarios that are a marked improvement on the base case.

The base case MTFP is aimed at striking an appropriate balance between too optimistic and too pessimistic, but with an understanding of other possibilities.

## 5.2 Longer Term Outlook

The graph below a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

## 5.3 Key Risks

Key MTFP risks are summarised below, and link to the Council’s wider assessment of financial risk as encapsulated in the Corporate Risk Register.

Funding

- LG settlements - worse than predicted.
- Risk of specific grant fall-out, especially where grants support core activity.
- Adequacy of specific grant funding over the medium term where the detail of associated initiatives is still emerging – e.g. Universal Free School Meals.
- The WG and Plaid Cymru December 2021 Co-operation agreement pledges to review Council Tax reform in Wales during the next three years. This will need to be kept under review in terms of its impact.



## Section 5. Risk and Uncertainty

Economic Linked Variables	<ul style="list-style-type: none"> <li>• Inflation - cost and pay award pressure</li> <li>• Interest Rates - increases resulting from tackling inflation could impact cost of borrowing and impact affordability of capital programme</li> <li>• Economic Growth – weak growth / recession may mean lower government receipts leading to reduced Local Government Settlements.</li> </ul>
Demand	<ul style="list-style-type: none"> <li>• Difficulty in modelling complexity of demand, including in Adult and Children’s Services and Additional Learning Needs.</li> </ul>
Financial Resilience	<ul style="list-style-type: none"> <li>• Medium term savings requirements at significant levels</li> <li>• The shape of the Council’s budget – with over 70% now accounted for by capital financing, Social Services and Schools.</li> <li>• Planned use of reserves to support the budget, which will be kept under review.</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Pressure on the Council’s pay spine due to the erosion of pay differential particularly at the bottom end of the spine.</li> </ul>

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# Housing Revenue Account

Annex 2

## 2023/24 Budget and Medium-Term Financial Plan

CARDIFF COUNCIL



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## **1.1 Introduction**

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing and is required to be 'ring fenced' in accordance with the Local Government and Housing Act 1989. The ring fencing of the account means that local authorities must not subsidise costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG) or subsidise General Fund costs from the HRA.

The main expenditure items for the Council's 13,846 properties include repairs and maintenance, supervision and management (including tenant consultation, rent collection, housing allocations and property and estate management) and capital financing charges on borrowing (interest and provision for repayment).

The major income streams include rents and service charges.

The above items are in accordance with legislation and the HRA Guidance Manual which sets out the regulations, guidance and best practice relating to the operation of a HRA.

Key services to tenants and leaseholders include management, repair and service costs of the housing stock, tenancy services including anti-social behaviour management, welfare advice and support including the Community Hubs.

Whilst recognising the importance of services to existing tenants, the Council also understands the pressure of housing need in the city. The Council has an ambitious new build programme to help address this and an allocations system that ensures that those with the greatest need are housed first.

## **1.2 Key Objectives and Priorities**

There is a requirement to produce a 30-year business plan for the HRA setting out the service aims and objectives and demonstrating financial viability over the period. This plan is updated annually with the plan for 2023/24 to be considered by Cabinet in March 2023. Key service objectives include the following:

- Building new council homes
- Moving towards zero carbon homes
- Providing safe and inclusive communities
- Improving our neighbourhoods
- Preventing & addressing homelessness
- Supporting tenants through the cost-of-living crisis
- Modernising & improving our services for our tenants.

## 2.1 Rent Policy Framework

The Council sets the level of rents within a policy framework set by the Welsh Government (WG). The 5-year Social Housing Rent policy was introduced in 2020/21 and will continue until 2024/25 and allows for a maximum 1% rent increase above the rate of the consumer price index (CPI). Where CPI is outside the range of 0 to 3%, a ministerial decision is required for that year.

There is no confirmation of the rent policy approach beyond 2024/25. This and other uncertainties particularly around the impact of inflation represent a significant risk to the resilience of the HRA and business planning as the Council cannot control or accurately predict a key component of the plan.

In line with the current rent policy, a ministerial decision was made on 16<sup>th</sup> November 2022 to limit rents to a maximum increase of 6.5% for 2023/24 for all tenants. It was proposed that Cardiff set its rents at the maximum allowed. This was approved by Cabinet in December 2022 ahead of the 2023/24 budget setting and in line with the new notice period requirement of the Renting Homes Wales Act which stipulates 2 months' notice for tenants.

The Minister also set out a series of voluntary commitments for social landlords to prevent evictions and support tenants. These included:

- a commitment to invest in existing homes to keep them safe, warm and affordable to live in
- to work in partnership with tenants, Welsh Government, funders and other partners to develop a consistent approach to assessing affordability across the social housing sector in Wales.

The rent setting report to Cabinet in December 2022 approved the 2023/24 rent uplift as being at a level which considered the needs of tenants, affordability and value for money, but which also achieved a sustainable budget for the HRA. Further detail on affordability and value for money is set out in section 4 below.

Future rent modelling has been based on WG guidelines and taking account of forward indicators for inflation factors. These currently indicate CPI at an average 5.3% for 2023/24, reducing to a negative CPI until 2026/27 when CPI is forecast at 1.05% and rising to 2% in 2027/28.

It is considered that these rent uplifts will allow for obligations to tenants and lenders to be met and help to support the financial viability of the HRA whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans and future capital programme.

The average rent for a Council home in Cardiff will increase by £7.22 per week (£7.67 based on 49-week collection) exclusive of service charges for 2023/24. This results in an average weekly rent of £118.38 for standard housing stock. The table below sets out the proposed average rent per property type for Cardiff for 2023/24.

<b>No. of Bedrooms</b>	<b>Estimated Average Rent 2023/24</b>
1	£106.68
2	£123.02
3	£140.84
4	£156.09

### 3.1 Revenue Budget

The forecast financial position for the Housing Revenue Account for the financial years 2023/24 to 2027/28 is set out below:

	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Expenditure</b>	Employees	28,432	29,406	30,161	30,661	30,862
	Premises - Council House Repairs	22,806	23,162	23,394	23,763	24,276
	Premises - Other Repairs & Maintenance	1,560	1,591	1,619	1,655	1,705
	Premises - Other Premises Costs	8,029	10,118	10,931	11,357	11,697
	Transport	197	202	212	219	226
	Supplies & Services	4,889	5,102	4,860	4,984	5,143
	Third Party Payments	626	638	645	651	658
	Support Services	7,721	7,867	7,946	8,063	8,220
	Capital Financing	29,282	33,555	35,913	38,684	42,873
	Contribution to reserves/General balances	0	0	500	0	0
	<b>Total Expenditure</b>	<b>103,542</b>	<b>111,641</b>	<b>116,181</b>	<b>120,037</b>	<b>125,660</b>
<b>Resources</b>	Rents and Service Charges	(96,227)	(104,271)	(108,763)	(112,064)	(116,623)
	Fees & Charges	(713)	(734)	(739)	(746)	(757)
	Contribution from reserves	0	0	0	(500)	(1,500)
	Other Income	(6,602)	(6,636)	(6,679)	(6,727)	(6,780)
	<b>Total Resources</b>	<b>(103,542)</b>	<b>(111,641)</b>	<b>(116,181)</b>	<b>(120,037)</b>	<b>(125,660)</b>

### 3.2 Key Assumptions

The table and narrative below set out the key assumptions over the medium term.

	2023/24	2024/25	2025/26	2026/27	2027/28
	%	%	%	%	%
CPI (based on September forecasts)	5.30	-0.15	-1.19	1.05	2.00
Rent Uplifts (inclusive of CPI and based on previous September)	6.50	5.30	1.00	1.00	2.00
Stock numbers	14,074	14,375	14,626	14,891	15,255
Bad debts	1.00	1.00	1.00	1.00	1.00
Void rents	1.75	1.75	1.75	1.75	1.75

Key assumptions and factors which make up the HRA revenue budget proposal and capital investment programme include the following items:

- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (6.5% uplift for 2023/24, 5.3% for 2024/25 reflecting the OBR forecast for September 2023 and back up to 2% by 2027/28)
- Following the end of the current rent policy term, it is assumed that the rent bands remain and that rent uplifts continue to be based on CPI +1% where CPI is within the range of 0 to 3% or CPI only where CPI is outside this range - this is considered a prudent approach
- Stock numbers as assumed using data from the planned new build programme and timings of availability for let
- In the absence of an agreed pay award, 6% annual uplifts are included for 2023/24. Provision is also made for employers' National Insurance and Superannuation contributions, employee incremental pay progression as well as other full year impacts of the costed establishment including Apprenticeship levies and the Real Living Wage. Pay uplifts at 2% are assumed for 2024/25 and 1% thereafter
- Drawdowns as required from earmarked reserves as a result of high inflationary cost increases and capital financing commitments in the medium term
- A £22.806 million budget has been set for Council Housing Repairs for 2023/24 reflecting the estimated requirements for both planned and responsive maintenance. This excludes the budgets for planning and clerical processing of repairs which are now classed as a management item and not repairs in line with the recommendations of the Housing Guidance Manual
- Provides for the additional resource requirements to implement the Renting Homes Wales Act 2016
- Estimated operating costs and service charge recovery levels for proposed new older persons Community Living schemes and for additional temporary and family supported accommodation



- Capital financing requirements reflect the current and increasing borrowing requirement proposed in the Capital Investment Programme, interest payable of 4%, and the Council's prudent revenue provision policy
- Receipt of the Welsh Government Major Repairs Allowance grant at a constant level of £9.5 million per annum, whilst costs of works for business planning purposes are assumed to increase by 3.5% p.a.
- Capital external grant funding and developer contribution assumptions where reasonable. These are usually on an annual bid process, so make longer term planning uncertain
- No inclusion of financial impact to meet the revised Welsh Housing Quality Standards focussing on decarbonisation, until clarity of approach and confirmation of any financial support to meet targets.

### 3.3 Capital Investment Programme

		2023/24	2024/25	2025/26	2026/27	2027/28	Total	
		£000	£000	£000	£000	£000	£000	
<b>Expenditure</b>	Regeneration and Area Improvements	2,150	2,450	2,450	2,450	2,650	12,150	
	External and Internal Improvements	15,850	27,010	31,370	14,470	16,120	104,820	
	New Build and Acquisitions	90,000	69,800	48,925	68,800	96,700	374,225	
	Disabled Facilities Adaptations	3,000	3,000	3,000	3,000	3,350	15,350	
	<b>Total Expenditure</b>	<b>111,000</b>	<b>102,260</b>	<b>85,745</b>	<b>88,720</b>	<b>118,820</b>	<b>506,545</b>	
<b>Resources</b>	Major Repairs Allowance Grant	(9,570)	(9,570)	(9,570)	(9,570)	(9,570)	(47,850)	9.5
	Additional Borrowing	(69,250)	(69,215)	(48,543)	(68,050)	(102,750)	(357,808)	70.6
	Revenue / Reserves	(5,400)	(1,400)	0	0	0	(6,800)	1.3
	External Grant and Contributions Estimates	(24,280)	(21,575)	(27,132)	(10,600)	(6,500)	(90,087)	17.8
	Capital Receipts	(2,500)	(500)	(500)	(500)	0	(4,000)	0.8
	<b>Total Resources</b>	<b>(111,000)</b>	<b>(102,260)</b>	<b>(85,745)</b>	<b>(88,720)</b>	<b>(118,820)</b>	<b>(506,545)</b>	<b>100</b>

Expenditure commitments proposed over the next 5 years include the following:

- Regeneration and area improvement projects to create better and safer places to live, with works including defensible space, road/footpath realignment, improvements to flats, garages, gullies and open spaces
- Investment in existing housing stock for priority energy efficiency schemes and to meet Welsh Housing Quality Standards to ensure homes are warm, safe and secure

- Completion of existing house building and acquisition programme to deliver more homes to tackle the significant affordable housing demand and suitability challenges in the city. In accordance with a report considered by Cabinet in November 2022, expansion of house building programme with the development of a new Housing Partnership to streamline the delivery and pace of outcomes.
- Adaptations to dwellings for eligible tenants to live independently and improve their movement in and around the home.

The capital investment programme is reviewed annually in line with the 30-year HRA Business Plan with a detailed schedule to be included as part of the report to Cabinet on the plan.

The capital expenditure commitments for the HRA incurred previously and proposed for future highlight a significant need for the Council to borrow in order to invest in homes and to create new assets. This is demonstrated by an increase in what is termed the Capital Financing Requirement (CFR).

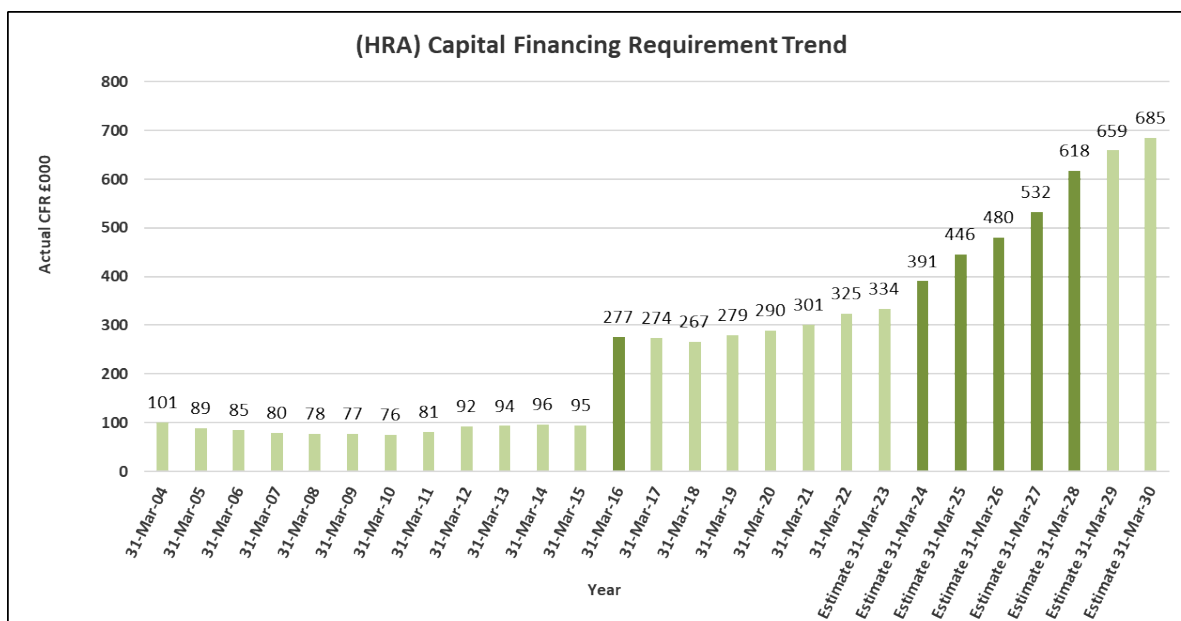
Where capital expenditure has been incurred without a resource to pay for it, this will increase the CFR which is the HRA's underlying need to borrow. A prudent provision is made for the repayment of historic capital expenditure from the revenue budget in line with an agreed policy. This reduces the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

The calculation of the CFR is summarised in the table below.

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

The chart below shows the historic trend in the CFR for the HRA since the inception of the Prudential Code. This includes the £187 million payment made to HM Treasury to exit the subsidy system in 2015/16 and the significant capital investment over the timeframe of this Medium-Term Financial Plan to increase the level of affordable housing. The CFR continues to increase after 2027/28.

Overall, this represents a more than doubling of the current Capital Financing Requirement and consequential impact on the revenue budget. Entering into commitments for borrowing cannot be reversed. Accordingly, it is essential that the systems, processes and controls that form the basis of demonstrating the viability of the HRA Business plan are developed in line with key risks with independent assessment where required and scrutiny to ensure this remains the case.



The Council's housing stock is required to be valued periodically as part of its financial reporting obligations on an Existing Use Valuation basis. The valuation of HRA land and property assets at 1 April 2022 for accounting purposes is £757 million and allows a comparison with the level of CFR at that date only as an indicator of Loan to Value.

The revenue budget impact of capital schemes for rent payers includes:

- The costs of operating/maintaining new assets
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council's approach to making prudent provision for repayment of capital investment paid for by borrowing)
- The revenue costs of preparing and delivering projects
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as additional rental income, cost avoidance and improved outcomes for rent payers. Whilst additional income may be receivable from rent, without grant income towards costs, rental may not fully cover costs for a significantly long period. Financial viability tools and parameters and, in parallel, a rigorous governance and skills and risk management framework that complements such tools for decision making are essential in ensuring borrowing remains prudent, affordable and sustainable to ensure the long-term viability of the HRA.

The table below shows two ratios highlighting the impact of the increasing borrowing requirement on the net revenue stream (rental and service charge income for the year).

- a) Capital financing costs as a proportion of the net revenue stream - an increasing ratio indicates that a greater proportion of the HRA resources are required to meet capital financing costs over the period

b) HRA Capital Financing Requirement (Debt) as a ratio of the net revenue stream – this ratio shows the amount of debt proportionate to the net revenue stream and is an indicator of future financial sustainability. It helps to explain the relationship of debt to the HRA resources available to deliver services.

	21/22 Actual	22/23 Est	23/24 Est	24/25 Est	25/26 Est	26/27 Est	27/28 Est	28/29 Est	29/30 Est
<b>HRA Capital Financing costs as a proportion of the Net Revenue Stream (%)</b>	30.84	29.05	28.80	30.66	32.84	34.34	36.57	39.15	39.21
<b>HRA Capital Financing Requirement as a ratio of Net Revenue Stream</b>	3.81	3.74	4.04	4.25	4.39	4.72	5.28	5.34	5.30

## 4. Affordability and Value For Money

The WG Social Housing Rent Policy recognises the need to balance the needs of landlords and the interest of tenants. The policy includes a requirement that social landlords make an annual assessment of affordability, cost efficiencies and demonstrate that their homes and services represent value for money.

### 4.1 Affordability and Value for Money

The WG consider that affordability should include all costs of living in a property including rent, service charges and energy costs.

The rent setting report to Cabinet in December detailed the review and outcomes of an exercise carried out to establish the affordability of living in a Council property in Cardiff, using the Joseph Rowntree Foundation (JRF) Living Rent Model. This exercise established that the proposed rents for 2023/24 were well below the JRF living rent.

A range of high-quality services are provided to Council tenants, including a dedicated Welfare Liaison Team, to help to maximise income and prevent arrears and a Tenancy Sustainment service supports more vulnerable tenants. Where arrears have accrued, the introduction of the new rent arrears pathway will support tenants whether they are in receipt of benefits or not, reducing or removing arrears where appropriate. The clear aim of the housing service is to prevent unnecessary legal action and evictions.

Value for Money is achieved by focusing on key priorities in the pursuit of social objectives that benefit a range of stakeholders/service users and delivering these priorities in an effective and efficient way. Cardiff aims to achieve this in the following ways:

- Maintaining homes to a high standard
- Building new homes
- Delivering a high standard of tenancy services
- Community investment such as work to increase employability, financial, digital and social inclusion
- Meeting the housing needs of the most vulnerable
- Preventing evictions
- Supporting people to live independently
- Supporting national and local policy objectives.

In order to continue to demonstrate value for money, during 2023/24 and in future years, the Council will undertake the following:

- Review all costs to reflect activity and value for money
- Increase the use of digital services to reduce costs and provide a better customer experience whilst still offering tailored, 1-2-1 support for those that need it
- Seek opportunities to undertake external benchmarking and self-assessment with peers

## 4. Affordability and Value For Money

- Continue to follow the Council's best practice in relation to procurement of goods and services
- Secure maximum value from assets through an understanding of stock and making intelligent (social) business decisions based on that understanding.

This will necessitate an understanding of:

- The condition of stock
- Maintenance costs and investment needs
- Demand within our communities
- Performance of the stock at an appropriate and proportionate level of detail
- Variation in performance across the stock
- Priorities for improvement.

### 4.2 Cost Efficiencies

The report to Cabinet in December recommended the approach to the setting of rents and service charges and outlined a review of the HRA which took place within the Directorate to identify potential efficiencies. These included:

- Reduction in staffing costs through deletion of vacant posts or through the voluntary severance process where those changes can be made with no significant service changes required
- Reduction in non-staffing costs - this includes training and events budgets
- Reduced capital expenditure and resultant reduction in borrowing costs for 2023/4. This is due to several factors including: the use of external capital grants to offset borrowing in year; a review of spend on some areas of the capital programme including garage improvements and estate regeneration and deferred borrowing resulting from unavoidable delay in parts of the new council house build programme
- Reduction in proposed Direct Revenue Financing of the capital programme while allowing for increased borrowing requirements.

Additional opportunities for service change that will create savings continue to be explored, including:

- Increased opportunities for digitalisation – including the implementation of the My Repair digital solution and exploration of the use of Allocations Online
- A review of the Responsive Repairs Service to ensure works are carried out by the most appropriate operatives
- Review and alignment of back-office services and of senior management roles.
- Further review of services that are recharged to the HRA.

### 4.3 Financial Resilience

Key financial and operational risks for the HRA are set out in the Risk Matrix at 5.1 below. The Council has embarked on a £800 million new build programme to meet the housing needs of current and future generations. This creates a number of additional risks to financial resilience which need to be monitored and managed closely.

The Council will do this by:

- Ensuring that a HRA General balance is maintained at a prudent level
- Creating specific earmarked reserves to mitigate against increasing and unforeseen costs in respect to the new build programme such as the price of materials, uncertain rent policy in the medium / long term
- Annually updating and submitting to the WG for approval a 30-year business plan which considers revenue and capital expenditure plans over the longer period
- Continue to liaise and consult with the WG on future rent policy highlighting the risk of reliance on future rent increases to meet capital commitments currently being entered into remain viable
- Ensuring strong asset management practices and systems to support understanding of the condition of existing stock
- Maintaining a prudent approach to repayment of capital expenditure
- Regular monitoring and review of expenditure against approved budgets at a senior management level
- Use of approved viability assessment tools against agreed benchmarked parameters to ensure new build and property acquisitions are affordable and sustainable having regard to variables such as initial cost, ongoing maintenance and repayment of borrowing and rent levels
- Compliance with the terms of reference set by the Housing Development and Capital Finance Board in respect to approval of viability assessments or changes in sites proposed for new housing development
- Tracking of external grant or subsidy to support the costs of development and clear rationale to proceed with a project where such funding is not available as part of a viability assessment brought forward for approval.

## 5. Key Risks and Uncertainties

### 5.1 Key Risks and Uncertainties

Key risks and uncertainties which could impact on the budget proposals for 2023/24 and the medium term include the following:

Risk Description	Impact	Pre-Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
<p><b>Restricted rent uplift in future years due to changes to the rent policy beyond 2024/25 or to levels of CPI</b></p> <p><b>Stream of income (rents and service charges) means there is no control.</b></p>	<p>Potential impact on level and quality of service provision to tenants and capital schemes that can be taken forward.</p> <p>Impact of affordability, prudence and sustainability of additional borrowing.</p> <p>Impact on local and national affordable housing targets</p>	Red	<p>Review and prioritise revenue operating costs to identify savings</p> <p>Review and reprioritisation of the Capital Programme and realignment where feasible of future spend plans.</p> <p>Continue to liaise and consult with the WG on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable</p> <p>Reduce new build development programme where other capital realignment is not possible</p> <p>Consider and budget for use of earmarked reserves and general balances to support financial resilience</p>	Red
<p><b>Cost inflation increase above rent uplifts</b></p>	<p>Increase in costs of supervision, management and repairs and maintenance, including capital contracts</p> <p>Increased cost of energy and fuel. Operational buildings, Hubs and warm rooms</p>	Red	<p>Review and reprioritise revenue operating costs and consider a reduction or deferral in planned expenditure (where feasible and in line with stock condition requirements), including within the Capital Programme where any variations to planned spend are feasible/not committed</p>	Amber
<p><b>A reduction in the (£9.5m per annum) WG Major Repairs Allowance (MRA) grant</b></p>	<p>Impact on the achievability of the Capital Programme</p> <p>Impact on the achievability and ongoing maintenance of WHQS standards</p>	Red	<p>Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans</p> <p>Reduce new build development programme where other realignment is not possible</p>	Amber
<p><b>Failure to meet new build housing programme targets resulting in delays to timing of</b></p>	<p>Failure to reduce housing waiting list due to delays to timing of lettings of new build properties</p>	Red	<p>Contractual commitments are closely monitored by the Housing Development and Capital Finance Board</p>	Amber



## 5. Key Risks and Uncertainties

<p><b>Lettings of new build properties</b></p>	<p>Impact on temporary accommodation and homelessness</p> <p>Holding costs of vacant sites and revenue costs of development teams</p> <p>Reduction in rental income receivable and resources available to support the HRA budget</p>		<p>Individual project viability is reviewed at key stages of the scheme development</p> <p>Ongoing review of new build programme development and resources required</p>	
<p><b>Treasury Management</b></p>	<p>Unplanned Increased interest cost payable for any capital expenditure incurred or planned to be incurred which is to be paid for by borrowing</p>	<p>Red</p>	<p>Integrated Council wide Treasury Management policy and strategy</p> <p>Borrowing at fixed rates where possible to ensure certainty for business planning</p> <p>Regular review of business plan for viability and affordability</p> <p>Viability parameter governance and approval by Governance Board to control risk</p> <p>Consideration of interest rate risk and financial resilience mitigations prior to approval of any viability and entering into contract awards</p> <p>Review of affordability indicators highlighting risk of Capital Financing costs as % of Net Revenue Stream</p> <p>Transparency and clear approval process where market risk is proposed to be undertaken.</p>	<p>Amber</p>
<p><b>Challenge of Decarbonisation</b></p>	<p>Failure to plan and invest strategically to meet carbon reduction targets could result in failure to meet WG target</p> <p>Impact on tenants' energy Costs</p> <p>The requirement to meet the cost of decarbonisation without additional funding will impact on other programmes of work – could reduce borrowing</p>	<p>Red</p>	<p>Work closely with WG to understand key requirements, targets, delivery methods and costs</p> <p>WHQS draft guidance sets a target date of 2029 to achieve SAP EPC energy rating of C and 2033 to achieve SAP EPC energy rating of A - significant external funding or technological advances will be required to achieve the shift from C to A.</p> <p>Plans in place to pilot renewable technology to meet the challenge</p>	<p>Red</p>

## 5. Key Risks and Uncertainties

	capacity and reduce funds available for new build		If measures are cost prohibitive the measures must be planned and included as part of future programmes of work	
<b>Additional requirements within the new WHQS 2023 standard</b>	Lack of additional funding to deliver additional standards will impact on timescales/WHQS achievability	Red	The draft WHQS 2023 guidance is currently at consultation stage. Further Welsh Government clarification to follow.	Amber
<b>Cost of Living Crisis</b>	Impact of cost-of-living crisis on tenants' ability to pay rent and service charges, resulting in increased arrears, requirement for bad debt provision and increased debt collection and recovery costs  Reduction in rental income receivable and resources available to support the HRA budget	Amber	Information and advice to tenants, e.g through Into Work Services  Maximisation of funding for promotion of available benefits and specific support  Introduction of the rent arrears pathway Regular review of bad debts provision  Continuous improvement service review to ensure value for money and maximisation of resources	Green
<b>Ensuring the accuracy of stock condition data, including the implementation of new standards</b>	Planned improvement schemes are incorrectly budgeted for and timescales to deliver are potentially unrealistic	Amber	Stock condition data is continuously updated with live data and opportunities to survey properties taken to minimise inaccurate information	Green
<b>Increased demand for services – Increased housing need, tenant support and advice, increased repairs and maintenance.</b>	Conflicting priorities within the available resources resulting in the need to ensure service delivery achieves maximum impact	Amber	Tenant engagement and consultation  Robust business planning and budget setting around identified priorities  Management and monitoring of performance and against key performance indicators (KPIs)	Amber/ Green
<b>Resilience of the HRA in the face of global issues – refugees, conflict</b>	Implications on existing resources	Amber	Seek national support and guidance	Green

Review and monitoring of the financial and wider risks identified for the Housing Revenue Account takes place as part of the Directorate's risk identification and monitoring process.

## 5. Key Risks and Uncertainties

HRA risks are considered within the Directorate Operational Risk Register which is reviewed and updated quarterly.

The development and progress of the New Build programme is reported to and monitored at the Housing Development and Capital Finance Board which meets bi-monthly.

The revenue and capital financial position is considered as part of regular monthly monitoring and reporting processes.

### 5.2 Sensitivity Analysis

The assumptions as detailed within 3.2 above are based on best information and will be subject to a risk of change. The table below sets out key areas of sensitivity and their potential annual impact based on the financial year 2023/24.

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table at 5.1 above this would need to take the form of numerous and varied measures to ensure a viable financial position.

KEY ASSUMPTION 2023/24	REVISED ASSUMPTION/ CHANGE	FINANCIAL IMPACT £	SERVICE IMPACT
CPI 6.5%	CPI 4%	+£2.007m	A 2.5% reduction in the level of CPI to 4% reduces rental income and available revenue resources impacting the flexibility in service provision and ability to meet tenant priorities
Employers' Pay Award 6%	Employers' Pay Award 8%	+£0.724m	An increased pay award at 8% results in an increased funding requirement reducing the flexibility to progress other plans and priorities
Bad debt provision 1.0%	Bad debt provision 2.5%	+£1.283m	An increase of 1.5% in the bad debt provision would result in an increased funding requirement reducing flexibility within revenue resources
Void rent loss 1.75%	Void rent loss 1.0%	-£0.641m	A 0.75% decrease in the void rent loss increases potential rental income generated and the resources available to fund planned programmes of investment and service provision

(+ = negative impact, - = positive impact)

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# Capital Strategy 2023/24

Cardiff Council



**STRONGER  
FAIRER  
GREENER**





## Delivering Stronger, Fairer, Greener

In July 2022, the Cabinet approved 'Stronger, Fairer, Greener', a five-year policy programme which sets out the Administration's principles, priorities and ambitions for the city.

These commitments include a strong economy creating and sustaining well-paid jobs, with an education system that helps our young people reach their potential, with good, affordable housing in safe, confident and empowered communities, all supported by well resourced, efficient public services. A fairer city, where the opportunities can be enjoyed by everyone, where those suffering the effects of poverty are protected and supported and where every citizen is valued and feels valued. A greener city which, through our One Planet Cardiff programme, takes a lead on responding to the climate emergency including convenient, accessible, safe sustainable transport options.

Practical steps to turn this ambition into reality will require capital investment if the administration is to deliver on its major commitments. This would include investment in new schools and in modernising school buildings, delivering a significant house building

programme, leading a response to the climate emergency including transformative transport agenda and enabling the continued regeneration of the city.

It is therefore crucial that, when long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include:

- A long-term view of capital expenditure plans and any financial risks to which the Council is exposed.
- Ensuring due regard to the long-term financing, affordability implications and potential risks including those in relation to the climate emergency.
- A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The Capital Strategy will therefore continue to help support informed decision making in the delivery of Stronger, Fairer, Greener.







As the capital city of Wales, Cardiff has a nationally significant commercial, cultural and retail offer. It has been one of the fastest growing cities in the UK, the capital is of regional and well as national importance.

Whilst the city has driven jobs creation across Wales over the past decade, the impact of the Covid-19 pandemic is still being felt in key sectors of the city economy, as well as in several public services, and is likely to deepen existing inequalities across the city. Demand pressures across statutory services are increasing in volume and complexity, and new risks and issues continue to emerge across public services which demand a city-wide response from the Council and partners.

Other challenges remain. The growth in demand for social services, a national challenge

that is keenly felt in Cardiff, places pressure on the Council. Equally, the need to accelerate the shift to net zero carbon means that decarbonisation projects that have the biggest local impact must be costed and funded.

The cost-of-living crisis, in particular, represents an immediate and escalating challenge upon the most vulnerable families and individuals and an increase in demand on statutory services while also increasing cost pressures on the Council. Stronger, Fairer Greener informs the Corporate Plan and identifies the opportunities facing the city and sets out the response to challenges. This is not just a consideration of how challenges are responded to, but it is also about investing in future economic growth and development, prioritising investment in schools, affordable housing, tackling homelessness, and protecting the city's most vulnerable people.

# Strategic Context

It sets out the approach for tackling congestion and air pollution, improving recycling rates and keeping our streets clean, along with a series of commitments to respond to the climate emergency, to create opportunities for local people and addressing inequality. All these will require capital investment which will play an important role in supporting and accelerating the Council's objectives.

Where Capital Investment is needed to deliver the administration's priorities, the Capital Strategy is a framework that the Council can rely on to develop a clear, consistent and informed process in undertaking capital investment decisions.

Corporate Plan 2023-26: Selected Proposed Capital Schemes			
Cardiff is a great place to grow up	Deliver One Planet Cardiff	Safe, confident and empowered communities	A Capital city that works for Wales
Access to education for the increased number of pupils with emotional health and well-being and additional learning needs	Design and Build contract for Phase 1 of the Cardiff Heat Network	Deliver at least 1,000 new council homes through the Cardiff Living programme and schemes currently on site	Work with the Cardiff Capital Region to progress city-region projects
Deliver a continued programme investment in new and existing school buildings	Business cases for renewable energy generation projects on Council land		Investment and capacity improvements to support the delivery of the Council's Transport White Paper
Invest in digital infrastructure, equipment and new learning technologies	Implement a Housing Energy Efficiency Retrofit programme	Implement a new council-led commercial housing development partnership to build at least 4,000 new homes	Enhance the city centre as a location for businesses and investment and its role as a regional employment centre
Ensure that all primary schools are prepared and able to provide Free School Meals	Implementing a Fleet Replacement Strategy prioritising carbon reduction	Implement current and develop new estate improvement programme to invest in our local communities, district and local centres	Bringing forward a business case for the Red Dragon Centre as part of the Atlantic Wharf redevelopment
Implement the Right Place Model Accommodation Strategy to address placement sufficiency	Set out an electric vehicle infrastructure road map	Investigate and deliver future Community, Youth and Wellbeing Hubs with partners	Working with partners develop the Graving Docks area
Develop pathways of service provision for children with mental health and emotional well-being issues	Promote healthy, local and low-carbon food	Improve fire safety in our Council homes and the private sector	Delivering the new Multi-Purpose Indoor Arena
Expand the offer of Flying Start funded childcare into new parts of the city	With Welsh Government design and deliver a Cardiff and Regional (Metro) Tram network, which will include:	Improve the support available to people with mental health issues	Development strategy for the International Sports Village
Complete a full review of Young Person's Services	<ul style="list-style-type: none"> <li>Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro</li> <li>Phase 2 Newport Road and Pierhead Street</li> </ul>	Enhance the support available for people living with learning disabilities	To protect and revitalise historic buildings in the Bay.
<b>Modernise and integrate our public services</b>	Transport and clean air improvements in the city centre including Castle Street and Boulevard de Nantes	Support grass-roots and community sports	Support the completion of Cardiff Parkway as part of Industrial Strategy for the East of the city
Reduce the carbon footprint in the built environment by 30% by the end of 2025/26	Bridge crossing scheme at Llanrumney	Maintain the long-term sustainability of our leisure centres	Attract investment into innovation and start-up space across the city and support the sector
Implement the Hybrid Working Model, reducing revenue costs	Continue to invest in a segregated cycle network across the city	Improve our parks and public spaces	
Complete all Priority 1 works to maintain buildings in a safe compliant condition.	Nurture a strong active travel culture in every Cardiff school by 2027		'15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements
Prioritise the development of digital services which deliver the greatest budget efficiencies	Establish a programme of Smart City improvements to the transport network	<b>Support people out of poverty</b>	Cardiff as a Smart City, where digital technologies and data enhance the lives of people
<b>Cardiff is a great place to grow older</b>	Improve road safety along with the roll-out of the Wales 20mph default speed limits	Work with Welsh Government to deliver a rapid re-housing approach to homelessness	Agreeing a way forward to bring investment into St David's Hall by 2023
Provide opportunities for all people to get involved in their community, to stay active and connected	Complete coastal defence improvements in Cardiff East	Increase Temporary Accommodation capacity to address homelessness pressures	
Provide the right help at the right time to help people stay independent at home	Deliver phase 1 of the Canal Quarter with design for phase 2 and construction subject to funding	Innovative solutions to address overcrowding, under-occupation, lack of family and adapted housing	
Deliver new older persons housing which supports independent living	Replace all residential lighting to low-energy LED lighting		
	Localised improvements to our roads and footways		
	Deliver the 'Recycling Strategy for Cardiff 2022-25: Cleaner and Greener' to achieve 70% recycling performance		



# Capital Strategy Framework

The Capital Strategy is an integral part of the Council's Strategic and Financial Planning Framework.



In 2004, local authorities were provided with the flexibility to make their own capital investment decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable. The Council has complied with these principles since their introduction and in various updates. Following consultation in 2021, the CIPFA Prudential Code and Treasury Management Code were revised, primarily in response to investment undertaken solely for financial return/yield.

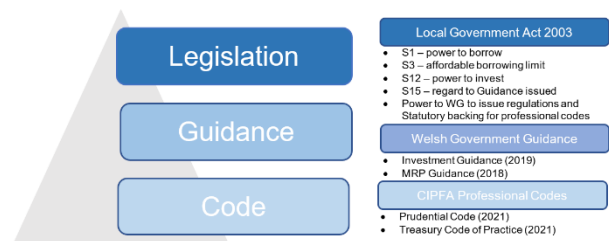
Key changes in the Prudential Code include:

- Updated and additional prudential indicators, monitoring, reporting as well as creation of Investment Management Practices for Service and Commercial investments
- Reviewing existing commercial or service investments to divest where appropriate.
- An authority must not borrow to invest primarily for financial return, with the loss of borrowing ability from the Public Works Loan Board an immediate consequence.

The Capital Strategy sets out the Council's approach to:

- working with partners
- asset management planning
- risk appetite
- governance and decision making
- capital investment in 2023/24 and indicatively to 2027/28
- funding the strategy
- managing the borrowing requirement
- prudent Minimum Revenue Provision (MRP) Policy for repayment of capital expenditure
- affordability.

The remainder of this strategy considers these in more detail. The Strategy forms an integral part of the Budget report and it is recognised that there are various strategy developments that need to take place over the medium term as part of new regulatory requirements, self-assessment feedback and as mitigations to financial resilience risk.



The Section 151 Officer is required to report, in the Budget Report, on the deliverability, affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.



In meeting our ambition to create a greener, fairer and stronger capital city and in delivering our responsibility as the economic driver for the city-region and Wales, we must work closely with partners across the public and private sectors. This is particularly relevant given the financial challenges faced by the Council.

Cardiff has outpaced most other UK cities in terms of jobs growth in recent decades, much of which has been driven by a strategic approach where the public and private sector have worked together to leverage investment and create jobs and opportunities.

The Council also works closely with regional, local authority partners in the Cardiff Capital Region, with partners in the Western Gateway and as part of the UK Core Cities Group nationally. Within the city the Council has significant partnerships with other public sector bodies via informal or formal boards such as the Public Sector Service Board, Registered Social Housing Landlords, charities, universities and colleges to support the delivery of services for its residents, communities and businesses.

The Council will continue to work with Welsh Government to align key priorities and to make a case for a much longer term and sustained approach to capital investment that not only supports the city's vital infrastructure, but also projects that can make a stepped change in helping to drive the recovery of the city, region and nation forward.

The Council will continue to use its enabling role to harness skills and private funding, to take forward capital investment to deliver improvements and inclusive growth which would not otherwise be deliverable or affordable, and its capital strategy reflects the potential for Council investment to unlock further private investment for the good of its residents and communities.

It will set out its vision and co-ordinate activity between business and government bodies to develop a more productive and innovative platform for investment in the city.



# Asset Management Planning



The Council has responsibility for assets used in service delivery including property, highway infrastructure (roads, footpaths, structures, lighting) and Council dwellings. It is essential to understand the need, utilisation, condition and the investment and operating cost requirements of assets, whether owned or leased.

The Council's historic retained interests in land assets in various parts of the city has been an enabler in its ability to support development of key capital projects in the city. The Council also has a strong track record of acquiring assets for future regeneration projects or to secure strategic options. It is recognised that the acquisition of new assets such as land could gain or lose value in the intervening period. However, the overarching aim of the Council is to release the value in the asset once the regeneration has been completed and such benefits are wider than to make a financial return.

When prioritising investment, it is essential to understand the long-term cost of maintaining and operating existing assets and their fitness for purpose, having consideration of which are deemed essential in continued service delivery, or which can be considered for alternative uses. In order to meet decarbonisation targets and new technology requirements, it is essential that these approaches are also embedded in future management, maintenance and sustainability requirements. The backlog of revenue and capital maintenance in some key assets is recognised and alternative approaches and options for longer term solutions will continue to be considered to address the risks this poses

rather than continued investment by the Council in the same assets. This is neither an effective, nor affordable asset management approach in the long term. These will be considerations in reviews of operational assets including schools, historic and administrative buildings required for the long term.

A Corporate Property Strategy with Annual Property Plan updates are considered by Cabinet each year. A disposal strategy was also updated in 2022 aiming to relinquish or find alternative uses for assets deemed surplus to requirements. This includes using property effectively across the Council transferring suitable sites for the building of affordable Council housing where approved budgets exist. The Council's housing stock is the subject of an annual thirty-year business plan which aims to demonstrate future viability. This is approved annually by Cabinet prior to submission to Welsh Government.

Understanding condition, future maintenance requirements, costs, systems, climate emergency factors and risks for all assets are key pillars of the Prudential Code. Regular updates and effective scrutiny of such plans, which inform investment decisions, are essential to demonstrate the Council's stewardship of assets.

During 2023/24, plans for Highways infrastructure assets and vehicles are required to be updated. The Council has set up a number of working groups that covering activities such as property asset management, housing delivery and school organisation planning and for major projects.



## Risk Appetite

In undertaking complex projects, decision making needs to be supported by proportionate business cases in line with best practice covering strategic, economic, financial, commercial and management cases. Embedding and codifying this in council processes is not only best practice but is also a key factor in financial resilience. For large complex projects, professional external advice and services would be sourced to undertake due diligence to understand risks and inform decision making.

Capital investment to be undertaken can be broadly split into two types:

1. Expenditure on **existing assets** to ensure they meet the requirements of service delivery, are fit for purpose, meet health and safety guidance, and reduce future costs.
2. Expenditure on **creation of new assets, specific projects or non-treasury investments to meet core functions and service delivery aims.** Non treasury investment to meet service or Council obligations could include: loans or equity towards capital expenditure incurred by external bodies, subsidiaries or joint ventures; utilising commercial property holdings to retain value.

The Council will not incur expenditure on new **non treasury investments primarily for financial return.**

In respect of 1 and 2, the Council recognises that achieving these aims will require consideration of alternative delivery structures and of all forms of funding including additional borrowing. Financial austerity and interest rate risk have an impact on affordability, however taking the city forward is not just a consideration of how we manage decline. Capital investment funded by borrowing will be undertaken in priority areas to meet the Council's ambition, whilst at all times clearly understanding how the affordability of such expenditure can be managed over the longer term supported by robust due diligence, a prudent approach to repayment of debt, business cases, risk management and project monitoring.

Commercial property holdings stem primarily from historic interests of land, managed in accordance with an Investment Property

Strategy approved by Cabinet in 2016 as well the site of the Red Dragon Centre (RDC) secured for circa £64 million as an enabler for a wider masterplan for the Atlantic Wharf Regeneration including Indoor Arena. The aim is to review existing land holdings, maintain yield from the estate, remove liabilities, and secure regeneration and marriage value of sites that would support economic regeneration in the city. The valuation of such sites was circa £151 million as at 31<sup>st</sup> March 2022.

Revenue income receivable from commercial property holdings (exc RDC) for 2021/22 was circa £4.3 million, the income being used to support the delivery of services. RDC income was £3.6 million for which any surpluses generated are reinvested into the overall project rather than being used to support the ongoing delivery of Council services.

The Council is mindful of the risks of HM Treasury restrictions on borrowing from the PWLB solely for commercial yield. The income receivable from the commercial property portfolio to support the revenue budget is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income. This will be an ongoing consideration, including development of any limits and indicators, where there is a risk of this being disproportionate.

Non treasury investment funded by additional borrowing would only be undertaken after:

- Cabinet approval of a robust business case supported by independent advice
- Consideration of the legal basis on which the expenditure is being incurred
- Affordability and risk assessment of such expenditure over the longer term

It is essential that such a process is codified and applies to all significant projects, else the capital programme may include approved schemes that not only represent a financial risk, but also do not fully consider option appraisal, asset management and delivery risks that secure better outcomes. This includes the Housing Revenue Account where a significant approach to increasing affordable housing and increasing borrowing must ensure a robust viability assessment process is embedded within an effective governance and risk management framework.



# Governance and Decision Making

The Council has processes in place to approve, manage and monitor capital projects arising from the Capital Strategy.

## **Prioritisation, Capacity and Skills**

Following consideration of resources and affordability, capital expenditure requirements are prioritised on the following basis:

- Firstly, to meet expenditure on Annual Sum requirements, to meet expenditure on mandatory grants and for the renewal of existing assets such as property, parks and highways.
- Secondly, to meet expenditure on schemes previously approved by Council which have been committed to, either contractually or in principal and where following a review, these are still deemed essential to proceed.
- Thirdly, new expenditure proposed after consideration of:
  - link to strategic objectives
  - risk of not undertaking the expenditure
  - statutory / legislative requirements
  - financial implications and affordability
  - development, review and approval of relevant business cases.

To support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council will need to ensure access to sufficient skills and capacity both within the Council and externally to deliver the investment programme. Such capacity could be project management and development skills; technical and design skills, knowledge, availability of contractors as well as wider market factors.



## **Defining Capital Expenditure**

The Council has determined criteria and eligibility for capitalisation and it is important, despite pressures on revenue budgets, that only acceptable costs are charged as capital expenditure. Any internal recharges of costs should be evidence based and regularly reviewed. Advice would need to be sought where relevant and eligibility is reviewed by Audit Wales as part of the external audit of the Council's accounts.

## **Environment, Governance and Value for Money**

The Council's Socially Responsible Procurement Strategy (2022-2027) ensures that the principles and practices associated with procuring works, goods and services consistently achieve value-for-money and actively contribute to the Council's priority outcomes. The Strategy aims to ensure that procurement supports the Council to operate in an efficient, compliant and ethical manner to deliver capital projects on time, on budget and to specified quality standards with contractors supporting the delivery of wider community benefits and fair work practices. The Council has adopted the Welsh Themes, Outcomes and Measures as a scored element on all tenders over £250,000 to maximise the community benefits delivered through its procurement spend.

Procurement considers third party spend across budgets and taking opportunities to consolidate and aggregate spend and achieve economies of scale are a key focus.

The Council recognises the benefits of utilising regional, joint and local framework arrangements where they can demonstrate value for money and support the delivery of the Council's Socially Responsible Procurement Strategy seven key objectives. Through its One Planet Cardiff Strategy the Council has committed to be Carbon Neutral by 2030. A significant element of our carbon footprint comes from the indirect emissions arising from the supplies, services and works the Council buys to support the delivery of Council services. Therefore, any reduction in our carbon footprint will need to be delivered through rethinking and challenging what is bought and how it is delivered. The Council is



# Governance and Decision Making

working to embed procurement processes that address climate change and a circular economy approach.

The Council's process and authority for the acquisition and disposal of land or property is set out in the Constitution. Transactions over £1 million are required to be approved by Cabinet as part of a business case with all transactions to be verified by a valuation.

## **Approval, Monitoring and Reporting the Capital Programme**

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

Council approves the capital investment programme having consideration of CIPFA's Prudential and Treasury Management Code indicators highlighting the impact of capital decisions on the revenue budget and proportionality, affordability, prudence and sustainability. As part of the information to support options and decision making on projects, Environmental, Social and Governance factors will need to be considered where not already embedded in processes.

Directorates are responsible for monitoring capital schemes, and the reporting of progress in delivering the Capital Programme periodically to Cabinet as part of the Council's Budget Monitoring and final outturn reports. The reports include:

- Forecast expenditure during the year on schemes
- The stage at which projects are in terms of timescale and any issues resulting in delay
- Changes in funding available for schemes
- Any cost increases and how they are being managed
- Virements or other changes required in accordance with the Council's Constitution.



## Capital Investment Programme 2023/24 to 2027/28

The Capital Programme is a five-year rolling programme, initially set for 2023/24 and on an indicative basis for four years thereafter. It has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans.

The proposed Capital Programme for future years is summarised in the following table.

In comparison, actual capital expenditure in 2021/22 was £218 million (£157 million General Fund, £61 million HRA). Projected capital expenditure in 2022/23 is £230 million (£156 million General Fund, £74 million HRA).

The detailed five-year Capital Programme proposed is included at the end of this Annex.

Indicator						
Capital Programme Expenditure						
	2023/24* £000	2024/25 Indicative £000	2025/26 Indicative £000	2026/27 Indicative £000	2027/28 Indicative £000	Total £000
Annual Sums Expenditure	28,894	24,675	22,315	19,765	19,665	115,314
Ongoing Schemes	36,381	35,935	25,478	8,891	585	107,270
New Capital Schemes (Exc ITS)	6,170	4,000	1,000	0	0	11,170
Schemes Funded by External Grants and Contributions	92,084	161,308	72,488	22,123	6,775	354,778
Existing and new Invest to Save (ITS) Schemes	39,398	122,044	110,284	42,390	3,500	317,616
<b>Total General Fund</b>	<b>202,927</b>	<b>347,962</b>	<b>231,565</b>	<b>93,169</b>	<b>30,525</b>	<b>906,148</b>
<b>Total Public Housing (HRA)</b>	<b>111,000</b>	<b>102,260</b>	<b>85,745</b>	<b>88,720</b>	<b>118,820</b>	<b>506,545</b>
<b>Total Capital Programme</b>	<b>313,927</b>	<b>450,222</b>	<b>317,310</b>	<b>181,889</b>	<b>149,345</b>	<b>1,412,693</b>

\* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2023/24 budget monitoring report.

The detailed programme includes

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for previous commitments.
- New capital investment proposed in year.
- Assumptions for known external grants and contributions, which are in most cases subject to a bid process.
- Projects proposed based on revenue savings, incidental revenue income or other sources to repay initial investment over time.
- The Housing Revenue Account programme, with a focus maintaining investment to support the Welsh Housing Quality Standards, cladding and priority energy efficiency schemes, regeneration and significant investment in new Council homes to meet the demand for good quality, affordable social housing.

Local authorities are facing many challenges with capital programmes because of skills and material shortages causing delay and escalating costs in the construction industry. Whilst the Council is successful in securing external specific grants, these are often on a bid basis and approved on a very short term basis, making longer term planning extremely difficult. Having a ready pipeline of projects that could attract funding however maximises the chances of securing funding where this is available. Any such changes in grants will be reported as part of the 2022/23 Budget Outturn Report as well as approach to setting future years budget strategy.

The budget report also provides an update on the Indoor Arena project following approval of the final business case. The proposed programme includes Council's contribution to enabling costs and an approach to direct funding of the arena construction by the Council as an alternative for third party funding. This will be funded by annual lease income from the Arena Operator.



## Capital Investment Programme 2023/24 to 2027/28

The Council is also continuing to develop several strategic projects, which, subject to approval of business cases, due diligence and affordability may be considered for approval as part of future iterations of the detailed investment programme. These include projects arising from the Transport White Paper; Atlantic Wharf Masterplan; International Sports Village; Core Office Strategy; 21st Century Schools and responding to the climate emergency. To support a robust business case approach and inform the next iteration of the capital programme, allowance is made in the revenue budget for feasibility and options appraisal for potential future projects. This includes:

- Adult day opportunities and respite support
- Options in respect to assets with significant backlogs of maintenance
- Renewable energy generation projects

The Council's One Planet Strategy sets clear targets for the reduction of Carbon emissions by 2030. Several significant capital projects have already successfully been delivered or are on the ground that support this aim including the solar farm at Lamby way, Carbon Neutral Housing, buildings retrofit and the District Heat Network. However, meeting the target will not only require expenditure, but creative thinking across all areas the Council can influence. As the level of data on carbon emissions and those ideas are crystallised and prioritised, robust business cases will need to be developed and where capital expenditure is required, external funding also sought, to ensure that the local, regional and national strategies carbon reduction targets can be delivered and are affordable in the long term.

Unless funded by future or retained external grant, approval of the above projects will result in further increases in the Council's borrowing requirement.







The Council has several funding streams available to support capital investment. The resources assumed to pay for the five-year capital investment programme from 2023/24 are set out in a table at the end of this Annex.

## **Cash Resources to pay for Capital Investment**

These include:

- Non-ring-fenced grants i.e. for use on Council determined priorities. These include General Capital Grant and Major Repair Allowance received from Welsh Government. Any grant received late in year, may be carried forward as a usable reserve for allocation to projects in future years.
- Ring-fenced grants to achieve a particular outcome and therefore with restricted use as specified by the funder. The main source of external grant is from Welsh Government, which in most cases follows an application or bidding process for schemes or distribution of grants on a formula basis. The short-term nature of grant awards makes long term planning and delivery of strategic schemes very difficult. Where external grant funding bids are made, it is essential that these are in line with Council priorities and include consideration of any revenue budget consequences. Where grants require match funding, the Council will prioritise such support to increase the likelihood of a successful bid.
- External Contributions from planning agreements or other sources. Large housing development sites as part of the Council's Local Development Plan will also impact on the city's infrastructure. Developer agreements either in place or to be determined will aim to mitigate impacts

such as affordable housing, school capacity, open space and public transport infrastructure, subject to the planning process. Where contributions are being requested, sufficiency to achieve the required outcomes should be considered along with any revenue budget implications. The Finance section collates the profiling of sums received, over future years.

- Revenue budgets and earmarked reserves held and modelled specifically to support the affordability of capital investment.
- Capital receipts arising from the disposal of Council assets. The Council's approach to receipts is as follows:
  - Prioritise receipts required to meet targets for General Fund Capital Receipts (net of fees) and any additional targets set in subsequent years.
  - Use of receipts in excess of assumption in the budget to be considered to reduce the level of debt.
  - Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
  - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

Where Cabinet approve land to be appropriated between the General Fund and Housing Revenue Account, this is to be at a valuation certified by a registered valuer with the decision to be confirmed in accordance with the constitution.

The actual realisation and timing of capital receipts can be uncertain given the number of variable factors involved. To take this into

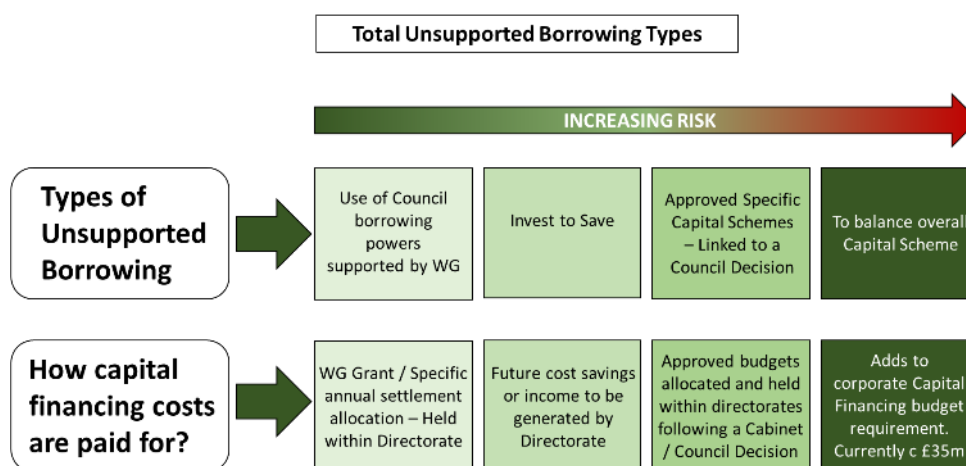
# Funding the Strategy

account, a Capital Programme that includes assumptions on significant levels of capital receipts needs to be supported by a clear, approved strategy for the realisation and timing of such receipts. To do otherwise would be a significant risk to the Council's borrowing requirement and future revenue budget pressures.

In respect to the £40 million capital receipts target and the subsequent £1 million increase to this target in 2019/20, £10 million was raised by 31 March 2022 and circa £3.3 million is assumed receivable for budgeting purposes in 2022/23, subject to timing of disposals. The approach to meet the balance of £27.6 million is set out in the Corporate Property Strategy considered by Cabinet in December 2021 and in annual updates to the plan, including the key areas of disposal that will be considered. Whilst the overall target remains in place, the budget

assumes no income at this stage from c£15 million of potential receipts identified from school's sites.

The Capital investment programme also includes several major development projects which assume that capital receipts are earmarked to pay towards initial expenditure incurred on those projects. Examples include land acquisition at the International Sports Village, and commitments agreed as part of proposals in respect to East Cardiff/Llanrumney Development. Expenditure incurred in advance of realisation of receipts represents a significant risk of both abortive costs and to the level of borrowing and should be incurred on certainty of receipts and an approved business case. Progress in delivering receipts will be reported periodically to the Cabinet as part of the Council's Annual Property Plan.



## Borrowing to pay for Capital Investment

There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment, albeit HM Treasury have committed to review individual local authorities where borrowing is deemed to be excessive.

The Council approves its own affordable borrowing limit as part of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed. There are two main types of borrowing to pay for capital investment which form part of the

Council's borrowing requirement and is managed as part of the Treasury Management Strategy:

- 'Supported Borrowing' - costs of servicing are included within the annual Revenue Support Grant the Council receives from Welsh Government.
- 'Unsupported Borrowing' - costs of servicing to be met from Council tax, rent, savings, incidental income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown below.



# Funding the Strategy



Welsh Government itself has been utilising and considering different options to meet the cost of investment, primarily by utilising the ability of local authorities to borrow.

This includes schemes such as:

- Local Government Borrowing Initiative for highways, schools and coastal erosion.
- Providing interest free loans using Financial Flexibility Funding available to them for a range of schemes deemed repayable from future incidental income or enhancements in land value.

Whilst welcome where there is linkage to the strategic aims of Cardiff Council, these present an ongoing risk to the Council as all risk of expenditure remains with the Council and Welsh Government require all funding to be paid back in full in future years.

Following consideration of alternative options, the Council will undertake 'Direct Funding' of the Arena utilising PWLB or similar loans. This would be at no overall cost to the Council as any costs of 'Direct Funding' and mechanisms to manage initial costs would be met by annual lease income receivable by the Arena operator over the period of the agreement.

The Council will consider the risks and benefits of new school investment proposed by Welsh Government as part of its Mutual Investment

Model (MIM) for 21<sup>st</sup> Century Schools. This is where new schools could be built under a Public Private Partnership arrangement and Councils will be required to pay a revenue charge per annum for use of the asset over a defined period to which the Welsh Government would contribute a fixed percentage.

The Council will also explore with Cardiff Capital Region and Welsh Government the development of a Tax Increment Finance pilot, a means of unlocking development value through investing in infrastructure, assumed to be paid for from anticipated future business rates.

In assessing alternative income sources proposed to pay for investment funded by borrowing, the long-term risks, sustainability and responsibility for them would need to be clearly understood. This is together with lessons learnt where similar schemes have been introduced elsewhere. Robust business cases and due diligence is essential.

## Leasing

Lease obligations are like borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself. As part of new accounting requirements from 2024/25, the Council will undertake a cost / benefit exercise to understand materiality and financial reporting implications of assets and liabilities in respect to significant lease agreements.



# Managing the Borrowing Requirement

The Council's Treasury Management Strategy considers how the cash requirements arising from the Council's Capital Strategy and detailed investment programme are managed by external borrowing and the timing of any such borrowing. This is delegated to the Section 151 Officer. Governance and Audit Committee is responsible for seeking assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

Where capital expenditure has been incurred without a resource to pay for it i.e. when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council's Capital Financing Requirement (CFR) which is the Council's underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

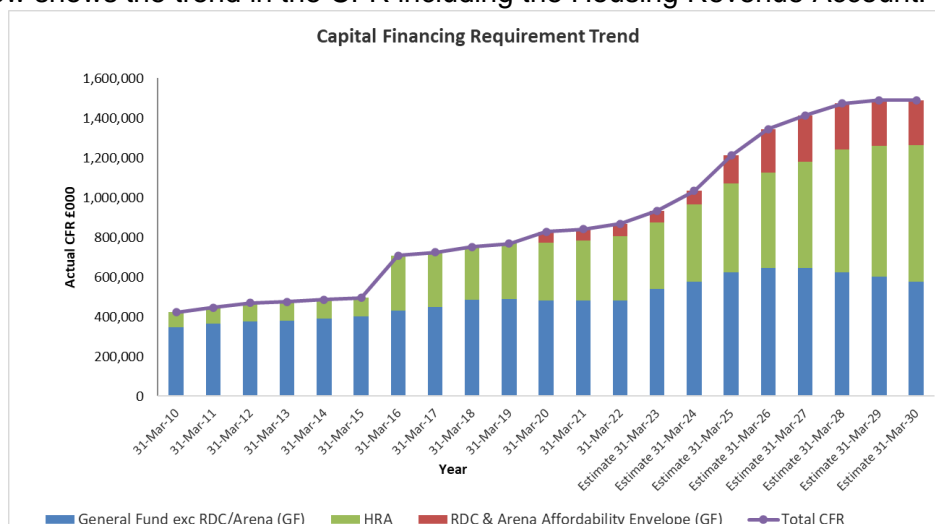
Movement	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision and Voluntary Provision
=	Closing Capital Financing Requirement (CFR)

Future projections of the CFR based on the Capital investment programme and resources deemed available to fund it are shown in the table below.

Forecasts are subject to the timing of capital expenditure and receipt of funding sources.

Indicator							
Capital Financing Requirement as at 31 March							
	2022 Actual £m	2023 Estimate £m	2024 Estimate £m	2025 Estimate £m	2026 Estimate £m	2027 Estimate £m	2028 Estimate £m
General Fund	482	539	575	624	646	646	622
General Fund (Arena Affordability Envelope and RDC)	62	60	67	141	217	236	233
Housing Revenue Account	325	334	391	446	480	532	618
<b>Total</b>	<b>869</b>	<b>933</b>	<b>1033</b>	<b>1211</b>	<b>1343</b>	<b>1414</b>	<b>1473</b>

The chart below shows the trend in the CFR including the Housing Revenue Account.





## Managing the Borrowing Requirement

The earlier chart reflects the £187 million payment made from the HRA to HM Treasury to exit the subsidy system in 2015/16 and future expenditure to create new Council owned affordable housing in accordance with the Housing 30 Year Business Plan. The increase for the general fund relates to previous commitments and new expenditure commitments primarily those assumed to pay for themselves from future incidental income, City Deal and the 21<sup>st</sup> century school's financial model. Given the significance and in line with the Prudential Code requirements, the chart shows the Council's Capital Financing Requirement for the Red Dragon Centre and proposed for the Arena Affordability Envelope separately.

The Medium-Term Financial Plan projections for the General Fund and HRA, include the costs of servicing the respective borrowing

requirements. The Treasury Management Strategy addresses how the Council will meet the borrowing requirement including any external borrowing.

The Council can consider various debt instruments, with the main source of long-term borrowing for local authorities historically being the Public Works Loan Board. Best treasury management practice is that loans are not taken on a project-by-project basis. However alternative options will be considered for specific council projects where relevant such as leasing, loans from Welsh Government and commercial or community bonds where these would allow financing requirements to be met in an efficient manner. Advantages and disadvantages of such products, supported by external advice in respect of different options, would need to be considered including risks, track record and cost of issuance.



# Prudent Minimum Revenue Provision (MRP) Policy Statement

Where capital expenditure is financed using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long-term impacts across generations.

Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision'. Instead, Welsh Government has provided guidance and examples to interpret that term.

A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate.

It is proposed that the Council's MRP Policy to apply for 2023/24 and for future years is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer:

- Council expenditure undertaken based on 'supported borrowing' approved by WG is to be provided for on a straight-line basis over 45 years.
- HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight-line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum.
- Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight-line basis over the estimated average life of the assets created.
- Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools, Arena affordability envelope etc. is to be provided for on a straight-line basis, or annuity basis, over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by Welsh Government as is the case with the Local Government Borrowing Initiative.

- Voluntary revenue provision more than the above requirements can be made subject to affordability and following advice of the Section 151 Officer. Voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent where disclosed in accordance with requirements and the proposed use and outcomes are approved and reported to Council.

- Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period through capital receipts (e.g. land purchases, loan repayments) or sculpted and deferred to when the benefits from investment are scheduled to begin, to manage any initial revenue deficits or when confirmed external grant payments towards that expenditure are expected.

- The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

The policy is based on Welsh Government Guidance which is updated periodically.





## Affordability

Capital investment undertaken historically, and the proposed Capital Programme, form an integral part of the Council's revenue budget and Medium-Term Financial Plan. The revenue budget impact of capital schemes for Council Tax and Rent payers include:

- The costs of operating / maintaining new assets.
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council's approach to making prudent provision for repayment of capital investment paid for by borrowing).
- The revenue costs of preparing and delivering projects.
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as incidental income, cost avoidance and importantly improved outcomes for residents of the city.



Where capital investment has been undertaken by borrowing, the Council is required to spread the cost of that investment over future year's revenue budgets. This is in accordance with its Policy on Prudent Provision for the Repayment of Capital expenditure which is approved as part of the budget proposals each year.

It is recognised that the Council cannot afford to do everything, however where revenue resources are deemed available to increase the level of Council borrowing, where it needs to do so, this will be considered. The Council's

approach to affordability of its capital financing budgets in the medium term are as follows:

- General Fund – Additional investment funded by borrowing over the medium term to be minimised unless in accordance with the principles agreed as part of budget strategy and following robust business cases (Secure match funding or pay for themselves).
- Housing Revenue Account - Increasing over the long term primarily because of implementing the target of new affordable housing. Uncertain future rent policy of Welsh Government, new housing standards and certainty of grants to support a viability assessment process are significant financial resilience risks.
- Strategic and major development projects – To create specific revenue budget allocations to cover capital financing costs arising from approved business cases.

The approach of Cabinet approval of proportionate business cases for significant projects funded by the Council, prior to full inclusion in the capital programme is an essential tool to ensure financial resilience and understanding of affordability and risk.

Prudential indicators and financial resilience indicators included in the Budget Report must be considered in taking a longer-term view of affordability, prudence and sustainability.

The percentage of the Council's revenue budget that is committed in the long term to capital financing costs is increasing. Given the pressure on revenue budgets, this limits the affordability of other priorities in future years and must be a factor considered by members when determining the Capital Programme.



The indicator below identifies the trend in the cost of capital financing (excluding the running costs of schemes) as a percentage of net revenue stream. Financing costs include:

- Interest payable on borrowing and receivable on treasury investments
- Penalties or any benefits receivable on early repayment of debt
- Prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- Reimbursement of borrowing costs from directorates in respect of Invest to Save schemes.

For the General Fund, the net revenue stream is the amount to be met from non-specific Welsh Government grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers and service charges. These are clearly based on future assumptions in respect to Aggregate External Financing, council tax income and housing rents. Any adverse change in these variables may have a significant impact on the outlook and comparators for this indicator.

An increasing ratio indicates that a greater proportion of the estimated future revenue budget is required for capital financing costs over the planned Capital Programme period.

Although there may be short term implications, Invest to Save schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of incidental income, savings or capital receipts anticipated from such schemes will be delayed or will not materialise. This would have a detrimental long-term consequence on the revenue budget and requires careful monitoring when considering future levels of additional borrowing.

In accordance with the principles of Invest to Save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate or other revenue budgets.

Accordingly, a gross ratio is also calculated which indicates the gross capital financing cost i.e. it represents a worst-case scenario, highlighting the proportionality of such investment.

The requirement to meet any additional costs, in a worst-case scenario, can only come from future savings or from increases in Council Tax or Rent. It should be noted that Welsh Government control Rent Policy. An increasing ratio limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources.



# Affordability

Indicator							
Ratio of Financing Costs to Net Revenue Budget Stream							
	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
<b>General Fund – Net Capital Financing Budget</b>	4.72	4.12	4.26	4.48	4.75	5.00	5.15
<b>General Fund – Gross Capital Financing Budget</b>	7.27	6.25	6.64	7.38	8.44	8.90	9.02
<b>Housing Revenue Account (HRA) – Gross Capital Financing Budget</b>	30.84	29.05	28.80	30.66	32.84	34.34	36.57

An additional local indicator is produced for the General Fund and HRA to support decision making as shown below which highlights the impact of the increasing Capital Financing Requirement (Debt) as a ratio of the projected

Net Revenue Stream. It is an indicator of financial sustainability and helps to explain the relationship of debt to the resources available to deliver services.

Indicator							
Capital Financing Requirement (Debt) as a ratio of the Net Revenue Stream							
	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
<b>General Fund</b>	0.80	0.81	0.80	0.93	1.04	1.04	1.00
<b>Housing Revenue Account (HRA)</b>	3.81	3.74	4.04	4.25	4.39	4.72	5.28



# References

## Key Documents

- Stronger, Greener, Fairer (Cabinet July 2022)
- Investment Property Strategy (Cabinet November 2016)
- Corporate Property Strategy (Cabinet December 2021)
- Treasury Management Strategy 2023/24 (Council March 2023)

## Image Descriptions (in order of appearance)

- Cover – City aerial view
- International Sports Village – Artistic impression
- Maindy (Gelligaer Street) Park
- Fairwater Comprehensive – Artistic impression
- Tudor Street Regeneration
- Llandaff Fields' Playground
- Rhiwbina Hub Interior
- The Gasworks, Grangetown
- Highfields - Aspect Place
- Bute Street development – Artistic impression
- Arena – Artistic impression
- Cardiff Crossrail – Artistic impression
- Heat Network - Adjacent to Eastern Bay Link Rd
- Maelfa Health and Wellbeing Hub
- Llanrumney Sports Complex
- Canal - Churchill Way
- Rhiwbina Hub Exterior
- Lydstep Flats Overcladding
- Fitzalan High School
- Wood Street – Active Travel facilities
- Maelfa Health and Wellbeing Hub Games Area
- Resurfaced footway – Ty-Mawr Road, Rumnney

## Attachments to the Capital Strategy 2023/24

- Capital Investment Programme 2023/24 - 2027/28
- Capital Funding 2023/24 - 2027/28





## Capital Investment Programme 2023/24 - 2027/28

	Purpose / To Fund	2023/24 Including Slippage £000	Indicative 2024/25 £000	Indicative 2025/26 £000	Indicative 2026/27 £000	Indicative 2027/28 £000	Total £000
<b>Annual Sums Expenditure</b>							
1	Disabled Adaptations Grants (see also Public Housing)	adaptations and internal modifications to allow the recipient to live independently within their own home.	5,300	5,000	5,000	5,000	25,300
2	Owner Occupier Costs - Housing Regeneration	owner occupier costs of improvements to housing and boundary walls as part of public housing regeneration schemes.	140	240	140	140	800
3	Alleygating	prevention of anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	148	150	150	100	648
4	Neighbourhood Renewal Schemes (NRS)	local regeneration schemes based on ward member priorities. Future phases from Shared Prosperity Fund and external grant funding.	390	200	0	0	590
5	Schools Property Asset Renewal	improving the condition of the schools property stock within the Council in accordance with Directorate Asset Management plans and priority works arising from surveys. Health and Safety and Additional Learning Needs Strategy.	7,815	5,815	4,815	2,815	24,075
6	Schools Suitability and Sufficiency	increasing accessibility issues in schools, to address rising pupil numbers and works required in schools that are not part of the 21st Century Schools programme.	1,040	1,040	1,040	1,040	5,200
7	Carriageway Investment	road resurfacing - priorities based on annual engineering inspections.	3,955	3,350	3,350	3,350	17,355
8	Footway Investment	footway resurfacing including implementation of dropped kerbs - priorities based on annual engineering inspections.	755	470	470	470	2,635
9	Footway Improvements around Highway Trees	improving the condition of tree roots and tree pits on footways.	125	125	125	125	625
10	Street Lighting Renewals	replacement and installation of new street lighting columns including renewal of electrical cabling.	900	1,170	270	270	2,880
11	Highway Structures including Bridges	the strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,150	1,150	1,150	1,150	5,750
12	Bus Corridor Improvements	bus corridor improvements with a focus on securing match funding.	500	335	335	335	1,840
13	Road Safety Schemes	local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding.	335	335	335	335	1,675
14	Telematics / Butetown Tunnel	transportation infrastructure improvements including CCTV systems.	600	330	630	630	2,820
15	Transport Grant Match Funding	match funding for Council bids to Welsh Government for transport schemes.	570	375	375	375	2,070
16	Strategic Cycle Network Development	implementation and match funding of the Cycling Strategy as prioritised in the integrated network map. Installation of cycle parking and network improvements to improve network permeability.	741	800	400	400	2,741
17	Materials Recycling Facility	upgrades to minimise downtime at the Materials Recycling Facility.	45	45	45	45	225
18	Waste Recycling and Depot Site Infrastructure	safety improvements at waste management facilities, skip renewal and retaining wall replacement.	140	160	100	100	600
19	Non Schools Property Asset Renewal	improvements to the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	2,355	1,855	1,855	1,855	9,775
20	Parks Infrastructure	improvements to existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	140	140	140	140	700
21	Play Equipment	replacement of existing play equipment in parks.	290	190	190	190	1,050
22	Teen/Adult Informal Sport and Fitness Facilities	improvements to the condition of priority MUGA's, fitness equipment, BMX tracks and skate parks.	560	400	200	100	1,360
23	Green Flag Park Infrastructure Renewal	the replacement of ageing infrastructure in existing Green Flag parks to support assessment criteria.	100	100	100	100	500
24	ICT Refresh	replacement of failing / non compliant hardware for corporate systems.	600	700	900	500	3,100
25	Contingency	unforeseen pressures in the Capital Programme that arise in year that cannot be managed within existing resources.	200	200	200	200	1,000
<b>TOTAL ANNUAL SUMS</b>			<b>28,894</b>	<b>24,675</b>	<b>22,315</b>	<b>19,765</b>	<b>115,314</b>

## Capital Investment Programme 2023/24 - 2027/28

Purpose / To Fund	<u>2023/24</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>
	<u>Including Slippage</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	
	£000	£000	£000	£000	£000	£000

<b>Ongoing Schemes / Amendments to Ongoing Schemes</b>								
26	Independent Living Wellbeing Centre	consolidated warehouse accommodation for the Joint Equipment Service together alongside a co-located Independent Living Services (ILS) team of multiservice provision and resources to form an Independent Living Wellbeing Centre. Subject to a further Cabinet report following site identification and business case approval and confirmation of funding from Vale of Glamorgan Council and the Cardiff and Vale University Health Board.	0	0	1,101	0	0	1,101
27	City Centre Youth Hub	contribution to create a multi agency Youth Hub, subject to a Cabinet report and business case.	100	1,900	0	0	0	2,000
28	Youth Zone - Cowbridge Road West	land assembly for key regeneration site at the gateway to Ely. Subject to a report to Cabinet, to enter into a development partnership to create a Youth Zone and subsequent business case and confirmation of grant funding and operating costs being in place.	77	0	0	0	0	77
29	Neighbourhood, District and Local Centre Regeneration	amplify the importance of local spaces, local shopping and services for communities. Includes public realm and green space improvements, community safety measures and improved neighbourhood facilities to help communities to adapt and thrive.	235	450	450	450	450	2,035
30	Canton Community Hub	contribution towards development of community space in new housing development at former Canton Community Centre.	1,100	0	0	0	0	1,100
31	Children's Services Accommodation Strategy	the balance of proceeds from disposal of 150 Thornhill Road ring-fenced for schemes which provide direct benefit to children.	0	229	0	0	0	229
32	Children's Respite Provision	requirements based on an assessment of respite services for children at Ty Storrie, to align service provision with the needs of young people.	200	1,035	1,450	0	0	2,685
33	Safer Accommodation - Displacement	to support Children's Services Accommodation Strategy, Council funding to displace previously approved Intermediate Care Fund grant.	695	0	0	0	0	695
34	Children's Assessment Centres - Displacement	to support Children's Services Accommodation Strategy, Council funding to displace previously approved Intermediate Care Fund grant.	455	0	0	0	0	455
35	Schools Additional Asset Renewal / H&S and Additional Learning Needs (ALN)	the balance of £25 million additional funds allocated for Schools property improvements including those for Health & Safety and Additional Learning Needs.	2,275	0	0	0	0	2,275
36	21st Century Schools Band B Council Contribution	Council's match funding towards expenditure funded by Welsh Government Grant.	2,500	2,500	10,000	0	0	15,000
37	City Centre Transport Schemes	the design and implementation of City Centre Transport Improvements along with any approved Welsh Government or other external funding sources.	1,635	750	0	0	0	2,385
38	City Centre Transport Impact - enabling works	works and smart corridors to mitigate impact of City Centre transportation improvements, being undertaken as part of the Clean Air Direction, in adjacent wards and key routes.	1,750	1,250	0	0	0	3,000
39	Western Transport Bus Interchange	a public transport interchange in the west of the city as part of the redevelopment of the former Household Waste Recycling Centre.	200	1,100	0	0	0	1,300
40	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	connected routes creating a network for cyclists to safely use and facilitate a significant mode shift from private car to cycling resulting in improved road safety and reducing congestion.	1,500	1,500	0	0	0	3,000
41	Electric Bus and Infrastructure Grant Scheme - Displacement	grant scheme to increase the use of electric buses in the city.	7,149	0	0	0	0	7,149
42	Bereavement Property Asset Renewal	a segregated property asset renewal allocation for bereavement services from the rest of the property portfolio to allow more of the bereavement reserve to be support the revenue costs of the service and directorate.	191	150	100	155	105	701
43	Coastal Risk Management Programme - construction match funding	a scheme to manage flood and erosion risk at the estuary of the river Rumney, Subject to design, final business case approval. Welsh Government contribution is assumed in the form of Local Government Borrowing Initiative.	0	916	1,200	0	0	2,116
44	Flooding and Drainage	match funding for implementation of priority schemes to alleviate flooding, where there is an approved business case and WG grant funding is in place following an application process.	447	230	180	60	30	947

## Capital Investment Programme 2023/24 - 2027/28

	Purpose / To Fund	<u>2023/24</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Indicative</u> <u>2027/28</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
45	One Planet Strategy - small schemes and match funding	investment in smaller schemes to support the strategy. Priorities for capital expenditure and match funding for external grants to be managed within allocation in accordance with an agreed governance process.	800	700	700	800	0	3,000
46	New Recycling, Repair and Re-use Facilities	exploration of options in the North of the city and any required land acquisition for new Household Waste Recycling, Repair and Re-use facilities in partnership with the third sector.	0	200	1,475	1,650	0	3,325
47	Waste Recycling and Collection Review	implementation of approved options arising from a review of the Recycling Service Strategy that meets current and future targets and aspirations.	400	415	0	0	0	815
48	Waste Grants Match funding	securing of waste and recycling related grants e.g. Circular Economy, Ultra Low Emission Vehicle (ULEV) where match funding is a condition of a successful grant award. This will support measures and new innovations to improve recycling performance and meet statutory targets.	100	100	0	0	0	200
49	Arena Enabling works contribution	council's contribution to enabling costs for arena affordability model as part of Atlantic Wharf master plan.	9,807	14,243	0	0	0	24,050
50	East Cardiff Industrial and Regeneration Strategy	contribution to a new bridge and road link between the Llanrumney estate and the A48.	0	1,200	300	0	0	1,500
51	Cardiff Indoor Market Restoration	investment in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness, subject to a successful lottery fund grant award.	0	88	450	0	0	538
52	Community Asset Transfer	prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	25	73	0	0	0	98
53	Flatholm Island - NLHF Project 'A Walk Through Time'	match funding for a delivery phase application to the Heritage Grants Scheme. The project aims to fund the stabilisation and restoration of its heritage assets for which the Council is responsible.	85	100	0	0	0	185
54	Roath Park Dam	works deemed required as part of the Reservoir Act 1975 following an inspection report and requirements of Natural Resources Wales. Cost is subject to option appraisal, detailed design of recommended option and impact on other features of the park.	305	1,500	3,072	0	0	4,877
55	Modernising ICT to improve business processes	investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	350	306	0	0	0	656
56	Cardiff Capital Region City Deal (CCRCDD)	contribution towards Council total commitment of £28.4m over a number of years based on its share of £120m to the Wider Investment Fund, subject to progress on projects.	4,000	5,000	5,000	5,776	0	19,776
<b>TOTAL ONGOING SCHEMES</b>			<b>36,381</b>	<b>35,935</b>	<b>25,478</b>	<b>8,891</b>	<b>585</b>	<b>107,270</b>

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<b>New Capital Schemes/Annual Sums (Excluding Invest to Save)</b>								
57	Coastal Erosion	additional funding to support council match funding requirement in order to secure Welsh Government Supported borrowing towards this c £36m project to address coastal erosion risk at the estuary of the river Rumney.	1,000	1,300	1,000	0	0	3,300
58	Carriageway and Footway Resurfacing	road and footway resurfacing - based on priorities arising from city wide annual engineering inspections. This is subject to Cabinet consideration of an updated Highway Asset Management Plan.	2,000	0	0	0	0	2,000
59	Additional match funding for grant bids	to support external capital investment funding bids to lever in funds to meet the council's objectives.	1,670	0	0	0	0	1,670
60	City Hall - Core Office Strategy	subject to cabinet approval of works, to undertake urgent priority 1 maintenance works to mitigate risk of unplanned closure. Costs to be managed within allocation, with funds held corporately, with any drawdown of funds in line with governance process for Council Earmarked Reserves, which will include receipt of a priority 1 scheduled of works proposed from existing Property Asset Renewal budgets for 2023/24 and 2024/25.	1,500	2,700	0	0	0	4,200
<b>TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS</b>			<b>6,170</b>	<b>4,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>11,170</b>

## Capital Investment Programme 2023/24 - 2027/28

Purpose / To Fund	2023/24	Indicative	Indicative	Indicative	Indicative	Total
	Including Slippage £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	

Schemes funded by Grants and Contributions (Further grants subject to approval of bids)							
61	Enable Grant (WG)	support for independent living and to be used with the Council's allocation for disabled facilities adaptations.	655	655	655	655	3,275
62	Transforming Towns Placemaking (WG)	priorities identified in South Riverside, Cowbridge Road East, Adamsdown/Roath and as part of the City Centre Recovery Strategy.	435	580	0	0	1,015
63	Shared Prosperity Fund	year two and three programme subject to further engagement and a wider call for projects and programmes, including potential regional projects and programmes and continuation of successful year one projects subject to review.	1,000	9,725	0	0	10,725
64	British Iron and Steel Federation Properties (BISF) - Energy Efficiency Retrofit (WG)	energy wall and loft ceiling insulation for circa 150 owner occupied properties in Llandaff North and Rumney.	1,150	3,500	0	0	4,650
65	Travellers Sites (WG)	subject to design, number of pitches, planning and grant approval, the creation of additional pitches at Shirenewton.	150	600	0	0	750
66	21st Century Schools Band B (WG)	strategic investment programme for priority schools including land acquisition, funded by Welsh Government grant and subject to approval of individual business cases.	47,414	110,811	47,684	0	205,909
67	21st Century Schools Land Remediation Ty Glas	part of overall £27.8 million grant award towards the acquisition, demolition and remediation of the Ty Glas Site in Llanishen.	13,038	0	0	0	13,038
68	Welsh Medium Capital Grant (WG)	Welsh Medium Provision at Ysgol Mynydd Bychan.	1,680	0	0	0	1,680
69	Flying Start	completion of moorland primary.	2,550	0	0	0	2,550
70	Early Years and Childcare Grant (WG)	initial development of projects identified from Childcare Sufficiency Assessment/Review and/or as part of the Flying Start childcare expansion plans.	850	855	650	0	2,355
71	Air Quality Direction 2019 - Grant (WG)	subject to Welsh Government approval, further city centre transport and active travel measures to improve air quality	0	6,600	0	0	6,600
72	Safe Routes in Communities (WG)	completion of current phase of accessibility and safety improvements to encourage walking and cycling in school streets.	75	25	0	0	100
73	Road Safety Grant 20 mph (WG)	measures that secure road safety casualty reduction.	3,750	0	0	0	3,750
74	Local Transport Fund (WG)	integrated, effective, accessible, affordable and sustainable transport systems.	2,685	5,000	0	0	7,685
75	Active Travel Fund (WG)	increased levels of active travel, improve health and well-being, air quality, connect communities and improve active travel access to employment, education and key services, destinations and public transport.	4,000	7,000	0	0	11,000
76	Cardiff Crossrail (UK Government)	UK Government grant of £50 million to be match funded by Welsh Government Grant of £50 million towards the project, subject to completion of business case and appropriate approvals from DfT, Network Rail, Transport for Wales and relevant train operating companies.	0	5,000	20,000	20,000	50,000
77	Flood Risk Management (WG)	Implementation of priority schemes to alleviate flooding, where there is an approved business case.	840	0	0	0	840
78	Circular Economy Fund (WG)	measures to reduce waste generated or move up the Waste Hierarchy, particularly in respect of increasing reuse & repair; Further increases in recycling rates; including for non-domestic premises; Reductions in emissions relating to the circular economy; and Increasing resource efficiency.	800	0	0	0	800
79	Central Market (Lottery)	the restoration of the Market, subject to final costing and further stage approvals.	0	590	1,000	0	1,590
80	Flatholm (Lottery)	the restoration of built and natural heritage on Flatholm Island.	100	495	0	0	595
81	Harbour Authority (WG)	critical and non critical asset renewal programme.	220	480	1,510	124	3,454
82	Local Broadband Fund	gigabit capable broadband to c1200 premises where currently a sub-10Mbit/s is received.	3,000	4,705	0	0	7,705
83	Planning Gain (S106) and other contributions	various schemes such as improvements to open space, transportation, public realm and community facilities.	7,692	4,687	989	1,344	14,712
<b>TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (FURTHER GRANTS SUBJECT TO APPROVAL OF BIDS)</b>			<b>92,084</b>	<b>161,308</b>	<b>72,488</b>	<b>22,123</b>	<b>354,778</b>

## Capital Investment Programme 2023/24 - 2027/28

Purpose / To Fund	<u>2023/24</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Indicative</u> <u>2027/28</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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### Additional borrowing undertaken by the Council to be repaid from revenue savings/incidental income (Invest to Save - Subject to Business Case)

#### Existing Schemes

84	Independent Living Wellbeing Centre	consolidated warehouse accommodation for the Joint Equipment Service together alongside a co-located Independent Living Services (ILS) team of multiservice provision and resources to form an Independent Living Wellbeing Centre. Subject to a further Cabinet report following site identification and business case approval and confirmation of funding from Vale of Glamorgan Council, Cardiff and Vale University Health Board and Housing with Care.	0	0	3,899	0	0	<b>3,899</b>
85	Right Homes, Right Support Strategy - Residential Provision for Children Looked After	improvements to the residential offer for Children Looked After by the Council which are currently placed outside of the Council boundaries and with Independent Fostering Agencies. This includes an emergency pop-up unit, an assessment unit, and additional residential places in the city.	750	250	0	0	0	<b>1,000</b>
86	Young Persons Gateway Accommodation	supported accommodation for young people (16-24) to help them live independently whilst still providing intensive 24 hour support. Additional properties are required and while these can be sourced from Council or housing association stock some works will be needed to bring them up to the required standard for shared housing.	98	100	0	0	0	<b>198</b>
87	21st Century Schools - Band B Financial Model	strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	9,115	16,750	7,465	14,790	0	<b>48,120</b>
88	Residential Street lighting conversion to LED	completion of roll out of LED street lighting in residential areas resulting in a reduction in costs, carbon emissions and improved lighting.	626	0	0	0	0	<b>626</b>
89	Cardiff Heat Network (loan to CHN Ltd)	Loan from Welsh Government to be provided to Cardiff Heat Network Limited Ltd towards the capital costs arising from the delivery of Phase 1 of the Cardiff Heat Network using waste heat from the Viridor Energy Recovery Facility. Repayable to the Council by CHN Ltd from Heat Revenues over 30 years in line with the business case approved by Cabinet. Loan is repayable by Council to WG, irrespective of the level of income generation.	4,592	0	0	0	0	<b>4,592</b>
90	Coastal Risk Management Programme - Construction - WG Local Government Borrowing Initiative	works to address flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way travellers Site. Allocation is subject to Council match funding being in place and approval of Welsh Government contribution assumed in the form of Local Government Borrowing Initiative.	8,000	15,000	8,100	0	0	<b>31,100</b>
91	Indoor Arena - Land Assembly and Multi Storey Car Park	affordability envelope towards costs such as enabling works and Multi Storey Car Park.	0	26,750	18,250	0	0	<b>45,000</b>
92	Indoor Arena - Direct Funding (Replacement for Income Strip Third Party Funding)	Direct borrowing funded by the annual lease income from the arena operator, backed by parent company guarantee.	8,000	50,000	60,000	20,100	0	<b>138,100</b>
93	International Sports Village (Phase 2)	delivery of a velodrome and clubhouse, a cycle circuit, Toys R Us refurbishment, car parking, highways and public space, repayable from potential operator and rental income, subject to a business case and a report to Cabinet.	1,565	5,000	5,570	0	0	<b>12,135</b>
94	Pentwyn Leisure Centre Redevelopment	creation of a bespoke centre and elite training, fitness and conditioning facility, subject to a Cabinet report and business case demonstrating that any additional borrowing can be sustainably repaid from future income.	0	1,694	2,000	0	0	<b>3,694</b>
95	Non Operational Property Strategy - Regeneration Fund	a recyclable fund to support regeneration linked to existing Council non operational land ownerships outside of specific existing development areas to support wider City Recovery, subject to the development and approval by Cabinet of the governance, risk assessment and business case process. Links to existing budgets e.g. District and Local Centres, Town Centre Loans programme and to support specific WG grant funding bids. Land acquisition and disposal within a two year time frame to allow external partners to undertake regeneration and development activities.	0	1,500	1,500	0	0	<b>3,000</b>

## Capital Investment Programme 2023/24 - 2027/28

	Purpose / To Fund	<u>2023/24</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Indicative</u> <u>2027/28</u> <u>£000</u>	<u>Total</u> <u>£000</u>
96	Vehicles and EV Infrastructure - Lease or buy	setting an overall limit to be able to undertake effective lease versus buy option appraisal for vehicles and infrastructure, as long as revenue budget in place to repay initial acquisition costs.	2,000	0	0	0	2,000
97	Core Office Strategy - Digital Infrastructure	smarter working, digital infrastructure and building adaptations to allow the relinquishment of Willcox House.	4,152	1,500	0	0	5,652
98	CCRCDC - 'Capital expenditure contribution towards Wider Investment Fund in advance of receipt of capital grant'	Council commitment of £12.5m over a number of years towards Wider Investment Fund expenditure in advance of confirmed grant receivable from HM Treasury - profile based on Dec 2021 five year business plan and subject to progress on projects as well as timing of HMT grant.	0	0	0	3,000	3,000
99	Housing / Projects Fund	passporting of loan from Welsh Government given to Cardiff Council towards the CCRCDC Housing SME Fund or other projects approved by Cardiff Cabinet, Regional Cabinet and Welsh Government. Funds to be recycled into projects until required to be repaid to the Council to return to Welsh Government. Loan to be novated in event of transition to Corporate Joint Committee.	0	3,000	3,000	4,000	0
100	Invest to Save - Annual Bid Allocation	capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time.	500	500	500	500	2,500
<b>TOTAL INVEST TO SAVE</b>			<b>39,398</b>	<b>122,044</b>	<b>110,284</b>	<b>42,390</b>	<b>3,500</b>
<b>TOTAL GENERAL FUND</b>			<b>202,927</b>	<b>347,962</b>	<b>231,565</b>	<b>93,169</b>	<b>30,525</b>
<b>Public Housing Capital Programme (HRA)</b>							
101	Regeneration and Area Improvement	Environmental works including defensible space, demolition, conversion and road/footpath realignment.	2,150	2,450	2,450	2,450	2,650
102	External and Internal Improvements	Improvements include priority low rise wall insulation, central heating, fencing, roofing, high rise cladding and upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing.	15,850	27,010	31,370	14,470	16,120
103	New Build and Acquisitions	Subject to approval of viability assessments, to develop or acquire land and new housing via a range of measures in order to increase the level of affordable housing in the city and build at least 2000 new homes.	90,000	69,800	48,925	68,800	96,700
104	Disabled Facilities Adaptations	To provide adaptations and internal modifications to allow the recipient to live independently within the home.	3,000	3,000	3,000	3,000	3,350
<b>TOTAL PUBLIC HOUSING</b>			<b>111,000</b>	<b>102,260</b>	<b>85,745</b>	<b>88,720</b>	<b>118,820</b>
<b>TOTAL CAPITAL PROGRAMME EXPENDITURE</b>			<b>313,927</b>	<b>450,222</b>	<b>317,310</b>	<b>181,889</b>	<b>149,345</b>



## Capital Funding 2023/24 - 2027/28

	<u>2023/24</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>	
	<u>£000</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>£000</u>	%
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>		
<b>General Fund</b>							
WG Unhypothecated Supported Borrowing	(8,925)	(8,925)	(8,901)	(8,901)	(8,901)	<b>(44,553)</b>	4.9
WG General Capital Grant	(9,166)	(9,166)	(6,135)	(6,135)	(6,135)	<b>(36,737)</b>	4.1
Additional General Capital Grant unallocated from 2021/22	(4,670)	(1,300)	(1,000)	0	0	<b>(6,970)</b>	0.8
Additional Borrowing to balance existing capital programme	(36,097)	(36,381)	(28,947)	(10,410)	(5,004)	<b>(116,839)</b>	12.9
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/incidental income or directorate budgets	(39,398)	(122,044)	(110,284)	(42,390)	(3,500)	<b>(317,616)</b>	35.1
Earmarked Capital Receipts	(7,877)	(2,500)	(300)	0	0	<b>(10,677)</b>	1.2
Non Earmarked Capital Receipts assumption	(3,000)	(3,340)	(3,300)	(3,000)	0	<b>(12,640)</b>	1.4
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	<b>(1,050)</b>	0.1
Earmarked Reserves	(1,500)	(2,788)	0	0	0	<b>(4,288)</b>	0.5
External grant and contributions estimates	(92,084)	(161,308)	(72,488)	(22,123)	(6,775)	<b>(354,778)</b>	39.2
<b>Total General Fund</b>	<b>(202,927)</b>	<b>(347,962)</b>	<b>(231,565)</b>	<b>(93,169)</b>	<b>(30,525)</b>	<b>(906,148)</b>	<b>100.0</b>
<b>Public Housing (HRA)</b>							
Major Repairs Allowance WG Grant	(9,570)	(9,570)	(9,570)	(9,570)	(9,570)	<b>(47,850)</b>	9.45
Additional Borrowing	(69,250)	(69,215)	(48,543)	(68,050)	(102,750)	<b>(357,808)</b>	70.64
Revenue / Reserves	(5,400)	(1,400)	0	0	0	<b>(6,800)</b>	1.34
External grant and contributions estimates	(24,280)	(21,575)	(27,132)	(10,600)	(6,500)	<b>(90,087)</b>	17.78
Capital Receipts	(2,500)	(500)	(500)	(500)	0	<b>(4,000)</b>	0.79
<b>Total Public Housing</b>	<b>(111,000)</b>	<b>(102,260)</b>	<b>(85,745)</b>	<b>(88,720)</b>	<b>(118,820)</b>	<b>(506,545)</b>	<b>100.0</b>
<b>Total Capital Programme Resources Required</b>	<b>(313,927)</b>	<b>(450,222)</b>	<b>(317,310)</b>	<b>(181,889)</b>	<b>(149,345)</b>	<b>(1,412,693)</b>	

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# Treasury Management Strategy 2023/24

Cardiff Council



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## Treasury Management

1. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice for public services. This was last updated by CIPFA in December 2021 with any changes to be fully embedded into processes for the 2023/24 financial year. The Code requires the Council to set out the policies and objectives of its treasury management activities and adopt four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. The last section of this strategy includes a glossary of terms used in this document.

2. CIPFA has adopted the following as its definition of treasury management activities:

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

3. The definition of 'Investments' above includes:

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

Treasury management investments represent the placement of cash in relation to the section 12 Local Government Act 2003 Act investment powers, i.e., they are the residual cash left in the authority's bank account resulting from the authority's day to day activities. Non-treasury investments tend to relate to section 1 expenditure powers under the Act.

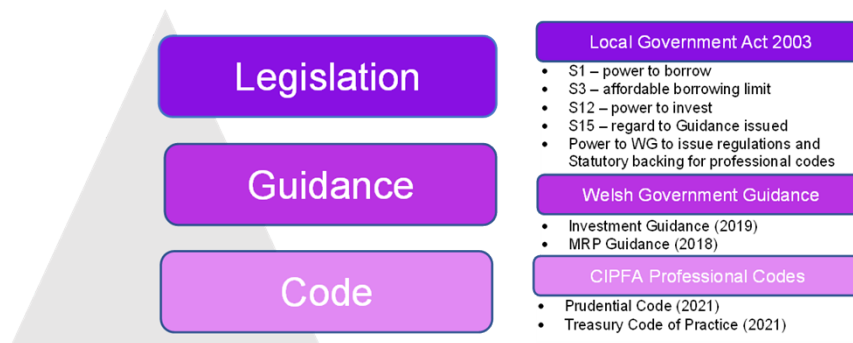
This Treasury Management Strategy covers treasury management investments only.

## Governance and Reporting

4. In compliance with Codes and Council policy, full Council receives a report on:
  - the Treasury Management Strategy at the start of a forthcoming year
  - a mid-year update and
  - an outturn report, with any significant updates included as part of quarterly monitoring reports to Cabinet.
5. The Treasury Management Strategy is an integral part of the Council's Strategic and Financial planning framework.



6. In 2004, local authorities were provided with flexibility in relation to the quantum and timing of borrowing decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable.



7. The Council has delegated responsibility for treasury management to the Corporate Director of Resources and S151 Officer. The Council's Treasury Management Practices which are updated annually, identify specific responsibilities of officers as well as setting out schedules highlighting the way in which treasury activities are managed.
8. Responsibility for treasury decisions ultimately remains with the Council, however the Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Link Treasury Services Limited includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
9. Governance and Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices and various reports are produced highlighting treasury management activities in accordance with council policy.

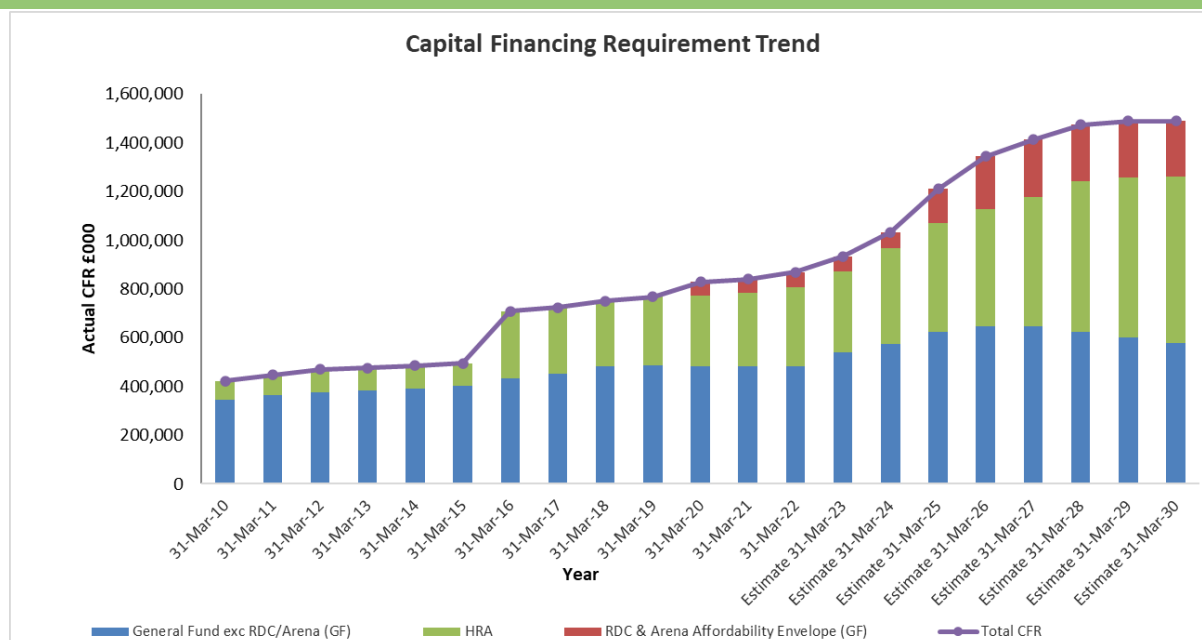
## Capital Strategy and Capital Financing Requirement (CFR)

10. The Council's Capital Strategy sets out that successfully delivering the commitments set out in the Council's Capital Ambition will require capital investment. Having a capital strategy in place informs capital investment decisions by providing a framework, which

will:

- provide a longer-term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
  - ensure decisions can demonstrate sufficient regard to the proportionality of long-term financing, affordability implications and potential risks to the authority
  - provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.
11. The Capital Strategy is approved by Council as part of its budget setting process, with specific commentary required by the Council's S151 Officer in respect to deliverability, affordability and risks. The strategy sets out the approach to:
- Working with partners - recognising the enabling role played by the Council in delivering investment and the need for alignment with Welsh Government on a longer term and sustained approach to capital investment.
  - Asset Management Planning - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
  - Risk Appetite - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed.
  - Governance and decision-making - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
  - Capital Investment Programme - the detailed five-year capital investment programme proposed for 2023/24 to 2027/28.
  - Funding the strategy and investment programme - the Capital Resources assumed to be used to fund the 2023/24 to 2027/28 investment programme.
  - Affordability - understanding the impact of capital investment decisions on the Council's revenue budget and Medium-Term Financial Plan via the calculation of various prudential indicators to be approved by Council. These include highlighting the percentage of capital financing costs committed as a percentage of the revenue budget.
  - Managing the borrowing requirement - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments. This is considered in the Treasury Management Strategy.
12. The detailed capital investment programme is the subject of the annual review process for review of existing allocations, consideration of new commitments and timing of projects.
13. The indicative programme shows a significant borrowing requirement for a number of reasons. The Capital Financing Requirement for the General Fund, Atlantic Wharf / Arena affordability envelope and Housing Revenue Account are illustrated in the chart below.





14. The CFR projections show a continuing increasing trend. The key reasons for this and assumptions that can impact on the timing of investment include:

- An assumption that the Council has the capacity and can implement the capital programme in accordance with the timescale in which funding is requested.
- An assumption that the proceeds from the disposal of assets (Capital Receipts) are achievable and receivable in a reasonable period.
- The approach to making prudent provision in the Council's revenue budgets for the repayment of any capital expenditure incurred on the basis of borrowing.
- The detailed capital programme that includes:
  - Agreed expenditure pre commitments in the capital programme approved in 2022/23 and prior years
  - Additional investment proposed as part of the budget proposals for 2023/24 to 2027/28
  - Investment in the target to deliver 2800 new affordable homes in the Housing Revenue Account
  - Schools' investment as part of the financial models for 21<sup>st</sup> Century Schools Band B
  - Specific schemes intended to pay for themselves from future revenue income or savings e.g. District Heat Network, Core Office Strategy. International Sports Village, Pentwyn Leisure Centre and Independent Living Wellbeing Centre
  - Repayable loans offered by Welsh Government for specific schemes such as to tackle Coastal Erosion
  - Agreed council contributions to the Capital Cardiff Region City Deal Wider Investment Fund including expenditure in advance of receiving HM Treasury Grant
  - Expenditure incurred as part of an affordability envelope, for the acquisition of the Red Dragon Centre and related land required for the development of an Arena as part of the Atlantic Wharf Regeneration Masterplan.
  - Council contribution to the enabling costs of an arena and to 'Direct Fund' the Arena construction following the approval by Cabinet in September 2021 of the Full Business Case (FBC). The optimal funding solution is for the Council



to provide the funding to construct the arena. Whilst this will increase the Council's Capital Financing Requirement and need to borrow, the costs of solution are intended to be offset over a 45-year period from operator income receivable.

### **Treasury Management Strategy**

15. The strategy covers the following areas:
  - Borrowing to finance the cash requirements arising from the Council's Capital Strategy and detailed capital investment programme. Costs of servicing that financing is included in Medium Term Financial Plans for the General Fund and Housing Revenue Account.
  - Treasury investments determining how short-term cash flows will be safely managed to meet the Council's financial commitments and objectives.
  - Highlighting the approach to non-treasury Management Investments. Whilst these impact on the treasury function, they arise from capital expenditure plans which are reported separately from day-to-day treasury management activities. Accordingly, this strategy focuses on Treasury investments.
16. The Council accepts that no treasury management activity is without risk. However, the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.
17. The identification, monitoring and control of risk are integral elements of treasury management activities with risks including credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which were updated in March 2022.
18. The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA) and includes:
  - the current treasury position
  - economic background and prospects for interest rates
  - borrowing, including:
    - policy
    - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
    - borrowing strategy
  - treasury management indicators and limits for 2023/24 to 2027/28
  - investment policy and strategy, including security and investments approved for use
  - non-treasury Investments – Commercial / Service Investment, and
  - the Treasury Function.

## The Treasury Position

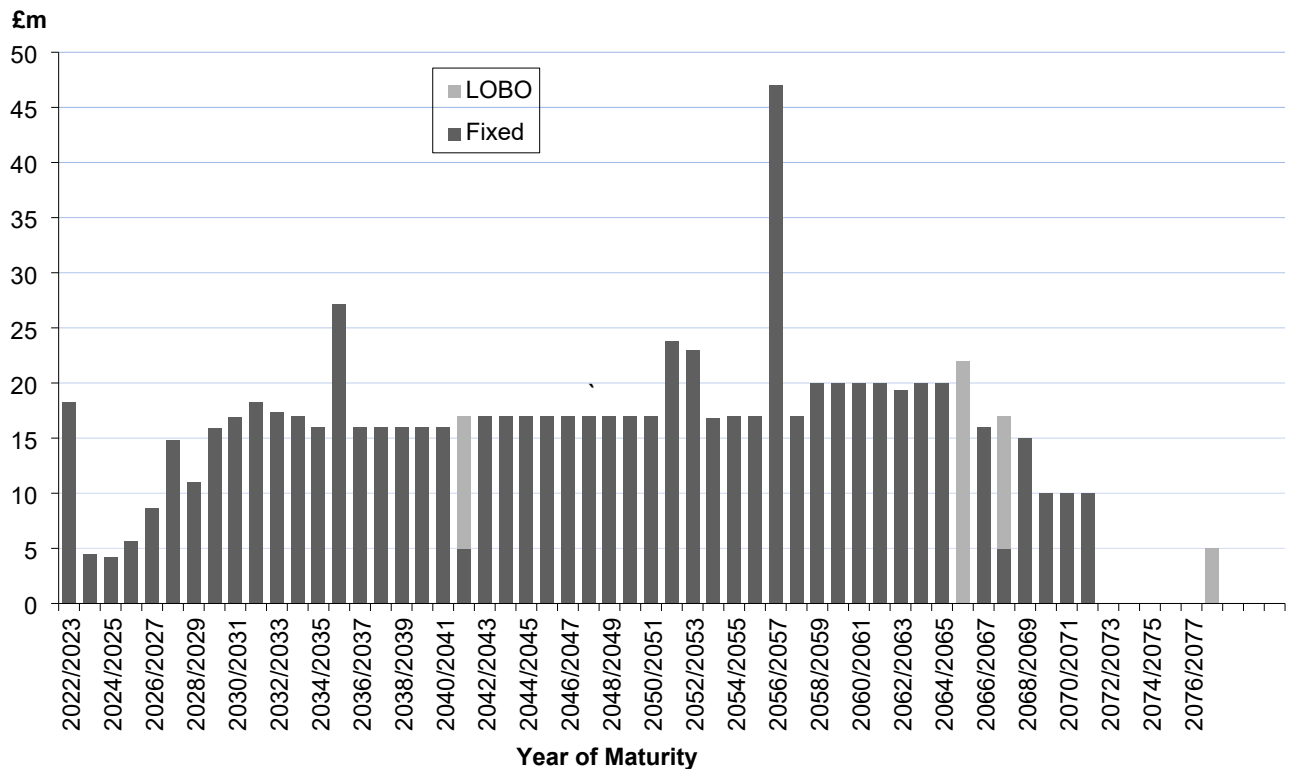
19. Borrowing and investments as at 31 December 2022 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	31 December 2021		31 December 2022	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
<b>External Borrowing</b>				
Public Works Loan Board (PWLB)	(763.1)	4.2	(759.7)	4.2
Market (Lender Option Borrower Option)	(51.0)	4.0	(51.0)	4.0
Welsh Government	(23.7)	0.0	(22.8)	0.0
Local Authority	(38.3)	1.3	(18.3)	1.8
<b>Total Debt</b>	<b>(876.1)</b>	<b>4.0</b>	<b>(851.8)</b>	<b>4.0</b>
<b>Treasury Investments (Internally Managed)*</b>				
Banks	111.1	0.18	99.0	2.44
Building Societies	13.0	0.04	0.0	0.00
Money Market Funds	29.0	0.04	19.2	3.19
Government	34.2	0.03	40.7	2.71
Local Authority	0	0	10.0	3.00
<b>Total Treasury Investments (Net)</b>	<b>187.3</b>	<b>0.12</b>	<b>168.9</b>	<b>2.62</b>
<b>Net Treasury Investments / (Borrowing)</b>	<b>(688.8)</b>		<b>(682.9)</b>	

\*Note all investments are currently managed internally and no external fund management arrangements are in place.

20. The Council's debt maturity profile at 31 December 2022 is shown in the following graph on the assumption that all loans run to their final maturity.

# The Treasury Position



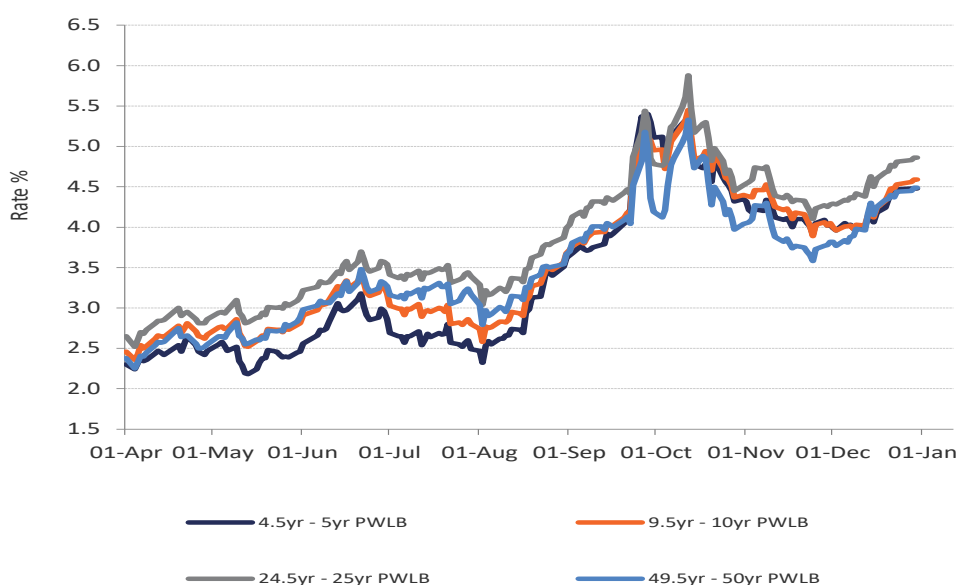
21. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan without penalty. The Council has six such loans totalling £51 million.
22. Apart from the option to increase rates, these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35%. Details of the loans are shown in the next table.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
17/01/2023	5	5 years	17/01/2078
02/03/2023	6	6 months	23/05/2067
22/05/2023	6	6 months	21/11/2041
22/05/2023	6	6 months	21/11/2041
22/05/2023	6	6 months	23/05/2067
21/11/2025	22	5 years	23/11/2065

23. It should be noted that £29 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £22 million has a call option in November 2025.

24. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, UK interest rates have been volatile across all time periods. The conundrum facing central banks is, inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten. Gross Domestic Product growth is weak and the UK unemployment rate fell to a 48-year low of 3.6%. Without an increase in the labour force participation rate, this may impact on the ability to grow, and with average wage increases running at 5.5% - 6% the Monetary Policy Committee will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine in February 2022. Ultimately, however, it will not only be inflation data but also employment data that will impact the decision-making process of the Monetary Policy Committee as well having regard to the interest rate outlook in the US and other major economies and geo-political events.
25. Recent Monetary Policy Committee meetings have been more concerned with combating inflation by implementing a succession of Bank Rate increases with the last increase on 2 February to 4.00%. With inflation expected to peak in the final quarter, there remains significant uncertainty as to whether such price rises will subside back to more normal levels, including gas prices and electricity once winter is passed.
26. The above economic background and political changes in the UK, have resulted in significant volatility in gilt yields and in turn borrowing rates as markets digest daily developments in the financial markets, release of economic data both domestically and internationally.
27. The Public Works Loan Board is one source of local authority borrowing and subject to annual review of eligibility. PWLB rates are based on gilt (UK Government bonds) yields, however HM Treasury determine a specified margin to add to gilt yields for any local authority borrowing. Most local authorities can undertake loans at the PWLB Certainty Rate, which is gilt rate plus 80 basis points (G+80 bps).

PWLB Rates 01/04/22 - 31/12/2022



## Economic Background and Prospects for Interest Rates

28. The chart above highlights the volatility in PWLB borrowing rates, with long term rates at the end of December 2022 being circa 4.5%. Having regard to various uncertain factors, the table below shows the Council's treasury management advisors last forecasts for Bank Rate and Public Works Loan Board (PWLB) certainty borrowing rates, based on their current lending policy. The forecasts are updated periodically and it is a central forecast, acknowledging for example that there are upside and downside risks. This shows a gradual decrease in Bank Rate and PWLB lending rates over the forecast horizon ending on 31 March 2026, albeit with rates higher than previous years lows.

	Actual 31/12/2022	March 2023	March 2024	March 2025	March 2026
Bank Rate (%)	3.50	4.25	4.00	2.75	2.50
5yr PWLB rate (%)	4.48	4.00	3.70	3.30	3.10
10yr PWLB rate (%)	4.59	4.20	3.90	3.50	3.20
25yr PWLB rate (%)	4.86	4.60	4.20	3.70	3.40
50yr PWLB rate (%)	4.49	4.30	3.90	3.40	3.10

Forecast 7 February 2023

29. The view is that the overall balance of risks to economic growth in the UK is to the downside. Markets have built in the effects on gilt yields of the likely increases in Bank Rate and the poor inflation outlook. However, there will be a lot of unpredictable volatility during this forecast period. This includes, financial market uncertainty, inflation pressures, approach to reversal of quantitative easing, economic growth, public sector borrowing levels, and geo-political risks.
30. It should be noted that following a review of PWLB lending policy, a prohibition is in place to deny access to borrowing from the PWLB for any local authority which includes in its capital programme the acquisition of investment assets bought primarily for yield.
31. Where there is a borrowing requirement for certainty, there is deemed to be better value in borrowing from the PWLB for all maturity periods. The Council will also for strategic investments, consider opportunities and eligibility of borrowing from other sources such as the UK infrastructure bank where projects are in line with its lending objectives.

### Borrowing Policy

32. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. Expenditure decisions are assumed in the Capital Strategy and a detailed programme approved by Council with the recurring cost implications factored into Medium Term Financial Plans. All borrowing is undertaken in the name of the Council and secured on all revenues of the Council.
33. The Council can consider various sources and debt instruments to finance capital expenditure as well as its short-term working capital requirements including unexpected cash outflows. This includes the Public Works Loan Board, the financial markets, Municipal Bond Agency, Local Authorities and other public bodies, leases, public private partnership models and the issuing of bonds for significant levels of funding or smaller bond schemes linked to specific themes such as green growth. These are detailed in the Council's Treasury Management Practices and the advantages and disadvantages of such products would need to be considered including risks, track record and cost of issuance, supported by external advice in respect of different options.
34. The Council's currently maintains a single pool of all Council debt for all activities. Best treasury management practice is that loans are not taken on a project-by-project basis, however this will be a consideration for specific capital investment such as for the arena, where there is a need to meet specific cash flows and track performance over the life of the project.
35. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry) or if long term interest rates are expected to fall, it makes financial sense to use any internal cash balances held in the short-term to finance capital expenditure and minimise costs (internal borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does need to borrow in future and so this position is kept under continuous review and delegated to the Corporate Director Resources. Borrowing undertaken is reported as part of reports to Council
36. The Council's Borrowing Strategy considers all options to meet the long-term aims of:
  - Promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact.
  - Pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities.
  - Ensuring borrowing plans are aligned to known capital expenditure spending plans and financial reserve levels.
  - Achieving a balanced maturity profile.
  - Having regard to the effects on current and future Council Tax and rent payers.
37. The Council does not intend to borrow in advance of need and will not do so just to gain financially from short term investment of that borrowing. However, this option may be considered if it is felt that borrowing in advance allows opportunities to lock into favourable long-term rates as part of risk mitigation. This will be limited to no more than

the expected increase in the Council's Capital Financing Requirement over a three-year period.

### **Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2023/24**

38. Where capital expenditure is financed using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long-term impacts across generations.
39. Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision.' Instead, Welsh Government has provided guidance and examples to interpret that term.
40. A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate and is included in the Council's Capital Strategy for 2023/24 but is replicated below.

*It is proposed that the Council's MRP Policy to apply for 2023/24 and for future years is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer:*

- *Council expenditure undertaken based on 'supported borrowing' approved by Welsh Government is to be provided for on a straight-line basis over 45 years.*
- *HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight-line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum.*
- *Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight-line basis over the estimated average life of the assets created.*
- *Any additional expenditure linked to specific schemes e.g. Invest to Save/Earn, 21st Century Schools, Arena affordability envelope etc. is to be provided for on a straight-line basis, or annuity basis, over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by Welsh Government as is the case with the Local Government Borrowing Initiative.*
- *Voluntary revenue provision more than the above requirements can be made subject to affordability and following advice of the Section 151 Officer. Voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent where disclosed in accordance with requirements and the proposed use and outcomes are approved and reported to Council.*
- *Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period through capital receipts (e.g. land purchases, loan repayments, income) or deferred to when the benefits from investment are scheduled to begin, to manage*



## Borrowing

any initial revenue deficits or when confirmed external grant payments towards that expenditure are expected. Where this flexibility is used, risks and mitigations should clearly be set out as part of an approved business case and regularly reviewed.

- The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

### Council's Borrowing Requirement

41. The following table shows the actual level of external borrowing currently held by the Council, external borrowing planned to date in 2022/23 and scheduled loan repayments in future years. It compares this to the projected CFR i.e. the need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and indicative funding plans as set out in the budget report for 2023/24. The difference between the projected CFR in 2027/28 (£1,473 million) and the actual level of external borrowing after any planned repayments (£805 million) is £668 million, i.e. there is insufficient cash held by the Council to support this projected level of under borrowing and this means there is a requirement for the Council to undertake further external borrowing in future years.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m
External borrowing at 1 April	811	856	839	839	835	829	820
Known / New borrowing	72	6	4	tbc	tbc	Tbc	tbc
Scheduled repayments	(27)	(23)	(4)	(4)	(6)	(9)	(15)
<b>External Borrowing at 31 March</b>	<b>856</b>	<b>839</b>	<b>839</b>	<b>835</b>	<b>829</b>	<b>820</b>	<b>805</b>
Capital Financing Requirement	868	933	1,033	1,211	1,343	1,414	1,473
<b>Shortfall / (Surplus) borrowing requirement</b>	<b>12</b>	<b>94</b>	<b>194</b>	<b>376</b>	<b>514</b>	<b>594</b>	<b>668</b>
<b>Requirement as % of CFR</b>	<b>1</b>	<b>10</b>	<b>19</b>	<b>31</b>	<b>38</b>	<b>42</b>	<b>45</b>

42. The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice as well as Capital expenditure indicators in the Capital Strategy and overall budget report to consider affordability indicators. Indicators for future years may be impacted in future years because of updates to the accounting treatment of leases, which is to be considered and implemented during 2023/24.
43. A new prudential indicator required by the Treasury Management Code in 2023/24 is the Liability Benchmark (LB). The Authority is required to estimate and measure the

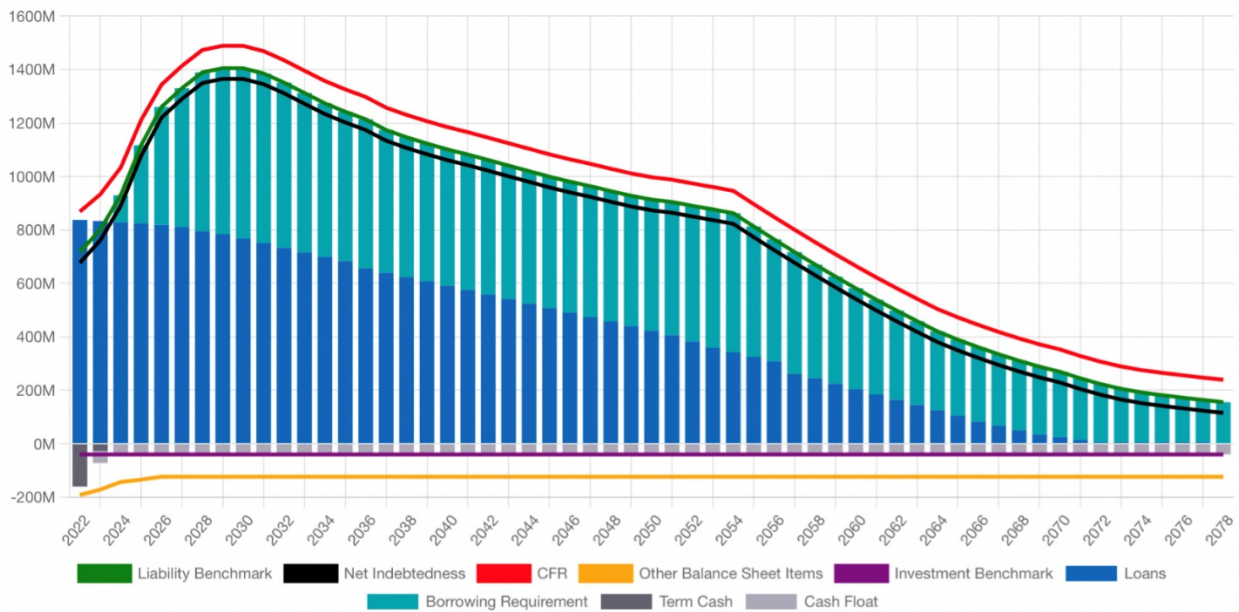


Liability Benchmark for the forthcoming financial year and the following two financial years, as a minimum. CIPFA strongly recommends that the benchmark is produced for at least 10 years and should ideally cover the full debt maturity profile of a local authority. This is a new indicator and tool and as such it has been prepared as intended. As such the Council will need to continue to assess usefulness and the theoretical principles upon which it is based. It will also require that practical and sustainable data processes are in place corporately and within financial services, to ensure continued improvement in the preparation, update and understanding of this indicator for effective use.

44. CIPFA encourages the production of separate Liability Benchmark indicator for General Fund, HRA and other significant elements where this may be useful. They also recognise that authorities may take different positions in respect of the benchmark and it is not intended to be a boundary of limit that cannot be breached.
45. There are four main components to the Liability Benchmark, with each illustrated in the chart below:
  - Existing gross loan debt assumed to be outstanding in future years.
  - Capital Financing Requirement (CFR) for loans, based on approved capital commitments and planned Minimum Revenue Provision. Given that most Capital investment Programmes are confirmed only for the very near term, similar to most other authorities, this will mean that the CFR will peak in the very near term, whereas other inputs into this indicator are projected forward for a much longer period. In other words, it focuses only on current commitments.
  - Net loans requirement. This shows the Council's gross loan debt, less its treasury management investments at the last financial year-end, projected into the future where they can reasonably be assumed. This relies on forecasting of future cash balances and balance sheet position well into the future.
  - Liability benchmark (or gross loans requirement): this equals net loans requirement plus an agreed short-term liquidity benchmark. Short-term liquidity allowance means an adequate (but not excessive) allowance for a level of excess cash to be invested short-term to provide access to liquidity if needed (due to short-term cash flow variations). For the preparation of this indicator, this liquidity benchmark has been assumed at £40 million.

# Borrowing

Liability Benchmark



46. The Liability Benchmark focuses on the management of the Net Treasury position (borrowing less investments). It assumes minimisation of investments and interest rate and credit risk, profiling the borrowing portfolio to benchmark. It applies to all local authorities, some of whom may have a borrowing requirement such as Cardiff, or others who have net investments because of being debt free or having large reserve balances. The Liability Benchmark is intended to be analysed as part of Treasury Management reporting, with material mismatches explained and be considered when taking new borrowing decisions such as timing and period of borrowing.
47. Comparing the Council's Liability Benchmark with the current borrowing portfolio shows how the existing portfolio matches current commitments of the Authority.
  - A gap between the existing portfolio of loans and the Liability Benchmark, the debt float in the chart above in this case, indicates a borrowing need to match future liabilities and to avoid a determined liquidity benchmark from being insufficient. It does not necessarily indicate the borrowing that will be undertaken in that year.
  - A Liability Benchmark below the existing portfolio of loans would indicate no additional borrowing need and signifies surplus cash more than what may be deemed a short-term liquidity benchmark.
48. Cardiff Council has a borrowing need and this will give rise to net interest cost uncertainty as the borrowing rate has yet to be determined. This risk is likely to be symmetrical in nature, as interest rates may be higher or lower than those implied from the current market. The section below sets out the approach to meeting the known future borrowing requirement including use of temporary cash balances, external borrowing, sources of borrowing and timing.

### Borrowing Strategy

49. The Council will consider various sources and debt instruments to meet the borrowing requirement. The Council continues to qualify for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate).
50. Given the risks within the economic forecasts and certainty of capital expenditure outflows, setting a fixed target for the quantum and timing of borrowing is not deemed appropriate. As seen from the interest forecasts currently available, interest rates on borrowing are expected to fall over the next two years. It should be noted that this is a risk and will need continual review.
51. In managing the Capital Financing Requirement, a pragmatic approach will be adopted by Council's Section 151 Officer due to changing circumstances with the following combination of approaches proposed.
  - Internal borrowing (using temporary cash balances available) will be maximised in the very near term, whilst ensuring sufficient liquidity, to minimise short term costs. Subject to balance sheet capacity, retention of a minimum liquidity benchmark and previous comments from Governance and Audit Committee, it is suggested that a targeted level of internal borrowing would be circa £100 million or 10% of the 2022/23 Capital Financing Requirement.
  - Short term external borrowing between 1 and 5 years will be undertaken given the current view that interest rates on long term borrowing will fall in the medium term.
  - Medium to long term borrowing will be undertaken to mitigate against the risk of future interest rates not falling as expected and being exposed to risks of interest rates increasing when funds are required. This is likely to be at fixed rates to meet the long-term borrowing policy aims of certainty.
52. The Council's Treasury Management activities including timing of borrowing decisions are delegated to the Council's Section 151 Officer. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast, then fixed rate external borrowing may be undertaken sooner to reduce the level of internal borrowing. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity. Whilst economic and financial forecasts are outside of the Council's control, it is recognised the Council and Treasury Team will need additional advisory support and capacity to help manage the borrowing requirement and associated risks arising from the Council's capital investment requirement.
53. It should be noted that current interest rates on the Council's existing debt portfolio compared to new borrowing rates and penalty rates charged for early debt repayment, have previously resulted in limited options for restructuring of debt. Options have previously been considered for early repayment of loans; however, the penalties outweighed the benefits. With the recent increase in rates, options will continue to be reviewed.

## Authorised Limit

54. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and at least the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined indicators when setting this limit and be content that the impact upon future Council Taxpayers and Council tenants is acceptable.
55. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.
56. Based on the capital programme proposed, it is recommended that the Council approve the following authorised limits (Statutory limit under Section 3 (1) of the Local Government Act 2003) and operational boundaries (figures for 2021/22 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Indicator						
External Debt - Authorised limit						
	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Limit for external borrowing and other long-term liabilities	1,475	1,517	1,517	1,517	1,517	1,517

57. This limit is consistent with proposals contained within the budget for capital expenditure with the addition of financing and accounting requirements in relation to landfill obligations. The overall limit for the Council has been set at a constant level of £1,517 million for 2023/24 to 2027/28 and cannot be breached without further Council approval.

## Operational Boundary

58. The proposed operational boundary or projected level of external debt (excluding landfill) is set at the anticipated level of the CFR at the end of each year.

Indicator						
External Debt - Operational Boundary						
	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Boundary for external borrowing and other long-term liabilities	839	1,033	1,211	1,343	1,414	1,473

59. This will be subject to the level and timing of borrowing decisions and so the actual level of borrowing can therefore be below or above this initial estimate. However, what cannot be breached without a further report to Council is the authorised borrowing limit.

## Maturity Structure of Borrowing

60. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The table assumes that loans run to their final maturity, however a separate column is also included to show the maturity profile should the Council repay its LOBO loans early.

Indicator				
Maturity structure of borrowing in 2023/24				
	Upper limit	Lower limit	Actual to Maturity	Actual if LOBOs Repaid Early
	%	%	%	%
Under 12 months	20	0	0.53	1.99
12 months and within 24 months	25	0	0.50	0.51
24 months and within 5 years	25	0	3.47	6.78
5 years and within 10 years	20	0	9.49	9.63
10 years and within 20 years	30	0	20.77	19.62
20 years and within 30 years	35	0	21.80	22.12
30 years and within 40 years	35	0	25.55	25.92
40 years and within 50 years	35	0	17.29	13.43
50 years and within 60 years	15	0	0.60	0.00
60 years and within 70 years	5	0	0.00	0.00

## Treasury Investment Policy

61. The Council has regard to the CIPFA Treasury Management Code and complies with Welsh Government guidance on Treasury investments. The Council's investments include those arising from its own temporary cash balances as well as balances held from the activities of Joint Committees for which it is the Accountable body.
62. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council's risk appetite for treasury investments is low and its current business model for financial assets for treasury management investments is to collect contractual cash flows as part of the prudent management of its financial affairs. It aims to achieve the optimum return on investments commensurate with proper levels of security and liquidity. Risk will be contained by ensuring:
  - All investments and repayments are in sterling.
  - Investment instruments identified for use in the financial year are listed under 'Specified' investments and 'non-Specified' investment categories, dependant on their complexity and risk.
  - A list of highly credit worthy counterparties with whom to invest is created and monitored.
  - Diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk.
  - Any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by the Council.
  - Continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the S151 Officer.
63. The Markets in Financial Instruments Directive (MiFID II) was implemented from 3 January 2018. Where requested by counterparties to do so, the Council has opted up to be classed as a 'professional' client following the submission of qualitative and quantitative information on its treasury activities.
64. Understanding and managing Economic, Social and Governance (ESG) risk is important to the Council and can play an important part in long term investments decision making. However, the key aim for the treasury management of short-term temporary cash balances is Security, Liquidity and then Yield. Credit ratings agencies also incorporate ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings, which the Council uses to determine with whom to invest.

## Treasury Investment Strategy

65. The Council will retain access to a range of products and organisations available to manage short term investment balances and to achieve diversification. It uses Welsh Government guidance and judgements to define products available for use as specified or non-specified and sets credit criteria to mitigate credit risk. These are defined in the sections below. Any funds held by the Council on behalf of joint committees



## Treasury Management Investments

will be managed in accordance with this strategy and segregated where possible to avoid adverse impacts on Cardiff Council's own performance. This is particularly the case for the Cardiff Capital Region City Deal funds held at part of investments at 31 December 2022, which total c £53 million. A full move to a Corporate Joint Committee is to be considered during 2023/24. Any move to such an approach, where such an entity would manage its own funds, would be useful in supporting an understanding of the Council's own treasury performance and position.

66. Financial institutions entered the pandemic with strong balance sheets predominantly a result of regulatory changes imposed on banks following the Financial Crisis. All three rating agencies have reviewed banks around the world with similar results in many countries of most banks being placed on Negative Outlook, in some cases these now being reversed.
67. The ability to change credit criteria and the approach to investments is delegated to the S151 Officer. This allows a prompt response to uncertainties in financial markets, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the year.
68. The Council aims to have sufficient liquid funds to ensure it does not become a forced borrower for a significant period at rates more than what may be earned on such investments.

### Specified Investments

69. A specified investment is defined as one:
  - which is in straightforward easily understood low risk products
  - not involving corporate share or loan capital
  - where the principal sum to be repaid at maturity is the same as the initial principal sum invested and
  - is less than one year with an entity with high credit quality
70. Specified investments may comprise up to 100% of the Council's total investments.

Instruments approved for use	Minimum Credit Criteria
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Term deposits – banks and building societies up to one year	Long-term A- /Short-term F1 or Government Equity Support

### Non-Specified Investments

71. These are all other investments not meeting the definition of a specified investment which could be used to achieve diversification and manage liquidity needs. A maximum upper level of £90 million is to be set for non-specified investments including investments for greater than one year (**Required Prudential Indicator**).

# Treasury Management Investments

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits – banks and building societies (with maturities more than 1 year)	Long-term AA- /Short-term F1+ or part nationalised	30	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit	Long-term AA- /Short-term F1+	10	Maximum 2-year duration
UK Government Gilts and Gilt funds	Assumed Government Guarantee	40	Maximum 3-year duration
Treasury Bills	Assumed Government Guarantee	40	6 months
Collective Investment Scheme structures – Constant as well as Low Volatility Money Market Funds	AAA – (Fitch, Moody's or S&P)	100	Liquid
Collective Investment Scheme Structures – Ultra Short Dated Bond Funds	AAA - (Fitch, Moody's or S&P)	20	Liquid
Collective Investment Scheme Structures - Government Bond Funds, Corporate Bond Funds, Gilt Funds and Floating Rate Notes	AA-	10	Weighted Average Maturity 3 years

72. The Council can utilise collective investment funds which pool together investments in a diversified portfolio of products and sectors. These may include short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial papers, together with a weighted average maturity of up to 60 days. It should be noted that any such funds are triple A rated and allow instant access.

## Security / Creditworthiness Policy

73. The Council uses Fitch credit ratings as a basis for assessment of credit worthiness of institutions it will invest with. Changes in the criteria and decisions with whom to invest are delegated to the S151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” - the strongest capacity for timely payment of financial commitments.
74. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:



## Treasury Management Investments

- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
- media reports as well as sovereign credit ratings. No minimum sovereign rating is applied to the UK, however for non-UK based institutions the minimum Fitch sovereign rating is AA-
- the informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors
- financial sector and country exposure
- the extent to which organisations who do not meet the above criteria, are nationalised.

75. Local authorities usually do not have a credit rating but are expected to assume the UK Sovereign rating. In accordance with the Local Government Act 2003, a person lending money to a local authority shall not be bound to enquire whether the authority has power to borrow the money and shall not be prejudiced by the absence of any such power. All loans are secured on future revenues of local authorities, and this includes the ability to take legal action if any debts are not repaid. Inter local authority lending is an option that continues to be available as part of the strategy proposed.

76. The Council's lending list for direct investment in an organisation is based on the following credit criteria, with the maximum limit for direct investment in any one group of related companies, whether ring fenced or otherwise, being £20 million:

Fitch Ratings (minimum)	Long term	Short term	Limit £m
Overnight to three months	A-	F1	6
Overnight to one year	A	F1	12
Overnight to two years	AA-	F1+	15
Money Market Funds	AAA	n/a	12
UK Part Nationalised Banks overnight to two years	n/a	n/a	20

77. Where treasury advisors recommend a shorter duration than would be allowed in accordance with Fitch criteria above, then the shorter period is adhered to.

The Council's current list of approved counterparties is shown below:

	£m	Duration
<b>Australia AAA</b>		
Australia and New Zealand Banking Group	12	1 year
Commonwealth Bank of Australia	12	1 year
National Australia Bank	12	1 year
<b>Canada AA+</b>		
Canadian Imperial Bank of Commerce	15	2 years
National Bank of Canada	12	1 year
Toronto Dominion Bank	15	2 years
<b>France AA</b>		
Credit Industriel et Commercial	12	1 year
Societe Generale	6	3 Months

# Treasury Management Investments

## Germany AAA

Bayerische Landesbank	6	3 Months
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	15	2 years
Landesbank Hessen-Thuringen Girozentrale	12	1 year

## Netherlands AAA

Cooperatieve Rabobank U.A.	12	1 year
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## Singapore AAA

Development Bank Singapore	15	2 years
Oversea Chinese Banking Corporation	15	2 years
United Overseas Bank	15	2 years

## Sweden AAA

Skandinaviska Enskilda Banken	15	2 years
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## Switzerland AAA

UBS AG	15	2 years
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## U.K AA- (Including RFB / NRFB)\*

Barclays Bank	12	1 year
Goldman Sachs International Bank	12	1 year
Handelsbanken	15	2 years
HSBC Bank	15	2 years
Santander UK plc	12	1 year
SMBC Bank International Plc	6	3 months
Standard Chartered Bank	12	1 year
Bank of Scotland	12	1 year
Lloyds Bank	12	1 year
National Westminster Bank **	20	2 years
Royal Bank of Scotland	20	2 years
Coventry BS	6	3 months
Leeds BS	6	3 months
Nationwide BS	12	1 year
Skipton BS	6	3 months
Yorkshire BS	6	3 months
UK Local Authority (Per Authority)	15	2 Years
	n/a	6 months

## Money Market Funds

Aberdeen Liquidity Fund	12	Liquid
BlackRock ICS Sterling Fund	12	Liquid
Deutsche Managed Sterling Fund	12	Liquid
Goldman Sachs Sterling Reserves Fund	12	Liquid
HSBC GBP Liquidity	12	Liquid
Insight Sterling Liquidity Fund	12	Liquid
JPMorgan GBP Liquidity LVNAV	12	Liquid
LGIM Sterling Liquidity Fund	12	Liquid

\* Ring-Fenced Banks and Non-Ringfenced Banks where applicable

\*\* In respect of the Council's Day to day banking provider, there is a risk that the counterparty limit would be exceeded for a short period on receipt of unexpected funds.

78. The above list has been determined having regard to current participation in the financial markets and brokerages, sovereign countries whose banks we would be content to use and selecting some of their highest rated organisations.
79. The credit ratings of financial institutions are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results in the counterparty or investment scheme no longer meeting the Council's criteria, its further use for new investment will be withdrawn immediately. Investments already held with that counterparty will be reviewed and options to call back funds before maturity would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.

80. In addition to treasury management investment activity, local authorities can utilise their powers in order to undertake capital expenditure and invest in other Non-Treasury financial assets. Such activity can include:
- Service Investments - loans supporting service outcomes, investment in or loans to subsidiaries, and investment in existing commercial property holdings either to maintain them or increase value or
  - Investment assets bought primarily for yield (Financial Return) - An 'investment asset' could be a property asset, or interest or right that generates a balance sheet asset (such as, but not limited to a loan, sale and leaseback agreement). As it has been 'bought primarily for yield,' the asset serves no direct policy purpose linked to the authority's core functions but has been acquired primarily because it would generate an income stream for the authority, which would most often (but not exclusively) be used to support wider service spending. Examples of such assets is included in the glossary.
81. Whilst these investments impact on treasury management activity, they are managed outside of this Treasury Management Strategy and approved separately as part of the Council's Capital expenditure plans arising from its Capital Strategy. Regulator concerns in relation to the extent of this activity have resulted in the recent updates to CIPFA professional Codes of Practice including the Treasury Management Code. Whilst no national monetary, financial or other controls or limits are in place currently, regulations have been updated to ensure the risks and implications of such activities are clearly governed and understood over a long-term period. Recent updates to regulations, CIPFA Codes and PWLB borrowing rules have all adopted a similar outlook to discourage further capital expenditure on investment assets bought primarily for a commercial return or financial yield.
82. The most significant investments currently held by the Council and managed outside of normal treasury management activity are the Council's 100% shareholding in Cardiff Bus and the Council's investment properties, which include various historic freeholds within the City held for income generation or capital appreciation. An independent review of the Council's approach to holding investment properties as well as specific investment management practices, similar to Treasury Management Practices, are being developed and will be included as part of the next Property Strategy.
83. Proposals for Non-Treasury investments would need to form part of the Council's Capital Strategy and Capital Programme. Such investment requires careful investment management and should be managed as part of agreed processes considering monitoring, decision making and reporting. This will include an appropriate investment management and risk management framework, making it explicit in any decision making:
- The powers under which investment is made.
  - The governance process including arrangements in place to ensure appropriate due diligence to support decision making.
  - The extent to which capital invested is placed at risk and any rewards over a long-term horizon such as 20-30 years.
  - Proportionality of any income to the overall resources available to the Council

## Non-Treasury Investments – Service Investment and Commercial Investment Primarily for Yield

- The impact of potential losses on financial sustainability.
  - The methodology and criteria for assessing performance and changes to market and other conditions.
  - How knowledge and skills in managing such investments is arranged and that these are monitored, reported and highlighted explicitly in the decision making process and due diligence.
84. Where investment is undertaken in assets primarily for yield, these investments should be proportional to the level of resources of the authority, but it should be noted, that if undertaking such investments, the Council would not be able to borrow from the PWLB for this and any other capital expenditure within its programme.
85. This emphasises the importance of the Council's S151 (Responsible Finance) Officer role in ensuring the governance of, risk assessment, informing, reviewing and reporting decisions being made in relation to both Treasury and Non-treasury Investments.

## The Treasury Function

86. Treasury management activities are delegated to the S151 Officer and detailed Treasury Management Practices are in place and updated regularly setting out the approach to risk management, reporting, responsibilities and controls. Controls and processes in the Treasury function are subject to a more frequent periodic internal audit.
87. The Treasury function performs a key role including ensuring that sufficient funds are available to meet the Council's financial commitments and is often the payment mechanism of last resort. The requirements to meet high standards, accuracy and governance requirements are significant for a small specialist team of c 1.2 FTE undertaking all transactional, reporting and compliance activities for Treasury Management Code requirements. Contingency plans in terms of access to bank and systems are in place and proven. allowing continuity of service provision remotely.
88. Changes to CIPFA's Prudential Indicators have reinforced the need to project positions for the long-term to establish benchmark positions for borrowing and treasury investments. To fully embrace these challenges, the Council overall strategic and budgetary planning will need to continue to develop a longer-term planning approach working with key funders.
89. Treasury Management activities continue to be the subject of regulatory change. The function also needs to evolve as the complexity of the Council's activities. These challenges and approach to implementing and sustaining changes, continue to test skills, resilience and capacity.
90. Whilst traditional approaches to treasury management have worked well for the Authority in the past, achieving a balanced portfolio across loans and investments, it is essential that the treasury function keeps pace with changing circumstances and new ways of working to continue to be able to provide best value services.
91. Changes in the profile of the Council's projected balance sheet, including an ambitious capital investment programme which almost doubles the size of the existing borrowing, will place the emphasis on ensuring borrowing at the most appropriate structure and timing to reduce risk to the council. The treasury team will need to consider focusing allocating resources towards short and long-term tactical borrowing decisions to manage the borrowing requirement and support minimisation of longer-term costs, whilst identifying and managing risk in a proportionate way. This will require the use of external services, where appropriate to provide the tools and / or expertise to support the implementation of the borrowing strategy and the risk management framework.
92. The CIPFA Treasury Management Code requires all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies; regular contact with a client relationship manager

## The Treasury Function

as well as their briefing notes and articles. Staff responsible for treasury activity on a day-to-day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.

93. The CIPFA Treasury Management Code also requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Governance and Audit Committee Members responsible for reviewing and seeking assurance on treasury management activities will be provided with the opportunity for additional specific external training as informed by individual and collective Governance and Audit Committee self-assessments.
94. It is the responsibility of the Section 151 officer to ensure the adequacy of the treasury management function, skills and expertise having regard to the size and complexity of the treasury management conducted by the council. Options for additional support will be considered as part of the Council's existing Treasury Management advisory services.

# Glossary of Terms

## Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

## Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

## Borrowing

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

## Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

## Capital Financing Requirement (CFR)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account.

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

## Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

## Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

## Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities



## Glossary of Terms

broker. An active interbank secondary market exists to buy and sell CDs.

### **Chartered Institute of Public Finance & Accountancy (CIPFA)**

CIPFA is the professional body for accountants in public finance. As a specialised public services body, it provides information, guidance, and determines accounting standards and reporting standards to be followed by Local Government.

### **Collective Investment Scheme Structures**

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

### **Corporate Bonds**

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

### **Counterparty**

One of the parties involved in a financial transaction with whom the Council may place investments.

### **Counterparty / Credit Risk**

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

### **Credit Criteria**

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

### **Credit Default Swaps**

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

### **Credit Rating**

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as "Highest Credit Quality" and indicates the strongest capacity for timely payment of financial commitments.

### **Debt Management Account Deposit Facility (DMADF)**

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government's investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

### **Debt Restructuring**

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

## **Diversification of Investments**

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

## **Duration (Maturity)**

The length of time between the issue of a security and the date on which it becomes payable.

## **External Borrowing**

Money borrowed from outside of the Council.

## **Financial Instrument**

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

## **Fitch Credit Ratings**

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

## **Fixed Rate**

An interest rate that does not change over the life of a loan or other form of credit.

## **Floating Rate Notes**

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

## **Four Clauses of Treasury Management**

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMPs), setting out the way the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

# Glossary of Terms

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

## **Fraud / Error Risk**

Risk of losses being incurred because of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

## **Housing Revenue Account (HRA)**

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate, or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

## **Interest Rate Risk**

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

## **Internal Borrowing**

Money borrowed from within the Council, sourced from temporary internal cash balances.

## **Investment assets bought primarily for yield**

Assets that serve no direct policy purpose but are held primarily to generate an income. An 'investment asset' could be a capital or property asset, or interest or right that generates a balance sheet asset (such as, but not limited to a loan, sale and leaseback agreement). As it has been 'bought primarily for yield,' the investment asset would serve no direct policy purpose linked to the authority's core functions but has been acquired primarily because it would generate an income stream for the authority, which would most often (but not exclusively) be used to support wider service spending.

Investment assets bought primarily for yield would usually have one or more of the following characteristics: a. buying land or existing buildings to let out at market rate b. buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification c. buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly d. buying a speculative investment asset (including both financial and non-financial assets) that generates yield without a direct policy purpose.

## **Lender Option Borrower Option Loans (LOBOs)**

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

## **Liquidity**

The ability of the Council to meet its financial obligations as they fall due.

## **Market Loans**

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

# Glossary of Terms

## **Medium Term Financial Plan**

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

## **Markets in Financial Instruments Directive (MiFID)**

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007 but was revised with changes taking effect from **3 January 2018** (MiFID II).

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional.'

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client." The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

## **Minimum Revenue Provision (MRP)**

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

## **Money Market**

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

## **Money Market Funds**

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a Constant Net Asset Value (CNAV) are those where the sum invested is the same on maturity, Low Volatility Net Asset Value (LVNAV) are those where any sum invested is likely to be the same on maturity. Funds with a Variable Net Asset Value (VNAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

## **Net Asset Value (NAV)**

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

## **Pooling**

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

## **Prudential Code for Capital Finance**

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, if they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

## **Public Works Loans Board (PWLB)**

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money

## Glossary of Terms

from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

### **Refinancing Risk**

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

### **Regulatory Risk**

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

### **Ring Fencing**

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

### **Security**

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

### **Sovereign Credit Ratings**

The credit rating of a country. It indicates the risk level of the investing environment of a country, considering political risk and other factors.

### **Sterling**

The monetary unit of the United Kingdom (the British pound).

### **Term Deposits**

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period.

### **Treasury Management**

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

### **Treasury Bills**

Debt securities issued by a government with a short-term maturity of up to 6 months.

# Glossary of Terms

## **UK Government Gilts**

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

## **Variable Rate**

An interest rate that changes in line with market rates.

## **Yield**

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

Appendix 1

**CARDIFF COUNCIL BUDGET 2023/24**

**Budget Support for the Corporate Plan and Future Generations**

CORPORATE PLAN	2023/24 BUDGET <i>(includes 5 year capital expenditure, and additional revenue allocations for 2023/24 including one-off sums)</i>
<b>CARDIFF IS A GREAT PLACE TO GROW UP</b>	<ul style="list-style-type: none"> <li>• £282m - Investment in new schools</li> <li>• £40.2m - Investment in the existing Schools estate</li> <li>• £9.7m - Net additional revenue support for Children’s Services</li> <li>• £25.1m - Net additional revenue support for Schools</li> <li>• £2.0m - Capital investment in youth hubs</li> <li>• £5.3m - Capital investment in Right Homes Right Support Strategy for children and investment in children’s respite provision and gateway accommodation for young people</li> <li>• £0.225m - one off funding for a youth festivals programme and children &amp; young people’s talent contest</li> <li>• £0.165m - one off funding to increase children’s access to leisure and recreation activities with priority for Children Looked After and those on the edge of care.</li> </ul>
<b>CARDIFF IS A GREAT PLACE TO GROW OLDER</b>	<ul style="list-style-type: none"> <li>• £28.6m - Disabled adaptations to enable people to remain in their home (Adults &amp; Children)</li> <li>• £5.0m - Independent Living Wellbeing Hub</li> <li>• £13.6m - Net additional revenue support for Adult Services</li> <li>• One-off revenue funding for the Age Friendly Cardiff Website and its promotion</li> </ul>
<b>SUPPORTING PEOPLE OUT OF POVERTY</b>	<ul style="list-style-type: none"> <li>• Continued payment of the voluntary living wage to staff and support for its payment in the care sector</li> </ul>
<b>SAFE, CONFIDENT &amp; EMPOWERED COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• £510.0m - Capital investment in social housing, including new Council Homes</li> <li>• £3.7m - Capital investment in Leisure Centres</li> <li>• £22.0m - Capital investment in Neighbourhood Regeneration</li> <li>• £11.2m - Capital investment in parks, harbour infrastructure and playground equipment</li> <li>• £4.8m- Roath Park Dam flood mitigation</li> <li>• £0.4m - To continue to support socially valuable bus routes</li> <li>• £0.1m - one off funding to support community events</li> <li>• £0.1m to extend the sport development fund with emphasis on transfer of facilities to local clubs</li> <li>• £0.2m - funding for ward-member led regeneration initiatives to improve neighbourhoods &amp; encourage community involvement</li> </ul>
<b>A CAPITAL CITY THAT WORKS FOR WALES</b>	<ul style="list-style-type: none"> <li>• £35.8m- Support for Cardiff Capital Region City Deal (CCRC) Projects</li> <li>• £220.1m – Major development projects including the International Sports Village and Arena development (largely funded by developer contributions). See Major Projects section of Budget Report for more information.</li> <li>• £34.7m - Investment in Highway Infrastructure Assets</li> <li>• £0.130m - one off funding to stimulate grassroots art / music</li> </ul>
<b>ONE PLANET CARDIFF</b>	<ul style="list-style-type: none"> <li>• £3.0m - Energy generation (District Heat Network)</li> <li>• £108.2m - To develop Cardiff Cross Rail, strategic cycle routes, improve transportation infrastructure and encourage active travel and sustainability, subject to grant funding</li> <li>• £5.9m - Capital support for recycling activity including a new recycling facility</li> <li>• £8.4m - For One Planet Cardiff Strategy match-funding (capital)</li> <li>• £38.3m - to address flooding and coastal erosion</li> <li>• 0.720m one-off revenue investment in green initiatives including carbon reduction in Council property, taxi grants to support transition to cleaner vehicles, One Planet summit and youth events and funding to establish the feasibility of e-cargo bikes (last mile delivery).</li> </ul>
<b>MODERNISING &amp; INTEGRATING OUR PUBLIC SERVICES</b>	<ul style="list-style-type: none"> <li>• £11.5m - Investment in modernising ICT, improving business processes and core office strategy</li> <li>• £21.9m - Investment in non-schools buildings</li> </ul>



**CARDIFF COUNCIL BUDGET 2023/24**

**Budget Support for the Corporate Plan and Future Generations**

<b>The Five Ways of Working at the Heart of the Future Generations Act</b>	
<b>LONG TERM</b>	<ul style="list-style-type: none"> <li>• Long-term affordability of the capital programme - prudential &amp; local indicators</li> <li>• Modelling a future budget outlook to understand how today’s decisions and assumptions will affect the future shape of the budget</li> <li>• Identifying current and future risks and their potential financial impact</li> <li>• Carefully evaluating the Council’s financial resilience and ensuring mechanisms are in place to protect this position</li> <li>• Highlighting that budget opportunities forgone in one year will have a cumulative effect over time</li> <li>• Savings that involve removal of services seen as a last resort</li> <li>• Capital investment directed to areas that support the Council’s priorities and emerging issues</li> </ul>
<b>PREVENTION</b>	<ul style="list-style-type: none"> <li>• Exploring opportunities for early intervention and preventing escalation of need – reflected in savings</li> <li>• Increasing the independence of individuals to live in their own homes and signposting to third sector organisations rather than institutionalised care</li> <li>• Carefully evaluating the use of finite resources to try and avoid deterioration of our existing assets, seeking options to relinquish them where feasible to avoid future costs</li> <li>• Revenue support to tackle homelessness and long term investment in new affordable housing</li> </ul>
<b>COLLABORATION</b>	<ul style="list-style-type: none"> <li>• Savings predicated upon working with others to continue to deliver services</li> <li>• Work with private and public partners to develop services and investment for the future to support the delivery of Stronger, Fairer, Greener, objectives including the Capital Strategy</li> <li>• Support delivery of Cardiff Capital Region City Deal and Corporate Joint Committee</li> </ul>
<b>INTEGRATION</b>	<ul style="list-style-type: none"> <li>• Budget proposals are not considered in isolation, with consideration given to the potential impact of any decision on other council services, external partners and service users</li> <li>• Areas of integrated working include Health and Social Services, Community Safety, Regulatory Services and Third Sector</li> <li>• Integration between the key elements of the Financial Strategy (Budget, Capital Programme, Treasury Management Strategy, Capital Strategy, MTFP) as well as the Council’s key priorities as reflected Stronger, Fairer, Greener and the Corporate Plan</li> </ul>
<b>INVOLVEMENT</b>	<ul style="list-style-type: none"> <li>• City wide consultation</li> <li>• Effort to engage with groups that have been traditionally less involved</li> <li>• Service user specific consultation on proposals where appropriate</li> <li>• Consideration of consultation feedback in drafting final budget proposal</li> <li>• Budget Scrutiny and engagement with key stakeholders – Schools Budget Forum, Trade Unions, staff</li> </ul>



Service Change Proposals - 2023/24

Dir	Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
			Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA - Undertaken?	
Economic Development	ECDSC1	<b>Event Management - Reduce Support for Events</b> Reduce support for external events including Cardiff 10k (£10k) and New Year Winter Wonderland (£15k).	0	25	0	25	0.0	Green	Green	Green	Other
	ECDSC2	<b>St David's Hall – Alternative Operating Model</b> St David's Hall has an expenditure budget of £9.4m which is offset by £8.7m in income resulting in an annual subsidy of £689k. The proposal is to secure an alternative operator to whom all eligible staff would transfer, with the impending pressure of capital investment and critical maintenance spend met by the alternative operator. The saving reflects a part year in 2023/24.	1,765	4,975	(6,240)	500	(44.6)	Green	Amber-Green	Red	Public
	ECDSC3	<b>Cardiff International White Water</b> The proposal is to integrate the operation of the Cardiff International White Water centre into a wider arrangement for the operation of all leisure facilities on the ISV development. It is anticipated that this would occur by quarter 4 of 2023/24 and therefore the saving indicated is a part year in 2023/24, with the full year in 2024/25.	214	241	(405)	50	(12.0)	Green	Green	Green	Public
	ECDSC4	<b>Increase Charges for Municipal Sports Pitch and Facility Provision in Parks</b> Under this proposal fees and charges would be increased by 10%. The individual fees and charges will be dependant on the particular sport. <b>Current charges:</b> Football Pitch Hire £50.92 Rugby Pitch Hire £69.30 Cricket Pitch Hire £63.52 Baseball Pitch Hire £63.52 Softball Pitch Hire £63.52 Football with Changing Rooms £63.52 Rugby with Changing Rooms £86.62 Cricket and Baseball with C/R £76.12	0	0	7	7	0.0	Green	Green	Red	Public
<b>Economic Development Total</b>			<b>1,979</b>	<b>5,241</b>	<b>(6,638)</b>	<b>582</b>	<b>(56.6)</b>				
Recycling & Neighbourhood Services	RNSSC1	<b>Recycling centres – Reduce Operating Hours</b> Recycling centres operate at around 60% capacity with 40% of booking slots not filled each week. Reducing the operating hours should not be detrimental to the service delivered or to the recycling performance of the recycling centres. The proposal is not to open one day a week, mirroring 4-day week on domestic collections.	60	0	0	60	0.0	Green	Green	Green	Public
<b>Recycling &amp; Neighbourhood Services Total</b>			<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0.0</b>				
Education	EDUSC1	<b>Further exploration of regional services</b> There are a number of regional arrangements across Wales in which an individual Local Authority (LA) delivers one or more education services across a number of LAs. Cardiff provides the full range of education services and this proposal would mean Cardiff education teams providing services across more than one LA area on a traded basis. Opportunities include speech and language/behavioural services/wider ALN support/Virtual Head of Children Looked After and Music Services.	0	0	50	50	0.0	Amber-Green	Green	Green	Other
<b>Education Total</b>			<b>0</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0.0</b>				

Dir	Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
			Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA - Undertaken?	
Planning, Transport & Environment	PTESC1	<b>Bereavement - Fees &amp; Charges</b> Generate additional income through an increase to fees & charges in Bereavement services. The proposal reflects increases between 5% and 7% for burial and cremation fees. Benchmarking against core cities shows charges would be in the lower to mid range.	0	0	90	90	0.0	Amber-Green	Amber-Green	Amber-Green	Public
	PTESC2	<b>CPE - Review of Tariffs across City</b> The proposal reflects: • On-Street Pay & Display - increase charges by, on average, £0.50p per visit – e.g. from £2.10 to £2.60. • Car Parks increase charges by, on average, £1 per visit Further detail is contained in Appendix 6(a) on Fees and Charges	0	0	447	447	0.0	Green	Red-Amber	Green	Public
	PTESC3	<b>Increase residents permits cost</b> The proposal is to increase the cost of a first permit to £24, and a second permit to £54, with similar proportional increase for visitors' permits. Residents' parking permits have not increased in cost since 2013. Benchmarking shows proposed charges would be well below the median for benchmarked authorities, which are closer to £42 for a first permit and £75 for additional permits.	0	0	306	306	0.0	Red-Amber	Red-Amber	Green	Public
<b>Planning, Transport &amp; Environment Total</b>			<b>0</b>	<b>0</b>	<b>843</b>	<b>843</b>	<b>0.0</b>				
Performance & Partnerships	P&PSC1	<b>Reform of Third Sector Infrastructure Grant</b> The proposal is to reduce the funding from the Council to the Third Sector Council from £165k to £100k, with an associated reduction in the requirements set out in the SLA between the Council and C3SC. The Council is seeking to ensure that C3SC secure £100k p/a grant funding for 2023/24 and 2024/25.	0	0	65	65	0.0	Green	Amber-Green	Green	Other
<b>People and Communities - Performance and Partnerships Total</b>			<b>0</b>	<b>0</b>	<b>65</b>	<b>65</b>	<b>0.0</b>				
Housing & Communities	HACSC1	<b>Volunteers in Hubs and Libraries</b> This proposal includes the deletion of 4.5 FTE as they are vacated, with replacement by volunteers. This would be accompanied by the creation of a Volunteer Mentor post.	90	0	0	90	(3.5)	Red-Amber	Red-Amber	Amber-Green	Public
<b>People and Communities - Housing &amp; Communities Total</b>			<b>90</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>(3.5)</b>				
Adults' Services	ADUSC1	<b>Internal Supported Living - transition to third sector</b> Various third sector partners provide this support for people with learning disabilities in Cardiff on a locality basis. Due to their size these providers can offer a wide range of additional value and best practice in provision. The proposal is to transition to providing more of these services via the Third Sector providers. The remaining core in-house provision will transfer to the new Specialist Accommodation Service for review and improvement.	1,165	(752)	(113)	300	(37.0)	Red-Amber	Red-Amber	Red-Amber	Other
<b>People and Communities - Adults' Services Total</b>			<b>1,165</b>	<b>(752)</b>	<b>(113)</b>	<b>300</b>	<b>(37.0)</b>				

Dir	Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
			Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA - Undertaken?	
Children's Services	CHDSC1	<p><b>New Trusted Adult Model</b> The proposal is to create social care practitioner posts who would undertake the trusted adult (TA) role (much like a key worker.) Each family would be allocated a TA at conclusion of the initial assessment – so for all Children looked after, children on the child protection register and children with care and support needs. Social workers would then be allocated on a needs basis to undertake specific tasks that require a social worker due to legislation, for example child protection investigations and safety planning, presenting cases to court, CLA care planning.</p>	100	0	0	100	(2.0)	Red-Amber	Red-Amber	Amber-Green	Other
	CHDSC2	<p><b>Future development of model to deliver residential – to manage the market and increased demand</b> This proposal is aimed at reducing our over-reliance on the private sector and out of area placements. In line with the Eliminating Profit agenda this requires and can attract investment from the Welsh Government. There will need to be a business case to identify the most effective and efficient operating model, which may include commissioning or partnering with the third sector.</p>	0	549	0	549	0.0	Red-Amber	Green	Green	Other
<b>People and Communities - Children's Services Total</b>			<b>100</b>	<b>549</b>	<b>0</b>	<b>649</b>	<b>(2.0)</b>				
Pay Award Saving	PASSC1	<p><b>Pay Award Saving</b> Reflects the budgeted pay award no longer required as a result of the above savings.</p>	137	0	0	137	0.0	Amber-Green	Green	Green	
<b>Pay Award Saving Total</b>			<b>137</b>	<b>0</b>	<b>0</b>	<b>137</b>	<b>0.0</b>				
<b>Council Total</b>			<b>3,531</b>	<b>5,038</b>	<b>(5,793)</b>	<b>2,776</b>	<b>(99.1)</b>				

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## Financial Resilience Mechanism 2023/24

Dir.	One-off use for 2023/24	£000	
Stronger	Education	<b>Youth Festivals Programme</b> A co-ordinated series of youth events during school holiday periods to positively engage young people in activities. The programme will be delivered with partners to enable the optimisation of shared capacity and other funding streams.	150
		<b>Cardiff 'Little Gigs' – Children &amp; Young People's Talent Contest</b> Aligned to Cardiff Music City Strategy, this programme will work in partnership with the Council's Creative Industries and Cultural Development Team, to offer children and young people the opportunity to participate in a talent contest, that will develop skills in music and the expressive arts. The aim will be to seek participative opportunities for children and young people in the City's Music Festivals and to perform alongside other professionals to develop confidence and skills. The programme will support formal and informal learning in line with Curriculum for Wales.	75
	Adult Services	<b>Blood Pressure Monitor Loan Scheme</b> A blood pressure monitor loan scheme which would be available via the Community Hubs. The blood pressure monitor kits will include an information leaflet that explains how to check your blood pressure at home and what to do with the results. The monitors can also detect an irregular heartbeat which is another risk for Cardiovascular Disease.	10
	Economic Development	<b>Support for Community Events</b> Funding to support community events including Pride Cymru Big Weekend, Tafwyl, Coronation and Gwyl Gerdd Dant.	100
		<b>Sports Development Grant Scheme</b> Extension of the current scheme with a shift in focus towards supporting the transfer of Council facilities to local sporting clubs by providing funding to ensure facilities meet statutory compliance before transfer. There would be potential to support 5 – 10 projects with grants likely of between £5k - £20k.	100
		<b>Grassroots Music/Art</b> A programme of activity to stimulate grassroots arts/music activity, including: SWN seminar, SWN Bandstand (in the Hayes), Musician in City Residence, SWN Live Lounge, Artist commissions during SWN, Music City Permanent Art Mural, SWN Street Dressing, Cardiff Bay Art Exhibition, Cardiff Open Artist Studios weekend.	130
	<b>Stronger Total</b>		<b>565</b>
	Education	<b>Youth Work In Action Projects</b> A range of universal and targeted youth work projects, to be delivered by Cardiff Youth Service, with schools and city partners to create access to opportunities that enhance informal learning, and support engagement with social, non-formal, and more structured learning experiences. Including - After school youth club in West Cardiff, Digital Youth Work, Bilingual Youth Work, Social Enterprise projects, Year 6 transition youth work in Gabalfa, Inclusive youth work – LGBTQ+, Deaf YC.	100
		<b>Additional Learning Needs – Supported Employment Pathways</b> To apply the Project Search model to develop a further programme of internships for young people with ALN. Partnering with a Cardiff Commitment employer and our Special Resource Bases, we will open up opportunities for 16 young people to progress from special education into an internship, and then into paid employment. This builds on the existing highly successful Project Search Model with Cardiff and Vale Health Board.	100
		<b>Passport to City</b> Funding to provide to children who need it most, new experiences such as visiting parks, museums and Council centres, with Children Looked After being a priority. The intention will be to provide access to leisure and recreation activities. Costs will include transport and admission fees.	75
<b>Child Friendly Cardiff- Gender Equality Project</b> The Stronger, Fairer, Greener Strategy sets out an ambition to adopt the principles of the Convention on the Elimination of All Forms of Discrimination Against Women and become a CEDAW City. This project will enable a programme of activity, using a Child Rights Based Approach, to engage and empower young girls in Cardiff. It will include a 'Rights Fest', development of an 'Equalities Champions' and the delivery of impactful Social Action Projects.		130	

	Dir.	One-off use for 2023/24	£000
<b>Fairer</b>	Housing & Communities	<b>Neighbourhood and Community Regeneration</b> Ward Member led local regeneration schemes to improve neighbourhood areas in the city and encourage the involvement of community groups. The existing process for the NRS programme is well established. Project ideas submitted in December 2022 are currently being assessed against criteria such as deprivation, environmental impact and community involvement. The funding will support the ability to maximise the design and delivery of schemes.	200
	Adult Services	<b>Age Friendly Cardiff Website and promotion</b> The Age Friendly Cardiff website offers an opportunity to deliver visibility of age-friendly initiatives and practice, and raise awareness of the services available for older people. This investment would contribute to the development of a more nuanced and effective platform that would provide older people with access to support, help and information available throughout Cardiff. This will be accompanied by a widespread promotion campaign directed at older people to raise awareness of the new website.	20
	Children's Services	<b>Increased activities for Children Looked After and those at Edge of care</b> Wide range of activity programme, including therapeutic short breaks (Jamie's Farm/Storey Arms/Forest schools/Outward-bound trust). Funding will be used for high end, intensive activity, with children at risk of placement breakdown, or of entering the care system. The funds will enable targeted intervention and support for individual children, to prevent escalation of risks and issues.	70
		<b>Fostering: Foster carer activity budget</b> To fund Foster Children activity, for example, hobbies or special interests, music lessons, outdoor pursuits, horse riding etc. Funding will be used for high end, intensive activity, with children at risk of placement breakdown, or of entering the care system. The funds will enable targeted intervention and support for individual children to prevent escalation of risks and issues.	20
		<b>Fairer Total</b>	<b>715</b>
<b>Greener</b>	Planning, Transport, Environment	<b>E-Cargo Bikes - Last Mile Delivery</b> E-Cargo bikes offer the potential to reduce the network and environmental impacts of motorised commercial fleet vehicles for short range business-to-consumer, and business-to-business deliveries. E-Cargo bike delivery schemes are increasing in number with many London-based. The funding would support a study to assess the potential market demand and feasibility of establishing a Cardiff-based operation, including identifying any public sector pump-priming and support that may be required.	50
		<b>Taxi Grants</b> A pilot to compliment the Electric Vehicle grant from Clean Air, to provide taxi drivers with grant support towards the cost of transitioning to 'cleaner' diesel vehicles as an interim measure due to the cost of electric vehicles.	300
		<b>One Planet Youth Event</b> To Support schools, young voices heard as part of wider behaviour change (detail to be included in directorate plans)	25
		<b>One Planet summit event</b> For Businesses and third sector groups. Achieving, Empowering, Accelerating activity in relation to the climate emergency detail to be included in directorate plans	25
	Recycling & NS	<b>Cleaner Streets</b> To fund a pilot or discrete project to enhance cleansing, education and enforcement in areas of need.	50
	Economic Development	<b>Council Property Carbon Reduction Scheme (One Planet)</b> To ensure funding fully available for Carbon Reduction Schemes that have explored all other funding opportunities. This will include key property sites such as Leisure Centres and Council facilities.	270
		<b>Greener Total</b>	<b>720</b>
<b>Grand Total</b>		<b>2,000</b>	

<b>Directorate Revenue Budgets</b>								
	<b>2022/23 Adjusted Base</b>	<b>FRM 2022/23 <sup>1</sup></b>	<b>FRM 2023/24</b>	<b>Adjusted Base after FRM Adjustments</b>	<b>Inflation, Commitments &amp; Realignments<sup>2</sup></b>	<b>Financial Pressures &amp; Demographic Growth</b>	<b>Savings</b>	<b>Total 2023/24</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Corporate Management</b>	<b>36,969</b>	<b>0</b>	<b>0</b>	<b>36,969</b>	<b>(7,179)</b>	<b>0</b>	<b>(439)</b>	<b>29,351</b>
<b>Economic Development</b>								
- Economic Development	10,079	(550)	600	10,129	4,351	0	(1,950)	12,530
- Recycling & Neighbourhood Services	36,708	(170)	50	36,588	4,216	0	(359)	40,445
<b>Education</b>								
- Retained Education Budgets	40,855	(1,200)	630	40,285	7,917	850	(1,489)	47,563
- Delegated Schools	269,663	0	0	269,663	22,226	2,826	0	294,715
<b>Planning, Transport &amp; Environment</b>	<b>7,903</b>	<b>(1,202)</b>	<b>400</b>	<b>7,101</b>	<b>5,154</b>	<b>0</b>	<b>(1,857)</b>	<b>10,398</b>
<b>People and Communities:</b>								
- Housing & Communities	48,855	(643)	200	48,412	1,061	0	(1,108)	48,365
- Performance & Partnerships	3,464	(35)	0	3,429	222	0	(625)	3,026
- Social Services - Adults	135,443	0	30	135,473	11,401	3,975	(1,738)	149,111
- Social Services - Children's	79,816	0	90	79,906	11,651	0	(1,934)	89,623
<b>Resources:</b>								
- Governance & Legal Services	6,950	0	0	6,950	662	0	0	7,612
- Resources	17,510	0	0	17,510	2,357	0	(1,567)	18,300
<b>Capital Financing</b>	<b>34,309</b>	<b>0</b>	<b>0</b>	<b>34,309</b>	<b>2,974</b>	<b>0</b>	<b>0</b>	<b>37,283</b>
<b>Summary Revenue Account</b>	<b>15,222</b>	<b>1,800</b>	<b>0</b>	<b>17,022</b>	<b>3,137</b>	<b>0</b>	<b>(4,600)</b>	<b>15,559</b>
<b>Total Budget</b>	<b>743,746</b>	<b>(2,000)</b>	<b>2,000</b>	<b>743,746</b>	<b>70,150</b>	<b>7,651</b>	<b>(17,666)</b>	<b>803,881</b>

<sup>1</sup>. Restated at 2023/24 levels. The £1.8m allocated to Summary Revenue Account is removed as a saving in 2023/24 (part of £4.6m)

<sup>2</sup>. Potential pay awards for 2023/24 are reflected in the directorate figures, but will be retained centrally until required

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**CARDIFF COUNCIL: FEES AND CHARGES 2023/24**

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
<b>Economic Development</b>							
<b>Charges in respect to filming in the City</b>							
1	Charges in respect to filming in the City	£100.00 - £250.00	Nil	Nil	1 April 2023	No proposed increase	
<b>Workshop Rents</b>							
2	Workshop Rents	See Comment			1 April 2023	Subject to condition of lease. Rents reviewed on a commercial basis	
<b>Land and Building Rents</b>							
3	Land and Building Rents	See Comment			1 April 2023	Subject to condition of lease	
<b>Venues</b>							
4	Finger Buffet 6 Choice	£17.94	£1.86	10.37%	1 April 2023	The proposed new charge is £19.80	
5	Day Delegate Rate 1 (Sandwich Crisp Fruit lunch) plus coffees, soft drinks & snacks	£16.80	£2.50	14.88%		The proposed new charge is £19.30	
6	Day Delegate Rate 2 (6 Choice Buffet ) plus coffees, soft drinks & snacks	£24.60	£3.00	12.20%		The proposed new charge is £27.60	
7	Day Delegate Rate 3 (Hot Fork Buffet Lunch) plus coffees soft drinks & snacks	£32.10	£2.70	8.41%		The proposed new charge is £34.80	
8	Day Delegate Rate 4 ( Health Buffet Lunch) plus coffees , soft drinks and snacks	£20.10	£2.10	10.45%		The proposed new charge is £22.20	
9	Dinner Menu 1 - 3 Couse plus coffee Dinner Chicken/Pork	£45.00	£2.70	6.00%		The proposed new charge is £47.70	
10	Dinner Menu 2 - 3 Course plus coffee Dinner Lamb	£47.10	£6.30	13.38%		The proposed new charge is £53.40	
11	Dinner Menu 3 - 3 Course plus coffee Fillet steak	£52.10	£6.10	11.71%		The proposed new charge is £58.20	
12	Welsh Menu - 5 Course plus Coffee	£60.00	£12.00	20.00%		The proposed new charge is £72.00	
13	Hot Fork Buffet 2 Choice	£23.70	£1.80	7.59%		The proposed new charge is £25.50	
14	Hot Fork Buffet 3 Choice	£28.80	£2.10	7.29%		The proposed new charge is £30.90	
15	Tea & Coffee	£2.52	£0.24	9.52%		The proposed new charge is £2.76	
16	Welsh Cakes	£1.44	£0.12	8.33%		The proposed new charge is £1.56	
17	Biscuits	£1.08	Nil	Nil		No proposed increase	
<b>St David's Hall</b>							
18	Auditorium Hire					1 April 2023	No proposed increase
	• Standard Hire						
	- Morning or Afternoon	£2,590.00					
	- Evening	£5,761.00					
	- Full Day	£8,351.00					
	• Concessionary Hire						
	- Morning or Afternoon	£2,072.00					
	- Evening	£4,609.00					
	- Full Day	£6,681.00					
	19	Level 1 Studio - Per session - Standard & Concessionary	£272.00				
20	Level 2 Foyer - Per session	£190.00					
21	Level 3 - Per session - AM, PM or Evening	£428.00	Nil	Nil			
22	Daystage (Level 3) - Evening	£1,175.00					
23	Ivor Novello Room - AM, PM or Evening	£92.00					
24	Viscount Tonypany Room - AM, PM or Evening	£92.00					
25	Green Room - AM, PM or Evening	£211.00					
26	St Asaph Room - AM, PM or Evening	£211.00					
27	Ticket postage fee	£1.50					
28	Cloakroom charge	£1.00					
29	Resale of tickets	20% of ticket value					
30	Issuing ticket duplicates for lost tickets	£2.50					
31	Purchase of ticket from being on Waiting List	£2.50					
32	Exchange ticket to another performance	£2.00					

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
33	Ticket Protection	£1.85	£0.50	27.03%	1 April 2023	The proposed new charge is £2.35
34	Friend of St David's Hall - With Digital brochure	£20.00	Nil	Nil		No proposed increase
35	Friend of St David's Hall - With Digital & printed brochure	£25.00				
36	Group discounts	Various - See Comment				
37	Programme price	Various - See Comment		Programme prices are set by promoters		
<b>Cardiff Castle</b>						
38	Guest Tower /Hourly Rate	£150.00	£30.00	20.00%	1 April 2023	The proposed new charge is £180.00
39	The Undercroft /Hourly Rate Mon-Thurs Fri-Sun	£330.00	£90.00	27.27%		The proposed new charges are: Mon-Thurs £420.00 Fri-Sun £600.00
		£450.00	£150.00	33.33%		
39	The Banqueting Hall /Hourly Rate Mon-Thurs Fri-Sun	£525.00	£75.00	14.29%		The proposed new charges are: Mon-Thurs £600.00 Fri-Sun £750.00
		£660.00	£90.00	13.64%		
40	The Library & Drawing Room /Hourly Rate Mon-Thurs Fri-Sun	£525.00	£75.00	14.29%		The proposed new charges are: Mon-Thurs £600.00 Fri-Sun £750.00
		£660.00	£90.00	13.64%		
40	Bank Holiday Supplement	£500.00	£100.00	20.00%		The proposed new charge is £600.00
41	Charity Discount	10%	Nil	Nil		No proposed increase
41	Castle Ticket	£14.50				
42	House Tour Additional offer purchased with Castle Ticket	£4				
42	Clock Tower Tour Additional Offer purchased with Castle Ticket	£4				
43	Black tower Tales Additional Offer purchased with Castle Ticket	£4				
43	Castle Key	£7				
44	Season Pass	£7				
44	Lectures	£10				
45	Connoisseur Tour	£39	£3.00	7.69%	The proposed new charge is £42.00	
45	Burges & Bute Tour	£65	£3	4.62%	The proposed new charge is £68.00	
46	Film Location Charge	£350	Nil	Nil	No proposed increase	
<b>City Hall / Mansion House</b>						
47	Assembly Room Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,950.00	£50	2.56%	1 April 2023	The proposed new charges are: • Mon to Fri (6 hours) £2,000.00 • Weekends, Evenings & Bank Holidays (6 hours) £2,650.00
		£2,600.00	£50	1.92%		
48	Marble Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,750.00	£50	2.86%		The proposed new charges are: • Mon to Fri (6 hours) £1,800.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,800.00
		£1,750.00	£50	2.86%		
49	Lower Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,200.00	£50	4.17%		The proposed new charges are: • Mon to Fri (6 hours) £1,250.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,900.00
		£1,850.00	£50	2.70%		
50	Ferrier Hall Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£400.00	£10	2.50%		The proposed new charges are: • Mon to Fri (4 hours) £410.00 • Weekends, Evenings & Bank Holidays (4 hours) £640.00
		£620.00	£20	3.23%		
51	Council Chamber Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£340.00	£10	2.94%		The proposed new charges are: • Mon to Fri (4 hours) £350.00 • Weekends, Evenings & Bank Holidays (4 hours) £540.00
		£520.00	£20	3.85%		
52	Syndicate Rooms Hire • Mon - Fri (Full Day) • Weekends, Evenings & Bank Holidays (4 hours)	£450.00	£10	2.22%		The proposed new charges are: • Mon to Fri (Full Day) £460.00 • Weekends, Evenings & Bank Holidays (4 hours) £390.00
		£380.00	£10	2.63%		
53	All City Hall Room Hire - Discounted for Registered Charities	30%	Nil	Nil		No proposed increase
54	Mansion House Hire • 4 hour session • Evening 6 hour session	£570.00	£20	3.51%		The proposed new charges are: • 4 hour session £590.00 • Evening 6 hour session £1,150.00
		£1,100.00	£50	4.55%		
55	Mansion House Hire Charges - discount for registered charities	20%	Nil	Nil		No proposed increase

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
<b>Cardiff Caravan &amp; Camping Park Charges</b>						
56	Pitches (Other than during events) per night				1 April 2023	The proposed new charges are: <ul style="list-style-type: none"> <li>• Maximum 2 Adults or Family (2 adults, 2 children) <ul style="list-style-type: none"> <li>- With electric £35.00</li> <li>- Without electric No proposed increase</li> </ul> </li> <li>• Single Occupancy <ul style="list-style-type: none"> <li>- With electric No proposed increase</li> <li>- Without electric No proposed increase</li> </ul> </li> <li>• Hiker No proposed increase</li> </ul>
	• Maximum 2 Adults or Family (2 adults, 2 children)					
	- With electric	£32.00	£3.00	9.38%		
	- Without electric	£28.00	Nil	Nil		
	• Single Occupancy					
- With electric	£27.00	Nil	Nil			
- Without electric	£24.00	Nil	Nil			
• Hiker	£20.00	Nil	Nil			
57	Pitches (During events) per night				1 April 2023	No proposed increase
	• Maximum 2 Adults or Family (2 adults, 2 children)					
- With electric	£40.00					
- Without electric	£35.00					
Additional Person charge per night		Nil	Nil			
58	• Child	£4.00				
	• Adult	£10.00				
	• Adult (Events)	£15.00				
59	Extra Vehicles	£10.00				
60	Calor Gas				1 April 2023	The proposed new charges are: <ul style="list-style-type: none"> <li>• Propane <ul style="list-style-type: none"> <li>- 3.9kg bottle £20.00</li> <li>- 6.0kg bottle £22.75</li> <li>- 13.0kg bottle £37.00</li> </ul> </li> <li>• Butane <ul style="list-style-type: none"> <li>- 4.5kg bottle £21.59</li> <li>- 7.0 kg bottle £27.13</li> <li>- 15.0kg bottle £39.00</li> </ul> </li> </ul>
	• Propane					
	- 3.9kg bottle	£17.30	£2.70	15.61%		
	- 6.0kg bottle	£20.40	£2.35	11.52%		
	- 13.0kg bottle	£26.00	£11.00	42.31%		
	• Butane					
- 4.5kg bottle	£17.90	£3.69	20.61%			
- 7.0 kg bottle	£22.85	£4.28	18.73%			
- 15.0kg bottle	£36.60	£2.40	6.56%			
61	Tokens				1 April 2023	The proposed new charges are: <ul style="list-style-type: none"> <li>• Washer £6.00</li> <li>• Dryer £4.00</li> </ul>
	• Washer	£3.00	£3.00	100.00%		
	• Dryer	£2.00	£2.00	100.00%		
<b>Cardiff Story Museum</b>						
62	Hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours)				1 April 2023	No proposed increase
	• Corporate Rate	£900.00 plus staffing costs				
• Charity Rate	£630.00 plus staffing costs					
63	Talks by Museum Professional Staff - per hour	Various - from £70				
64	Museum formal education / school visits (Formal education and school packages are tailored according to the teacher's requirements.)	Range from £1.00 per pupil to £4.50 per pupil and / or £25.00 to £80.00 per led session.	Nil	Nil		
65	Children's birthday parties	Various - from £75.00				
66	Left Luggage facility				1 April 2023	No proposed increase
	• Small lockers	£5.00				
	• Medium lockers	£8.00				
	• Large lockers	£10.00				
	• Overnight 24 hours	£20.00				

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment		
67	Hire of Learning Suite				1 April 2023	The proposed new charges are: <ul style="list-style-type: none"> <li>• 10am - 4pm</li> <li>- Standard Rate No proposed increase</li> <li>- Charity Rate No proposed increase</li> <li>• Evening</li> <li>- Standard Rate No proposed increase</li> <li>- Charity Rate No proposed increase</li> <li>• Additional Hours (per hour)</li> <li>- Regular No proposed increase</li> <li>- Evening £55.00</li> <li>- Weekend £62.00</li> <li>- Bank Holiday £82.00</li> </ul>		
	• 10am - 4pm	£120.00	Nil	Nil				
	- Standard Rate	£85.00	Nil	Nil				
	- Charity Rate							
	• Evening	£285.00 + staffing costs	Nil	Nil				
	- Standard Rate	£220.00 + staffing costs	Nil	Nil				
	- Charity Rate							
	• Additional Hours (per hour)							
- Regular	£40.00	Nil	Nil					
- Evening	£40.00	£15	37.50%					
- Weekend	£40.00	£22	55.00%					
- Bank Holiday	£40.00	£42	105.00%					
<b>Events - Park &amp; Ride/Parking</b>								
68	Major Event Park & Ride	£10.00	£2.00	20.00%	1 April 2023	The proposed new charge is £12.00		
69	City Centre Parking	£15.00	£5.00	33.33%		The proposed new charge is £20.00		
70	Mini buses & Coaches	£25.00	£5.00	20.00%		The proposed new charge is £30.00		
71	Parking (small local events)	£3.00	£2.00	66.67%		The proposed new charge is £5.00		
72	City Centre Parking (small local events)	£10.00	Nil	Nil		No proposed increase		
<b>County Hall Venue Hire</b>								
73	1 x committee room/council chamber		Nil	Nil	1 April 2023	The propose new charges are £220.00 £360.00  £650.00 £880.00  £1,025.00 £1,455.00  £1,400.00 £1,920.00 £2,450.00 £350.00 Additional £550.00 £2,344.00 £5.00 This is the discount available to registered charities		
	• Weekday (4 hours)	£220.00						
• Weekday (6 hours)	£360.00							
74	1 x committee room including kitchen							
	• Weekday (6 hours)	£650.00						
• Weekend (6 hours)	£880.00							
75	2 x committee rooms including kitchen							
	• Weekday (6 hours)	£1,025.00						
• Weekend (6 hours)	£1,455.00							
76	3 x committee rooms including kitchen							
	• Weekday (6 hours)	£1,400.00						
	• Weekend (6 hours)	£1,920.00						
• Weekend (6 hours) including Staff Canteen	£2,450.00							
77	Staff Canteen	£350.00						
78	Bank holiday rate	Additional £550.00						
79	Car Park Hire -Exclusive use x 586 spaces	£2,344.00						
80	Car Park Hire - per Space	£5.00						
81	Room Hire - Discounted for Registered Charities	10%	See Comment					
<b>Parks</b>								
82	Allotments (Per Annum) - Full Price				2 February 2023	This item is managed under an Officer Decision Report as the Allotment year runs annually from 2nd February.		
	• Category A per pitch	£13.38					£0.96	7.17%
	• Category B per pitch	£12.94					£0.92	7.11%
	• Category C per pitch	£12.36					£0.88	7.12%
	• Chalet	£126.00					£9.00	7.14%
	• Brick cubicle	£28.98					£2.07	7.14%
• Raised Bed	£30.00	£2.14	7.13%					
83	Allotments (Per Annum) - Concession							
	• Category A per pitch	£6.69					£0.48	7.17%
	• Category B per pitch	£6.47					£0.46	7.11%
	• Category C per pitch	£6.18					£0.44	7.12%
	• Chalet	£63.00					£4.50	7.14%
• Raised Bed	£15.00	£1.07	7.13%					

## Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment			
<b>Parks Outdoor</b>									
84	Roath Park • Duck or Fish food • Postcards	£0.60 (£1.00 both) £0.50 (£2.50 Pack of 6)	Nil	Nil	1 April 2023	No proposed increase			
85	Roath Park Conservatory	£2.00 - £26.00 depending on type and size of group							
86	Roath Park Conservatory - School/Group Booking Fees	£4.00							
87	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00							
88	Pavilions • Half Day • Full Day	£40.00 £59.85	£10.00 £8.00	25.00% 13.37%		1 April 2023	The proposed new charges are: • Half Day £50.00 • Full Day £67.85		
89	Football Pitch & Changing Facilities	£63.52	£6.35	10.00%			The proposed new charge is £69.87		
90	Football Pitch only	£50.92	£5.09				The proposed new charge is £56.01		
91	Rugby Pitch & Changing Facilities	£86.62	£8.66				The proposed new charge is £95.28		
92	Rugby pitch only	£69.30	£6.93				The proposed new charge is £76.26		
93	Cricket Pitch & Changing Facilities	£76.12	£7.61				The proposed new charge is £83.73		
94	Cricket - Pitch only	£63.52	£6.35		10.00%		The proposed new charge is £69.87		
95	Baseball Pitch & Changing Facilities	£76.12	£7.61	The proposed new charge is £83.73					
96	Baseball - Pitch only	£63.52	£6.35	The proposed new charge is £69.87					
97	Training area & changing facilities	£31.50	Nil	Nil	1 April 2023		No proposed increase		
98	3G Pitch - Gold/Silver Accredited - per hour	£69.30							
99	3G pitch - Bronze/Standard Accredited - per hour	£69.30							
100	3G pitch - Non Accredited - per hour	£69.30							
101	3G pitch - Off Peak - per hour	£42.00							
<b>Channel View</b>									
102	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2023	No proposed increase			
103	All Weather pitch outside 3G Off Peak	£40.00							
104	3G Outside Off peak and weekends	£31.50							
105	3G Outside Peak	£36.50							
106	3G Inside Off peak and weekends	£43.50				£2.00	4.60%	The proposed new charge is £45.50	
107	3G Inside Peak times	£48.50				£2.00	4.12%	The proposed new charge is £50.50	
108	Upper Activity area (per hour)	£34.00				£2.00	5.88%	The proposed new charge is £36.00	
109	Committee Room / Crèche (per hour) off peak	£18.00				£2.00	11.11%	The proposed new charge is £20.00	
110	Committee Room / Crèche (per hour) Peak	£25.50				£2.50	9.80%	The proposed new charge is £28.00	
111	Meeting Room 3 (Peak times per hour)	£14.50				£2.00	13.79%	The proposed new charge is £16.50	
112	Children's party	£135.00				£15.00	11.11%	The proposed new charge is £150.00	
113	Adult Activities 1hr	£7.00				Nil	Nil	1 April 2023	No proposed increase
114	Spin / TRX / Kettlebells/Boxmaster	£7.00							
115	School Holiday - Children's activities	£3.90							
116	Junior Activities	£3.90				£0.25	6.41%	The proposed new charge is £4.15	
117	Soft Play	£3.80				Nil	Nil	1 April 2023	No proposed increase
118	50 + (access to gym, specific classes at off peak times)	£3.90							
<b>Cardiff Riding School</b>									
119	Spectator	£0.50	Nil	Nil	1 April 2023	No proposed increase			
120	Competition Entry - Pony Club/Riding Club members discounted	£12.50							
121	Competition Entry - non members	£16.00							
122	Work Livery 6 hrs per week (Horse worked)	£110.00							
123	Work Livery 9 hrs per week (Horse worked)	£89.00							
124	Work Livery 12 hrs per week (Horse Worked)	£60.00							
125	1 night livery	£27.50							
126	Certificate	£4.50							
127	Child Disability 1hr pony lesson	£22.00							

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
128	Stable Management 1 hr Private	£40.00	Nil	Nil	1 April 2023	No proposed increase
129	Stable Management 1 hr group	£13.00				
130	Stable Management 1 hr long term (yr fee)	£48.00				
131	Uni 1 hr group lesson	£22.50				
132	Course 1 hr group lesson	£22.50				
133	1/2 hr Private up to 2 persons	£30.00				
134	1/2 hr Private up to 3 persons	£22.00				
135	1 hour Private up to 2 persons	£42.00				
136	1 hour Private up to 3 persons	£40.00				
137	Hire of Hats	£2.50				
138	1/2 hr group weekday lesson	£14.00				
139	1/2 hr group weekend lesson	£15.50				
140	1 hr group weekday lesson	£22.50				
141	1 hr group weekend lesson	£23.50				
142	Pony Club Day (extended lesson)	£46.00				
143	Pony Club Stable Management (1hr)	£13.00				
144	Pony Club 1/2 hr group	£14.00				
145	Pony Club 1 hr group	£22.50				
146	Stable Management 1.5 hours	£16.50				
147	Riding Club 1.5 hours	£19.50				
148	Riding Club 1hr Ride+ 1 SM	£38.00				
149	Riding Club Day	£46.50				
150	Assisted Livery	£80.00				
151	Full Livery Care Only	£155.00				
152	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
153	Manure (per bag)	£1.00				
154	Christmas Show Entry	£9.50				
155	Adult Gloves	£7.00				
156	Child Gloves	£4.00				
157	Plain Whip	£8.00				
158	Schooling Whip	£13.00				
159	Holiday Club	£10.00				
160	Pony Ride (Sat/Sun)	£8.00				
161	Party	£230.00				
162	DIY Livery (per week)	£66.00				
163	Snr Pony Club	£33.00				
164	Pony Club 1hr Ride+ 1 Stable Management	£36.00				
<b>Sailing Centre</b>						
165	Windsurfing - 2 day - Adult	£205.00	£15.00	7.32%	1 April 2023	The proposed new charge is £220.00
166	Windsurfing - 2 day -Youth	£140.00	£5.00	3.57%		The proposed new charge is £145.00
167	Multi Activity - 2 day -Youth	£140.00	£5.00	3.57%		The proposed new charge is £145.00
168	Supervised Sailing & Windsurfing (3 hour session)	£26.00	£2.00	7.69%		The proposed new charge is £28.00
169	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£120.00	£6.00	5.00%		The proposed new charge is £126.00
170	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£235.00	£17.00	7.23%		The proposed new charge is £252.00

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
171	Youth Sailing Courses				1 April 2023	The proposed new charges are: • 2 day £140.00 • 3 day £210.00 • 5 day £350.00 • 6 week £225.00 • 10 week £366.00 • After School Club £160	
	• 2 day	£135.00	£5.00	3.70%			
	• 3 day	£200.00	£10.00	5.00%			
	• 5 day	£330.00	£20.00	6.06%			
	• 6 week	£215.00	£10.00	4.65%			
	• 10 week	£350.00	£16.00	4.57%			
• After Schools club	£150.00	£10.00	6.67%				
172	Youth Sailing Taster 1/2 day	£35.00	£3.00	8.57%			The proposed new charge is £38.00
173	Scout Sailing Taster 1/2 day	£24.00	£2.00	8.33%			The proposed new charge is £26.00
174	Sailing Schools Group (per pupil)	£13.00	£1.00	7.69%			The proposed new charge is £14.00
175	Adult Level 1: 2 day	£205.00	£15.00	7.32%		The proposed new charge is £220.00	
176	Adult Level 1: 6 week	£300.00	£20.00	6.67%		The proposed new charge is £320.00	
177	Adult Sailing Taster 1/2 day	£51.50	£3.50	6.80%		The proposed new charge is £55.00	
178	Corporate Sailing Taster					The proposed new charges are: • Half day £85.00 • Full day £170.00	
	• Half Day	£80.00	£5.00	6.25%			
	• Full Day	£160.00	£10.00	6.25%			
179	Sailing/Windsurfing					The proposed new charges are: • Half day £145.00 • Full day £290.00	
	• Half Day	£135.00	£10.00	7.41%			
	• Full Day	£270.00	£20.00	7.41%			
<b>Sailing Centre (Powerboat &amp; Shore based)</b>							
180	Powerboat Level 1	£135.00	£15.00	11.11%	1 April 2023	The proposed new charge is £150.00	
181	Powerboat Level 2	£260.00	£30.00	11.54%		The proposed new charge is £290.00	
182	Powerboat Safety Boat	£260.00	£30.00	11.54%		The proposed new charge is £290.00	
183	Powerboat Intermediate	£295.00	£35.00	11.86%		The proposed new charge is £330.00	
184	Powerboat Advanced	£315.00	£35.00	11.11%		The proposed new charge is £350.00	
185	Private Tuition - Powerboat	£265.00	£25.00	9.43%		The proposed new charge is £290.00	
186	Royal Yachting Association (RYA) First Aid	£95.00	£10.00	10.53%		The proposed new charge is £105.00	
187	Royal Yachting Association (RYA) VHF/DSC	£95.00	£10.00	10.53%		The proposed new charge is £105.00	
<b>Activity Adventure Program Cardiff Bay Water Activity Centre</b>							
188	Archery session (1.5 hours)	£25.00	Nil	Nil	1 April 2023	No proposed increase	
189	Archery course (4 x 1.5 hours)	£75.00					
<b>Fishing</b>							
190	Fishing Licences - Day		Nil	Nil	1 April 2023	No proposed increase	
	• Junior	£4.60					
	• Concession	£5.00					
• Adult	£8.80						
191	Fishing Licences - Annual						
	• Junior	£25.00					
	• Concession	£33.00					
	• Adult	£50.00					
<b>Slipway Fees and Charges</b>							
192	Single occupancy launch	£5.00	Nil	Nil	1 April 2023	No proposed increase	
193	Multi occupancy launch	£15.00	£1.00	6.67%		The proposed new charge is £16.00	
194	Sail boat launch	£15.00	£1.00	6.67%		The proposed new charge is £16.00	
195	Motor boat launch	£15.00	£1.00	6.67%		The proposed new charge is £16.00	
196	Boat Launch - Season Tickets per metre	£26.00	£1.00	3.85%		The proposed new charge is £27.00	
<b>Rowing</b>							
197	Level 1 Blades Junior ( 4 x 2.5 hours )	£75.00	Nil	Nil	1 April 2023	No proposed increase	
198	Level 1 Blades Adult ( 3 x 2.5 hours )	£85.00	£5.00	5.88%		The proposed new charge is £90.00	
199	Level 2 Blades Junior ( 4 x 1.5 hours )	£70.00	Nil	Nil		No proposed increase	
200	Level 2 Blades Adult ( 3 x 2 hours )	£80.00	£5.00	6.25%		The proposed new charge is £85.00	
201	Private Tuition ( 1.5 hours )	£35.00	£5.00	14.29%		The proposed new charge is £40.00	

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
202	Recreational Rowing - per hour	£5.00	£1.00	20.00%	1 April 2023	The proposed new charge is £6.00
203	Ergo Room Junior - per hour	£4.00	Nil	Nil		No proposed increase
204	Ergo Room Adult - per hour	£4.00	£0.50	12.50%		The proposed new charge is £4.50
<b>Cardiff International White Water</b>						
205	White Water Rafting	£60.00	Nil	Nil	1 April 2023	No proposed increase
206	White Water Rafting (Extreme)	£55.00				
207	Park and Play (PP per session cost)	£10.00	£2.00	20.00%		The proposed new charge is £12.00
208	Retained Water Pool Park & Play	£6.00	£2.00	33.33%		The proposed new charge is £8.00
209	IRF Award	£180.00	Nil	Nil		No proposed increase
210	Zero to Hero	£120.00				
211	Zero to Hero	£120.00				
212	1 Day Paddle course	£95.00				
213	Multi Activity half day non school	£35.00				
214	River Board	£65.00				
215	Tubing (NEW)	£65.00				
216	Hot Dog	£65.00				
217	Paddle Party (Now a 90 minute session)	£15.00				
218	School 2 Hour Session (6 Week Block)	£6.00			£4.00	
219	SUP Ladies Only	£110.00	Nil	Nil	No proposed increase	
220	SUP Taster	£35.00				
221	Paddle School	£200.00				
222	Surf School	£120.00				
223	1-2-1 Coaching (White Water & Flat Water)	£35.00				
224	Multi Activity Week	£210.00				
225	Air Trail	£12.00				
<b>Harbour - Car Parking</b>						
226	Car parking fees - Havannah Street		Nil	Nil	1 April 2023	No proposed increase
	• 1 hour	£2.10				
	• 2 hours	£3.40				
	• 3 hours	£4.10				
	• 4 hours	£5.10				
	• 5 hours	£6.10				
	• 6 hours	£8.60				
	• 7 hours	£9.40				
	• 8 hours	£10.00				
	• 9 hours	£10.80				
	• 10 hours	£11.50				
• 11 hours	£14.40					
• 24 hours	£24.00					
227	Barrage Car Park		Nil	Nil	1 April 2023	No proposed increase
	• 1 hour	£2.20				
	• 2 hours	£3.30				
	• 3 hours	£4.40				
	• 4 hours	£5.50				
	• 5 hours	£7.20				
	• 6 hours	£9.60				
	• 7 hours	£11.40				
• 8 hours	£13.20					
<b>Harbour - Navigation &amp; Mooring</b>						



Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
228	Navigation Fee - per metre	£27.45 Yacht clubs and marinas are entitled to 10% discount.	£2.75	10.02%	1 April 2023	The proposed new charge is £30.20
229	Permission to Moor - per metre	£18.70	£1.87	10.00%		The proposed new charge is £20.57
230	Provision of Mooring	£97.85	Nil	Nil		No proposed increase
231	Commercial operator's licence	£201.21 plus £0.10 per passenger carried	£20.12	10.00%		The proposed new charge is £221.33
232	Use of Harbour Authority landing stages.	£454.00	£22.70	5.00%		The proposed new charge is £476.70
233	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase
<b>Recycling &amp; Neighbourhood Services</b>						
<b>Waste - Enforcement</b>						
234	Abandoned Trolley Recovery Fee	£75.00	£25.00	33.33%	1 April 2023	The proposed new charge is £100.00
235	Waste Fixed Penalty Notices					The proposed new charges are:
	• Section 46 Notice	£100.00	£50.00	50.00%		• Section 46 Notice £150.00
	• Section 47 Notice	£100.00	£50.00	50.00%		• Section 47 Notice £150.00
	• WTNR	£300.00	Nil	Nil		• WTNR No proposed increase
	• Domestic Waste: Contribution to Littering	£100.00	£50.00	50.00%		• Domestic Waste: Contribution to Littering £150.00
236	PSPO (Public Space Protection Orders) PSPO Dog Control Orders	£100.00	Nil	Nil		No proposed increase
237	Fixed Penalty Notices					The proposed new charges are:
	• Litter from a Vehicle	£100.00	£50.00	50.00%	• Litter from a Vehicle £150.00	
	• Litter General	£100.00	£50.00	50.00%	• Litter General £150.00	
	• Litter Smoking from a Car	£100.00	£50.00	50.00%	• Litter Smoking from a Car £150.00	
	• Litter smoking related	£100.00	£50.00	50.00%	• Litter smoking related £150.00	
238	Highways Fixed Penalty Notices				The proposed new charges are:	
	• Flytipping	£400.00	Nil	Nil	• Flytipping No proposed increase	
	• Flytipping - Duty of Care	£300.00	Nil	Nil	• Flytipping - Duty of Care No proposed increase	
	• Flytipping - Contribution to Littering	£100.00	£50.00	50.00%	• Flytipping - Contribution to Littering £150.00	
	• Waste Carrier Request	£300.00	Nil	Nil	• Waste Carrier Request No proposed increase	
<b>Waste - Commercial Recycling Centre</b>						
239	General Waste (per tonne)	£155.00	£30.00	19.35%	1 April 2023	The proposed new charge is £185.00
240	Hardcore and Rubble (per tonne)	£50.00	£5.00	10.00%		The proposed new charge is £55.00
241	Wood (per tonne)	£90.00	Nil	Nil		No proposed increase
242	Garden Waste (per tonne)	£65.00	£6.50	10.00%		The proposed new charge is £71.50
243	Plasterboard (per tonne)	£110.00	£11.00	10.00%		The proposed new charge is £121.00
244	Cardboard (per tonne)	£0.00	Nil	Nil		No proposed increase
245	Tyres (per tyre)	£10.00 per car tyre	£1.00	10.00%		The proposed new charges are:
		£50 per tractor tyre	£5.00	10.00%		£11.00 per car tyre £55 per tractor tyre
246	Oils (Mineral/Engine/Vegetable) (per tonne)	£400.00	£40.00	10.00%		The proposed new charge is £440.00
247	Commercial Fridge (per unit)	£100.00	£10.00	10.00%		The proposed new charge is £110.00
248	Large Domestic Appliances (per unit)	£90.00	£9.00	10.00%		The proposed new charge is £99.00
249	Domestic Fridge (per unit)	£45.00	£4.50	10.00%		The proposed new charge is £49.50
250	Scrap Metal/Car Batteries	£0.00	Nil	Nil		No proposed increase
251	Public Weigh In	£20.00	£2.00	10.00%		The proposed new charge is £22.00
252	Mattresses per item	£25.00	£2.50	10.00%	The proposed new charge is £27.50	
<b>Waste - Collections</b>						
253	Bulky Item Collections	£12.50 for every 2 items	£7.50	60.00%		The proposed new charge is £20.00

## Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
254	Bulky Item Collection Booking Fee	New Charge - See Comment			1 April 2023	New charge for 2023-24. The proposed charge is £5.00
255	Green bags, food liners & kerbside caddies	£0.00	Nil	Nil		No proposed increase
256	Replacement reusable garden sacks	£3.50				No proposed increase
257	Replacement kitchen food caddy	£0.00				The proposed new charge is £0.00 (Free)
258	Replacement/new wheeled bin	£25.00				No proposed increase
259	Replacement Garden Bin	£35.00				No proposed increase
260	Pay as You Throw • Domestic	Various	Breakdown available 5 bags - change from £10 to £20	100.00%		The proposed new charges increase between £10.00 and £20.00
<b>Waste - Sales (HMO's/businesses)</b>						
261	Communal bin 660 litre	£365.00	£10.00	2.74%	01/04/2023	The proposed new charge is £375.00
262	Communal bin 110 litre	£459.50	£10.50	2.29%		The proposed new charge is £470.00
263	Exchange - Communal Bin 660 litre exchange litre bin for 1100 litre bin (Green or Silver General Waste Bin)	£60.00	£2.00	3.33%		The proposed new charge is £62.00
264	Exchange - Communal Bin Exchange 940 litre bin for 1100 litre bin (Green or Silver General Waste Bin)	£60.00	£2.00	3.33%		The proposed new charge is £62.00
265	Bin Area Signage 1310mm x 750mm Refuse & Bulky Items (Supply & Delivery)	£87.00	£3.00	3.45%		The proposed new charge is £90.00
266	Bin Area Signage 1260mm x 750mm Recycling (Supply & Delivery)	£87.00	£3.00	3.45%		The proposed new charge is £90.00
267	Standard Replacement Bin Lid 1100L General/Recycling Bin 'Delivery & Fit'	£42.90	£2.10	4.90%		The proposed new charge is £45.00
268	Standard Replacement Bin Lid 660L General/Recycling Bin 'Delivery & Fit'	£42.90	£2.10	4.90%		The proposed new charge is £45.00
269	Replacement Aperture Bin Lid 1100L General/Recycling Bin 'Delivery & Fit'	£42.90	£2.10	4.90%		The proposed new charge is £45.00
270	Replacement Bin Wheel 'Delivery & Fit'	£25.00	£1.00	4.00%		The proposed new charge is £26.00
271	Bung Replacement - all bin sizes 'Delivery & Fit'	£4.17	£0.83	19.90%		The proposed new charge is £5.00
<b>Education and Lifelong Learning</b>						
<b>Schools' Catering</b>						
272	School Meals - per meal • Primary • Secondary • Adults	£2.70 £3.15 £3.20	£0.15 £0.15 £0.15	5.6% 4.8% 4.7%	1 April 2023	The proposed new charges are: • Primary £2.85 • Secondary £3.30 • Adults £3.35
<b>Music Service</b>						
273	Music Service Charges per hour • Maintained Schools • Non Maintained Schools	£42.00 £43.50	£2.00 £2.50	4.76% 5.75%	1 April 2023	The proposed new charges are: • Maintained Schools £44.00 • Non Maintained Schools £46.00
274	Music Service Choir Ensemble Fees	£42.00	£2.00	4.76%		The proposed new charge is £44.00
275	Music Service Beginners/Junior/Intermediate Fees	£52.00	£3.00	5.77%		The proposed new charge is £55.00
276	Music Service Orchestra/Band Fees	£62.00	£3.00	4.84%		The proposed new charge is £65.00
<b>Storey Arms</b>						
277	Storey Arms • Cardiff LA schools • Other schools	£88.50 to £354.00 £160.00 to £376.00	£9.50 to £35.00 £16.00 to £38.00	10.73% to 9.89% 10.00% to 10.11%	1 April 2023	The proposed new charges are: • Cardiff LA schools £98.00 to £389.00 • Other schools £176.00 to £414.00
278	UWIC Level 1 2 day Team Building (per head)	£168.00	£17.00	10.12%		The proposed new charge is £185.00
279	Mountain Leader Award Training (6 day) adult training	£485.00	£48.00	9.90%		The proposed new charge is £533.00

## Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
280	2 day non-residential National Governing Body (NGB) award – adult training	£178.00	£18.00	10.11%	1 April 2023	The proposed new charge is £196.00				
281	1 day National Governing Body (NGB) award assessment – adult training	£209.00	£21.00	10.05%		The proposed new charge is £230.00				
<b>Housing &amp; Communities</b>										
<b>Gypsy &amp; Traveller Sites</b>										
282	Gypsy Sites - Rent - per pitch - per week				1 April 2023					
	• Rover Way	£79.55	£8.03	10.1%		The proposed new charge is £87.58				
	• Shirenewton	£88.30	£8.92	10.1%		The proposed new charge is £97.22				
283	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil		No proposed increase				
<b>Disabled Facilities Services</b>										
284	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2023					
285	Disabled Facility Grant Income	£900.00 or 15% whichever the greater								
<b>Libraries/Hubs</b>										
286	Late return penalty charge		Nil	Nil	1 April 2023	No proposed increase				
	• Non-children's book per day (capped at £10.00)	£0.25								
• Spoken word per day (capped at £10.00)	£0.45									
• Music recording per week	£0.65									
• DVD, video or CD ROM per week	£2.60									
• Children's DVD or video per week	£1.50									
287	Loan charge		Nil	Nil						
	• Spoken word - 3 weeks	£1.70								
	• Music recording per week	£0.65								
	• DVD, video or CD ROM per week	£2.60								
	• Children's DVD or video per week	£1.50								
288	PC printouts		£0.05	20.00%	1 April 2023	The proposed new charges are: • A4 £0.30 • A3 £0.50				
	• A4	£0.25								
• A3	£0.45									
289	Photocopies		£0.02	13.33%			1 April 2023	The proposed new charges are: • B/W (A4/A3) £0.17 • Colour - A4 £1.20 - A3 No proposed increase		
	• B/W (A4/A3)	£0.15								
• Colour										
- A4	£1.10									
- A3	£1.60									
290	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20	Nil	Nil						No proposed increase
291	Replacement card		£0.25	10.00%					1 April 2023	The proposed new charges are: • Adult £2.75 • Child £0.65
	• Adult	£2.50								
• Child	£0.60									
292	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders	Nil	Nil		No proposed increase				
293	Hubs room hire		£2.00	10.00%	1 April 2023	The proposed new charges are: • Private £22.00 • Charity / Community Group No proposed increase				
	• Private	£20.00								
• Charity / Community Group	£10.00									
294	Research fee - per hour	£16.00	£1.60	10.00%			1 April 2023	The proposed new charge is £17.60		
295	Scanned or digital images fee - per item	£3.10	£0.30	10.00%				The proposed new charge is £3.40		
296	Photocopies by staff		£0.05	20.00%			1 April 2023	The proposed new charges are: • B/W (A4/A3) £0.30 • Colour - A4 £2.30 - A3 £3.30		
	• B/W (A4/A3)	£0.25								
	• Colour									
	- A4	£2.10	£0.20	9.52%						
	- A3	£3.10	£0.20	6.45%						

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
297	Reproduction • Individual/not for profit • Commercial organisation	£11.00 £26.00	Nil	Nil		No proposed increase
298	Document filming	£20.30				
<b>Libraries/Hubs - Central Library</b>						
299	Meeting Room 4 Hire • Per Hour • Half Day • Full Day • Per Hour for Charities/Community groups	£50.50 £202.00 £404.00 £20.60	£5.05 £20.20 £40.40 Nil	10.00% 10.00% 10.00% Nil	1 April 2023	The proposed new charges are: • Per Hour £55.55 • Half Day £222.20 • Full Day £444.40 • Per Hour for Charities/Community groups No proposed increase
300	Creative Suite Hire • Per Hour • Half Day • Full Day • Per Hour for Charities/Community groups	£60.60 £252.50 £505.00 £20.60	£6.06 £25.25 £50.50 Nil	10.00% 10.00% 10.00% Nil		The proposed new charges are: • Per Hour £66.66 • Half Day £277.75 • Full Day £555.50 • Per Hour for Charities/Community groups No proposed increase
301	ICT Suite Hire • Half Day • Full Day • Per Hour for Charities/Community groups	£202.00 £404.00 £20.60	£20.20 £40.40 Nil	10.00% 10.00% Nil		The proposed new charges are: • Half Day £222.20 • Full Day £444.40 • Per Hour for Charities/Community groups No proposed increase
<b>Adult Community Learning</b>						
302	Category A (Full Fee) - hourly course fee	£6.00	£0.60	10.00%	1 April 2023	The proposed new charge is £6.60
303	Category B (State Pension or FT Student)	£4.50	£0.45	10.00%		The proposed new charge is £4.95
304	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.50	£0.45	10.00%		The proposed new charge is £4.95
<b>Adult Community Learning - Llanover Hall</b>						
305	Theatre hire per hour • Commercial rate • Weekend rate • Charity/Community group rate • Rehearsal / Research	£23.00 £29.00 £19.00 £17.50	£2.30 £2.90 £1.90 £1.75	10.00% 10.00% 10.00% 10.00%	1 April 2023	The proposed new charges are: • Commercial rate £25.30 • Weekend rate £31.90 • Charity/Community group rate £20.90 • Rehearsal / Research £19.25
306	Green Room hire per hour	£14.00	£1.40	10.00%		The proposed new charge is £15.40
307	Pottery Room hire per hour • Without materials/firing • With materials/firing	£17.50 £22.50	£1.75 £2.25	10.00% 10.00%		The proposed new charges are: • Without materials/firing £19.25 • With materials/firing £24.75
308	Meeting Room hire per hour	£14.00	£1.40	10.00%		The proposed new charge is £15.40
309	Multi Arts Room hire per hour	£16.00	£1.60	10.00%		The proposed new charge is £17.60
310	Life Drawing Room hire per hour	£16.50	£1.65	10.00%		The proposed new charge is £18.15
311	Jewellery Room Hire per hour	£10.50	£1.05	10.00%		The proposed new charge is £11.55
312	Stained Glass Workshop	£20.00	£2.00	10.00%		The proposed new charge is £22.00
313	Computer Room hire per hour	£10.50	£1.05	10.00%		The proposed new charge is £11.55
314	Fashion Room hire per hour	£10.50	£1.05	10.00%		The proposed new charge is £11.55
315	Arts/Craft classes - per term	£59.00	£5.90	10.00%	The proposed new charge is £64.90	
316	Pottery classes (includes materials & firing) - per term	£82.00	£8.20	10.00%	The proposed new charge is £90.20	
317	Youth Drama (3 hour class)	£82.00	£8.20	10.00%	The proposed new charge is £90.20	
<b>Childcare Workforce Development</b>						
318	Paediatric First Aid	£50.00				
319	Food Hygiene (Classroom)	£35.00				
320	Food Hygiene (eModule)	£25.00				
321	Emergency First Aid At Work	£35.00				
322	Health And Safety (eModule)	£35.00				
323	Fire Safety (eModule)	£10.00				

## Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
324	Infection Prevention and Control (eModule)	£5.00	Nil	Nil	1 April 2023	No proposed increase
325	Basic Child Protection	£25.00				
326	Advanced Child Protection	£35.00				
327	Agored Food and Nutrition	£20.00				
328	Agored Refresher	£5.00				
329	Connection Before Correction	£20.00				
330	Rubicon Dance	£20.00				
331	Makaton Level 1	£35.00	Nil	Nil	1 April 2023	No proposed increase
332	Makaton Level 2	£35.00				
333	Visual Strategies in Early Years	£20.00				
334	Introduction to Social Communication and Autism	£20.00				
335	Supporting the Development of Play	£20.00				
336	Expectations in the Early Years	£20.00				
337	Managing and Supporting Children Who Bite	£20.00				
338	Writing Risk Assessments in the Early Years	£20.00				
339	Digital Literacy	£20.00				
340	Sensory Experiences	£20.00				
341	WRAP Training	£5.00				
342	Childminding Course	£200.00				
<b>Early Help Room Hire - The Conference Centre</b>						
343	Monmouth Suite	£50.00	Nil	Nil	1 April 2023	No proposed increase
	• Internal rate half day	£75.00				
	• Internal rate full day	£100.00				
	• External rate half day	£175.00				
344	Lecture Theatre	£175.00				
	• Internal rate half day	£250.00				
	• Internal rate full day	£250.00				
	• External rate half day	£300.00				
345	Brecon Suite	£50.00				
	• Internal rate half day	£75.00				
	• Internal rate full day	£100.00				
	• External rate half day	£175.00				
346	Ogmore	£50.00				
	• Internal rate half day	£75.00				
	• Internal rate full day	£100.00				
	• External rate half day	£175.00				
<b>Planning, Transport &amp; Environment</b>						
<b>Bereavement Services</b>						
347	Cremation	£780.00	£40.00	5.13%	1 April 2023	The proposed new charge is £820.00
348	Burial	£880.00	£60.00	6.82%		The proposed new charge is £940.00
349	Grave purchase	£1,000.00	£50.00	5.00%		The proposed new charge is £1050.00
350	Cremated Remains Burial	£360.00	£40.00	11.11%	1 April 2023	The proposed new charge is £400.00
351	Cremated Remains Purchase	£450.00	£50.00	11.11%		The proposed new charge is £500.00
352	Cremated Remains Pre Purchase (Fee includes Grave Purchase Fee EROB)	£1,030.00	£70.00	6.80%		The proposed new charge is £1100.00
353	Grave Reservation at Time of Burial - Single Grave Space Only Surcharge (EROB + Surcharge)	£580.00	£20.00	3.45%		The proposed new charge is £600.00

## Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
354	Grave Reservation at Time of Burial - Single Grave Space Only Surcharge (EROB + Surcharge)	£580.00	£20.00	3.45%		The proposed new charge is £600.00
<b>Bereavement Services - Supplementary Fees &amp; Charges</b>						
355	Certified Extract from the Registers	£15.00	Nil	Nil	1 April 2023	No proposed increase
356	Family History Grave Search including Provision of Grave Occupants	£25.00	£5.00	20.00%		The proposed new charge is £30.00
357	Storage of a Coffin ahead of a Funeral Service	£75.00	Nil	Nil		No proposed increase
<b>Bereavement Supplementary Cremation Fees</b>						
358	Direct Cremation (No Service)	£500.00	-£50.00	-10.00%	1 April 2023	The proposed new charge is £450.00
359	Enhanced Cremation Package	New Charge - See Comment				New charge for 2023-24. The proposed charge is £1,000.00
360	Certificate of Cremation (Duplicate)	£15.00	Nil	Nil		No proposed increase
361	Additional 45 Min Service Time (Thornhill)	£225.00	£75.00	33.33%		The proposed new charge is £300.00
362	Surcharge for Saturday Cremation Service	£225.00	£75.00	33.33%		The proposed new charge is £300.00
363	Cancellation of a Cremation	£740.00	£80.00	10.81%		The proposed new charge is £820.00
<b>Bereavement - Supplementary Burial Fees</b>						
364	Double Interment Fee (2 coffins in a single double grave)	£1,100.00	£310.00	28.18%	1 April 2023	The proposed new charge is £1,410.00
365	Replacement Wooden Burial Marker	£10.00	£5.00	50.00%		The proposed new charge is £15.00
366	Purchase of Pre Fabricated Burial Chamber	£700.00	£50.00	7.14%		The proposed new charge is £750.00
367	Burial in an Existing Vaulted Chamber (Cathays)	£500.00	£50.00	10.00%		The proposed new charge is £550.00
368	Provision of Timber for Shroud Burials	£120.00	£30.00	25.00%		The proposed new charge is £150.00
369	Surcharge for Weekend and Bank Holiday Burials	£280.00	£30.00	10.71%		The proposed new charge is £310.00
370	Double Interment of Cremated Remains (2 caskets or a single double casket)	£525.00	£75.00	14.29%		The proposed new charge is £600.00
371	Hire of Chapel at Thornhill for Burial or Memorial Service	£300.00	Nil	Nil		No proposed increase
372	Hire of Chapel at Cathays for Burial or Memorial Service	£225.00	Nil	Nil		No proposed increase
373	Hire of Chapel at Cathays for a Wedding Ceremony	£350.00	£50.00	14.29%		The proposed new charge is £400.00
374	Test Dig for any grave to Establish Depth (where no record exists)	£440.00	Nil	Nil		No proposed increase
375	Assignment of Exclusive Right of Burial to Another Person	£120.00	£30.00	25.00%		The proposed new charge is £150.00
376	Woodland Marker Replacement Post	£60.00	£35.00	58.33%		The proposed new charge is £95.00
377	Woodland Marker Replacement Inscribed Disc	£50.00	£10.00	20.00%		The proposed new charge is £60.00
<b>Bereavement - Supplementary Cremated Remains Fees</b>						
378	Scattering of Cremated Remains from another Crematoria	£50.00	£10.00	20.00%	1 April 2023	The proposed new charge is £60.00
379	Attendance Fee for Scattering of Cremated Remains	£50.00	£10.00	20.00%		The proposed new charge is £60.00
380	Loose Deposit of Cremated Remains	£100.00	£100.00	100.00%		The proposed new charge is £200.00
381	Large Wooden Casket	£60.00	£15.00	25.00%		The proposed new charge is £75.00
382	Double Wooden Casket	£110.00	£20.00	18.18%		The proposed new charge is £130.00
383	Scatter Tube (Any Design)	£25.00	Nil	Nil		No proposed increase
<b>Bereavement - Audio And Visual Service Fees</b>						
384	Live Webcast of a Burial, Cremation or Memorial Service	£60.00	£5.00	8.33%	1 April 2023	The proposed new charge is £65.00
385	Personal Digital Recording of Burial, Cremation or Memorial Service	£50.00	£5.00	10.00%		The proposed new charge is £55.00
386	Personal Digital Copy of Visual Tribute	£30.00	£5.00	16.67%		The proposed new charge is £35.00
387	Display of single Visual Tribute	£0.00	Nil	Nil		No proposed increase
388	Pro Tribute	£70.00	£10.00	14.29%		The proposed new charge is £80.00
389	Downloadable Copy of Pro Tribute	£10.00	£5.00	50.00%		The proposed new charge is £15.00
390	Visual Tribute - Display of 2 to 25 images	£55.00	£5.00	9.09%		The proposed new charge is £60.00
391	Visual Tribute - Display of 26 to 50 images	£80.00	Nil	Nil		No proposed increase
392	Visual Tribute - Display of 25 Additional Images after 50 (price per 25 images)	£25.00	£5.00	20.00%	1 April 2023	The proposed new charge is £30.00
393	Display of Video Image during Service	£25.00	£5.00	20.00%		The proposed new charge is £30.00
394	Additional AV work by company	£20.00	£5.00	25.00%		The proposed new charge is £25.00
<b>Bereavement - Exhumation Fees</b>						
395	Exhumation Fee	£1,750.00	£650.00	37.14%	1 April 2023	The proposed new charge is £2,400.00
396	Exhumation of Cremated Remains	£380.00	£120.00	31.58%		The proposed new charge is £500.00

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
<b>Bereavement - Memorial Permit Fees</b>						
397	Memorial Permit Fee to carry out works on a Grave (Note this fee is included in the purchase fee for all new graves)	£115.00	Nil	Nil	1 April 2023	No proposed increase
398	Permit Fee for a Wooden Cross	£20.00				
399	Wooden Cross Purchase	£60.00	£15.00	25.00%		The proposed new charge is £75.00
400	Purchase of Baby Memorial Headstone	£380.00	Nil	Nil		No proposed increase
401	Purchase of Baby Memorial Headstone (Heart Shape)	£540.00				
<b>Bereavement - Memorial Plaques</b>						
402	Barbican Memorial Plaque (10 year lease)	£320.00	£30.00	9.38%	1 April 2023	The proposed new charge is £350.00
403	Reservation of Blank Barbican Memorial Plaque (10 Years)	£160.00	£15.00	9.38%		The proposed new charge is £175.00
404	Memorial Kerb Plaques (10 year lease)	£350.00	£10.00	2.86%		The proposed new charge is £360.00
405	Reservation of Blank Kerb Memorial Plaque (10 Years)	£210.00				
406	Provision of Replacement Granite Plaque	£150.00	Nil	Nil		No proposed increase
407	Memorial Kerb Plaques Renewal Fee (per additional 10 years lease)	£210.00				
408	Pre Purchase of additional 10 Year lease for memorial plaques (Price per 10 years)	New Charge - See Comment				New charge for 2023-24. The proposed charge is £210.00
409	Refurbishment of Bronze Memorial Plaque	£100.00	Nil	Nil		No proposed increase
410	Bronze Memorial Plaque (Thornhill Sections XA & K)	£370.00				
<b>Bereavement - Memorial Tree Schemes</b>						
411	Living Memorial Tree Dedication (10 Year Lease with Plaque)	£570.00	£180.00	31.58%	1 April 2023	The proposed new charge is £750.00
412	Living Memorial Tree Dedication Additional Lease cost Per Year	£60.00	Nil	Nil		No proposed increase
413	Living Memorial Tree Dedication Additional or Replacement Plaque	£180.00				
414	Granite Leaf on Memorial Willow Tree (5 Year Lease)	£130.00	£5.00	3.85%		The proposed new charge is £135.00
415	Granite Leaf on Memorial Willow Tree - Renewal or Lease extension per 5 years	New Charge - See Comment				New charge for 2023-24. The proposed charge is £30.00
416	Granite Leaf on Mulberry Tree (5 Year Lease)	£155.00	£5.00	3.23%		The proposed new charge is £160.00
417	Granite Leaf on Memorial Willow Tree - Renewal or Lease extension per 5 years	New Charge - See Comment				New charge for 2023-24. The proposed charge is £50.00
418	Granite Leaf on Memorial Willow Tree - Dear Mum Baby Garden (5 Year Lease)	£60.00	Nil	Nil		No proposed increase
<b>Bereavement - Book of Remembrance</b>						
419	Book of Remembrance Entry (Cost Per Line up to 9 Lines)	£25.00			1 April 2023	No proposed increase
420	Floral Emblem or Other Artwork as Requested	£90.00				
421	Illuminated Capital	£100.00	Nil	Nil		
422	Coloured Capital	£90.00				
423	Personal Remembrance Card (Cost Per Line)	£10.00				
<b>Bereavement - Sanctum Columbaria</b>						
424	Exclusive Right of Placement for 20 years in a Columbaria Unit (Inclusive of Placement and Plaque)	£950.00			1 April 2023	No proposed increase
425	Exclusive Right of Placement for 20 years in a Sanctum 2 Columbaria Unit (Inclusive of Placement and Plaque)	£950.00	Nil	Nil		
426	Exclusive Right of Placement for 20 years in a Sanctum 4 Columbaria Unit (Inclusive of Placement and Plaque)	£1,550.00				
427	Exclusive Right of Placement for 20 years in a Panorama Columbaria Unit (Inclusive of Placement and Plaque)	£950.00				
428	Columbaria Extension of Lease (Per 5 Years)	£135.00			1 April 2023	No proposed increase
429	Second and Subsequent Placements in Columbaria Units (each)	£75.00	Nil	Nil		
430	Provision of Photo Plaque on Tablet	£100.00				
431	Provision of Flower Holder & Vase on Tablet	£100.00				
<b>Bereavement - Memorial Benches</b>						
432	Personal Bench made of Recyclable Material with a Single Plaque for 10 years Lease	£850.00	£50.00	5.88%		The proposed new charge is £900.00

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
433	Plaque on a Pre Placed Shared Bench for 10 Years Lease (3 Plaques per Bench)	£295.00	£5.00	1.69%	1 April 2023	The proposed new charge is £300.00
434	Lease Renewal Fee (Cost per Year)	£75.00	Nil	Nil		No proposed increase
<b>Registration Services</b>						
435	Registration Ceremony - St Dwynwen's Room • Monday - Thursday • Friday	£180.00	£19.00	10.56%	1 April 2023	The proposed new charges are: • Monday - Thursday £199.00 • Friday £199.00
		£195.00	£4.00	2.05%		
436	Registration Ceremony - St David's Room • Monday - Thursday • Friday • Weekends	£310.00	£40.00	12.90%		The proposed new charges are: • Monday - Thursday £350.00 • Friday No proposed increase • Weekends £395.00
		£350.00	Nil	Nil		
		£385.00	£10.00	2.60%		
437	Registration Ceremony - Approved Premises • Monday - Thursday • Friday • Weekends • Bank Holidays	£485.00	£15.00	3.09%		The proposed new charges are: • Monday - Thursday £500.00 • Friday No proposed increase • Weekends £595.00 • Bank Holidays No proposed increase
		£500.00	Nil	Nil		
		£585.00	£10.00	1.71%		
		£650.00	Nil	Nil		
438	Webcast Ceremony	£100.00	Nil	Nil		No proposed increase
439	Keepsake of ceremony	£125.00				
440	Webcast & Keepsake of Ceremony	£125.00	£25.00	20.00%		The proposed new charge is £150.00
441	Registry Office Ceremony	£46.00				No proposed increase
442	Notice Fee	£35.00				
443	Notice Fee (Immigration/Referrals)	£47.00				
444	Citizenship ceremonies	£80.00				
445	Private Citizenship ceremonies	£150.00	Nil	Nil		
446	Photos for Citizenship Ceremonies	£10.00				
447	Certificate	£11.00				
448	Copy Certificates - Priority Service (same day)	£35.00				
449	Registrars Certificate	£11.00				
450	Registrars Fees to Attend Church	£90.00				
<b>Dogs Home</b>						
451	Dogs Home - Puppies Rehoming	£260.00	£20.00	7.69%	1 April 2023	The proposed new charge is £280.00
452	Dogs Home - Other Dogs Rehoming	£200-£550	Nil	Nil		No proposed increase
<b>Planning</b>						
453	Planning Fees (Statutory)	Various	Nil	Nil	1 April 2023	No proposed increase
454	Building Control Charges (Statutory)	Various		Nil		
455	Building Control Charges	Various based on size of scheme	Various	5-10%		The new proposed charges are increased by 5-10%
456	Tree Preservation Orders - search and copy of information • Extract • Full Copy	£15.00	Nil	Nil	1 April 2023	No proposed increase
		£30.00				
<b>Pre Application Advice</b>						
457	Pre Application Advice - Statutory Charges • Householder • Minor Development - (1-9 dwellings; floor space including change of use less than 999m <sup>2</sup> ) • Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m <sup>2</sup> ) • Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m <sup>2</sup> )	£25.00				
		£250.00				
		£600.00				
		£1,000.00				



Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
458	Pre Application Advice Category 'A' Strategic Development <ul style="list-style-type: none"> <li>• 25 or more residential units (including conversion)</li> <li>• 2,000m<sup>2</sup> or more of commercial floor space</li> <li>• change of use of buildings or land over 2000m<sup>2</sup></li> <li>• mixed use development of a site of 1ha and over</li> <li>• development requiring an Environmental Impact Assessment</li> </ul>	£2,500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				
459	Pre Application Advice Category 'B' Major Development <ul style="list-style-type: none"> <li>• 10-24 residential dwellings (including conversion)</li> <li>• 1000m<sup>2</sup> – 1999m<sup>2</sup> of commercial floor space</li> <li>• change of use of buildings or land between 1000m<sup>2</sup> – 1999m<sup>2</sup></li> <li>• development of a site of 0.5ha – 0.99ha</li> <li>• mixed use developments with a combined floor space of 1000m<sup>2</sup> – 1999m<sup>2</sup></li> </ul>	£1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)	Nil	Nil	1 April 2023	No proposed increase
460	Pre application Advice CATEGORY 'C' – Minor Development <ul style="list-style-type: none"> <li>• 1-9 residential dwellings (including conversion)</li> <li>• 100m<sup>2</sup> – 999m<sup>2</sup> of commercial floor space</li> <li>• change of use of buildings or land between 100m<sup>2</sup>-999m<sup>2</sup></li> <li>• mixed use developments with a combined floor space of less than 0.5ha</li> <li>• telecommunications equipment and masts not being confirmation of permitted development</li> <li>• advertisement applications</li> <li>• agricultural developments Pre application advice - development</li> </ul>	£250 plus VAT with additional hourly rate of £100 plus VAT				
461	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate				
<b>Transportation</b>						
462	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £1,224.00 per linear metre for standard residential roads and 7% applied to £1,938.00 per linear metre for new Spine Roads and Avenues.	Differential rates from SPON's Pricing Book	85.29% and 41.18%		The proposed new charges are: Fixed 7% fee applied to a rate of £2,268.00 per linear metre for standard residential roads and 7% applied to £2,736.00 per linear metre for new Spine Roads and Avenues
463	Section 278 Agreement	7.5% engineering fee - cost under £1 million 7% - cost over £1 million	New pricing structure	0.50% 0.00%		The proposed new charges are: 8% engineering fee - cost of schemes less than £500k. 7.5% engineering fee - cost of schemes £500k - £2 million 7% engineering fee - costs over £2 million
464	Road and Street Works Act (RASWA)	Various based on size of scheme				

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
465	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00			1 April 2023	No proposed increase
466	SAB - Sustainable Drainage Approval Body - Application • Per application Plus an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area as follows: • each 0.1 hectare or fraction of 0.1 hectare, for the first 0.5 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares • each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£350.00	Nil	Nil		
		£70.00				
		£50.00				
		£20.00				
	£10.00					
467	SAB - Sustainable Drainage Approval Body - Pre application advice package (includes Review of submitted information & creation of Report) • Minor Development (1-9 dwellings up to 999m <sup>2</sup> ) • Major Development (10-24 dwellings between 1,000- 1,999m <sup>2</sup> ) • Large Major Development (more than 24 dwelling over 1,999m <sup>2</sup> )	£200.00 £450.00 £700.00	£150.00 £150.00 £200.00	75.00% 33.33% 28.57%		The proposed new charges are:  • Minor Development £350.00 • Major Development £600.00 • Large Major Development £900.00
468	SAB - Sustainable Drainage Approval Body - Pre application advice (includes Review of submitted information, 1hr meeting & creation of Report) • Minor Development (1-9 dwellings up to 999m <sup>2</sup> ) • Major Development (10-24 dwellings between 1,000- 1,999m <sup>2</sup> ) • Large Major Development (more than 24 dwelling over 1,999m <sup>2</sup> )	£300.00 £600.00 £800.00	£200.00 £100.00 £400.00	66.67% 16.67% 50.00%		The proposed new charges are:  • Minor Development £500.00 • Major Development £700.00 • Large Major Development £1,200.00
469	SAB - Sustainable Drainage Approval Body - Other services • Site Visit (if required over & above the pre application package) • Technical Advice	£168.00 per visit £50.00 per hour	Nil £50.00	Nil 100.00%		The proposed new charges are:  Site Visit No proposed increase Technical Advice £100.00 per hour
470	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00	Nil	Nil		No proposed increase
471	Road Safety Audits (RSA) • Essential RSA • Stage 1 RSA • Stage 2 RSA • Stage 3 RSA • Pre-commissioning audit	£189.00 £300.00 £566.00 £834.00 £1,236.00	new pricing structure & classification of audits	new pricing structure & classification of audits		The proposed new charges are: • Essential RSA £750.00.00 • Stage 1 RSA £1,500.00 • Stage 2 RSA £2,000.00 • Stage 3 RSA £2,000.00 • Pre-commissioning audit £1,000.00
472	Road Safety Learn to Ride Courses • Level 1 Holiday Course • Level 2 Holiday Course	£20.00 £10.00	Nil £10.00	Nil 100.00%		The proposed new charges are: • Level 1 Holiday Course No proposed increase • Level 2 Holiday Course £20.00
473	Signage Application/Feasibility Study Design and Signals	£255.00	£13.00	5.10%		The proposed new charge is £268.00
474	Equality Impact assessments & access audits	£500.00	£25.00	5.00%		The proposed new charge is £525.00
475	Sign Design and Signals	Various based on size of scheme				Charge is based on size of scheme

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
476	Clamping & Removal of Untaxed Vehicles	£100.00	Nil	Nil	1 April 2023	No proposed increase
	• Release from clamp or compound if within 24hrs of offence	£200.00				
	• Release from pound 24hrs or more after offence					
477	• Surety Fee (deposit in lieu of tax)	£160.00	Nil	Nil	1 April 2023	No proposed increase
	- Motorcycles, light passenger vehicles and light goods vehicles	£330.00				
	- Buses, recovery vehicles, haulage vehicles and goods vehicles	£700.00				
	- Exceptional vehicles such as large lorries or coaches	£21.00				
• Storage per complete day at pound (if instantly removed the first 24hrs is not charged)						
478	Clamping & Removal of Illegally Parked Vehicles	£40.00	Nil	Nil	1 April 2023	No proposed increase
	• Clamp removal fee	£105.00				
	• Vehicle removal charge	£12.00				
	• Storage per day, or part of day during which the vehicle is impounded	£50.00				
• Vehicle disposal charge						
479	Abandoned Vehicle - Fixed Penalty Notice	£200.00				
479	Accident Information					
	Per location requested	£425.50	£42.50	9.99%		The proposed new charges are:
	• Up to 40 collisions	£851.00	£85.00	9.99%		• Up to 40 collisions - £468.00
• Between 40-80 collisions					• Between 40-80 collisions - £936.00	
• >80 collisions	Ad-hoc				• >80 collisions Ad Hoc	
480	Temporary Traffic Regulation Orders (TTRO)	£2,000.00	£800	40.00%		The proposed new charges are:
	• TTRO Emergency notices	£2,000.00	£1,500	75.00%		• TTRO Emergency notices £2,800.00
	• TTRO 18 Month Order					• TTRO 18 Month Order £3,500.00
	Event TTROs					
• Community Event (fewer than 500 people attending)	£2,000.00	-£1,000	-50.00%		• Community Event (fewer than 500 people attending) £1,000.00	
• Large Event (greater than 500 people attending)	£2,000.00	£0.00	Nil		• Large Event (greater than 500 people attending) No proposed increase	
481	Traffic Data - Per Junction					The proposed new charges are:
	• Signal layout drawing inc Method Of Control	£74.70	£7.40	9.91%		• Signal layout drawing inc Method Of Control £82.10
	• SCOOT and/or fixed time plan timings	£74.70	£7.40	9.91%		• SCOOT and/or fixed time plan timings £82.10
• Controller specification which would include the phase mins, intergreens, phase delay	£128.20	£12.80	9.98%		• Controller specification which would include the phase mins, intergreens, phase delay £141.00	
482	Traffic Signal - Switch Offs	£393.00 per switch off/on plus a £60.00 admin charge per invoice	39.00	9.92%		The proposed new charge is £432.00 per switch off/on plus a £60.00 admin charge per invoice
483	Land / Property Searches	£100.00	£10.00	10.00%		The proposed new charge is £110.00
484	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil		No proposed increase
485	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
486	Trade/Shop Front Displays on the Highway	£200.00	£20.00	10.00%		The proposed new charge is £220.00
487	H Bar Markings	£162.75	£16.25	9.98%		The proposed new charge is £179.00
488	Skip Licence - Standard Charge					The proposed new charges are:
	• 7 days	£38.87	£3.89	10.01%		• 7 days £42.76
• 28 days	£77.74	£7.77	9.99%		• 28 days £85.51	
489	Section 171 Opening Up Notice	£283.25	£28.30	9.99%		The proposed new charge is £311.55
490	Section 171 Licence - Building Materials on the Highway	£55.00	£5.00	9.09%		The proposed new charge is £60.00
491	Section 50 - Installation of Equipment, In ,On or Above the Public Highway - per 200m	£576.80	£57.60	9.99%		The proposed new charge is £634.40
492	Road Space Booking	£35.00	£5.00	14.29%		The proposed new charge is £40.00

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
493	Containers Sited on the Public Highway - Up to 20m squared - Over 20m squared - Renewals	£105.00 £263.00 £105.00	New pricing structure		1 April 2023	- Under 3m squared £110.00 - Up to 20m squared £250.00 - Over 20m squared £350.00 - Renewals 75% of initial charge
494	Cherry Picker/Mobile Elevating Work Platform (MEWP) -Under 10m2 per 7 days - Over 10m2 per 7 days	£189.10	Various	-20% & 32%		The proposed new charges are: -Under 10m2 per 7 days £150.00 - Over 10m2 per 7 days £250.00
495	Mobile Cranes	£525.00	£225.00	42.86%		The proposed new charge is £750.00
496	Tower Crane Oversail - per 28 days on the Highway	£525.00	-£375.00	-71.43%		The proposed new charge is £150.00
497	Permits for Hoardings on the Public Highway - Under 12m2 for 28days - Between 12m2-62m2 for 28 days - Above 62m2 for 28 days - Renewals after 28 day period	£110.30 £341.40 £105.00 £289.00	various	new pricing structure		The proposed new charges are: - Under 12m2 for 28days £110.30 - Between 12m2-62m2 for 28 days £341.40 - Above 62m2 for 28 days £105.00 - Renewals after 28 day period £289.00
498	Scaffold Licences - Under 12m2 for 28 days - Between 12m2-62m2 for 28 days - Above 62m2 for 28 days - Renewals - 75% of initial charge for next 28 days	£158.00 £263.00 £578.00 £105.00	New pricing structure			The proposed new charges are: - Under 12m2 for 28 days £158.00 - Between 12m2-62m2 for 28 days £263.00 - Above 62m2 for 28 days £578.00 - Renewals - 75% of initial charge for next 28 days £105.00
499	Vehicle Crossovers	£189.10	£18.90	9.99%		The proposed new charge is £208.00
500	Confirmation payment for Vehicle crossovers	£131.30	£13.10	9.98%		The proposed new charge is £144.40
501	Advertising Frame Permits - New Applications	£199.60	£19.90	9.97%		The proposed new charge is £219.50
502	Advertising Frame Permits - Renewals	£147.10	£14.70	9.99%		The proposed new charge is £161.80
503	Tables & Chairs on the Public Highway - by m2 any location unless - located in Mill Lane	£231.00 £578.00 £1,040.00 £1,040.80 plus £36.80 for every chair over 40	New pricing structure			The proposed new charges are: - any location £65.00 per m2 - located in Mill Lane £80.00 m2
504	Smoking Enclosures • Up to 12 square metres •Over 12 square metres	£236.40 £394.09	New pricing structure			The proposed new charge is £35.00 per m2
505	Charges for Temporary Signs	£72.00	£4.00	5.56%		The proposed new charge is £76.00
506	Additional Inspections	£62.00	Nil	Nil	No proposed increase	
507	Road and Street Works Act (RASWA) Supervisory Charge	£47.50				
508	Road and Street Works Act (RASWA) - All Inspections	£47.50	Nil	Nil	No proposed increase	
509	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
510	Section 74 Notice - Charges for Overstays	£100-£2,500				
511	Highways Fixed Penalty Notices • Skips breach of Licence • Skips no Licence • A boards • Street Cafés • Fly Posting • Free Distribution of Literature • Scaffolding	£100.00 £100.00 £100.00 £100.00 £100.00 £100.00 £100.00				
512	School Transport Bus Passes	£400.00	£50.00	12.50%	The proposed new charge is £450.00	
513	Replacement of School Bus Passes	£10.00	Nil	Nil	No proposed increase	

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
514	Disclosure Barring Service (DBS) check for School Transport)	£44 for charge £10 admin charge	-£8.00 £14.00	-18.18% 140.00%		The proposed new charges are: £36.00 for DBS Charge £24.00 admin charge
515	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees	Nil	Nil		No proposed increase
516	Bus Service Publicity & Infrastructure	Based on cost of work plus 10% - administration fees				
<b>Parking</b>						
517	Parking Penalty Charge Notices	£50 or £70, reduced by 50% if paid in 14 days	Nil	Nil	1 April 2023	No proposed increase
518	Moving Traffic Offences	£70, reduced by 50% if paid in 21 days				
519	Replacement Blue Badges	£10.00				
520	Blue Badge Fraud	£360.00				
521	Parking Dispensations • Prohibited Parking Areas • Permitted Parking Areas	• £20 Application Fee plus £15 per day or part day • £20 Application Fee plus £10 per day or part day	• Nil • £5.00	• Nil • £50.00%		The proposed new charges are: • £20 Application Fee plus £15 per day or part day  • £20 Application Fee plus £15 per day or part day
522	Parking Suspensions • City Priority Zones  • All Other Areas	• £58 Application fee plus £15 per 6m of vehicle or £15 per pay & display or limited waiting bay • £58 Application fee plus £10 per 6m of vehicle or £10 per pay & display or limited waiting bay	• Nil • £5.00	• Nil • £50.00%		The proposed new charges are: • £58 Application fee plus £15 per 6m of vehicle or £15 per pay & display or limited waiting bay  • £58 Application fee plus £10 per 6m of vehicle or £15 per pay & display or limited waiting bay
523	Trade Waivers • 1 hour • 1 day • 7 days • 28 days	£8.00 £24.00 £35.00 £60.00	Nil	Nil		No proposed increase
524	Medical Permits	£10.00	Nil	Nil		No proposed increase
525	Motorcycle permits	£3.25-£7.5	Nil	Nil		No proposed increase
526	Carer permits	£5.00	Nil	Nil		No proposed increase
527	Car Park Season Passes • 1 month • 3 months • 6 months • 12 months	£110 £300 £550 £1,025	£20 £40 £90 £135	18.18% 13.33% 16.36% 13.17%	The proposed new charges are: • 1 month £130.00 • 3 months £340.00 • 6 months £640.00 • 12 months £1,160.00	

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
528	Business Permits - On Street	£40	Nil	Nil	1 April 2023	No proposed increase
	Based on CO2 emissions	£60				
	>100	£80				
	101-110	£100				
	111-225	£80				
	226+	£20				
	Vehicles registered before March 2021	£120				
	Diesel Surcharge					
	No band					
529	Business Permits - Car Parks	6 mths - £25.00 12 mths - £50.00	£15.00 £30.00	60.00%	1 April 2023	The proposed new charges are:  6 mths - £40.00 12 mths - £80.00
	>100					
	101-110					
	111-225					
	226+					
	Vehicles registered before March 2021					
	Diesel Surcharge					
	No band					
530	On Street Parking	Various	Average of £0.50p/hr	Various		
531	Car Parks	Various	Average of £1.00/hr	Various		
532	Resident Parking Permits	£7.50	£16.50	220.00%	1 April 2023	The proposed new charges are: • 1st permit & visitor only £24.00 • 2nd permit & visitor £54.00
	• 1st permit & visitor only	£30.00	£24.00	80.00%		
	• 2nd permit & visitor					
<b>Charges for Street Numbering of Properties</b>						
533	All Street naming & Numbering	£129.25 per street plus £54.50 per unit (plot/unit)	£12.75 per street plus £2.50 per unit (plot/unit)	9.86% plus 4.59%	1 April 2023	The proposed new charge is £142.00 per street plus £57.00 per unit (plot/unit)
534	Searches/Address Confirmation	£52.50	£5.25	10.00%		The proposed new charge is £57.75
<b>Governance &amp; Legal Services</b>						
<b>Searches</b>						
535	Search Fees	£125.00	£5.00	4.00%	1 April 2023	The proposed new charge is £130.00
<b>Property Fees</b>						
536	Sale of Land	Charge based on time spent. Minimum fee £635	£15.00	2.36%	1 April 2023	The proposed new charge is a minimum fee of £650.00
537	Purchase/Exchange of land	Charge based on time spent min £635	£15.00	2.36%		The proposed new charge is a minimum fee of £650.00
538	Registration fee on notice of assignment / underletting / charge	£110.00	£10.00	9.09%		The proposed new charge is £120.00
539	Consent for Assignment/Underletting/Change of Use/Alterations	£490.00	£30.00	6.12%		The proposed new charge is £520.00
540	Grant of Shop Lease	Charge based on time spent	Nil	Nil		No proposed increase
541	Workshops Lease	£310.00	£15.00	4.84%		The proposed new charge is £325.00
542	Grant of Industrial Lease	Charge based on time spent	Nil	Nil		No proposed increase
543	Market Tenancies	£365.00	£5.00	1.37%		The proposed new charge is £370.00
544	Lease Renewals	£365.00	£5.00	1.37%		The proposed new charge is £370.00
545	Variations/Surrenders	£405.00	£20.00	4.94%		The proposed new charge is £425.00
546	Easements	£475.00	£15.00	3.16%		The proposed new charge is £490.00
547	Wayleaves/licences	£325.00	£25.00	7.69%		The proposed new charge is £350.00
548	Deed of Postponement	£125.00	£15.00	12.00%		The proposed new charge is £140.00
549	Release of Covenant	£385.00	£15.00	3.90%		The proposed new charge is £400.00
550	Transfers subject to mortgage	£275.00	£15.00	5.45%		The proposed new charge is £290.00
551	Vacating receipts	£85.00	£10.00	11.76%		The proposed new charge is £95.00
552	Sales of freehold /lease extensions	£610.00	£40.00	6.56%	The proposed new charge is £650.00	

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
553	Deeds of variations (RTB leases)	£255.00	£20.00	7.84%	1 April 2023	The proposed new charge is £275.00
554	Nursing home charge fees	£90.00	£10.00	11.11%		The proposed new charge is £100.00
555	Shared equity scheme resales redemptions	£430.00	£20.00	4.65%		The proposed new charge is £450.00
556	Miscellaneous bespoke agreements - minimum fee, charge actual time spent	Charge based on time spent	Nil	Nil		No proposed increase
557	Legal charges/debentures	Charge based on time spent	Introduce minimum	Nil		The proposed new charge is based on time spent (minimum £650)
<b>Planning Fees</b>						
558	Standard S106 - minimum fee, charged at actual time spent	Minimum Fee - £1,570.00	£10.00	0.64%	1 April 2023	The proposed new charge is Minimum Fee £1,580
559	Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent	Minimum fee - £2,330.00	Nil	Nil		No proposed increase
560	Unilateral obligations for S106	£1,000.00				
561	Unilateral obligations for S106 in relation to Appeals	£1,000.00				
562	Deed of variation for S106	£700.00	£50.00	7.14%		The proposed new charge is £750.00
563	Consent to disposals under S106 restriction	£90.00	£5.00	5.56%		The proposed new charge is £95.00
<b>Highway Agreements</b>						
564	Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent	Minimum charge £550	£25.00	4.55%	1 April 2023	The proposed new charge is £575.00
565	Section 38/278 Highway Agreements	1.5% of Bond Sum	Nil	Nil		No proposed increase
566	Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent	Minimum charge £550	£25.00	4.55%		The proposed new charge is £575.00
<b>Resources</b>						
<b>Meals on Wheels</b>						
567	Meals on Wheels - Hot meal only	£4.10	£0.12	2.93%	1 April 2023	The proposed new charge is £4.22
568	Meals on Wheels - Hot meal with dessert	£4.74	£0.14	2.95%		The proposed new charge is £4.90
<b>Telecare (24/7 Services)</b>						
569	Community Alarm Service - Contact Only - per week	£2.62	£0.08	3.05%	1 April 2023	The proposed new charge is £2.70
570	Community Alarm Service - Contact and Mobile Response - per week	£5.42	£0.16	2.95%		The proposed new charge is £5.58
571	Telecare Plus Packages - per week (Adult Services referrals)	£5.26				
572	Telecare SIM Units - monthly charge	£6.50	Nil	Nil		No proposed increase
573	Supply and installation of telecare monitoring unit	£125.00				
574	Installation of telecare monitoring unit	£35.00	£15.00	42.86%		The proposed new charge is £50.00
575	Installation of telecare monitoring unit AND pendant	£50.00				
576	Replacement Telecare pendant	£40.00				
577	Supply / installation of keysafe for mobile response customer	£50.00	Nil	Nil		No proposed increase
578	Supply / installation of keysafe for contact only customer	£65.00				
579	Supply / installation of keysafe for non-Telecare customer	£99.00				
<b>Telecare (for Housing Associations)</b>						
580	Community Alarm Service - Contact Only - per week (Housing Association)	£1.99			1 April 2023	No proposed increase
581	Community Alarm Service - Contact Only - per week (Housing Association - BLOCK PURCHASE)	£1.25				
582	Community Alarm Service - Contact and Mobile Response - per week	£4.13	Nil	Nil		
583	Community Alarm Service - Contact and Mobile Response - per week (Housing Association - BLOCK PURCHASE)	£2.58				
584	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) - WEEKDAYS (5)	£30.89				
585	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) - WEEKEND (2)	£17.19				
586	Weekly Charge for Building Checks (per tenant/property) - WEEKDAYS (5)	£0.80				

Appendix 5 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
587	Weekly Charge for Building Checks (per tenant/property) - WEEKENDS (2)	£0.48	Nil	Nil	1 April 2023	No proposed increase
588	Weekly Charge for Welfare Checks (per tenant/property) - WEEKDAYS (5)	£0.60				
589	Weekly Charge for Welfare Checks (per tenant/property) - WEEKENDS (2)	£0.36				
590	Out of Hours Call Handling - Cost per Call	£3.50				
<b>Security (24/7 Services)</b>						
591	Annual charge per site for holding keys	£250.00	Nil	Nil	1 April 2023	No proposed increase
592	Alarm Monitoring (Fire, Intruder, Environmental) - Annual charge per service	£250.00				
593	Lift Monitoring (Annual, per lift)	£300.00				
594	Call out charge for first hour on site - weekday	£30.00				
595	Charge per hour after first hour - weekday	£15.00				
596	Call out charge first hour on site - unsociable hours	£35.00				
597	Charge per hour after first hour - unsociable hours	£18.90				
598	Call out charge first hour on site - weekends	£40.00				
599	Charge per hour after first hour - weekends	£21.32				
600	Public holiday call out	£45.00				
601	Charge per hour after first hour - public holiday	£35.00				
<b>Social Services</b>						
602	Maximum Charge for Non-Residential Care Services - per week	£100.00	See Comment			Maximum charge set by WG. Actual charge subject to means testing.
<b>Externally Set</b>						
603	Rent Smart Wales - licensing / registration charges	Various - See Comment				These fees are set and approved by Welsh Government
604	Shared Regulatory Service					These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.
<b>Cardiff Port Health Authority</b>						
605	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£110.00	See Comment	See Comment	1 April 2023	New charges will be confirmed in Jan'23. We have no control over these charges as they come via the Association of Port Health Authorities.
606	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£150.00				
607	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£220.00				
608	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£285.00				
609	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£365.00				
610	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£425.00				
611	Port Health - Vessels with 50 - 1000 persons	£425.00				
612	Port Health - Vessels with over 1000 persons	£725.00				
613	Port Health - Extensions	£80.00				



By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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**STRONGER  
FAIRER  
GREENER**



# Consultation on Cardiff Council's 2023/24 Budget Proposals

## Report

February 2023



## Consultation on Cardiff Council’s 2023/24 Budget Proposals

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## Background

There is a legal duty on all Councils in England and Wales to deliver a balanced budget to fund the running of services.

Councils across the UK are facing huge financial pressures driven by the lasting impact of Covid-19 and the cost-of-living and energy crises. Cardiff Council is no exception and is facing cost increases of over £76m.

These cost increases and delivery pressures are as great as anything the Council has experienced over the past 15 years. This means that public services must continue to identify every possible opportunity to deliver efficiencies, drive down cost and, in some cases, even reduce the level of service being delivered.

### Why is the Council Facing a Budget Gap?

The cost of delivering services has increased by over £76m, which means that the Council is facing a projected funding gap of £24.2 million. This is the gap between the projected cost of delivering our services and the amount of resources available. Despite Welsh Government providing funding which has increased the Council's budget for next year, it is not enough to cover the cost of delivering services, leaving a budget gap that needs to be closed.

There are a number of reasons why the Council is projecting such a large budget gap.

- **Increasing Demand for our Services:** As the cost-of-living crisis deepens, more and more people are turning to the Council for support, which means that the demand for our services is increasing. We know, for example, that the number of people claiming Universal Credit is almost double the pre-pandemic level, with the number of people accessing our advice service also having doubled since April last year. The amount of social services casework has also increased significantly over the past two years whilst free-school-meal caseloads have increased substantially. With more people seeking to access Council services, the cost of delivery is going up.
- **Inflationary Pressures:** With inflation now over 10%, the costs of delivering public services and investing in our buildings and infrastructure are all going up.
  - **Energy:** Soaring energy prices means that the Council is looking at paying an extra £12m next year to heat our buildings and light our streets.
  - **Pay:** We believe public sector employees – who deliver vital services across the city – should be paid fairly. Higher pay awards than were initially budgeted for are being agreed, although they are still significantly below the rate of inflation for a number of Council staff, and below the private sector pay increases that are being seen.
  - **Food, Fuel and Transport:** The costs of buying food, fuel and transport – to deliver school meals and school transport – are all going up.

- **Legacy of Covid:** The lasting impact of Covid is still being felt, with some services experiencing an ongoing loss of income whilst others are facing greater challenges and more complex issues as they support recovery.

Even though Cardiff Council is due to receive an increase in Welsh Government support of 9% for next year, it is not enough to meet the additional costs the Council is now facing.

### How We Propose to Close the Gap

The budget gap will need to be closed through a combination of:

- **Efficiency Savings and Service Change Proposals:** The Council is committed to protecting frontline services and is therefore looking to generate as much savings as possible through back-office efficiencies. This means driving down the running cost of our buildings, reducing the amount of office space we need, and using new technology where it can save us money. The scale of the financial challenges also means that the Council has been looking at a managed reduction in the number of staff employed, using voluntary severance to generate savings, whilst keeping compulsory redundancies to a minimum.

Taken together, these efficiency savings will make the biggest contribution to closing the budget gap. Unfortunately, they will not be enough, and some changes to services may be necessary to balance the books. That is why we want to know what the people of Cardiff think about some of the potential changes that we could make to save money.

- **Council Tax:** Council Tax accounts for only 26% of the Council's budget, with the remainder coming from the Welsh Government. Each increase of 1% in Council tax generates around £1.6m, therefore closing the budget gap through tax increases alone is not realistic, especially in a cost-of-living crisis.
- **Use of Reserves:** The Council has to be very careful when using its financial reserves, there is only a limited amount available and once they're gone, they're gone. The majority of the Council's reserves are earmarked for specific purposes and are therefore already committed in support of delivering services, for example funding one-off community initiatives and supporting Homelessness Prevention Services. The Council does maintain a level of General Balance totalling £14.2M to cover unforeseen costs and this equates to less than 2% of the Council's overall net budget.

## Methodology

Consultation on the Council's budget proposals for 2023/24 was undertaken by the Cardiff Research Centre. The consultation ran from 23<sup>rd</sup> December 2022 to 29<sup>th</sup> January 2023, following the budget announcement from the Welsh Government on 14<sup>th</sup> December 2022.

The survey was available online and in hard copy, in English, Welsh, Arabic and Polish.

The Cardiff Research Centre worked closely with partnership organisations to ensure as representative a response as possible. In a bid to ensure the survey was promoted as widely as possible, the survey was promoted via:

### a) Email

- Organisations known to work with less frequently heard groups (see [Appendix 12](#))
- Cardiff's Citizen's Panel
- Ward members in areas known to traditionally have a low response rate

### b) Internet/intranet

The survey was hosted on the Council website, at [www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget), with the scrolls on the homepage and pop-ups promoting the consultation appearing on busy pages of the website. It was also promoted to Council employees via DigiGov, Intranet and Staff Information.

An accessible version of the survey (for use with screen readers) was made available alongside the main survey.

The webpage received 9,287 views in total across both the English and Welsh versions, with 232 accessing the page from the scrolling bar on the homepage of the website.

### c) Social media

The survey was promoted on the Council's corporate Facebook, Twitter, Instagram and Linked In accounts by the Corporate Communications Team throughout the consultation period (to a combined audience of around 172,000 followers).

Targeted promotion was facilitated via stakeholder's social media accounts and Facebook 'boosts' of paid advertising aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc'\* of the city. Seventy-six posts were published, which were viewed 178,988 times, with 2,509 clicks through to the Budget Consultation page.

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\* See [Appendix 11](#) for map of 'Southern Arc'



**d) Hard copies**

Hard copies of the survey were made available in Hubs, libraries and community buildings across the city from Monday 9<sup>th</sup> January; they were also provided to Members Services, for all councillors to distribute.

Partner organisations were invited to request hard copies for distribution.

**e) Youth Survey**

The Child Friendly Cardiff team created a modified version of the survey using less formal language, and distributed this to members of the Council's Youth Panel for completion online between 24<sup>th</sup> January and 5<sup>th</sup> February 2023.

**f) Face to face interviews**

An assessment of results received was made approximately halfway through the survey window to understand the profile of respondents. Officers went out to areas with the lowest levels of response to gather views of residents about the budget proposals, particularly those belonging to under-represented groups.

Areas identified were Adamsdown, Caerau, Cathays, Ely, Grangetown, Llanrumney, Rumney, Splott and St Mellons; interviews were also conducted in Central Library, capturing respondents for across the city.

Whilst respondents in some areas were very positive about being asked for their views, and welcomed the opportunity to speak to a council officer about the issues raised, other areas saw poor engagement with little interest, which was hampered by poor weather affecting footfall.

## Response

After data cleansing to remove blank and duplicated responses, a total of 5,932 responses were received for the main survey, with a total of 115 responses to the Youth survey.

A total of 107 face-to-face interviews were undertaken.

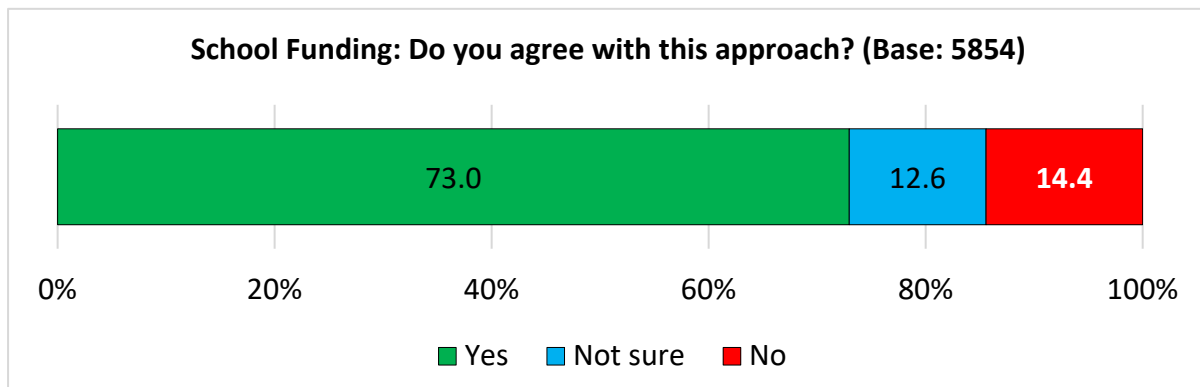
## The Use of Council Buildings and Assets

### Funding for Schools

*The Council anticipates that schools will face cost increases of £25m in 2023/24 and we propose to fund this amount in full, without asking schools to make any savings.*

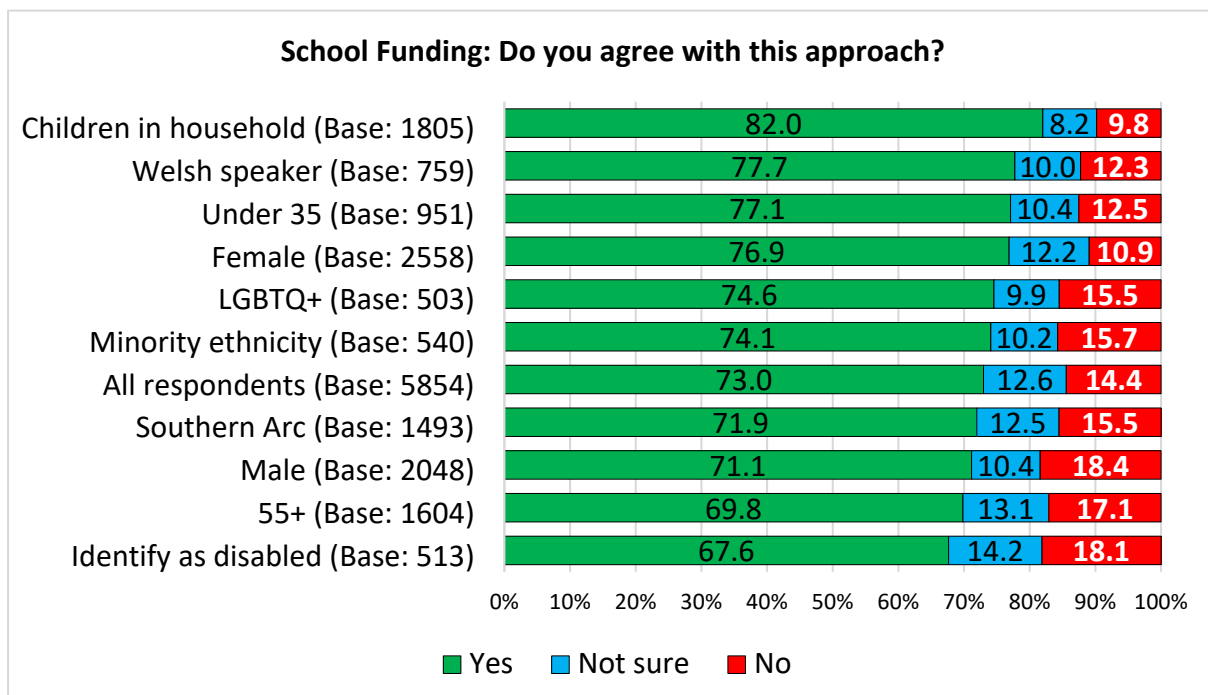
#### 1. Do you agree with this approach?

Almost three quarters of those surveyed (73.0%) agreed with the approach of fully funding the cost increases faced by schools, with one in seven (14.4%) disagreeing with this proposal.



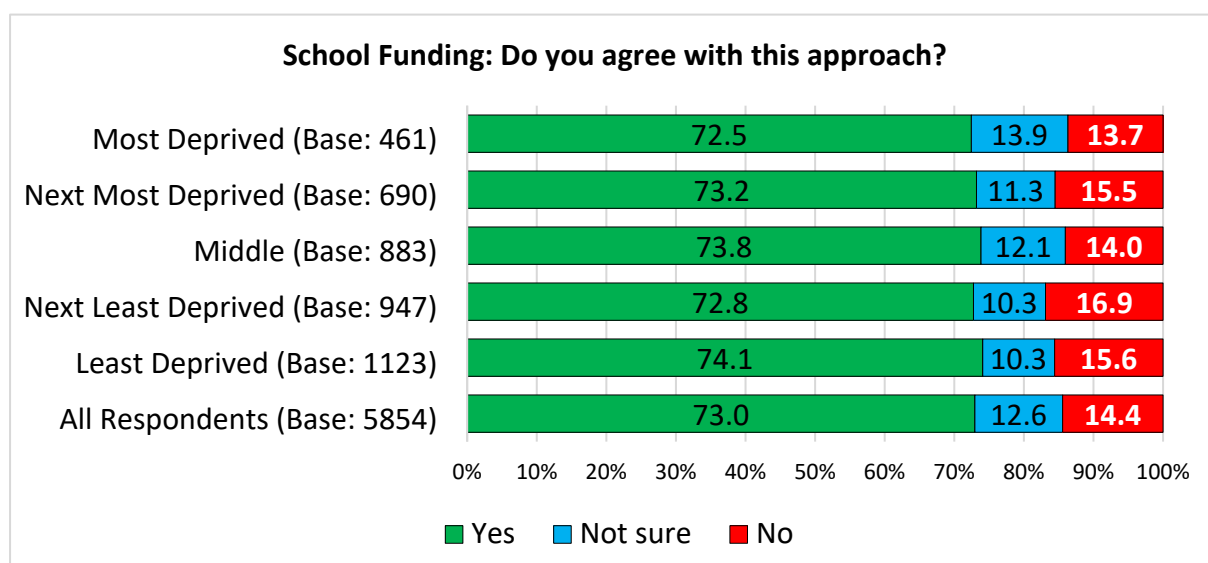
Respondents with children in their household were most likely to agree with this proposal (82.0%).

Almost a fifth of males (18.4%), and respondents identifying as disabled (18.1%) disagreed.



Base sizes shown in brackets

There was a consistency of opinion across levels of deprivation:



Base sizes shown in brackets

### Please tell us why you disagree

Those disagreeing with the proposal were asked to give reasons for this; 637 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 1](#).

Theme	No.	%	Example Comments
<b>Schools should also look for efficiencies / share burden</b>	488	76.6	<ul style="list-style-type: none"> <li>- They have to find savings just like any other public service</li> <li>- Schools should still look to save when can</li> <li>- There are always ways to make savings, however small</li> <li>- I have experience of school budgeting and the money is there. We are overpaying certain staff members and have people inept controlling the finances.</li> <li>- Schoolchildren should not suffer but such a huge increase should be queried in case savings can be made</li> <li>- Whilst I don't object wholesale, I would expect that schools could introduce cost saving, such as reduced heating, which may only provide some savings</li> </ul>
<b>Schools/Education have inefficiencies / waste money / spend unwisely</b>	85	13.3	<ul style="list-style-type: none"> <li>- There is mismanagement across the Council portfolio, and schools are no exception</li> <li>- There are clear savings to be made in schools. The first and last weeks of any term are wasted on exercises such as school concerts with no real teaching occurring. Close the schools for these periods or provide proper teaching of the curriculum</li> <li>- Schools can make savings by ditching Welsh for non-speakers and diversity projects</li> </ul>

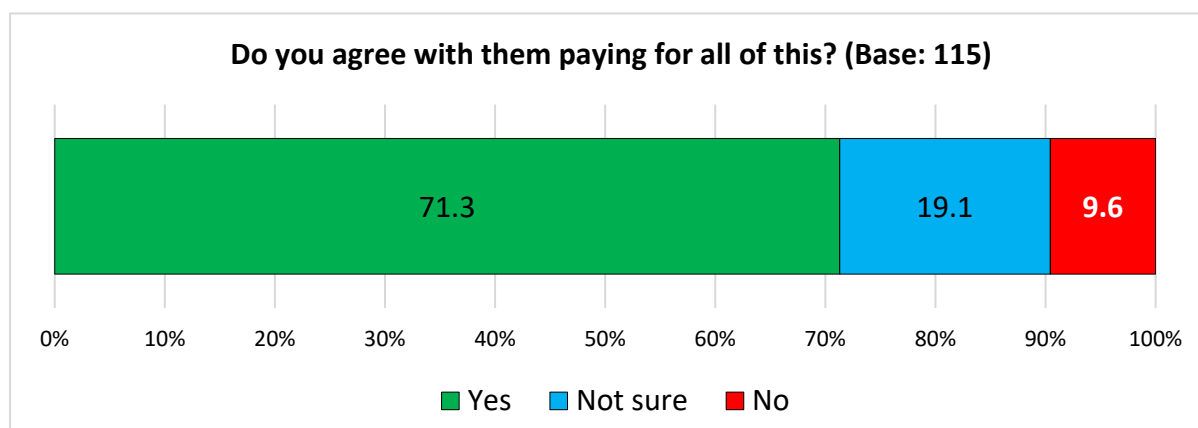
			<ul style="list-style-type: none"> <li>- Teachers are overpaid and the schools badly managed, they will just waste the money.</li> <li>- Schools simply must have inefficiency in them. It simply isn't fair that other services and taxpayers support that.</li> </ul>
<b>Schools have reserves / can get money from elsewhere</b>	37	5.8	<ul style="list-style-type: none"> <li>- What reserves are schools using first?</li> <li>- Schools can do more to raise funds by doing the following: social enterprises, raising funds through running a food cooperative. Opening schools to be used as community spaces i.e. hiring of facilities and shared spaces. For example, running Car boot sales. Adult learning courses on weekends.</li> <li>- Schools should be encouraged to raise funds themselves it's good for children and the community.</li> <li>- Schools shouldn't be exempt from the funding pressures and many have significant reserves they can draw on.</li> </ul>

### Youth Survey

The Council believes that the price they pay to run schools this year will go up by £25 million in 2023/24. They have said that they will use their money to pay for all of this without asking schools to make their own savings to bring the price down.

Do you agree with them paying for all of this?

A similar proportion of those taking part in the Youth Survey agreed with this proposal, with around one in ten (9.6%) disagreeing.



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## Face-to-Face Interviews

Most of those taking part in face-to-face interviews supported this proposal:

*"I agree, because of the economic crisis. It is not ok to cut their (school staff) living standards further. Don't cut funding"*

Female, 65-74, Splott

*"I think the most important thing is the schools, so I agree with it."*

Female, 25-34, Riverside, mum of 6

*"Not sure. Where will the money come from? Will it be a rise in Council Tax?!"*

Male, 34-44, Plasnewydd

*"No money from schools is good. Don't take money from schools"*

Female, 16-24, Llanrumney, mum of 4

*"How can a school save? Children need to be warm, and in better conditions."*

Female, 45-54, Penylan, interviewed in Central Library

## Hubs & Libraries

*There are 20 Hubs & Libraries in Cardiff which provide and host a variety of highly valued services across the city, including free wi-fi, public PCs and, of course, library provision. Some of the services on offer include essential advice and support to help people manage their finances and find work.*

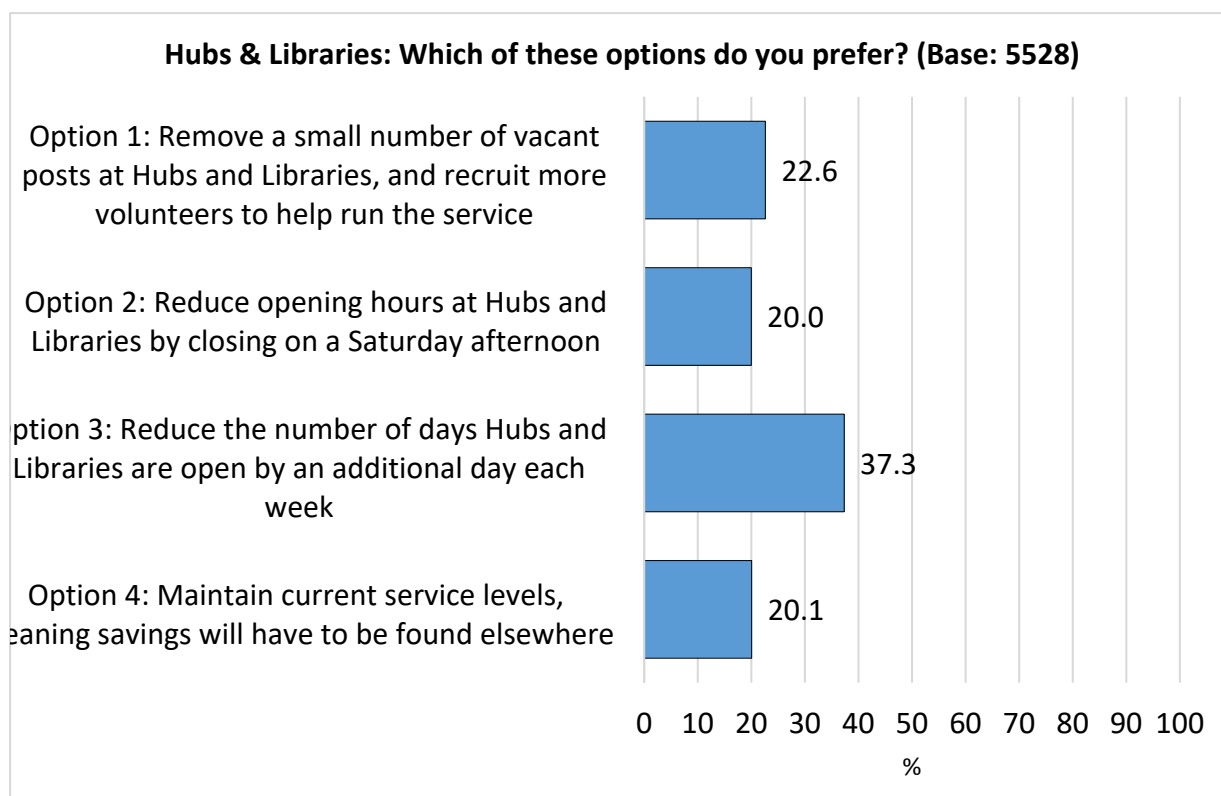
*Hubs and Libraries are also a focal point for hosting community activities which are essential to well-being, particularly for vulnerable groups of people. These activities include providing warm spaces for people to spend time and have a coffee and engage in group sessions such as singing, walking or gentle exercise classes. Specialised provision is also available, such as dementia cafes, as well as book clubs for adults and story time for children.*

*The Council is considering changes to Hubs and Libraries to help save money. Over 60 volunteers already support our Hubs and Libraries, and we are considering a number of different options to help reduce the costs of running the service. These options include using more volunteers to run the Hubs and Libraries, reducing opening hours or closing hubs and libraries for additional day/s each week.*

### **2. Which of these options do you prefer?**

Of the options proposed, the most preferred was Option 3, closing Hubs and Libraries for an additional day each week, chosen by 37.3%, followed by Option 1, recruiting more volunteers to help run the service (22.6%).

A fifth of respondents selected Option 2, closing Hubs and Libraries on a Saturday afternoon (20.0%), or Option 4, keeping the service as it is, and finding savings elsewhere (20.1%).



Findings were broadly consistent across the demographic and geographic groups analysed:

	Base	Option 1	Option 2	Option 3	Option 4
<b>Children in household</b>	<b>1792</b>	22.9	16.9	41.6	18.5
<b>Male</b>	<b>2032</b>	22.5	18.6	40.4	18.5
<b>Southern Arc</b>	<b>1480</b>	21.3	19.3	39.5	19.9
<b>Minority ethnicity</b>	<b>529</b>	22.1	15.5	39.3	23.1
<b>All respondents</b>	<b>5528</b>	22.6	20.0	37.3	20.1
<b>Identify as disabled</b>	<b>508</b>	23.4	22.0	36.8	17.7
<b>Female</b>	<b>2535</b>	22.6	21.8	36.1	19.4
<b>Under 35</b>	<b>941</b>	22.6	18.5	35.5	23.4
<b>55+</b>	<b>1591</b>	21.4	26.4	35.4	16.8
<b>Welsh speaker</b>	<b>753</b>	23.1	20.3	35.2	21.4
<b>LGBTQ+</b>	<b>503</b>	23.3	17.5	34.8	24.5

	Base	Option 1	Option 2	Option 3	Option 4
<b>Most Deprived</b>	<b>456</b>	16.7	22.4	39.7	21.3
<b>Next Most Deprived</b>	<b>689</b>	22.8	20.0	35.8	21.3
<b>Middle</b>	<b>875</b>	24.0	18.9	36.1	21.0
<b>Next Least Deprived</b>	<b>938</b>	21.2	19.8	41.5	17.5
<b>Least Deprived</b>	<b>1122</b>	24.1	21.3	39.3	15.3
<b>All Respondents</b>	<b>5528</b>	22.6	20.0	37.3	20.1

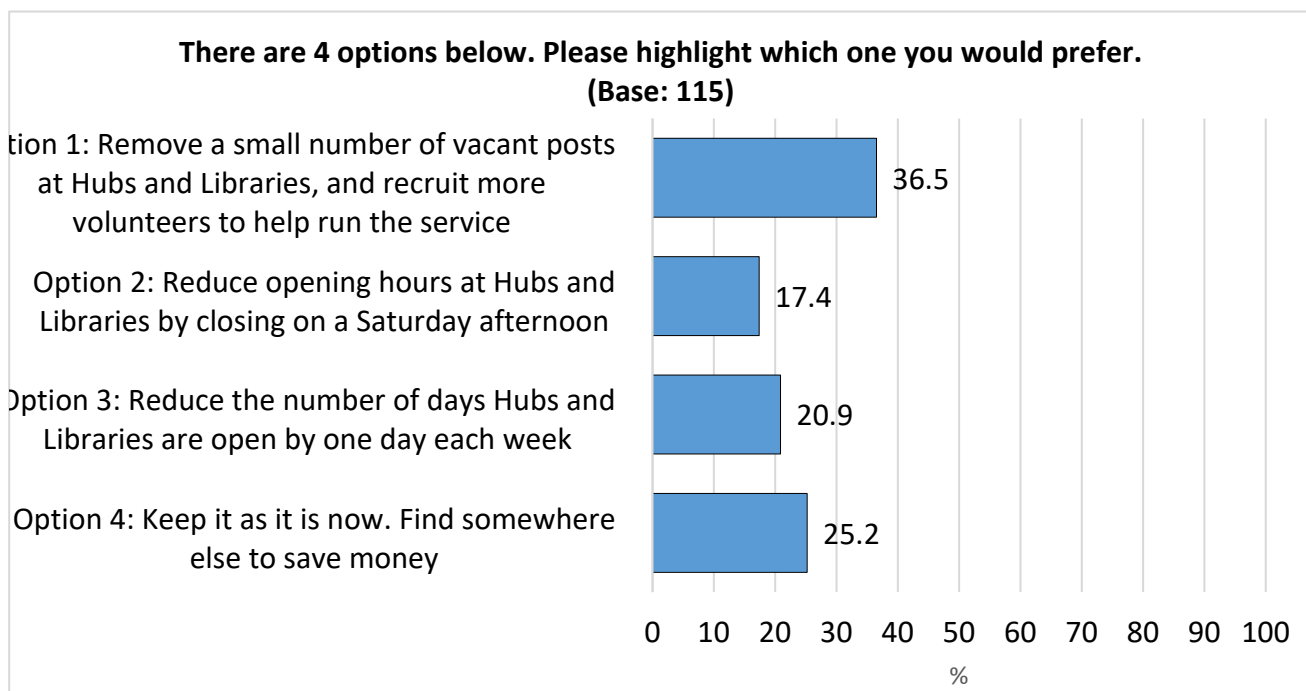
### Youth Survey

*In Cardiff there are 20 Hubs and Libraries, what makes them all so great are the services they provide. Services are things that people do for you to help you. Just like how your parents would have helped you get dressed, make your lunch, and take you to school, grown-ups also help each other out. They do things like fix cars, cut hair, and help people feel better when they are sick. These are all examples of services. Our Hubs and Libraries give people free Wi-Fi, access to computers, they also give special help like advice to people on how to manage their money and to find jobs. They can also be used to help people with their mental health by giving them a warm place to stay, having a coffee and chat with others, singing groups, walking groups, and even having book classes and story time for Children.*

*The Council currently have over 60 volunteers supporting our Hubs and Libraries and now they must consider how to save more money in this area. These options include using more volunteers, reducing the number of hours that hubs and libraries are open, closing hubs and libraries for a number of days each week. There are also options to remove vacant posts. Vacant posts are when companies or organisations need to find a new person to fill a job. For example, when a teacher retires or leaves a school, the school Headteacher needs to find a new teacher to take their place and teach the class.*

*There are 4 options below. Please highlight which one you would prefer.*

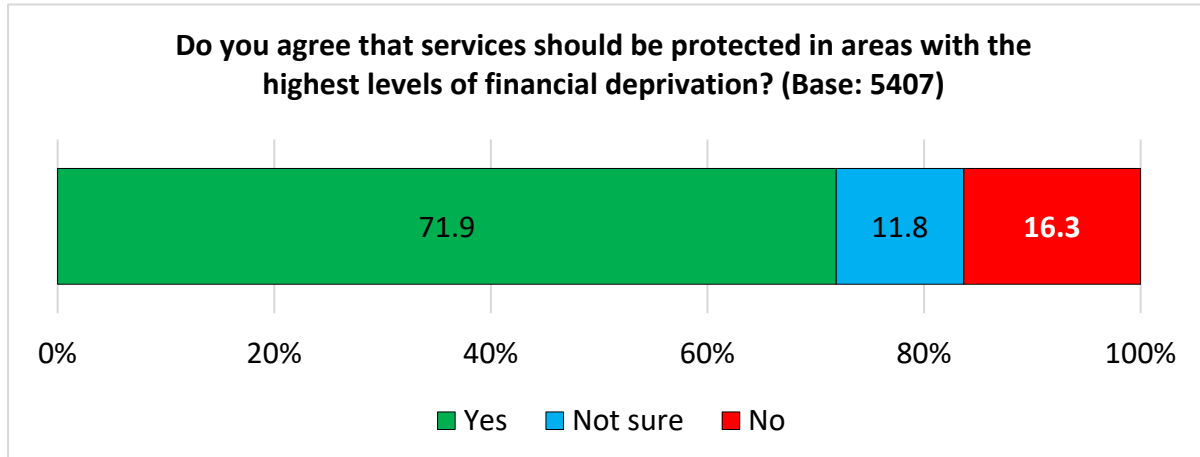
Those responding to the Youth survey were most likely to choose Option 1, recruit more volunteers to run the service (36.5%), with a quarter (25.2%) wishing to keep the service as it is now:



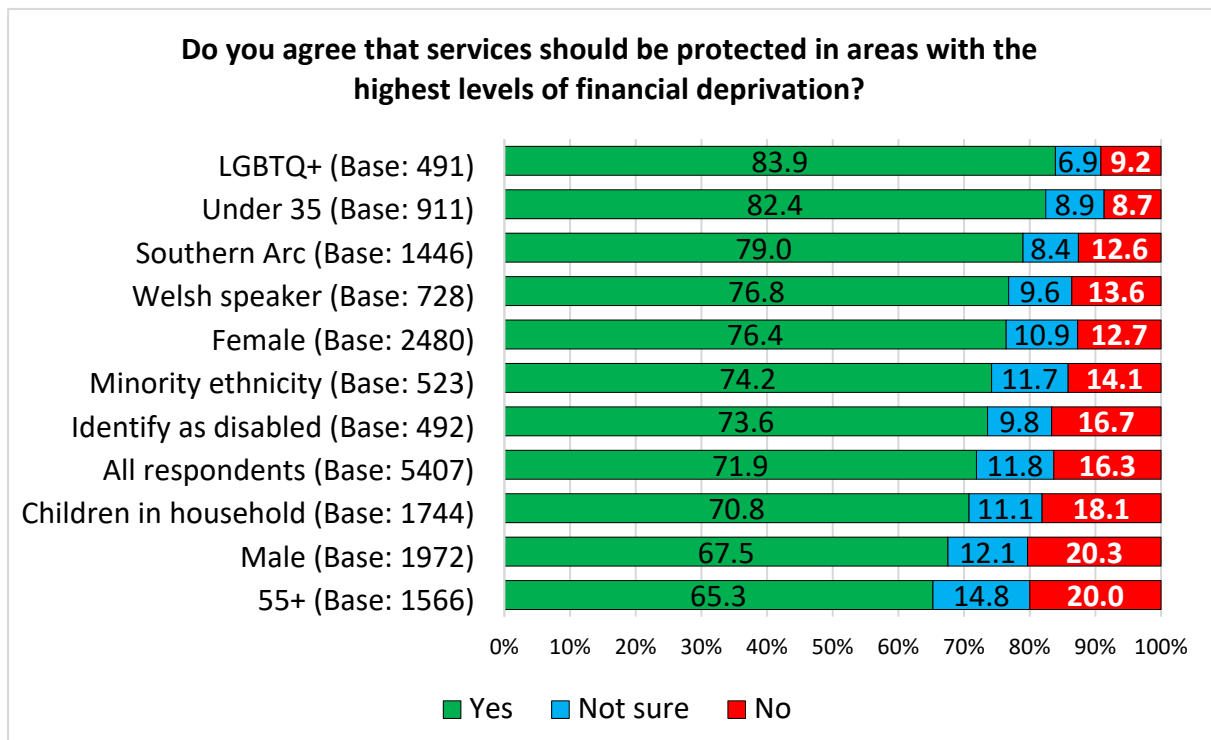


### Do you agree that services should be protected in areas with the highest levels of financial deprivation?

Seven out of ten respondents overall (71.9%) supported protecting services in areas with the highest levels of deprivation.

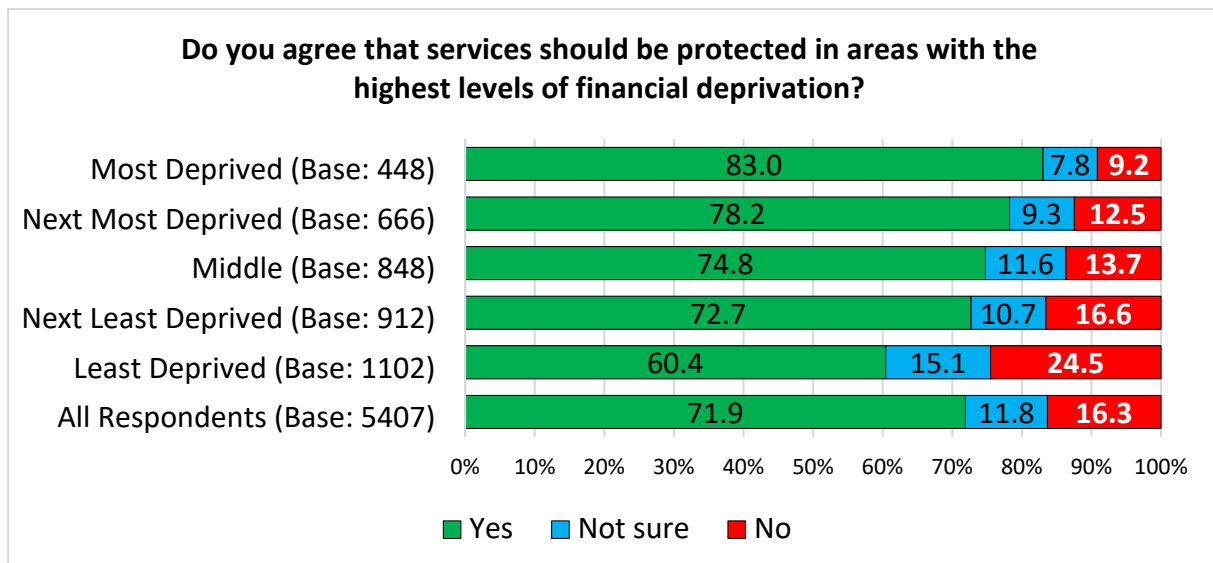


Those identifying as LGBTQ+ (83.9%) and those under 35 (82.4%) were most likely to agree with this, contrasting with those aged 55 or over (65.3%) and males (67.5%); a fifth of these groups disagreed services should be protected in areas with the highest levels of deprivation.



Base sizes shown in brackets

There was a correlation with agreement and level of deprivation, with those living in the most deprived areas most likely to agree (83.0%). A quarter (24.5%) of those in the least deprived areas disagreed with this proposal.



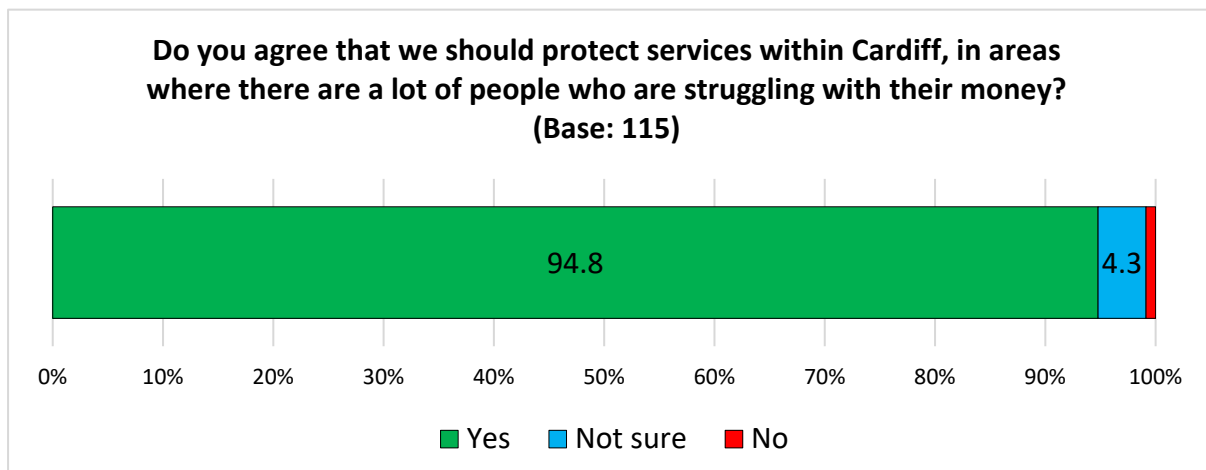
Base sizes shown in brackets

### Youth Survey

*Around Cardiff there are some people and families that do not have enough money to meet their basic needs, such as food, housing, clothing etc. It means that people are unable to afford the things that they need to live a decent life. They may also have to make difficult choices and in some cases or risk becoming homeless.*

*Do you agree that we should protect services within Cardiff, in areas where there are a lot of people who are struggling with their money?*

Almost all of those taking part in the Youth survey (94.8%) agreed services should be protected in the more deprived areas.



## Face-to-Face Interviews

Those interviewed were generally supportive of the service provided by Hubs and libraries, and were divided over how best to save money. Some felt opening hours shouldn't be reduced as this restricted access to services; many supported the idea of recruiting volunteers as this would keep services open and give volunteers new skills; others expressed concern over the reliability of volunteers compared to paid staff, and felt in an economic crisis, people should be paid for their work.

*"Hubs are GREAT!"*

Male, 25-24, Cathays, interviewed in Central Library

*"Hubs - keep them open long hours. The Council helps with advice, people need to be able to access this, around college and work."*

Male, 25-34, Splott, interviewed in Central Library

*"Fewer staff and more volunteers is ok. Yes, could cut some hours in the evening, BUT it needs to be accessible to people who are working."*

Female, 16-24, Splott

*"Volunteers would not be effective. If you recruit someone to do a job, they are committed to do that task. There's no mandate or commitment for a volunteer. Usually with volunteers it is not a proper in-depth contribution. Volunteers is good but not for a specific task. They usually work with someone who oversees - they can be part time. Move to recruit PART-time not FULL-time, they (the paid staff overseeing) can be part time, then the volunteer can jump in."*

Male, 35-44, Whitchurch, interviewed in Central Library

*"Close Saturday afternoon? - No, I don't believe that. Kids can pick up books at the library. My daughter was crying all day when the library was shut. She loves reading books. There's a lot of play corners, especially in Ely."*

Male, 35-44, Ely

*"Which option would make the least difference to the people using them? Which times and days have fewer people, for each Hub?"*

Female, 16-24, Llanederyn, interviewed in Central Library

*"A coffee bar in the Hubs would help make money. If people are sat waiting they'll buy a coffee and a sausage bap. Like at Ely Hub."*

Female, 65-74, Canton, interviewed at Central Library

*"The (budget benefit) impact of trimming hours would be immediately felt. Savings would be obvious. Even by an hour here or there throughout the week, even a 3 hour reduction over the week. That'd be a better compromise, people would still have access to the services."*

Male, 45-54, Llanishen, interviewed at Central Library

### St David’s Hall – Alternative Operating Model

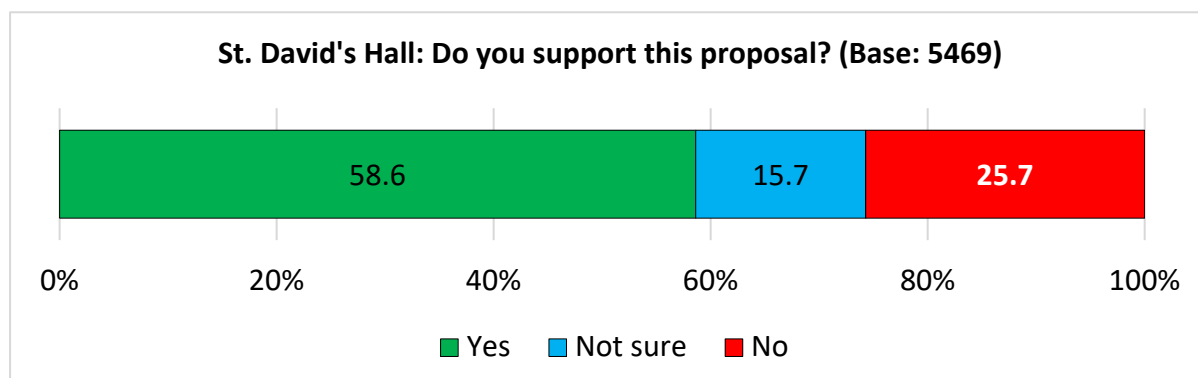
*St David's Hall currently costs the Council £689,000 to run. Whilst £8.7m of the £9.4m operation cost is realised through income, the shortfall is subsidised by the Council. A reduction in attendance since the pandemic as well as the rising cost-of-living pressures means the income generated by the Hall is likely to fall in 2023. If the Council continues to support the Hall, that subsidy is predicted to increase by £110,000 to a total of around £799,000.*

*The Council also needs to consider the condition of the building, now and in the future, and the tens of millions of pounds of investment in the building required to keep the venue open.*

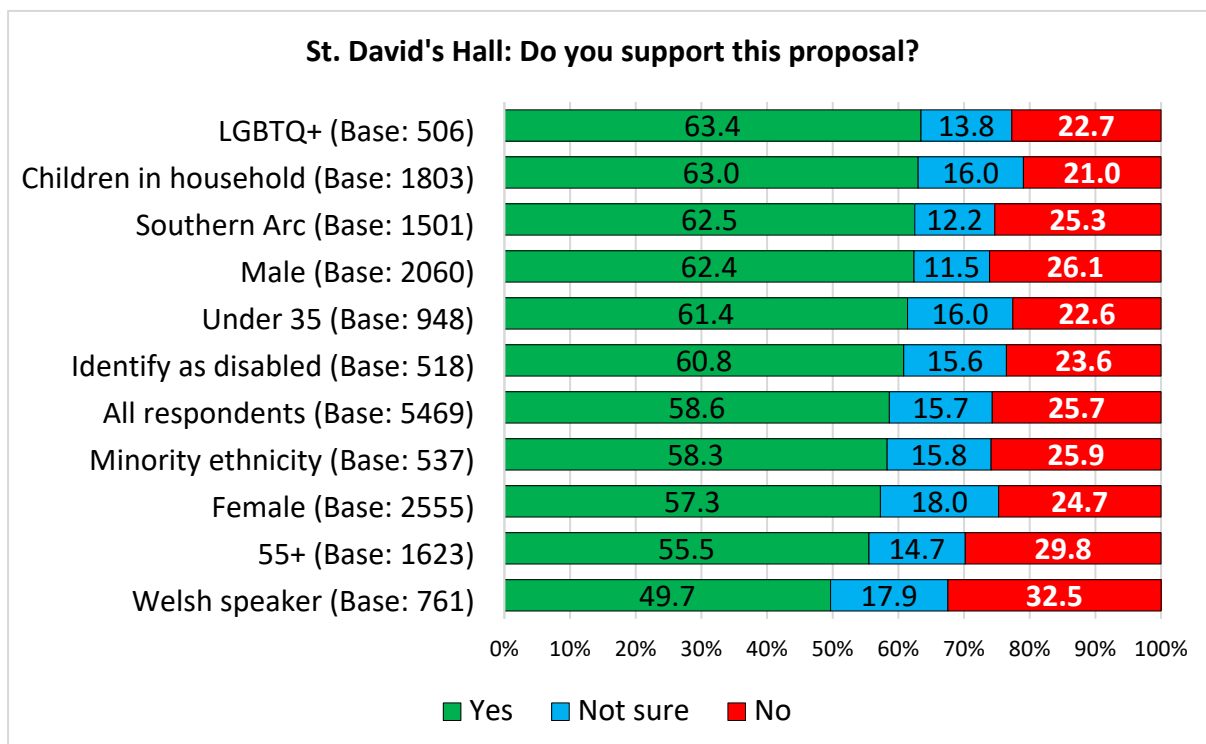
*The Council does not think that ongoing support of the Hall in this way is financially sustainable. The Council is therefore proposing to secure a long-term lease arrangement with a tenant who would be responsible for carrying out works to keep the premises safe and operational. Under the proposed lease the tenant would also be required to maintain a classical and community programme and will have a general obligation to keep the venue open. The proposed tenant has also indicated a willingness to invest in and enhance the venue as part of their plans. The Council would, however, still own the building and associated land.*

### 3. Do you support this proposal?

Almost three in five (58.6%) supported the proposal to secure a long-term lease arrangement to manage St. David’s Hall, compared with 25.7% who did not.

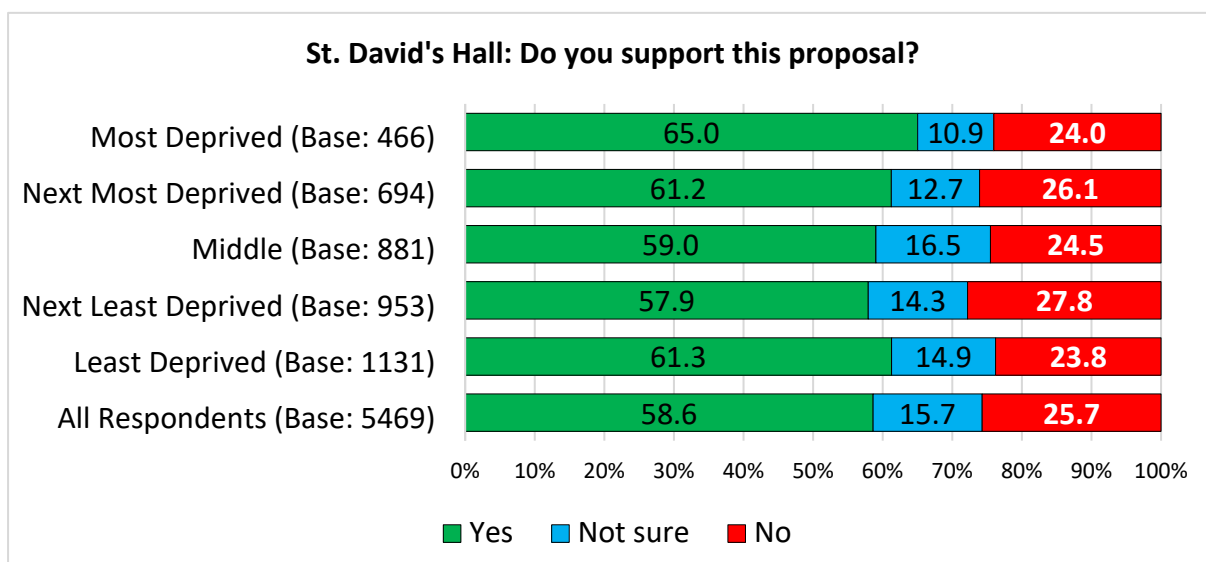


Those identifying as LGBTQ+ (63.4%) and those with children in their household (63.0%) were most likely to support the proposal for St David's Hall; Welsh speakers showed the highest level of opposition (32.5%).



Base sizes shown in brackets

There was no correlation with support for this proposal and level of deprivation.



Base sizes shown in brackets

### Do you have any other comments on this proposal?

Respondents were invited to comment on this proposal; 1,221 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 2](#).

Theme	No.	%	Example Comments
<b>Concerns over programme: classical, community, minority genres</b>	271	22.2	<ul style="list-style-type: none"> <li>- <i>I am not persuaded, having looked at the proposed tenants' other venues, that they would be prepared to 'maintain a classical and community programme' of the kind we presently enjoy.</i></li> <li>- <i>This is a misguided and naive proposal, which will fail to safeguard the classical, folk, jazz and community offer which is so crucial to the Arts in Wales.</i></li> <li>- <i>It must continue to be a classical music venue first and foremost</i></li> <li>- <i>The approach to classical music seems adequate and is unlikely to affect the programme at the Hall. However there is no mention of how the O2 model is going to protect the concerts by musicians in 'minority' genres, eg folk, jazz, blues etc. Currently a full programme of such music takes place on Level 3, eg Roots Unearthed. Supporters of these types of music deserve as much protection as classical and pop/rock fans. If all of the Level 3 concerts are not maintained at the Hall there is no other city centre venues putting on such a programme. Please ensure that the O2 has to protect these genres as well as classical.</i></li> <li>- <i>The lease should only go ahead if the classical and community programmes are protected in law.</i></li> <li>- <i>Will they ensure a similar level of community and classical programmes? What kind of commitment do they have for this as we really enjoy the options offered by St David's that is not available elsewhere. E.g. cardiff city voices Christmas service</i></li> </ul>
<b>If they can run it at a profit so can Council / Should promote/run it better</b>	256	21.0	<ul style="list-style-type: none"> <li>- <i>I think leasing this is the start of the decline in offerings. Better to invest in better management and engagement on possible other additional uses or streams of revenue</i></li> <li>- <i>If a tenant can make this a profitable venture by running it slightly differently/ adding a wider variety of events, then surely this can be achieved with the current management arrangement too.</i></li> <li>- <i>The bizarre thing is if an outside company can invest and make money by taking this on why can't we?</i></li> <li>- <i>A senior council officer saying 'I don't know' when asked in scrutiny why the council can't run this at profit themselves is unacceptable and offensive to the people of</i></li> </ul>

			<p><i>Cardiff. What's the proper answer? The follow up comment that AMG have better industry access is coming close to supporting a monopoly and it's short term, unambitious thinking. Cardiff deserves better.</i></p> <ul style="list-style-type: none"> <li>- <i>If a private company can make the hall profitable then the council should also be able to. You need to be more commercially minded and turn it into a profit making enterprise. The more of these type of things you have the less you will need to raise council tax</i></li> <li>- <i>A private tenant would only be interested if they think the hall can be made profitable. How is it a private company can make something viable, yet the status quo cannot?</i></li> <li>- <i>I'm a big music fan and I attend several gigs per month and I support this decision. I think the new tenant will bring new and exciting acts to Cardiff and help modernise the building which the Council has failed to do. I'm delighted to hear that they will still protect the classical music programme. I think its disappointing that the venue made a loss as it should be one of the areas that the Council should be generating income.</i></li> </ul>
<b>Belongs to the city/Wales.</b>	172	14.1	<ul style="list-style-type: none"> <li>- <i>This is a national asset, should be a decision made by the whole of Wales</i></li> <li>- <i>St David's Hall is a vital part of Cardiff. You cheapen yourselves, you cheapen the people of Cardiff, and you cheapen music and the arts through having no pride or value in our buildings, culture, and music. As long as someone can make a profit eh? It's a crying shame. Live Nation will be the only ones to benefit from this. Start acting like a council that cares about its city.</i></li> <li>- <i>As the National Concert Hall of Wales this needs to be kept. Maybe ask Welsh Government for an annual grant to secure the 'national' part of the concert hall.</i></li> <li>- <i>It would be a great loss to Cardiff if St David's Hall were to be long or changed in any way</i></li> <li>- <i>St David's Hall is an important asset for Cardiff and Wales where there are not many venues that can accommodate a 100 piece orchestra, that allows them to perform to their full potential with a rich acoustic quality. Cardiff surely has enough venues for pop &amp; rock concerts and needs to retain management &amp; operational control of the hall to balance cultural choice. Where else could visiting orchestras perform in Wales. London has the Royal Albert Hall, Cardiff &amp; Welsh people deserve St David's Hall.</i></li> </ul>



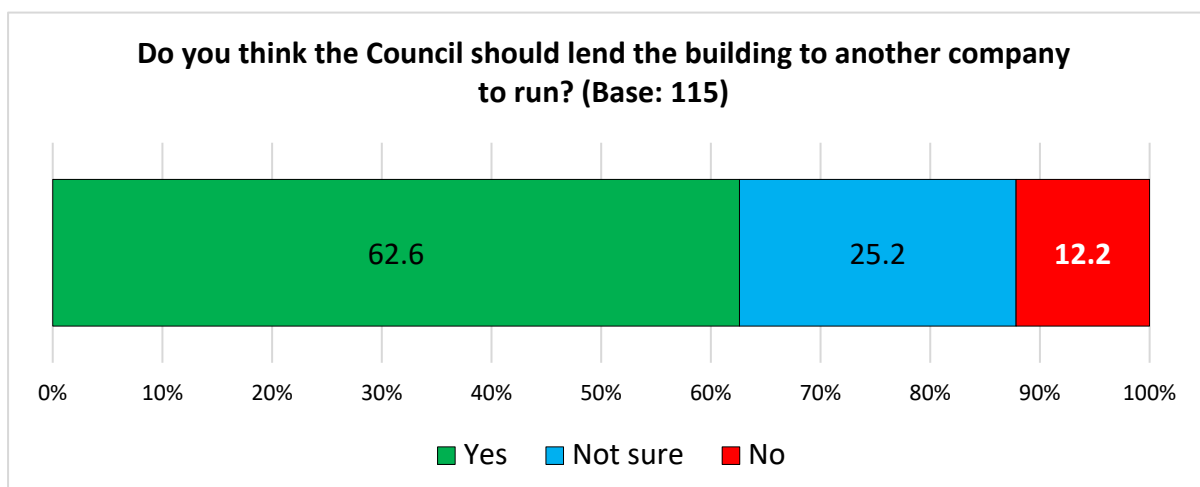
Youth Survey

*St. David’s Hall currently costs the Council £689,000 to run. This money is given to St David’s Hall by the Council to help reduce the costs of running the business. If St. David’s Hall ever has a problem with money, the Council steps in to help them pay whatever they cannot afford. Since the Covid-19 Pandemic and with prices going up right across the country for Gas, Electric, Fuel and more, there have been less people attending events at St. David’s meaning they make less money to pay for the business. For this reason, the Council believes they will need more support with money this year in 2023. They have predicted this to be £110,000 more, totalling to £799,000 this year.*

*The Council also is responsible to make sure the building is safe and in good condition which can cost millions of pounds to keep the building open. The Council believes supporting St. David’s Hall is becoming difficult as they are not sure they will have enough money to be able to handle any unexpected problems that will cost money to fix. For this reason, the Council has an idea to lend the building to someone else for them to use, as part of an agreement that will last for a long period of time. That company will be responsible for keeping it a safe place, in good condition, keep the classical and community events running that currently run there now and to keep the building open. The Council would still own the building and land. The business they have spoken to on this agreement has also said they would be willing to do work on the building to make it a better venue for everyone.*

*Do you think the Council should lend the building to another company to run?*

Almost two-thirds (62.6%) of those taking part in the Youth Survey supported the proposal for a long-term lease arrangement, a quarter (25.2%) were unsure, whilst almost one in eight (12.2%) opposed it.





### Do you have any other comments on this proposal?

Respondents were invited to comment on this proposal; 15 comments were received and grouped into themes:

Theme	No.	%	Example Comments
<b>Save money here to spend on other things</b>	5	33.3	<ul style="list-style-type: none"> <li>- I think if the Council is struggling to keep up the payments and the support that they previously gave to St David's Hall it's important that they can find a solution that is sustainable. This is an option that someone's else takes over the responsibility of the building etc and this will cut down costs</li> <li>- I think that St David's Hall should stay open but should be given to a different company to save money.</li> </ul>
<b>Save money from other areas instead</b>	3	20.0	<ul style="list-style-type: none"> <li>- Spend less money making bike lanes when most cyclists don't actually use them</li> <li>- the council should not be taking money from these services, they can find savings elsewhere</li> </ul>
<b>Oppose this</b>	3	20.0	<ul style="list-style-type: none"> <li>- Although this seems like a good idea I don't trust that they won't get rid of community events, increase prices and limit the overall usage of St David's Hall</li> <li>- It's an essential venue and a huge part of British Culture, and we have to keep it!</li> </ul>
<b>Suggestions to make money</b>	2	13.3	<ul style="list-style-type: none"> <li>- Run more charity events to raise money, there isn't many charity events to raise money now days, they are fun and raise money to support communities</li> </ul>
<b>Misc.</b>	2	13.3	<ul style="list-style-type: none"> <li>- I would like to know what the downsides of this project are and how is the business going to make money (is it a profitable venture for them?). Will the Council maintain control over the programme of events?</li> <li>- I believe we just need more creative solutions to the housing problem. Create living spaces where many members of the same family can live in a large shared property. This will prevent loneliness for the elderly, support parents with child care and provide many skills and experiences to the Youth. I think money can be saved this way. I want to live with my Grandad as he is lonely at the moment and has disabilities that my mum wants to help with but can't as we live apart and she works full time. If we lived together I could spend more quality time with him, and he wouldn't be on so much medication.</li> </ul>

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

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## Face-to-Face Interviews

There was a strong sense that cultural events should be protected, but opinions were split as to who should manage St David's Hall:

*"Culture is important, protect it."*

Male, 75+, Ely

*"As long as it doesn't close and the services aren't affected then I agree, but we shouldn't lose services for arts and culture"*

Male, 65-74, Llanrumney

*"It should never be privatise. The Council should invest in it so they can make money from it. If outside bodies have shown interest it shows it can make money, so the Council should do that."*

Male, 55-64, Adamsdown

*"Yes, as long as it promotes culture and the arts, and it won't feel to the public as though something has been taken away from them."*

Male, 45-54, Llanishen

*"St David's - Unsure. The issue is mismanagement. It is important to increase engagement with classical music and culture, so perhaps an external organisation would do that better."*

Male, 35-44, Ely

*"Yes, find a tenant. Better than closing it."*

Female, 16-24, Riverside

### Cardiff International White Water – Alternative Operating Model

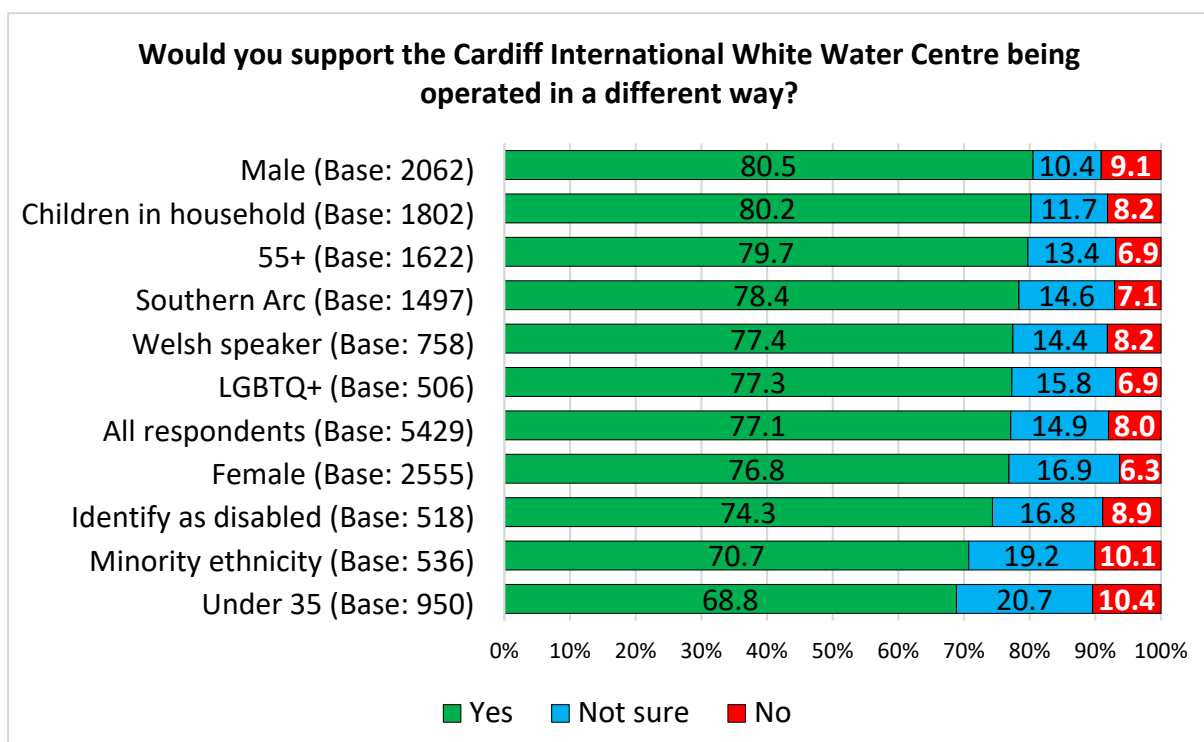
To meet the running costs of Cardiff International White Water, the Council currently provides a subsidy. In 2022/23 this was £238,000.

The Council would like to consider an alternative operating model including an arms-length arrangement or an external operator, to allow the Council to save money and ensure the Centre can continue to operate.

#### 4. Would you support the Cardiff International White Water Centre being operated in a different way?

More than three-quarters of respondents (77.1%) supported the proposal for an alternative operating model for Cardiff International White Water, around ten times the number who opposed it (8.0%).

Support was broadly consistent across the demographic and geographic groups analysed, but was lowest amongst younger respondents.



Base sizes shown in brackets

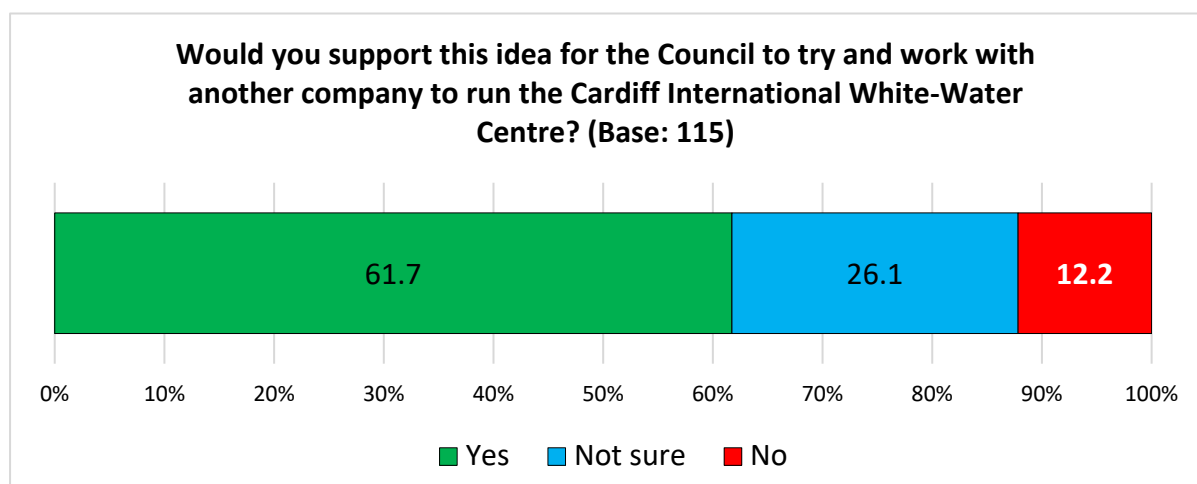
There was no correlation with level of deprivation.

### Youth Survey

*Cardiff International White Water currently costs the Council £238,000 for the year 2022-23. The Council believe they have a plan to help bring this cost down. They have an idea to work with a company outside of the Council who has experience of running centres like the one at Cardiff International White Water and to have conversations with them where they will try to come to an agreement on how to run the centre that suits both the company and the Council by saving money.*

*Would you support this idea for the Council to try and work with another company to run the Cardiff International White-Water Centre?*

Support for this proposal was lower amongst those taking part in the Youth survey (61.7%, more than 15 percentage points than for the main survey), supporting the findings of those under the age of 35.



### Face-to-Face Interviews

Many of those interviewed were not aware of this venue, and were happy with the proposal. It was not raised as a priority amongst services listed in the consultation.

*“I agree with that - I didn't know this existed.”*

Male, 55-64, Llanrumney

*“No need to save money on fun.”*

Male, 16-24, Ely

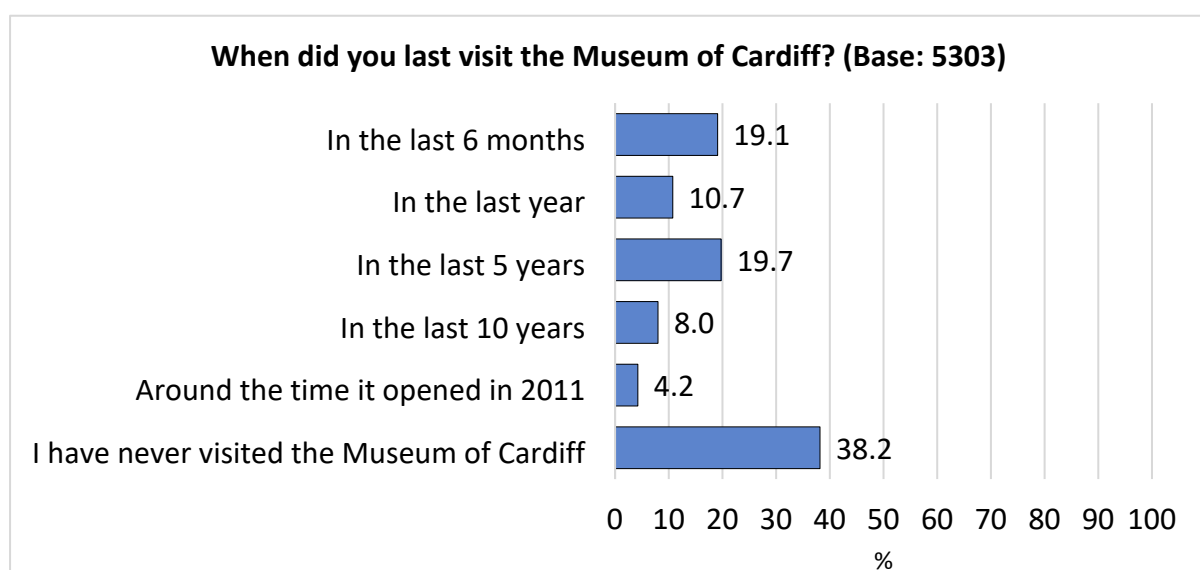
## Museum of Cardiff

*The Museum of Cardiff is located in The Old Library in the Hayes (and should not be confused with the National Museum of Wales in the Civic Centre). It tells the story of the history and heritage of the city through interactive displays and collections of artefacts representing Cardiff’s communities, past and present.*

### 5. When did you last visit the Museum of Cardiff?

Around a fifth (19.1%) of respondents had visited the Museum of Cardiff in the last 6 months, and a further 10.7% in the last year.

Two fifths of respondents (38.2%) stated they had never visited the Museum of Cardiff.



Respondents identifying as LGBTQ+ (25.8%) and Welsh speakers (24.5%) were most likely to have visited the Museum of Cardiff in the last 6 months.

Those under 35 (42.8%) and males (41.4%) were most likely to have never visited the Museum.

	All respondents	Under 35	55+	Female	Male	Minority ethnicity
	<b>5303</b>	<b>941</b>	<b>1612</b>	<b>2537</b>	<b>2040</b>	<b>536</b>
<b>In the last 6 months</b>	19.1	24.1	15.5	19.4	16.9	21.6
<b>In the last year</b>	10.7	8.7	13.2	10.4	10.6	10.6
<b>In the last 5 years</b>	19.7	15.9	22.0	21.6	18.9	20.9
<b>In the last 10 years</b>	8.0	6.5	9.7	8.3	7.9	6.3
<b>Around the time it opened in 2011</b>	4.2	1.9	7.0	4.5	4.3	1.9
<b>I have never visited the Museum of Cardiff</b>	38.2	42.8	32.6	35.8	41.4	38.6

	All respondents	Identify as disabled	Welsh speaker	Southern Arc	Children in household	LGBTQ+
	<b>5303</b>	<b>514</b>	<b>754</b>	<b>1487</b>	<b>1782</b>	<b>503</b>
In the last 6 months	19.1	20.4	24.5	18.2	19.8	25.8
In the last year	10.7	11.3	12.7	9.6	10.8	10.7
In the last 5 years	19.7	16.9	24.8	20.9	20.8	15.9
In the last 10 years	8.0	8.2	7.3	7.9	7.0	7.8
Around the time it opened in 2011	4.2	5.6	3.2	4.6	3.3	3.0
I have never visited the Museum of Cardiff	38.2	37.5	27.5	38.7	38.3	36.8

There was no correlation with level of deprivation.

### Youth Survey

*The Museum of Cardiff is in The Old Library in the Hayes (and should not be confused with the National Museum of Wales in the Civic Centre). It tells the story of the history and heritage of the city through interactive displays and collections of artefacts representing Cardiff's communities, past and present.*

*When did you last visit the Museum of Cardiff?*

Those taking part in the Youth survey showed a broadly similar pattern of response.

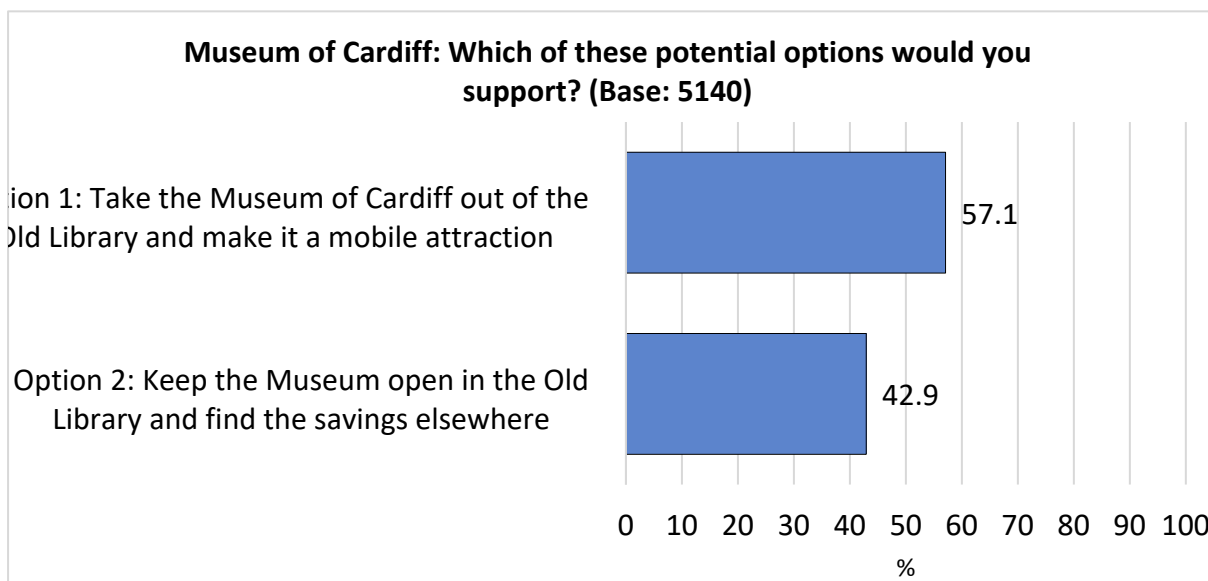


*The Council has been planning to relocate the Museum out of the Old Library to an alternative more suitable venue. However this would require a significant capital investment in addition to the revenue subsidy it receives of £498,000 per year.*

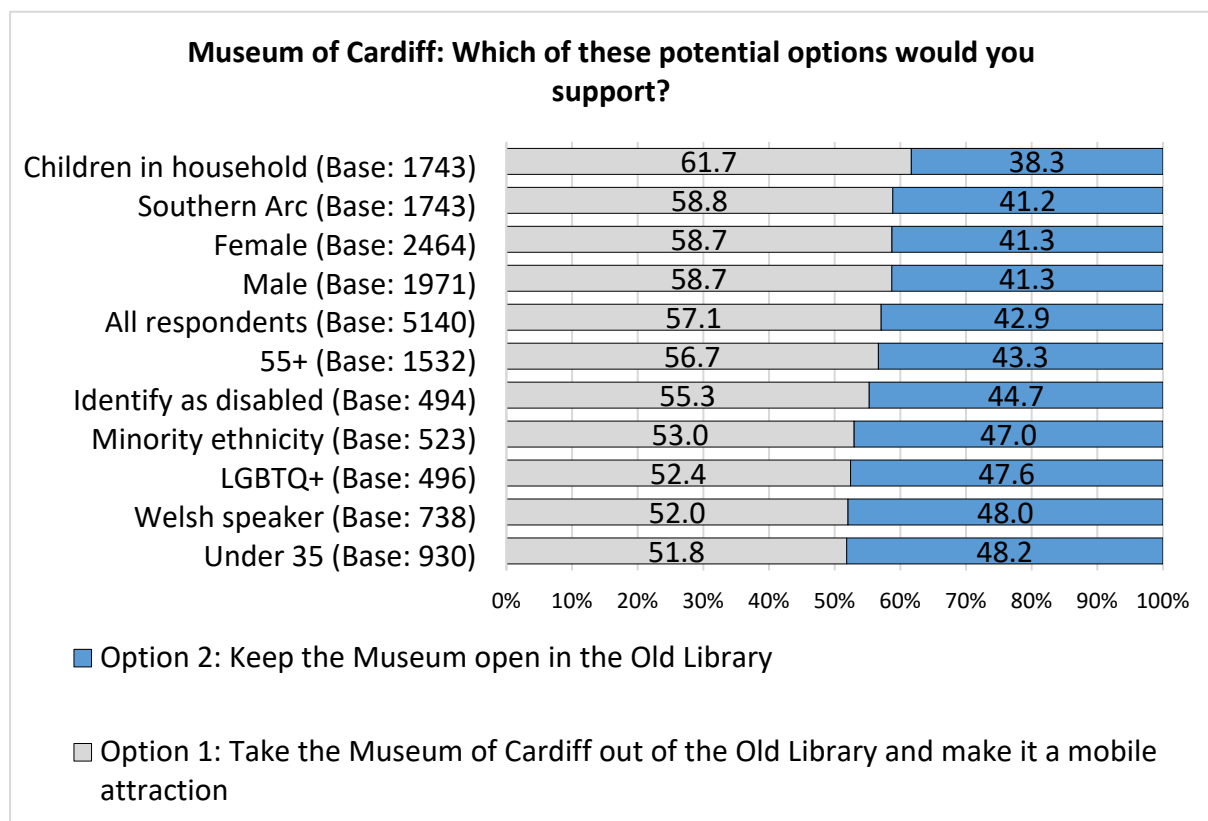
*The Council could close the Museum to save money but does not feel that this is the right option and instead proposes to take the Museum of Cardiff out of the Old Library and make it a mobile attraction. The Museum's displays and activities would move around Cardiff, retaining a small key team to continue with community engagement and manage the ongoing care of the collection. This would give a total saving of £266,000 per year and would allow the Council to re-open the museum in a permanent home in the future, if a suitable location was found, and funding secured.*

**Which of these potential options would you support?**

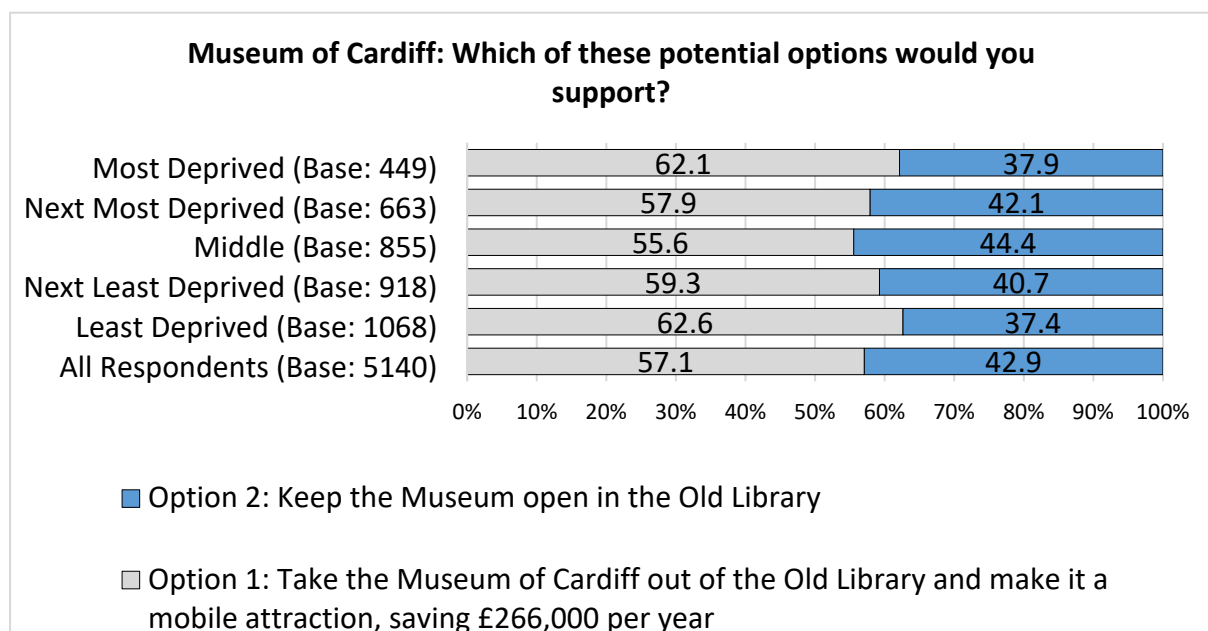
More than half (57.1%) of respondents supported the proposal to make the Museum of Cardiff a mobile attraction.



At least half of every demographic and geographic group analysed supported the option of making the Museum of Cardiff out of the Old Library and making it a mobile attraction:



Base sizes shown in brackets



Base sizes shown in brackets



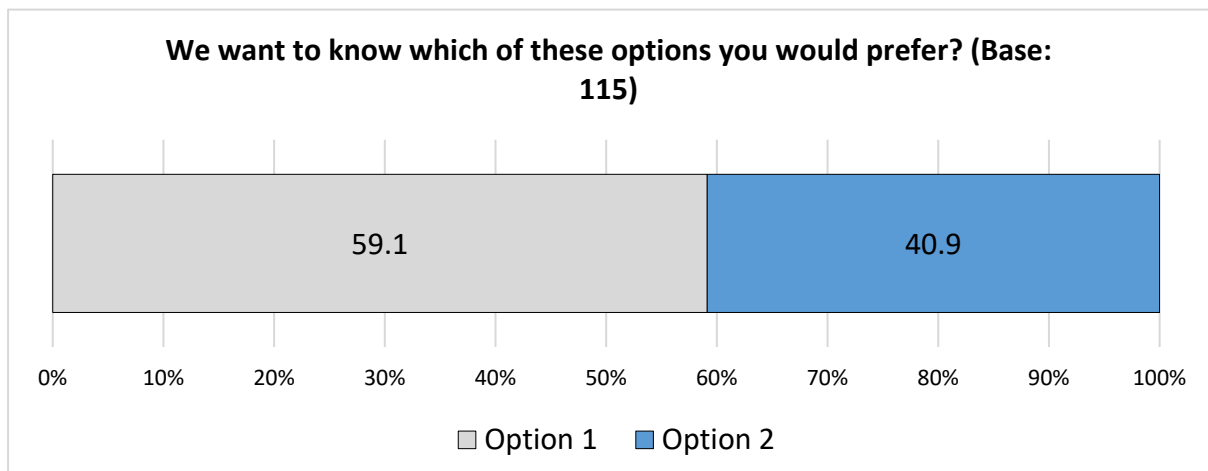
Youth Survey

*The Council has been planning to move the Museum away from the Old Library to somewhere more suitable where more people would find it easier to attend. However, it would mean that the Council would need to use a large amount of money to pay for the move and would also still need to continue paying the £498,000 per year to help the business run smoothly by reducing the costs to run it.*

*The Council could close the Museum to save money, but they do not feel that this is the right thing to do. The Council are instead asking if you think it would be a good idea to make the Museum a mobile attraction. A mobile attraction is when something can be moved from place to place, much like a carnival, fair or festival. The items would travel around Cardiff to different locations. This would mean the Council could save £266,000 per year. There is also the possibility that if the Council gets more money in future the Museum could be re-opened at a new building if they can find somewhere suitable for a permanent home, but this is only if they have the money to do so.*

*We want to know which of these options you would prefer?*

The findings of the Youth survey reflected this pattern:



### Do you have any other suggestions as to how the Council could save money on the running of the Museum of Cardiff?

Respondents were invited to comment on this proposal; 1,287 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 3](#).

Theme	No.	%	Example Comments
<b>Develop &amp; promote better/ look at savings &amp; income generation / Work in partnership</b>	503	39.1	<ul style="list-style-type: none"> <li>- More advertising and events held that help people spend in the gift shop</li> <li>- At the moment there is almost no mechanism for the museum to make revenue which could then be used to help offset costs. If they introduced a shop and cafe, then it could make a significant contribution.</li> <li>- Bring together external stakeholders in this space to discuss best options moving forward.</li> <li>- Place some of the Council departments in the same building to get more use</li> <li>- Speak to the National Trust to see if they might consider hosting the mobile attraction or see what other experts they could share to look after the collection.</li> <li>- Better advertising needed.few people know it's there. Stick a gift shop in there too. Ask for entrees for a recommend donation. Make it a bit of a tourist information spot.</li> <li>- Make better use of advertising that it exists! You can walk past the building and not know the wonderful Museum of Cardiff is even there!</li> </ul>
<b>Find permanent new home</b>	458	35.6	<ul style="list-style-type: none"> <li>- I suggest incorporating it with another facility e.g. Central Library</li> <li>- Move the Museum of Cardiff into City Hall.</li> <li>- Put it in St David's Hall</li> <li>- Work with Cardiff Castle to host the Museum of Cardiff</li> <li>- Relocate the Museum into Museum of Wales</li> <li>- Go to Insole Court? Go to Chapter? Lots of spare rooms there. Go to Cardiff Museum? Go to libraries? Go to Glamorgan Archives? Why haven't you done this already?</li> </ul>
<b>Our history - should be permanent &amp; accessible</b>	252	19.6	<ul style="list-style-type: none"> <li>- The old library building needs to be used. It is an integral part of Cardiff history.</li> <li>- Why has the Council been planning to move the museum? Create a "Friends of Cardiff Museum" with options of donations, fundraising and exhibitions. Its presence in central Cardiff is vital. Be crazy (&amp; short term) to move it.</li> <li>- We need to make more of our Welsh heritage and current contributions. For an example of how this is done well see the museum of Liverpool. Schools should be engaged with to</li> </ul>

			<p><i>refresh the contents and approach of the museum - this would link in well with the new curriculum.</i></p> <ul style="list-style-type: none"> <li>- <i>The Museum of Cardiff is absolutely vital in showing the real-life story of Cardiffians. Its location in the Old Library makes it accessible to residents and tourists alike and its educational work is important in teaching our children the varied history of our city and its people.</i></li> <li>- <i>It's essential for any major city's identity, culture and pride.</i></li> <li>- <i>Why not leave it where it is?</i></li> </ul>
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Respondents taking part in the Youth Survey were invited to comment on this proposal; 50 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 3](#).

Theme	No.	%	Example Comments
<b>Donations/ entry fee / sponsorship</b>	15	30.0	<ul style="list-style-type: none"> <li>- <i>Suggest donations upon entry, make it more of an attraction that tourists to the City will want to visit, monthly events?</i></li> <li>- <i>Charge a couple of pounds for entry/family ticket or a season ticket or a pass for residents that is reduced like the Cardiff castle does</i></li> <li>- <i>Make family and school activities for a fee which contributes to the money keeping the building running, ultimately saving council money.</i></li> </ul>
<b>Promote it</b>	10	20.0	<ul style="list-style-type: none"> <li>- <i>No one knows about it, I thought it was a law firm or offices</i></li> <li>- <i>Maybe sharing advertisements about the Museum a little more often and bring attractions which would draw in more visitors.</i></li> <li>- <i>you could promote it more and make more money from it, Get it to increase it's income. but you would have to invest in it to do that and we can see that it's easier for you to close it.</i></li> </ul>
<b>Reduce opening hours/ staffing costs</b>	8	16.0	<ul style="list-style-type: none"> <li>- <i>Maybe close for one day a week</i></li> <li>- <i>they could reduce the number of days that they are open, for example, closing the museum on Mondays</i></li> <li>- <i>Work closer with local history societies rather than own staff</i></li> </ul>

### Face-to-Face Interviews

Opinions on this proposal were divided, some respondents were unaware of the museum, and felt this would reach out to a wider audience, others felt it had an important role in telling the story of Cardiff's heritage and that it should be protected and funded by the Council:

*"Museum should stay as it's part of Cardiff's heritage."*

Male, 25-34, Caerau

*"The museum should always be present. It's a cultural thing."*

Male, 25-34, Cathays

*"I went last year. KEEP it in the place, I prefer it more in the place."*

Female, 16-24, Splott

*"That's a great idea! I didn't even know there was a Museum of Cardiff! If I didn't know about it, how many other people don't? Taking it to schools and Hubs would mean lots more people would see it."*

Male, 35-44, Ely

## Waste, Recycling and Street Cleansing

### Recycling Centres

#### 6. Have you used any of the Council's Recycling Centres in the last 12 months?

Around three quarters of respondents (73.4%) had used at least one of the Council's Recycling Centres in the last 12 months.

	No.	%
<b>Bessemer Road</b>	1857	35.7
<b>Lamby Way</b>	2487	47.8
<b>Commercial Recycling Centre at Bessemer Close</b>	154	3.0
<b>None of these</b>	1382	26.6
<b>Total Respondents</b>	<b>5199</b>	-

*Respondents were able to choose more than one option, so the total may exceed 100%*

Respondents with children in their household were most likely to have used the Household Waste Recycling Centres (82.1%), contrasting with those under the age of 35 (61.0%).

	Base	Bessemer Road	Lamby Way	Commercial Recycling Centre at Bessemer Close	None of these
<b>Children in household</b>	<b>1774</b>	39.6	55.7	4.0	17.9
<b>55+</b>	<b>1591</b>	36.7	47.2	1.9	23.8
<b>Southern Arc</b>	<b>1468</b>	46.6	37.1	3.4	23.8
<b>Male</b>	<b>2030</b>	37.6	48.9	3.0	24.4
<b>Welsh speaker</b>	<b>747</b>	43.8	40.8	4.6	25.2
<b>Female</b>	<b>2511</b>	36.3	48.0	2.7	25.6
<b>All respondents</b>	<b>5119</b>	35.7	47.8	3.0	26.6
<b>Minority ethnicity</b>	<b>528</b>	32.2	42.2	5.1	35.0
<b>Identify as disabled</b>	<b>504</b>	27.6	43.7	3.4	35.1
<b>LGBTQ+</b>	<b>500</b>	30.6	43.6	3.4	36.2
<b>Under 35</b>	<b>931</b>	28.1	42.6	4.6	39.0

*Respondents were able to choose more than one option, so the total may exceed 100%*

There was no correlation with level of deprivation.

**Recycling centres – Reduce Operating Hours**

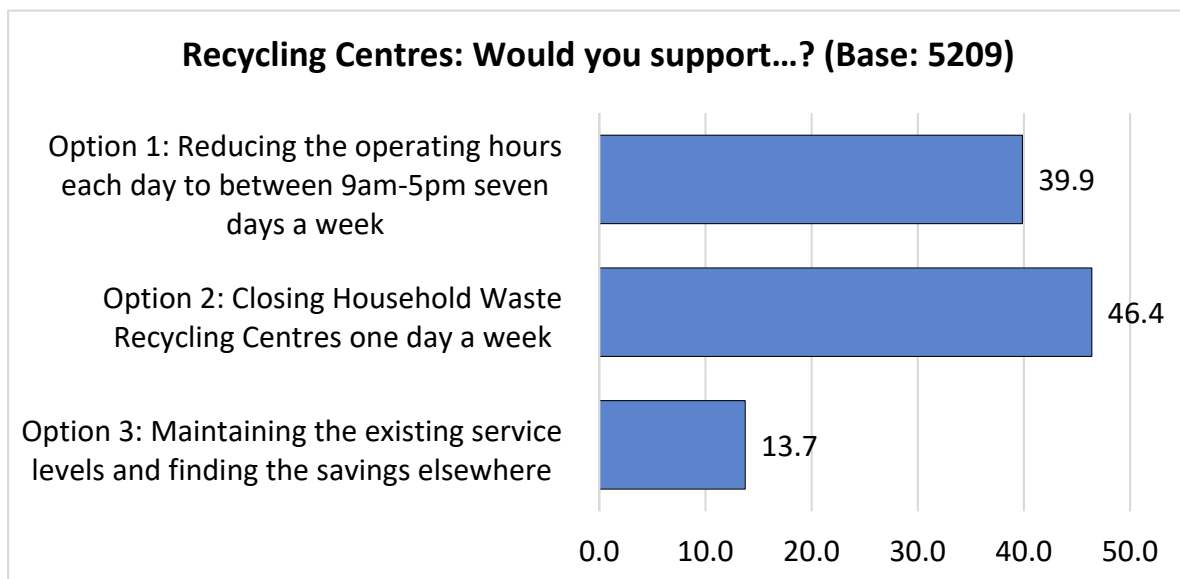
*The Council runs 2 Household Waste and Recycling Centres, which are free for Cardiff residents to use, with any visits to the Centres requiring advance booking. Recycling centres operate at around 60% capacity, which means that 40% of booking slots are left unfilled each week.*

*The Centres currently open between 7.30am-6.30pm in the summer, and 9am-6pm in the winter, 7 days a week. The Council could reduce the opening hours of these centres during the least busy periods, either by reducing the opening hours to between 9am and 5pm each day, or by closing the Centres one day a week.*

*Even with a reduction in operating hours, there would still be enough booking spaces to meet demand and recycling performance should not be affected. Either of these changes would save £60,000 per year.*

**Would you support:**

Almost half (46.4%) of those surveyed supported closing the Household Waste Recycling Centres one day a week; 39.9% supported reducing the opening hours each day, but keeping the centres open seven days a week.



Those aged 55 or over and males were the only demographic groups analysed to express a preference for the Recycling Centres to reduce their opening hours seven days a week rather than keeping the same hours but closing for one day a week.

	Base	Option 1: Reducing the operating hours each day to between 9am-5pm seven days a week	Option 2: Closing Household Waste Recycling Centres one day a week	Option 3: Maintaining the existing service levels and finding the savings elsewhere
<b>Under 35</b>	<b>935</b>	32.4	53.2	14.4
<b>55+</b>	<b>1589</b>	48.2	38.1	13.7
<b>Female</b>	<b>2519</b>	38.0	50.6	11.4
<b>Male</b>	<b>2024</b>	43.3	41.8	14.9
<b>Minority ethnicity</b>	<b>531</b>	38.0	50.8	11.1
<b>Identify as disabled</b>	<b>504</b>	39.1	45.0	15.9
<b>Welsh speaker</b>	<b>741</b>	40.5	44.7	14.8
<b>Southern Arc</b>	<b>1476</b>	38.7	48.6	12.7
<b>Children in household</b>	<b>1780</b>	39.1	48.0	12.9
<b>LGBTQ+</b>	<b>496</b>	35.3	51.6	13.1
<b>All respondents</b>	<b>5209</b>	39.9	46.4	13.7

There was no correlation with level of deprivation, with all areas preferring to keep current opening hours over six days.

	Base	Option 1: Reducing the operating hours each day to between 9am-5pm seven days a week	Option 2: Closing Household Waste Recycling Centres one day a week	Option 3: Maintaining the existing service levels and finding the savings elsewhere
<b>Most Deprived</b>	<b>456</b>	36.0	50.0	14.0
<b>Next Most Deprived</b>	<b>691</b>	38.8	47.9	13.3
<b>Middle</b>	<b>869</b>	36.9	51.2	11.9
<b>Next Least Deprived</b>	<b>946</b>	43.1	43.8	13.1
<b>Least Deprived</b>	<b>1114</b>	42.0	45.0	13.0
<b>All Respondents</b>	<b>5209</b>	39.9	46.4	13.7

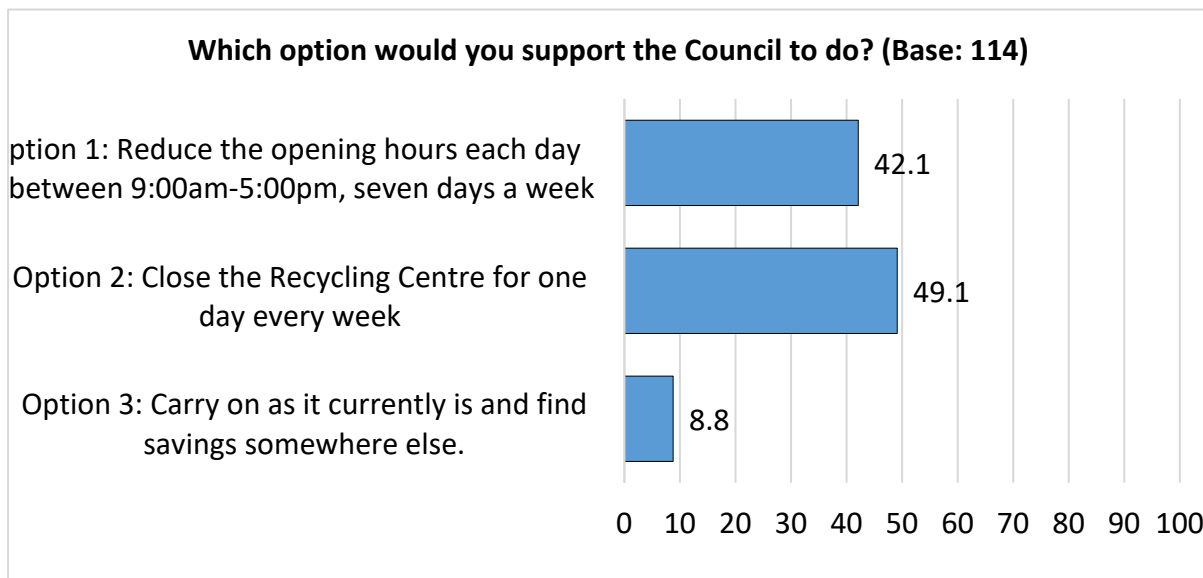
Youth Survey

*The Council runs 2 Waste and Recycling Centres for all your home waste. This is free to use for people who live in Cardiff, however you need to book in advance to make a visit. The Centre is currently open between 7:30am to 6:30pm in the Summertime and from 9:00am to 6:00pm in the Winter. The Centre is open 7 days a week.*

*The Council has worked out that they could reduce the hours the Centre is open during less busy times of the year to 9:00am-5:00pm each day, or alternatively they could close the Centre for one day a week. With these plans the Council has said there will still be enough booking spaces for those who need them, and it should not affect how well we recycle across the City. If the Council decides to make either of these changes, they could save £60,000 per year.*

*Which option would you support the Council to do?*

Those taking part in the Youth survey also preferred to retain longer opening hours whilst closing the centres one day each week.





### Do you have any other comments on this proposal?

Respondents were invited to comment on this proposal; 1,076 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 4](#).

Theme	No.	%	Example Comments
<b>Keep open at weekends</b>	208	19.3	<ul style="list-style-type: none"> <li>- <i>But please make the 'Day Closed' a week day!</i></li> <li>- <i>Should be open both days of the weekend, closed during one day of the working week</i></li> <li>- <i>Have you looked at peak demand? In my experience, weekends will be busier so wider opening hours on sat Sunday and less hours in the week would be an option</i></li> <li>- <i>Only support closing one day a week if it is a weekday NOT if it is a weekend day</i></li> <li>- <i>Please allow weekends and longer opening hours to stay to support DIY projects for people who have jobs!</i></li> <li>- <i>Ensure different centres close different days. Leave open at weekends</i></li> </ul>
<b>Open outside office hours</b>	205	19.1	<ul style="list-style-type: none"> <li>- <i>Please don't get rid of evenings slots - it's not fair on people who are working or have caring responsibilities during the day</i></li> <li>- <i>I think its important people have some provision outside of 9am-5pm so option 2 would be better</i></li> <li>- <i>Option 1 is unfair as discriminates against workers and child care providers.</i></li> <li>- <i>If you operate 9-5 seven days a week, many people won't be able to access the centres on 5 days of the week. Think about 'regular' working hours and the fact that if you work 9-5 or similar you cannot access the recycling centre.</i></li> <li>- <i>As someone who works 9-5, it is often inconvenient when so many other services are only open between 9-5.</i></li> <li>- <i>Opening hours of 9-5 would be ridiculous for people who work</i></li> </ul>
<b>Fly tipping</b>	172	16.0	<ul style="list-style-type: none"> <li>- <i>I'd be concerned about increases in flytipping if they reduce opening hours</i></li> <li>- <i>Don't do anything that will encourage fly tipping</i></li> <li>- <i>Access to these centres is the only thing that will stop fly tipping and encourage people to clear up their mess.</i></li> <li>- <i>Don't cut this back to much or you will encourage fly tipping</i></li> <li>- <i>Will reduce fly timing which costs council money</i></li> </ul>

Respondents taking part in the Youth Survey were invited to comment on this proposal; 11 comments were received and grouped into themes, shown below.

Theme	No.	%	Example Comments
<b>9-5 access isn’t good for working people</b>	6	54.5	<ul style="list-style-type: none"> <li>- <i>I feel as though it would be better to close for one day so that after working day hours (which varies from workplace to workplace but generally lasts until 17:30 or thereabouts) there is still some time for adults to take their recycling to the plant and therefore wouldn't procrastinate it for longer than they should and the waste won't build up over time...</i></li> <li>- <i>If you change the opening times to 9-5 then what would all the people who work a 9-5? It would be an attack on the working class</i></li> </ul>
<b>Misc.</b>	5	45.5	<ul style="list-style-type: none"> <li>- <i>the council should not be taking money from these areas, they could make savings elsewhere. stop targeting education and culture!</i></li> <li>- <i>Although closing the site for one day a week is good for saving money it may affect peoples working day.</i></li> </ul>

### Face-to-Face Interviews

Again, opinions were divided, with some respondents expressing the view that there needed to be more recycling centres, and worried about the risk of reducing the current opening hours, whilst others supported to proposals as long as the centres were open on weekends.

*“There’s not enough of them as it is, don’t think you should close them or reduce hours.”*  
Male, 65-74, Llanrumney

*“This would cause fly tipping.”*  
Male, 45-54, Ely

*“I think that reducing opening hours in Recycling Centres would be a good idea, I've used them quite a few times recently and it is always quiet.”*  
Female, 35-44, Ely

*“Close one day mid-week and not on the weekend so people who do 9-5 jobs are still able to use the facilities.”*  
Male, 25-34, Splott

*“Change it to 6 days with the closed day not at the weekend... say, shut on Wednesdays.”*  
Male, 35-44, Ely

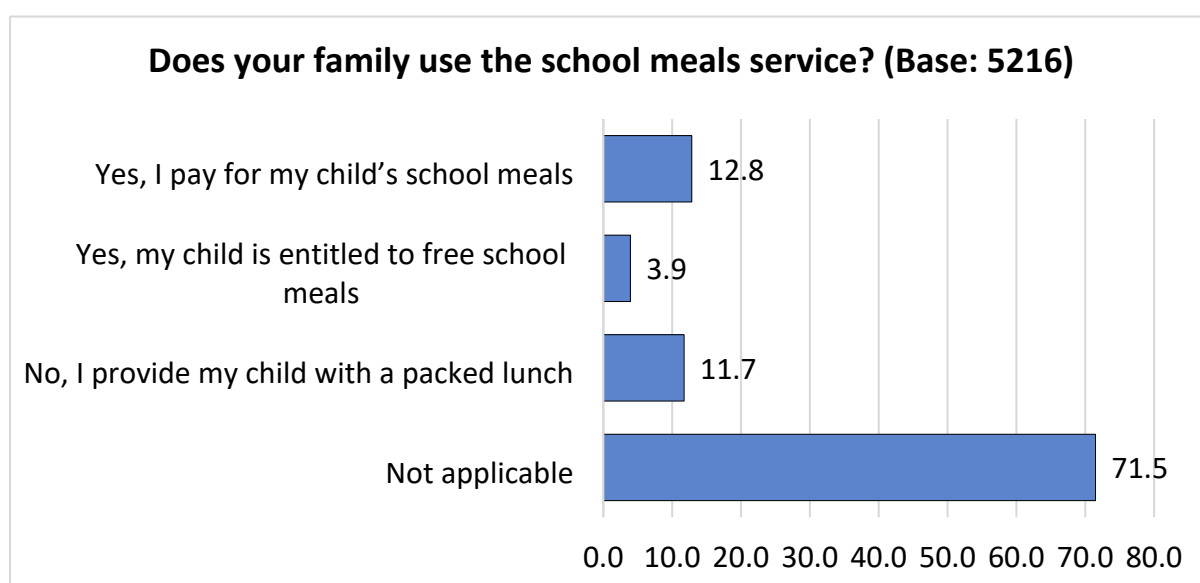
## Cost Recovery and Income Generation

### School Meals

*Cardiff Council’s School Meals Service provides meals to almost every primary and secondary school in the city.*

#### 8. Does your family use the school meals service?

Around one in six respondents (16.8%) reported that their family use the school meals service (either paying for meals or through an entitlement to Free School Meals), with a further 11.7% providing packed lunches for their children.



Amongst those with children in their household, a third (34.2%) pay for their children’s school meals, 30.0% provide their child with a packed lunch, and one in ten (10.2%) were entitled to free school meals. A quarter (25.5%) did not have school age children, or their children had left full-time education.

	All respondents	Under 35	55+	Female	Male	Minority ethnicity
<b>Base</b>	<b>5216</b>	<b>939</b>	<b>1613</b>	<b>2533</b>	<b>2048</b>	<b>533</b>
<b>Yes, I pay for my child’s school meals</b>	12.8	4.8	3.0	13.9	12.2	15.4
<b>Yes, my child is entitled to free school meals</b>	3.9	4.4	0.7	5.1	2.5	4.9
<b>No, I provide my child with a packed lunch</b>	11.7	6.4	2.9	11.6	11.9	14.6
<b>Not applicable</b>	71.5	84.5	93.3	69.4	73.4	65.1

	All respondents	Identify as disabled	Welsh speaker	Southern Arc	Children in household	LGBTQ+
<b>Base</b>	<b>5216</b>	<b>509</b>	<b>752</b>	<b>1484</b>	<b>1786</b>	<b>504</b>
<b>Yes, I pay for my child's school meals</b>	12.8	6.9	15.3	12.1	34.2	6.2
<b>Yes, my child is entitled to free school meals</b>	3.9	4.3	3.9	4.5	10.2	3.2
<b>No, I provide my child with a packed lunch</b>	11.7	6.1	10.5	10.6	30.0	5.2
<b>Not applicable</b>	71.5	82.7	70.3	72.8	25.5	85.5

Whilst there was no correlation with level of deprivation, those with school-aged children and living in the most deprived areas were more likely to provide a packed lunch for their children whilst those in the least deprived areas were more likely to pay for their children to have school meals.

Those in the most deprived areas were twice as likely to report their child is entitled to free school meals.

	Most Deprived	Next Most Deprived	Middle	Next Least Deprived	Least Deprived	All Respondents
<b>Base</b>	<b>328</b>	<b>498</b>	<b>653</b>	<b>705</b>	<b>746</b>	<b>3729</b>
<b>Yes, I pay for my child's school meals</b>	8.0	11.7	12.8	10.8	17.2	12.8
<b>Yes, my child is entitled to free school meals</b>	6.1	4.7	3.2	4.2	2.8	3.9
<b>No, I provide my child with a packed lunch</b>	14.6	11.1	9.6	10.8	13.7	11.7
<b>Not applicable</b>	71.3	72.6	74.5	74.1	66.3	71.5

*The Welsh Government will be rolling out free school meals for all primary school pupils in Wales by 2024 and will fund the Council to provide this service. Until then, the Council is required to fund the provision of school meals for primary as well as secondary school pupils. Inflation is at its highest level for decades, with the cost of buying and preparing the meals much more expensive than it was a year ago. The Council is therefore having to pay more to provide school meals.*

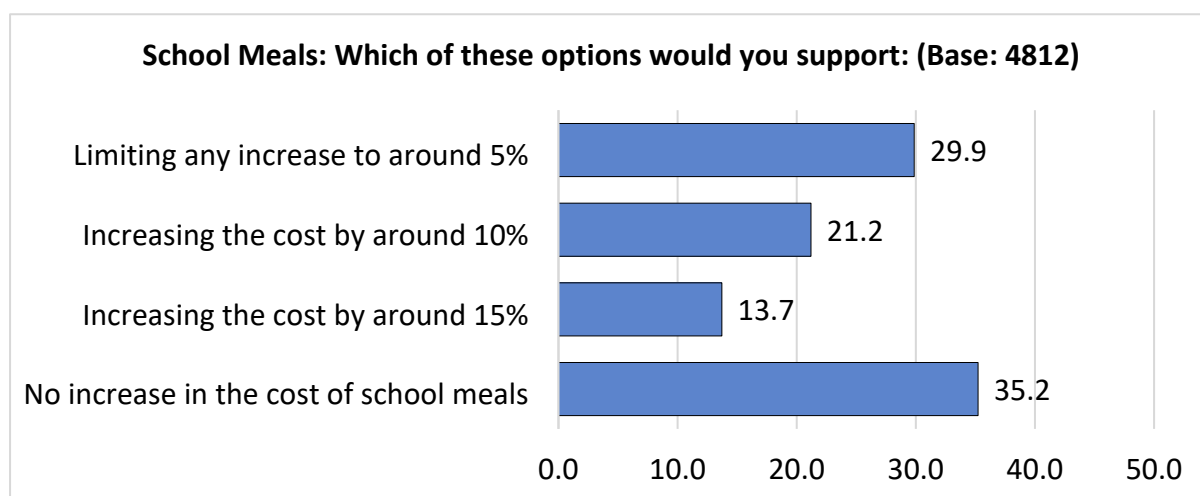
*This means that, without an increase in the costs of meals, the Council would face significant additional costs to deliver this service. For this year, meeting the full cost of delivering school meals may mean the Council providing a 25% subsidy, which is close to £2 million. The Council is therefore considering increasing the cost of school meals to meet the rising cost, but thinks that passing on the increased cost in full*

would be too great a rise. In order to limit price rises to the options set out below, the Council would provide a subsidy to meet any additional cost for delivering the service.

The children eligible for Free School Meals (FSM) will continue to receive school meals for free.

**Which of these options would you support:**

The most common response (35.2%) was that there should be no increase in the cost of school meals, with three in ten (29.9%) opting to limit any increase to around 5%.



More than two-fifths of respondents using the school meals service (43.9%) and those aged under 35 (42.0%) were most likely to support no increase in the cost of school meals.

Support for this option was lowest amongst those aged 55 or over (29.7%) and men (29.8%).

	Base	Limiting any increase to around 5%	Increasing the cost by around 10%	Increasing the cost by around 15%	No increase in the cost of school meals
<b>Child has school meals</b>	<b>868</b>	27.1	19.5	9.6	43.9
<b>Under 35</b>	<b>916</b>	27.8	19.3	10.8	42.0
<b>Identify as disabled</b>	<b>463</b>	25.9	18.6	17.3	38.2
<b>Children in household</b>	<b>1756</b>	28.1	20.8	13.2	37.9
<b>Female</b>	<b>2369</b>	32.5	20.5	9.4	37.6
<b>Southern Arc</b>	<b>1386</b>	28.5	20.1	14.4	37.1
<b>LGBTQ+</b>	<b>481</b>	27.7	19.1	16.4	36.8
<b>Minority ethnicity</b>	<b>512</b>	27.1	21.1	15.6	36.1
<b>Welsh speaker</b>	<b>693</b>	29.9	21.1	13.0	36.1
<b>All respondents</b>	<b>4812</b>	29.9	21.2	13.7	35.2
<b>Male</b>	<b>1880</b>	27.5	23.9	18.8	29.8
<b>55+</b>	<b>1374</b>	34.0	23.2	13.1	29.7

The support for no increase to the cost of school meals was correlated with level of deprivation, with those in the most deprived areas showing the highest level of support for this option.

	Base	Limiting any increase to around 5%	Increasing the cost by around 10%	Increasing the cost by around 15%	No increase in the cost of school meals
<b>Most Deprived</b>	422	26.5	17.5	12.3	43.6
<b>Next Most Deprived</b>	644	31.2	17.7	13.8	37.3
<b>Middle</b>	821	28.6	23.1	12.4	35.8
<b>Next Least Deprived</b>	876	31.7	23.4	15.4	29.5
<b>Least Deprived</b>	1028	31.1	24.8	15.2	28.9
<b>All Respondents</b>	4812	29.9	21.2	13.7	35.2

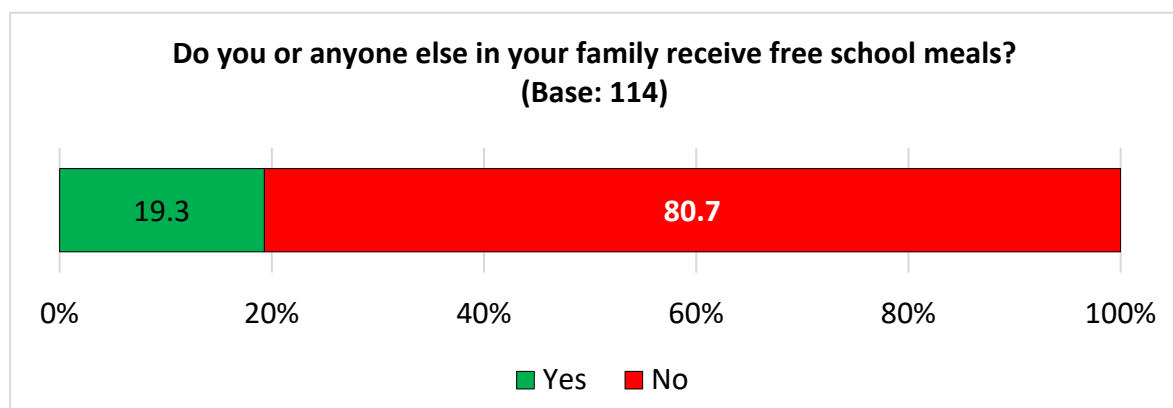
### Youth Survey

*The Council must make sure that all pupils in school have access to food during the school day. With the cost of everything going up it is now more expensive for the Council to buy and prepare the meals for schools. The Council has estimated that it could cost them close to £2Million extra this year to make sure school meals are available. The Council is considering whether they need to increase the cost of school meals to reduce this £2Million extra.*

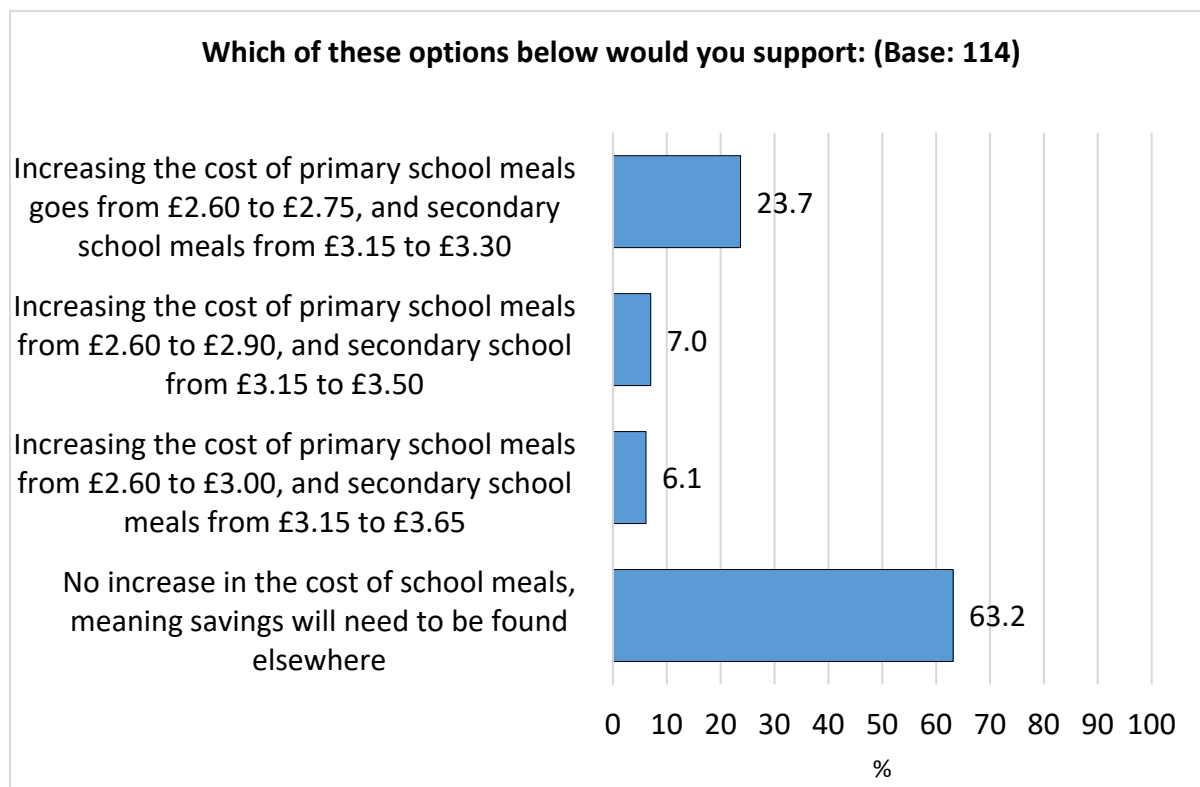
*The young people eligible for Free School Meals (FSM) will continue to receive school meals for free.*

*Which of these options below would you support:*

A fifth of respondents (19.3%) reported they or a family member received free school meals.



Almost two-thirds (63.2% of respondents to the Youth survey felt there should be no increase to the cost of school meals.



### Do you have any other comments on this proposal?

Respondents were invited to comment on this proposal; 659 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 5](#).

Theme	No.	%	Example Comments
<b>Families can't cope with increase</b>	128	19.4	<ul style="list-style-type: none"> <li>- I pay for my children's meals as both myself &amp; husband work. It is increasingly difficult at present to maintain our budgets from our income with cost of living rising and no financial help as both employed.</li> <li>- You are aware of the cost of living crisis do not endanger vulnerable people who may not be entitled to free school meals by increasing what they have to pay.</li> <li>- Please do not increase the price of school meals for parents already struggling. The savings should be found elsewhere</li> <li>- People are struggling to live as it is, overly every increase just adds to their troubles with trying to survive</li> <li>- There is a gap between those who qualify for FSM and those who can readily afford them. This will affect those children and families the most during this difficult time.</li> </ul>
<b>Not good value for money/meals are already expensive, and not good food</b>	124	18.7	<ul style="list-style-type: none"> <li>- I think parents pay enough for what I feel is substandard meals with measly portions.</li> <li>- I would expect an improvement in the quality</li> <li>- If you want people to pay for school meals they should be nutritious not the kind of high carb processed foods currently offered</li> <li>- My son is entitled to free school meals as I am a single mum of 3. My son says the £3.30 he gets per day isn't enough to buy a healthy meal, just 1 slice of pizza and drink. The meals in school aren't satisfactory. If I were to feed my children at home pizza every day it would be classed as neglect.</li> <li>- The increase is not worth the food, meals are small and not budgeted well.</li> </ul>
<b>Should be means tested</b>	101	15.2	<ul style="list-style-type: none"> <li>- Means test this, not every family needs or requires free meals</li> <li>- Rolling out free school meals to all is ridiculous and should be there for those that need it, those that can pay should</li> <li>- Make access to free meals means tested</li> <li>- Only offer free school meals to those that financially need that support.</li> <li>- this should be tailored - higher income households who can afford to pay extra should, shouldering the burden for those who can't afford it.</li> </ul>



Respondents taking part in the Youth Survey were invited to comment on this proposal; 25 comments were received and grouped into themes, shown below.

Theme	No.	%	Example Comments
<b>People are struggling to pay - children may go hungry</b>	18	72.0	<ul style="list-style-type: none"> <li>- I find the prices difficult enough to pay, by increasing this many who are not eligible for the free school meals may go hungry.</li> <li>- Many families find it hard to find the money for school meals, so increasing the price even a small amount could have a massive effect on children who rely on school food to eat.</li> <li>- If the council were to increase the price of school meals there may be more children who aren't able to afford it.</li> </ul>
<b>Misc.</b>	8	32.0	<ul style="list-style-type: none"> <li>- Secondary school meals are awful quality &amp; not worth the cost</li> <li>- I think that every child should get a free meal at school</li> <li>- I don't think that everyone needs free school meals only those in need.</li> </ul>

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

### Face-to-Face Interviews

Those taking part in face-to-face engagement were generally against an increase in the cost of school meals:

*“Keep the price as it is, people are struggling right now with cost of living etc.”*

Female, 35-44, Llanrumney

*“I don't think that school meal prices should increase, we are a working family with 2 children in school and it costs enough as it is - roughly £50 per week.”*

Female, 35-44, Ely

*“A Big no - Should be free regardless.”*

Female, 25-34, Ely

*“People can't afford much now!”*

Male, 65-74, St Mellons

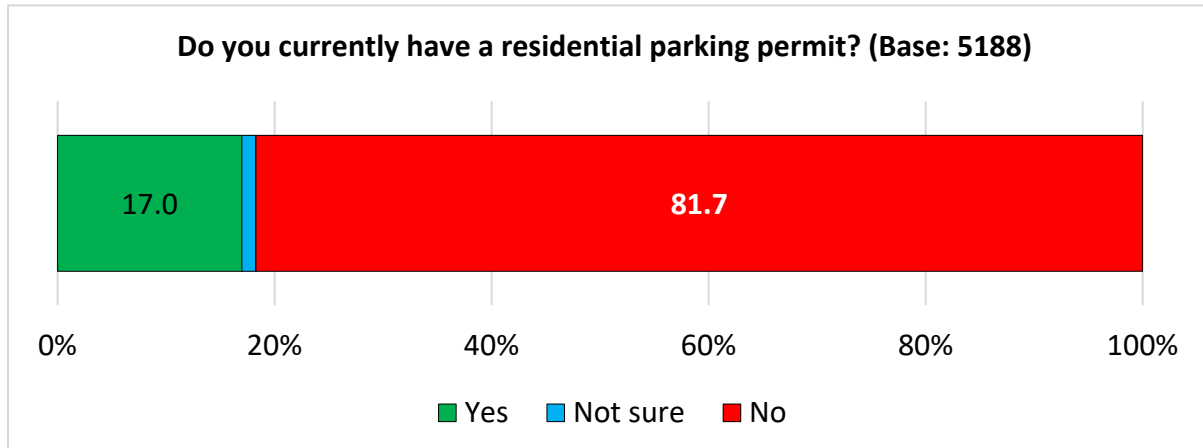
*“Secondary schools yes [increase the price], they go to the shops to buy their own food.”*

Male, 75+, Ely

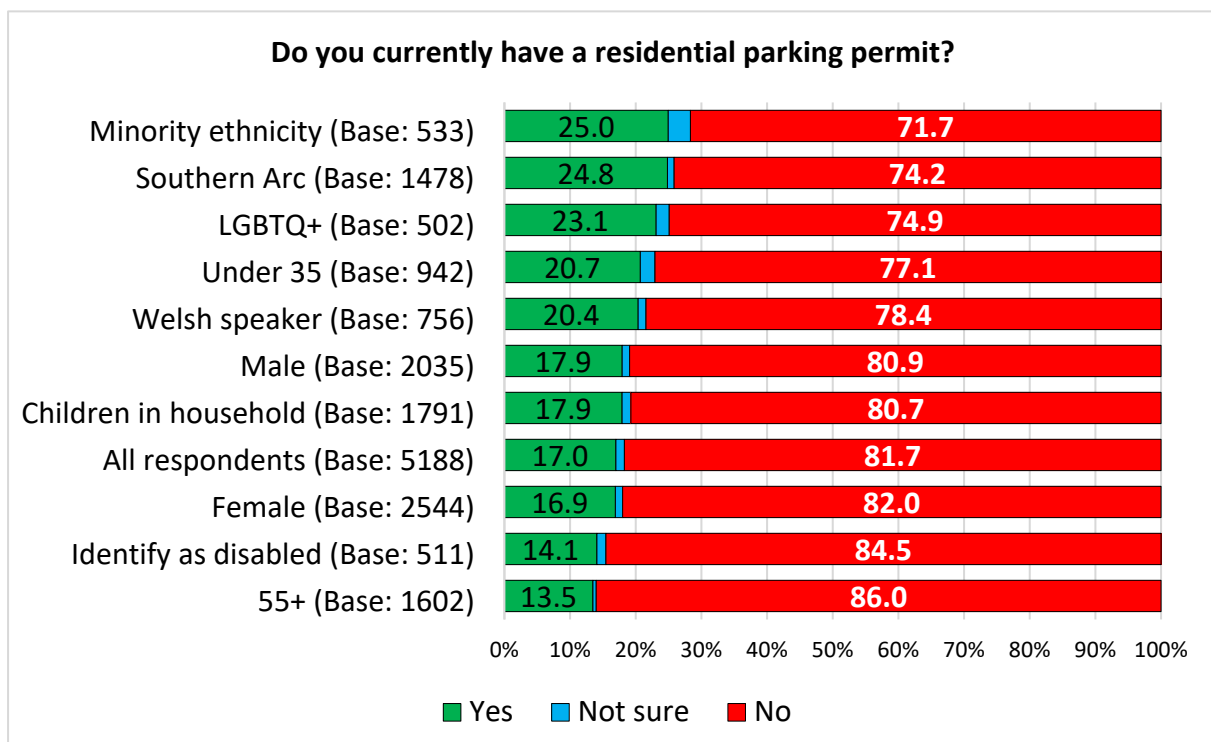
Residential Parking Charges

**9. Do you currently have a residential parking permit?**

Just under one in six respondents (17.0%) hold a residential parking permit.



Those from a minority ethnicity (25.0%) and those living in the Southern Arc (24.8%) were most likely to hold a residential parking permit, contrasting with those aged 55 or over (13.5%) and those identifying as disabled (14.1%)



Base sizes shown in brackets

There was no correlation with level of deprivation.

The Council offers parking permits as a service to residents in specific areas across the city. This service includes administering the relevant type and number of permits to applicants, and monitoring vehicles parking in restricted areas to ensure these areas are only used by permit holders.

Residents parking permits have not increased in cost since 2013 and the income generated by the permit charges does not meet the cost of delivering this service. The cost of parking permits in Cardiff are well below the average amount charged by similar local authorities across the UK, who charge an average of £42 for a first permit and £74 for additional permits. As local comparisons, Bristol charges up to £84 for a first permit whilst Newport charges £35.

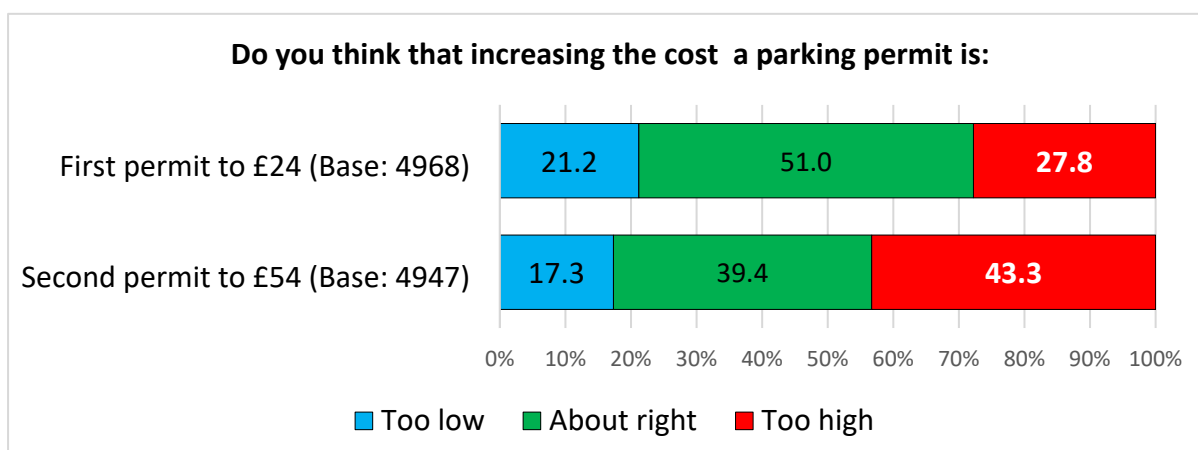
The Council could increase the cost of a first permit from £7.50 to £24, and a second permit from £30 to £54, with similar proportional increases for visitors permits, generating around £481,000 per year to help meet the cost of managing the permit schemes across the city.

**Do you think that increasing the cost of a first permit to £24 is:**

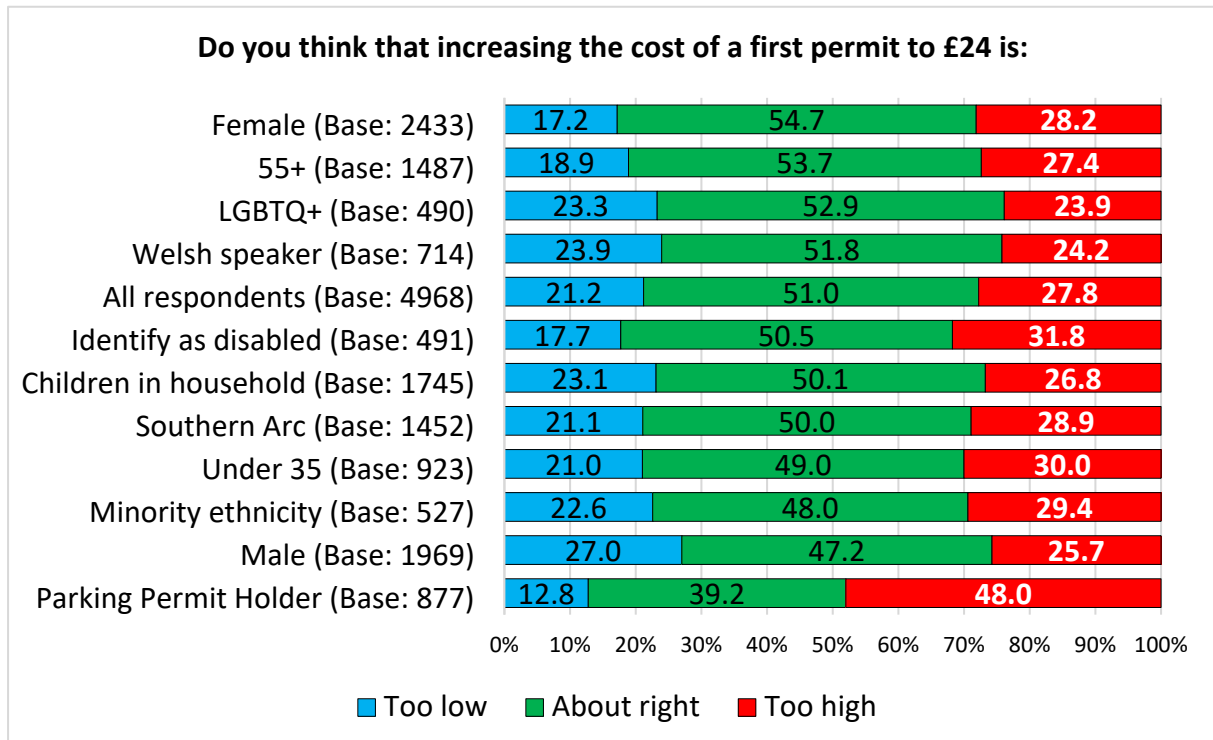
**Do you think that increasing the cost of a second permit to £54 is:**

Around half (51.0%) felt that increasing the cost of a first permit to £24 was 'About right', with the remaining respondents split as to whether this figure was 'too high (27.8%)' or 'too low' (21.2%).

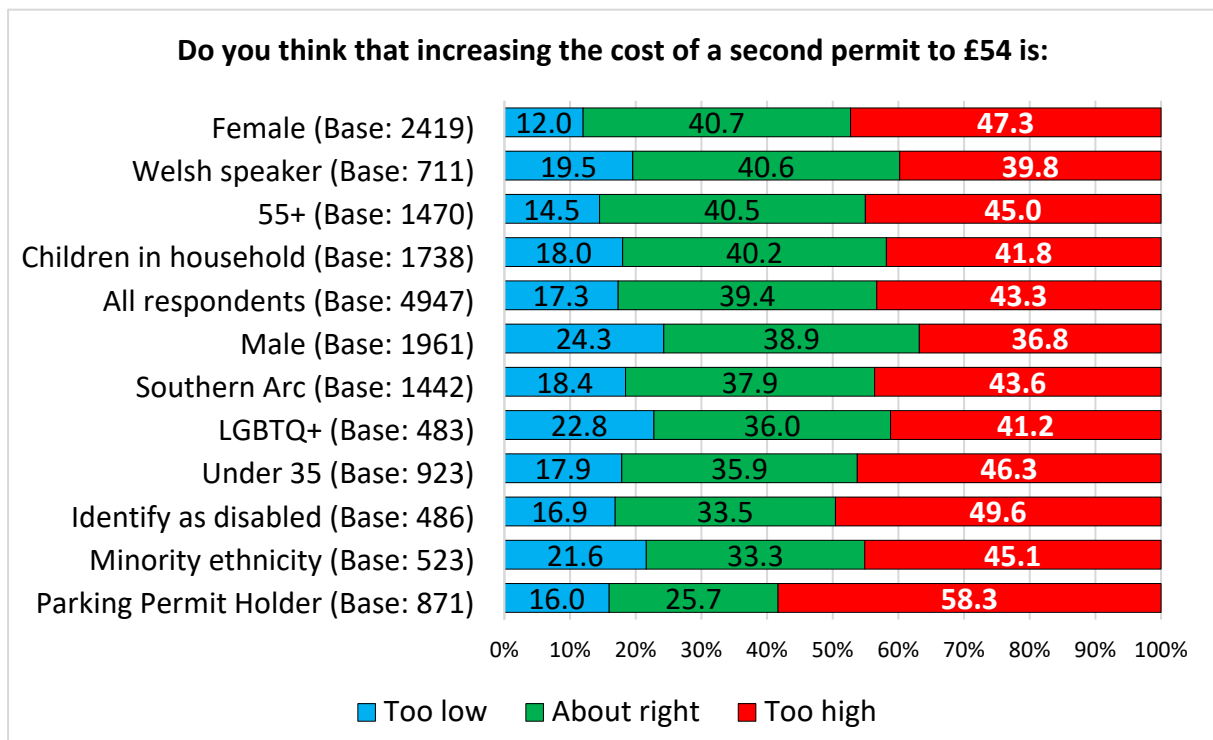
Most respondents (43.3%) felt £54 for a second permit was 'too high', with two-fifths (39.4%) rating this as 'About right', and 17.3% as 'too low'.



Almost half of those (48.0%) with a current residential parking permit felt that £24 was 'too high', increasing to 58.3% for the proposed price of £54 for a second permit.



Base sizes shown in brackets



Base sizes shown in brackets

There was no correlation with level of deprivation.

### Youth Survey

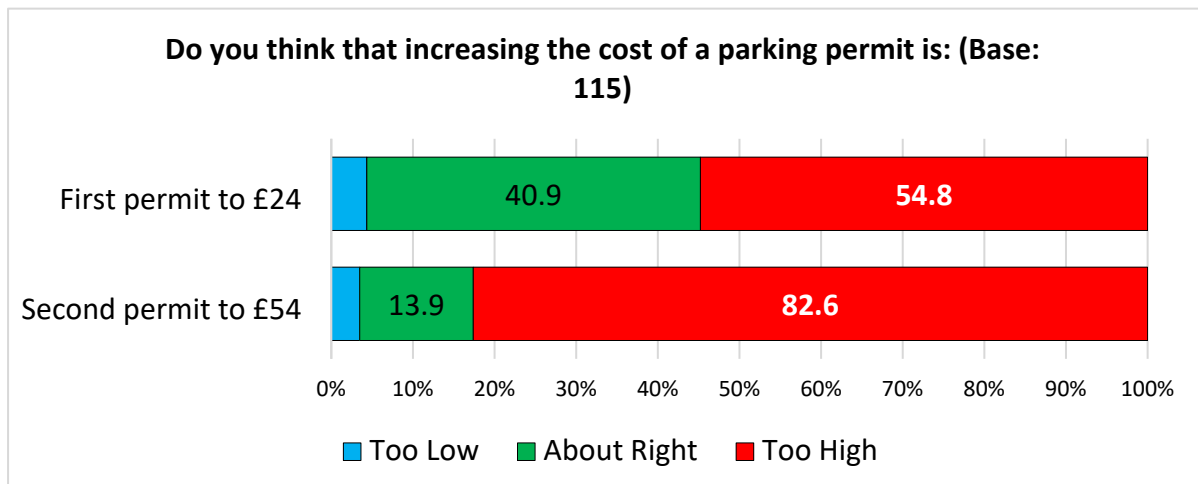
*The Council offers parking permits to people who live in certain parts of Cardiff. A parking permit is like a special pass that lets you park your car in a certain place. Parking permits are important because they help make sure that the parking spaces are used fairly and that everyone has an equal chance to park their car. It also helps with the management of the parking spaces and makes sure that the area is not overcrowded with cars.*

*Currently the cost to keep the parking permit service running is more than the money the Council makes from those who pay for permits. Currently Cardiff offers one of the cheapest prices in Wales for their permits.*

*The Council could increase the cost of everyone’s first permit from £7.50 to £24, then their second permit from £30 to £54. With these changes it could bring in £481,000 per year to help the Council run the parking permit service.*

*Do you think that increasing the cost of a first permit to £24 is:*

Those taking part in the Youth survey typically felt that the proposed increases in the cost of residential parking permits were too high [note, the Youth survey did not include the context showing the cost of permits in other cities].



## Face-to-Face Interviews

Opinions were divided on the scale of this increase:

*"This doesn't affect me but seems acceptable"*

Female, 25-34, St Mellons

*"Massive rise - Too much."*

Male, 16-24, Llanrumney

*"£24? Ooh that's TOO much. We NEED that car. My husband is a taxi driver. £54 is a bit too expensive."*

Female, 16-25, Riverside

### Pay & Display Charges

The average cost of parking in Cardiff is below that charged in a number of other cities.

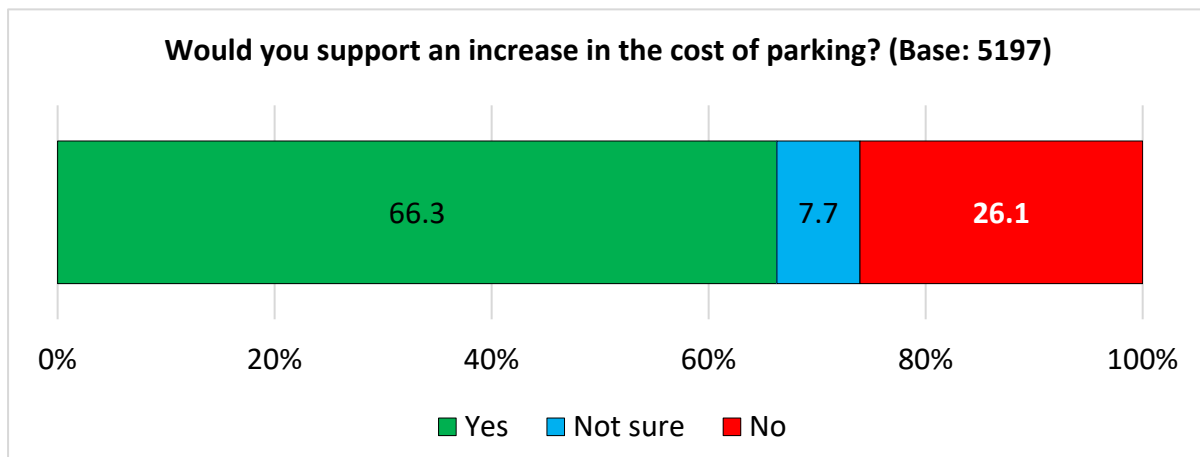
The Council could increase the cost of on-street pay and display by, on average, 50p an hour, and for car parks, an increase of £1.00 for those parking longer than 2 hours:

ON STREET			CAR PARKS		
	Current	New		Current	New
1 hour	£2.10	£2.60	2 hours	Free	Free
2 hours	£3.40	£3.60	3 hours	£1.00	£2.00
3 hours	£4.20	£4.60	All day	£2.00	£3.00
4 hours	£5.10	£5.60			
5 hours	£6.10	£6.60			

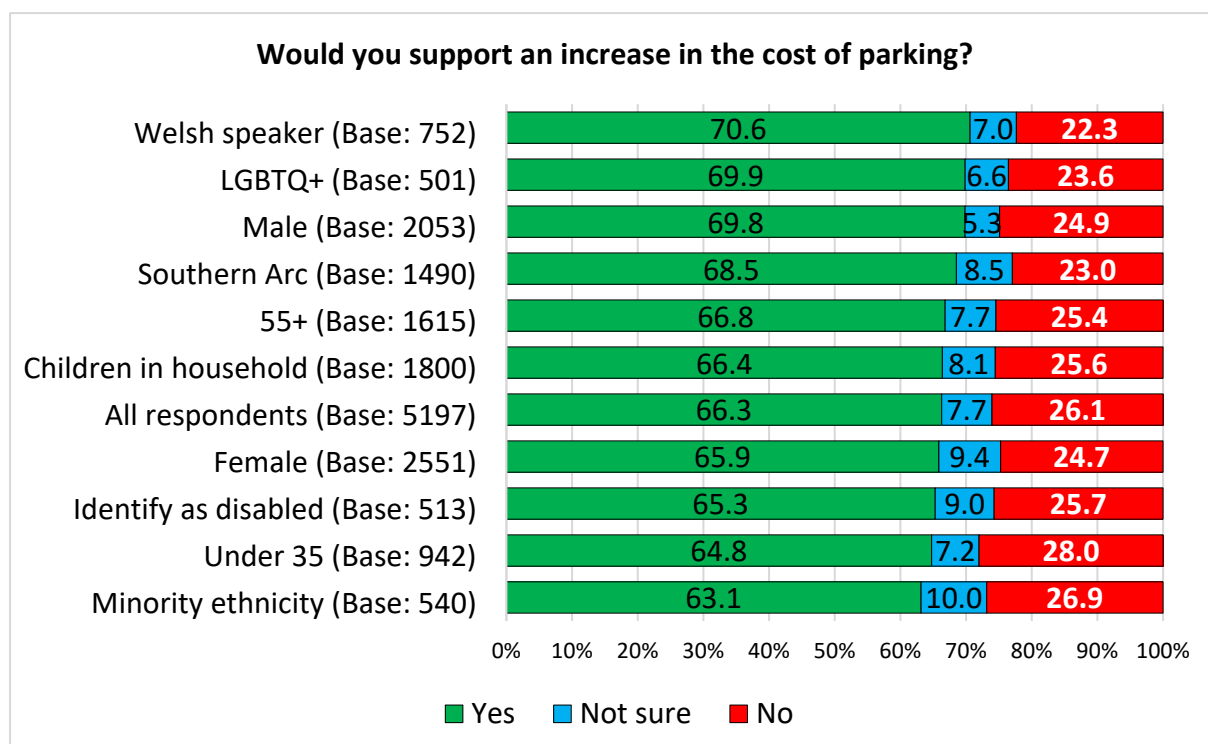
This will generate an additional £740,000 in income.

### 10. Would you support an increase in the cost of parking?

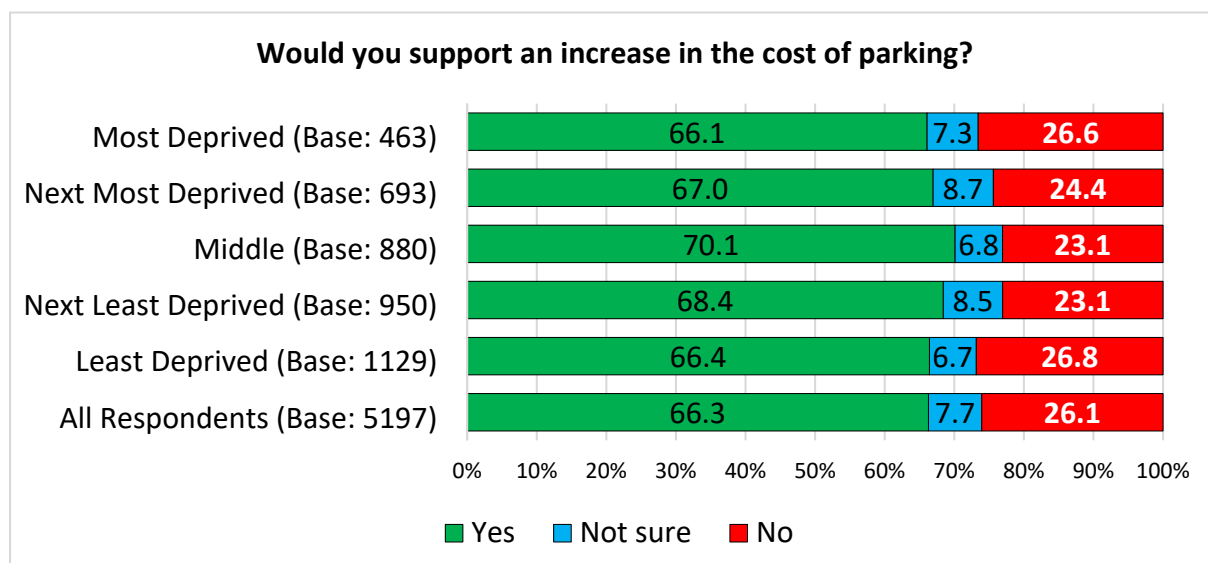
Two-thirds of respondents (66.3%) supported the proposed increase in parking charges, whilst around a quarter (26.1%) opposed this proposal.



Support was broadly consistent across the demographic and geographic groups analysed:



Base sizes shown in brackets



Base sizes shown in brackets

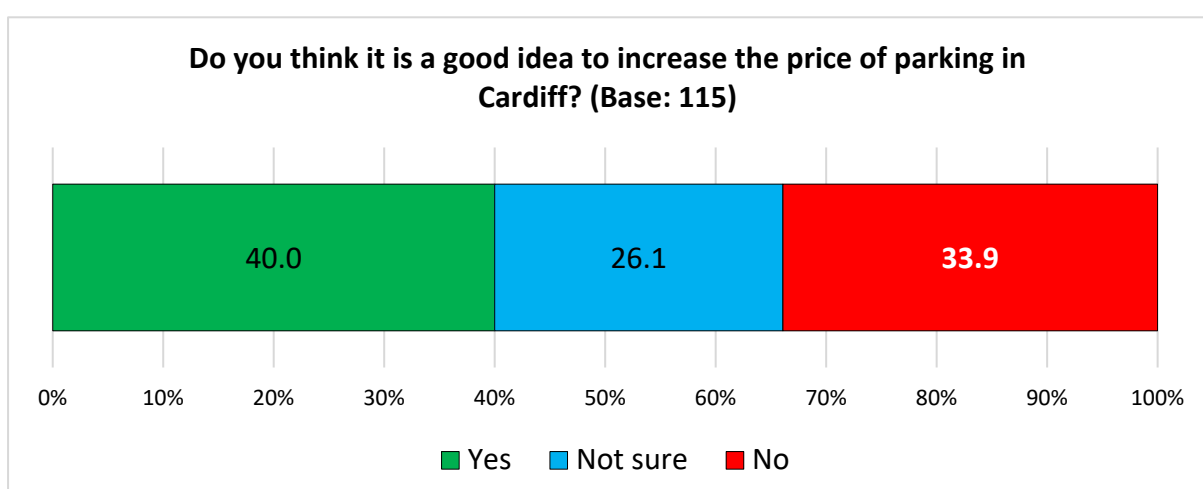


### Youth Survey

The Council is also looking at the price of parking around the City. They could increase the cost of parking on the street at pay and display machines by roughly 50p per hour. For car parks they are looking at an increase of £1.00 for those who park longer than 2 hours. With these changes the Council could make up to £740,000.

Do you think it is a good idea to increase the price of parking in Cardiff?

Respondents to the Youth survey were more divided in their opinion, with most in support of the proposal (40.0%), a quarter (26.1%) against, and a third (33.9%) were undecided.



### Why don't you support this proposal?

Those disagreeing with the proposal were asked to give reasons for this; 894 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 6](#).

Theme	No.	%	Example Comments
<b>Parking already expensive / increase too high pay enough already</b>	355	39.7	<ul style="list-style-type: none"> <li>- Cardiff's parking is very expensive compared to other cities already.</li> <li>- It's too costly</li> <li>- Percentage increase too high</li> <li>- Extremely expensive already.</li> <li>- Because I can't afford it as it is</li> <li>- Parking in Cardiff is already expensive enough and public transport is poor and unreliable</li> <li>- Already far too expensive for a city that lacks public transport except from in and out of the city centre, and even that is too restrictive in the times and frequency it runs</li> </ul>

<b>Will drive people / tourists away from city centre</b>	343	38.4	<ul style="list-style-type: none"> <li>- Cardiff car parking is already some of the most expensive in UK. I'm sure a lot of out of town shoppers already avoid Cardiff due to this and the difficulty of navigating the roads due to too many cycle lanes.</li> <li>- You need to encourage people to visit the city. The city centre already looks as though it is on its last legs.</li> <li>- the city centre is already dying. this would finish it off, especially with the anti-car approach being taken by the city</li> <li>- Its already too high and will put off visitors</li> <li>- Deters people from going into the centre</li> <li>- I never visit Cardiff now due to extortionate parking fees, you will only make it worse. Sack some of the penpushers and paper shufflers in city hall.</li> </ul>
<b>Will affect business</b>	244	27.3	<ul style="list-style-type: none"> <li>- Not good for business.</li> <li>- Put people off shopping</li> <li>- Mad. We need to encourage use of the Centre. Covid / online has hit retail &amp; hospitality hard. These sectors need support not more problems.</li> <li>- Charging for parking decimates local shopping</li> <li>- It is already too high and will further damage the city centre and local economies</li> <li>- Bad for local businesses</li> </ul>

Respondents taking part in the Youth Survey were invited to comment on this proposal; 33 comments were received and grouped into themes, shown below.

<b>Theme</b>	<b>No.</b>	<b>%</b>	<b>Example Comments</b>
<b>Cost of living crisis</b>	12	36.4	<ul style="list-style-type: none"> <li>- the economic state of the country is in shambles</li> <li>- People are already bothered with cost of living and inflation. Some people can't use public transport due to the timings and waits. Therefore they have to use a car, increasing it by £1 is quite a lot because people are most likely to park for over 2 hours. Maybe a 50p increase in over 2 hours is okay and not doing the 50p for every hour. Unless the Cardiff bus timings can be fixed people should really be allowed to park their cars at a fair price.</li> </ul>
<b>It is already expensive</b>	12	36.4	<ul style="list-style-type: none"> <li>- It's to high already</li> <li>- Too expensive for families</li> </ul>
<b>Will stop people going into the city centre</b>	12	21.2	<ul style="list-style-type: none"> <li>- It will put off people visiting shops</li> <li>- It will stop people going into Cardiff if costs are too high</li> </ul>
<b>Parking &amp; public transport concerns</b>	6	18.2	<ul style="list-style-type: none"> <li>- Public transport into the city centre is unreliable, charging people more to make their own way is ludicrous when there is no reliable alternative.</li> <li>- The public transport so bad</li> </ul>

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

## Face-to-Face Interviews

Concerns were raised over the impact of an increase in parking costs:

*"Parking - Ha! There is no parking! Just a bike station! Customers cannot park, and we cannot get our deliveries with a bike station!"*

Female, 16-24, Riverside

*"No, Parking is too expensive."*

Female, 16-24, Riverside

*"No, already too expensive"*

Female, 25-34, St Mellons

*"Yes, that's acceptable."*

Male, 75+, Ely

Council Owned Sports Pitches and Facilities in Parks

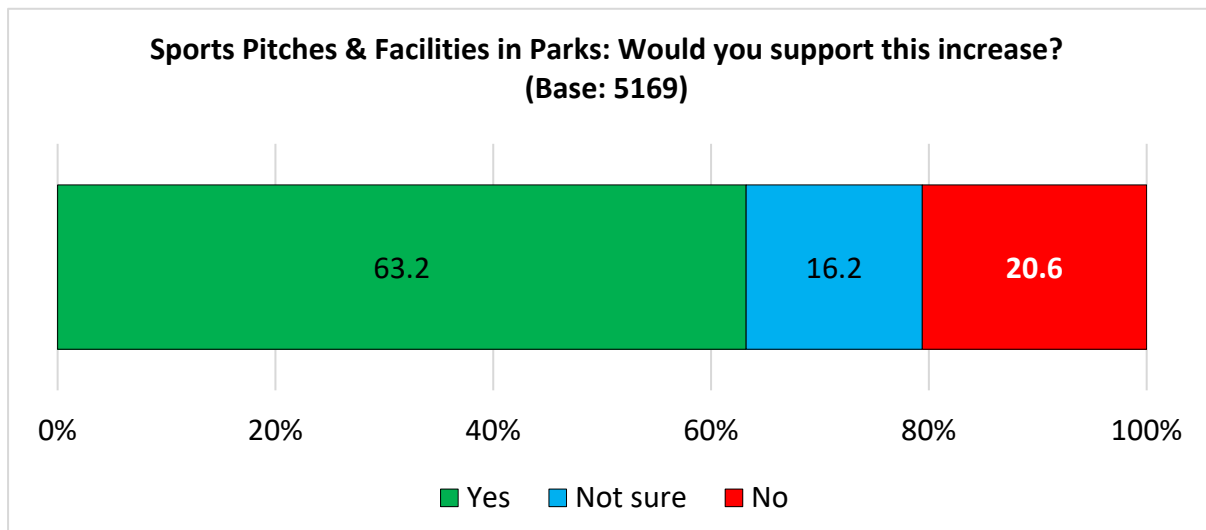
The Council currently spends £235,000 subsidising the cost for adults hiring sports pitches and changing facilities across the city. Fees vary by sport and whether changing rooms are included.

The Council does not charge for the hire of its pitches by mini and junior clubs and is the only local authority in Wales to provide free use of pitches to these groups.

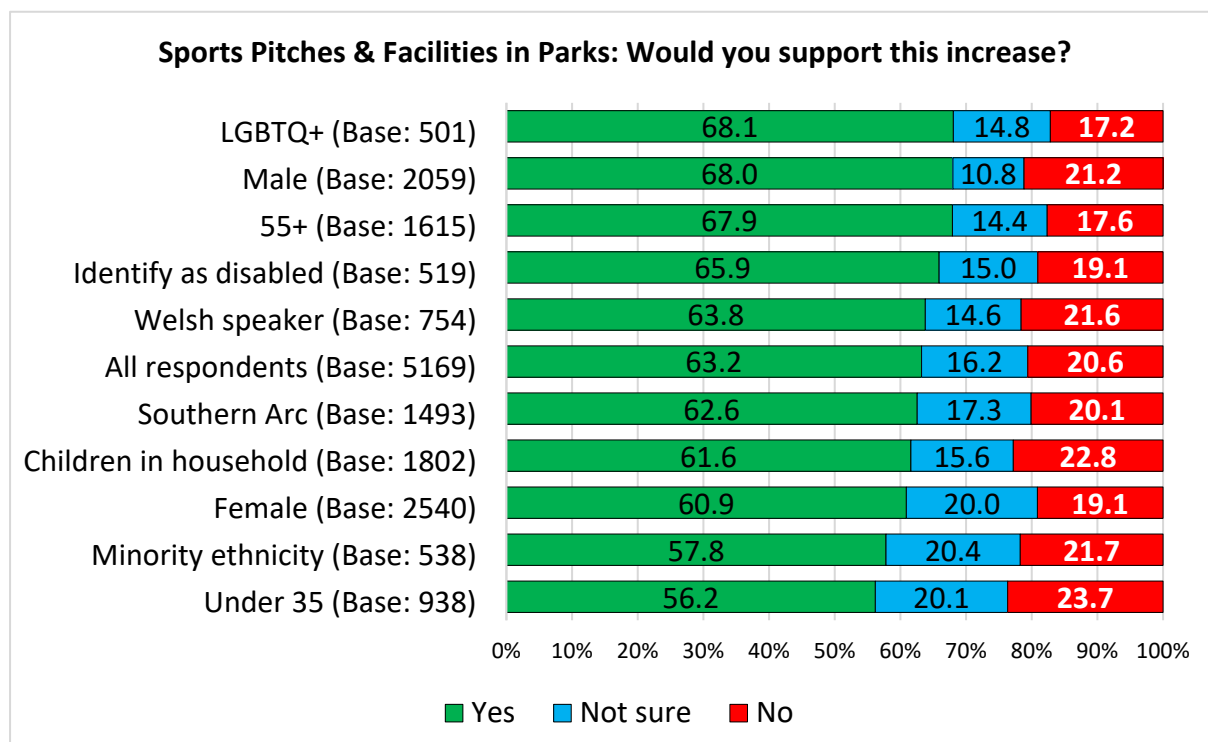
The Council is not proposing to fully recover the costs of providing sports pitches and facilities but could increase prices by 10%, just under inflation, which would mean there would still be a subsidy of over £200,000. This would be a price increase of around £5-£8 per booking.

**11. Would you support this increase?**

More than three in five (63.2%) supported the increase in costs to hire sports pitches and facilities in Parks, a fifth (20.6%) opposed this, and around one in six (16.2%) were ‘Not sure’.

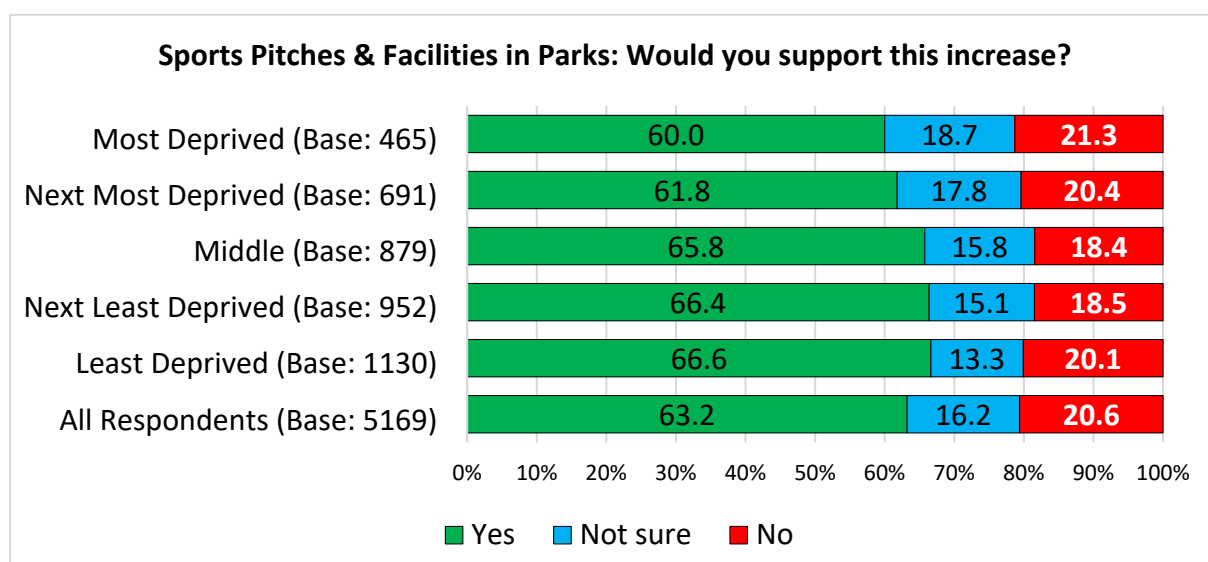


More than half of all the demographic and geographic groups analysed supported this proposal.



Base sizes shown in brackets

There was a correlation with level of deprivation, with those in the least deprived areas more likely to support this proposal.



Base sizes shown in brackets

Youth Survey

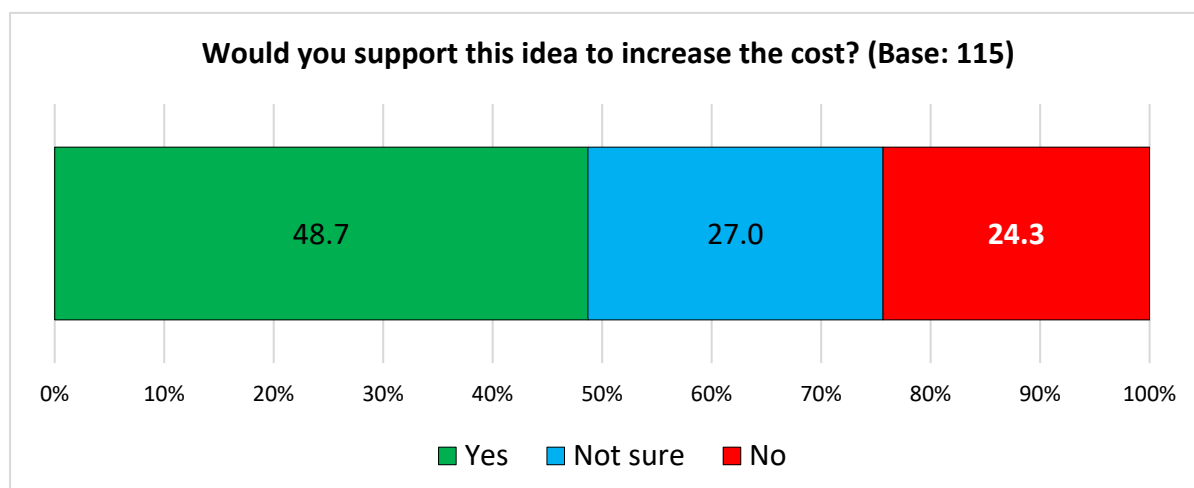
**Council Owned Sports Pitches and Facilities**

The Council currently spends £235,000 on helping with the cost for adults to use sport pitches and changing rooms across the City. The cost of the pitches can be different depending on the sport whether there are changing rooms included.

The Council is proposing to increase the price of by around £5-8 per booking. This would mean instead of needing £235,000 to support with costs we could bring this number down to £200,000.

Would you support this idea to increase the cost?

Those responding to the Youth survey also supported this proposal, albeit at a lower level (48.7% in support)



**Why don't you support this proposal?**

Those disagreeing with the proposal were asked to give reasons for this; 627 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 7](#).

Theme	No.	%	Example Comments
Should be encouraging sport/ leisure/ fitness for mental health & wellbeing	395	63.0	<ul style="list-style-type: none"> <li>- You want people to get healthier so increase costs of sports facilities???...well done!</li> <li>- People use sports to benefit mental and physical health. Removing this will make it too expensive for some people and will have knock on effects to the NHS.</li> <li>- Health and fitness in adults is difficult at the best of times. Increasing prices will put people off joining clubs</li> </ul>

			<ul style="list-style-type: none"> <li>- Increasing the cost to play sport will only result in increased costs of healthcare when fitness declines</li> <li>- Don't charge for the cost of health and wellbeing.</li> <li>- We need to encourage exercise. Increasing cost would discourage healthy activity particularly amongst lower socioeconomic groups who suffer the worst health</li> </ul>
<b>Negative impact on sports clubs / participation especially amongst kids &amp; less well off</b>	315	50.2	<ul style="list-style-type: none"> <li>- Sports activities should be available to all any price increase will reduce take up</li> <li>- Because small clubs can hardly survive now. You will kill sport in the city</li> <li>- Because grass roots sports would die out - literally £5 is a dealbreaker for financially stressed parents. The parents are often paying a lot for equipment, petrol etc... the extra is enough to sink the ship. Free access to sports arenas are CRUCIAL for the wellbeing of the young sporting nation.</li> <li>- Exercise should not be penalized</li> <li>- Negative impact on participation</li> </ul>
<b>Alternative ways of funding</b>	49	7.8	<ul style="list-style-type: none"> <li>- Although I would rather this than some of the other proposed savings, it's pretty small sums for the risk of disincentivising sport. Can you be more inventive and look at how venues could become part community empowered and use volunteers etc instead??</li> <li>- Once again because the council wastes so much money elsewhere, Stop building more unused cycle lanes in one of the wettest countries in Europe, cut the vanity projects and cut your salaries would be a start</li> <li>- Groups are struggling with costs perhaps you should reduce the number of councillors to save money</li> <li>- We already pay enough in rates. Make cuts elsewhere</li> </ul>

Respondents taking part in the Youth Survey were invited to comment on this proposal; 20 comments were received and grouped into themes, shown below.

Theme	No.	%	Example Comments
<b>It would reduce access</b>	14	70.0	<ul style="list-style-type: none"> <li>- Because people may enjoy sports but may not be able to afford. Instead encourage more people to use the facilities.</li> <li>- Sport is for everyone and key to health</li> <li>- Many people will be affected negatively. Sport pitches keep the citizens of Cardiff happy and healthy, increasing the price would affect many people significantly</li> </ul>
<b>Sport is for health &amp; community</b>	12	60.0	<ul style="list-style-type: none"> <li>- exercise is good for adults</li> <li>- Wales has a serious obesity issue. Discouraging sport through increasing cost is only going to exacerbate this. Sports should be open to as many people as possible.</li> <li>- I don't support this idea, because my family and friends book pitches for cricket and its a time when the family can all come</li> </ul>

			<i>together and play in unity, however if prices are increased people will not feel motivated to come, as they wouldn't want to spend extreme amounts of money on these things that once used to be cheap.</i>
<b>Misc.</b>	5	25.0	- savings should be made elsewhere - making everything so expensive these days

*Respondents could leave comments on more than one theme, so totals will exceed 100.0%*

### Face-to-Face Interviews

This wasn't a topic that was seen as a high priority; those making comments were concerned about the impact of increasing the cost to use the pitches and facilities.

*"Not a good idea, people can't afford that."*

Female, 16-24, Ely

*"Keep it affordable. I have many friends who play football twice a week, for their health. It is better than drinking with friends."*

Male, 35-44, Ely

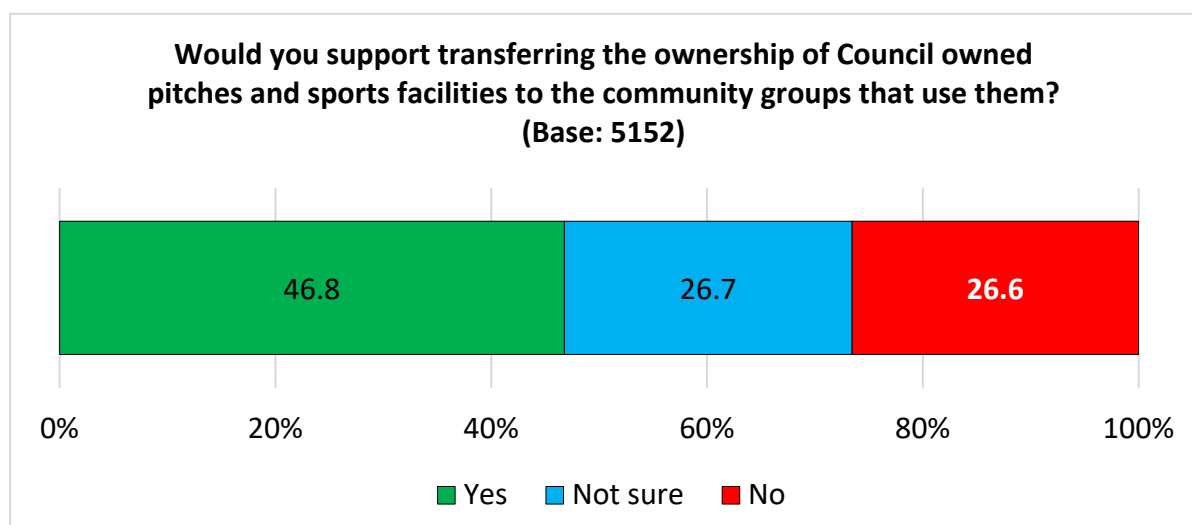


### Asset Transfer of Municipal Sports Pitches

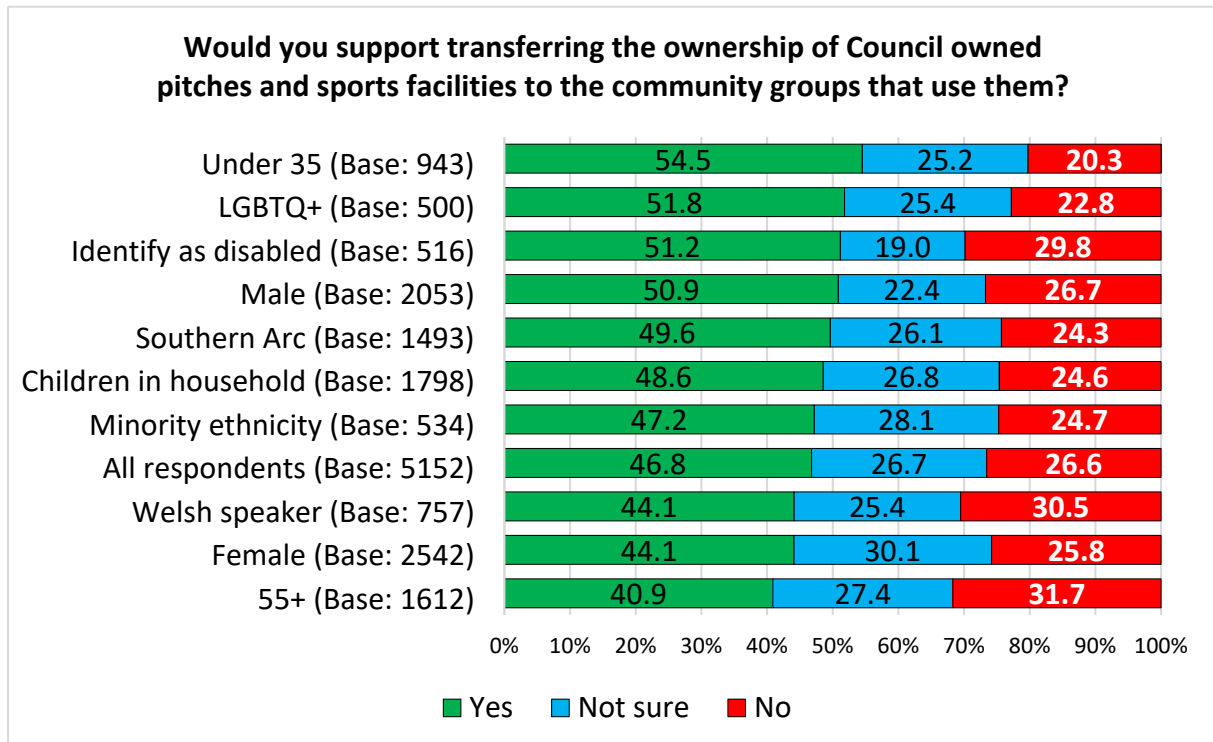
*The Council is currently responsible for running a number of pitches and facilities used for community sports across the city. The Council could transfer the ownership of these pitches and sports facilities to the community groups that use them.*

#### **12. Would you support transferring the ownership of Council owned pitches and sports facilities to the community groups that use them?**

Just under half of those surveyed (46.8%) supported the transfer of ownership of pitches and sports facilities to the groups that use them, the remainder were equally split between opposing this proposal (26.6%) and feeling unsure (26.7%).



Respondents under the age of 35 were most likely to support this (54.5%), contrasting with those aged 55 or over (40.9%).



Base sizes shown in brackets

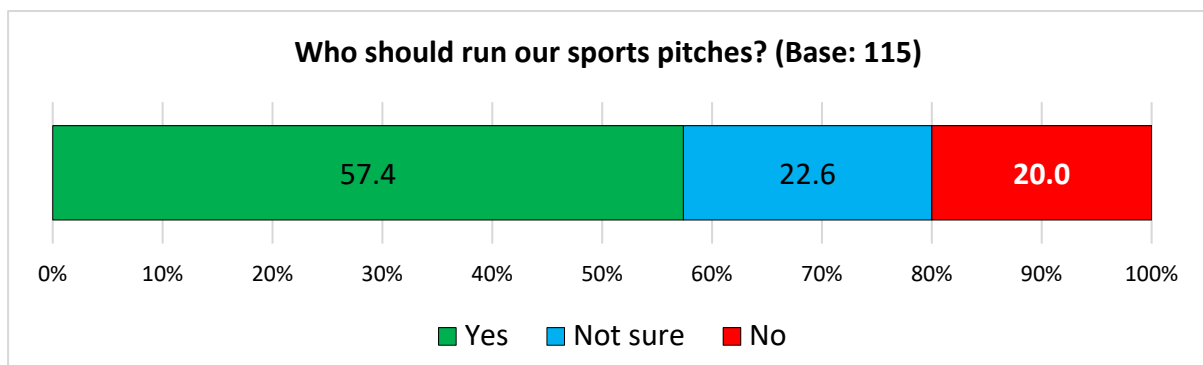
There was no correlation with level of deprivation.

### Youth Survey

#### Who should run our sports pitches?

*The Council is currently responsible for running a number of pitches and facilities used for sport in the community across Cardiff. The Council could allow the community groups that use these pitches to take over ownership of them. Would you support this idea?*

Almost two-fifths of those taking part in the Youth survey supported this proposal (57.4%), compared with 20.0% who were against it.



### Why don't you support this proposal?

Those disagreeing with the proposal were asked to give reasons for this; 870 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 8](#).

Theme	No.	%	Example Comments
<b>Concerns towards proposal, safer in council hands</b>	773	88.9	<ul style="list-style-type: none"> <li>- Sports facilities should remain the responsibility of local authorities.</li> <li>- Many community groups don't receive enough funding to maintain the pitches and facilities.</li> <li>- I do not think that the council would vet potential owners well enough to provide the service levels required</li> <li>- Transferring assets to private groups permanently restricts their use by anyone else. Instead, groups could be allowed to lease facilities/pitches for a set time.</li> <li>- This is a core responsibility of a council. Cannot guarantee a community group will run it fairly or efficiently</li> <li>- Because local groups don't have the capacity to run these things, that's why we have a council</li> <li>- The pitches and facilities need to be safe guarded for future generations the council is best place to this.</li> <li>- these pitches are in community green spaces and control should reside with the council to protect our green spaces</li> </ul>
<b>Lack of expertise and / or too much demand and expense on community groups. Unsustainable.</b>	196	22.5	<ul style="list-style-type: none"> <li>- Because the community support available would not be equitable, and would likely be the most patchy in the areas that most need the facilities.</li> <li>- Not enough expertise in the local community</li> <li>- Pitches would not be maintained properly by unqualified people</li> <li>- The community groups are unlikely to have the necessary skills to look after these sites.</li> <li>- Community groups are largely volunteers - too onerous for them. They do so much anyway</li> <li>- They do not have the expertise or funding model to run them, making them potentially dangerous over time</li> </ul>
<b>Community groups may have too much control. restricted access to the public and external community groups.</b>	148	17.0	<ul style="list-style-type: none"> <li>- It could make them inaccessible for the public and give one group of people sole control of them.</li> <li>- Giving free land to a group. They gate keep access to their own friends. Having to be part of a clique to use council land...</li> <li>- It inevitably restricts access for everyone else who is not part of the 'community group' (usually rugby and football clubs). For example, Harkequins playing field is restricted heavily - only one point of public access and no dogs, despite it being an ideal route for traffic free active travel and recreation</li> <li>- Because they are often not the exclusive use of that group, they should be available to all. I don't play football or rugby, why</li> </ul>

		<p><i>should I loose open access to my local green space because I don't play these sports.</i></p> <ul style="list-style-type: none"> <li>- <i>Because they would implement t their own rules and exclude wider groups enjoying the space freely such as dog walkers. Also it's difficult in that circumstance to maintain facilities such as changing rooms</i></li> </ul>
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### Face-to-Face Interviews

Few people chose to comment on this proposal.

*“No. Better it stays with the Council, and the Council can make MORE money.”*

Female, 45-54, Penylan

*“Should transfer the ownership of sports pitches and teams - Have funding so they can use that to pay for the service.”*

Male, 25-34, Caerau

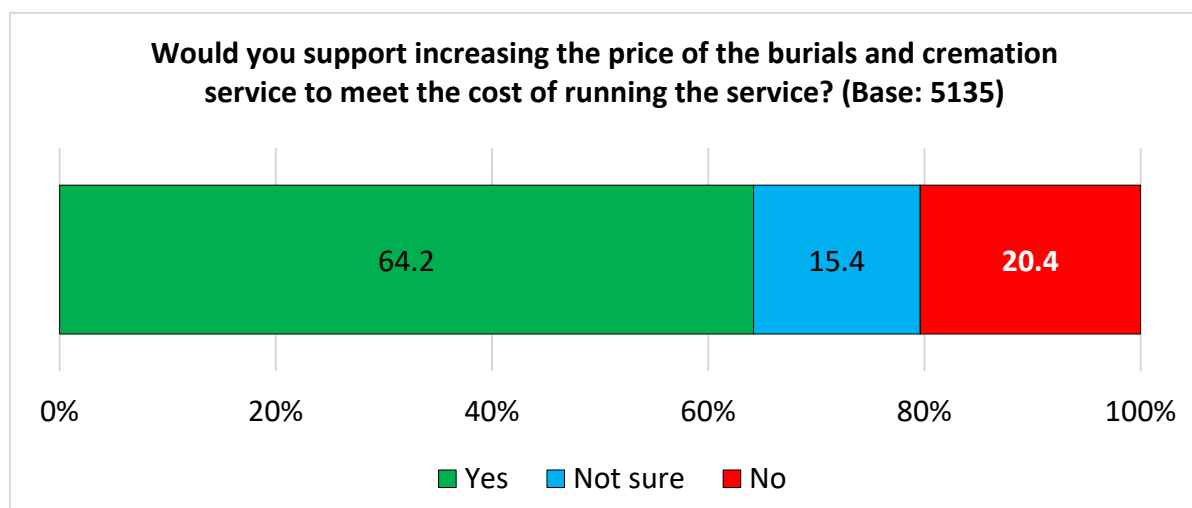
## Bereavement – Fees and Charges

*The Council's Bereavement Service is responsible for undertaking over 4,000 funerals per year, as well as the upkeep and maintenance of 9 sites across the city, including Thornhill Cemetery and Crematorium, Western Cemetery and Cathays Cemetery.*

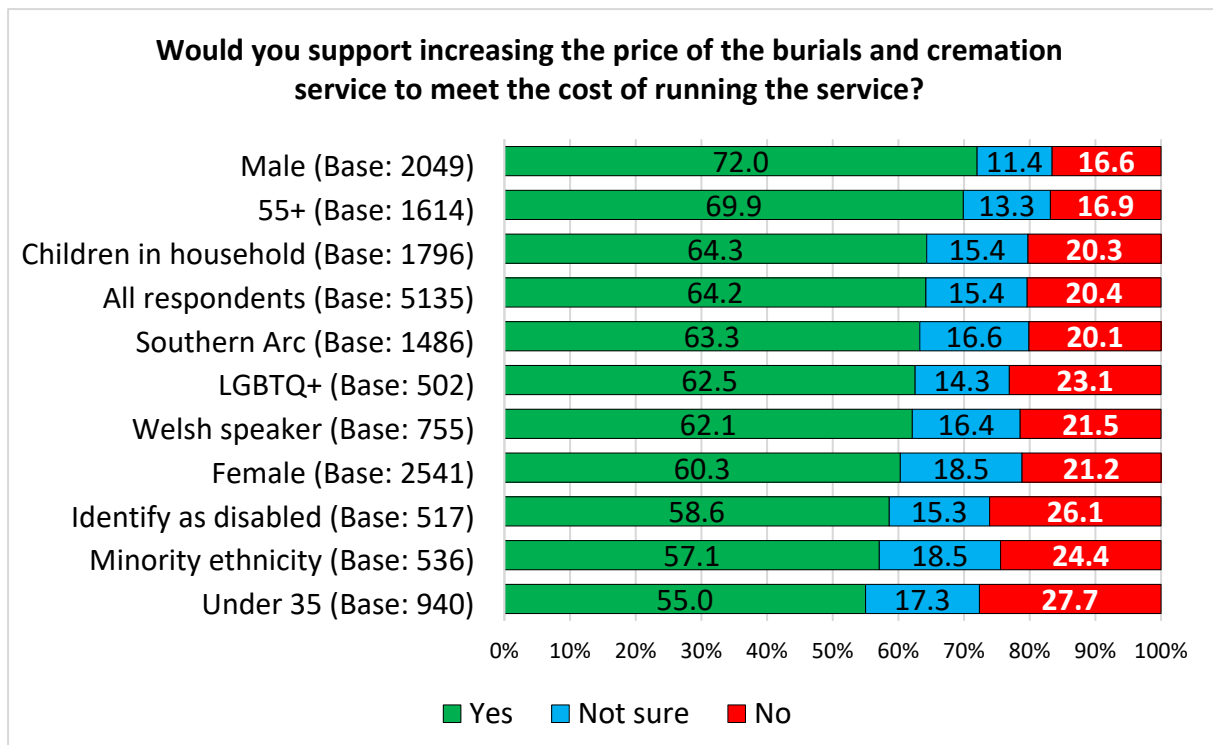
*Cardiff Council charges less than most other UK cities for its cremation and burial services, however inflationary pressures have increased the cost of running this service. If the Council was to raise the price of the service to meet the additional cost, the price of cremation would increase by £40 (5.13%) and burials by £60 (6.82%).*

### **13. Would you support increasing the price of the burials and cremation service to meet the cost of running the service?**

Almost two-thirds (64.2%) of respondents to the main budget consultation supported increasing the price of the burials and cremation service, compared with a fifth (20.4%) who opposed this.

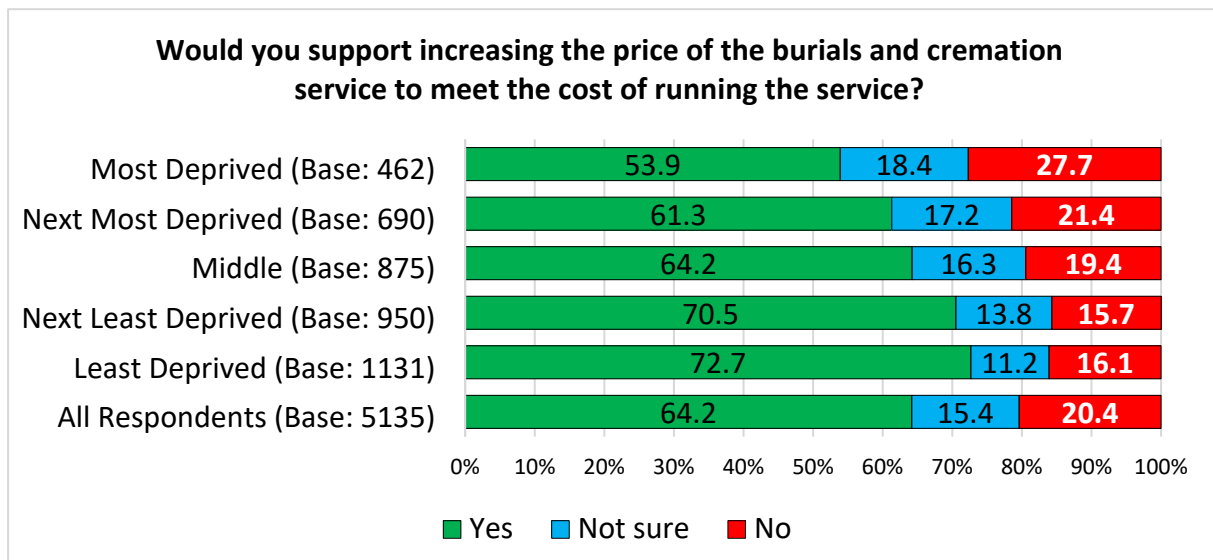


Support for this was highest amongst men (72.0%) and those aged 55 or over (69.9%); it was lowest amongst those under 35 (55.0%).



Base sizes shown in brackets

There was a correlation with level of deprivation, with those in the least deprived areas most likely to support this proposal.



Base sizes shown in brackets

## Youth Survey

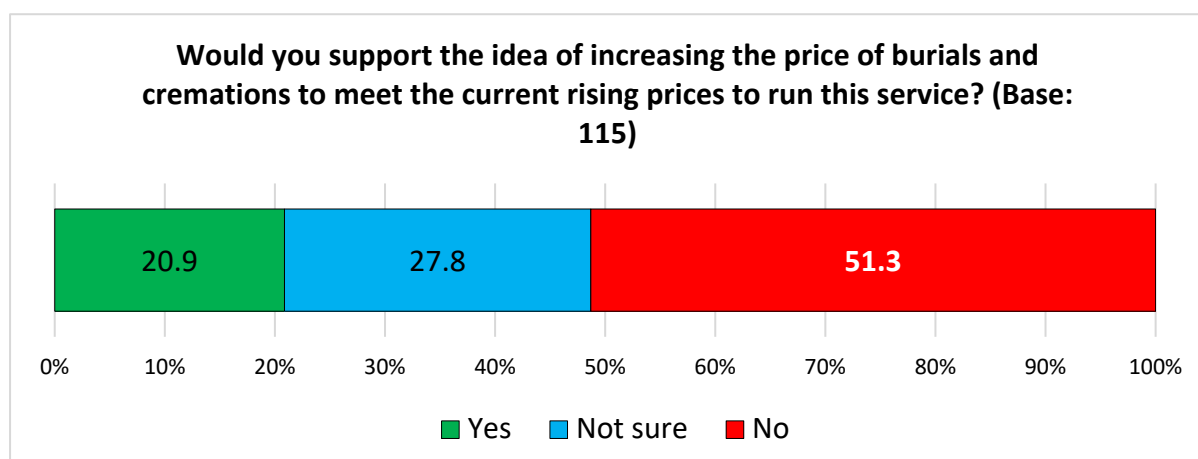
*When we lose a family member or friend we go through a bereavement. The Council is responsible for running over 4,000 funerals per year. This also includes making sure the 9 Cemeteries are looked after.*

*If the Council was to raise the price of funeral services to meet the rising prices we face, the price of a cremation would increase by £40 and the price of a burial would increase by £60.*

*Would you support the idea of increasing the price of burials and cremations to meet the current rising prices to run this service?*

*Respondents to the Youth survey supported the findings of the main survey, with just 23.5% supporting the proposal compared with 47.1% against.*

More than half (51.3%) of those responding to the Youth survey did not support an increase in the price of burials or cremations:



### Why don't you support this proposal?

Those disagreeing with the proposal were asked to give reasons for this; 555 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 9](#).

Theme	No.	%	Example Comments
<b>Costs are too high / People will be unable to afford the rise</b>	213	38.4	<ul style="list-style-type: none"> <li>- These services are costly already.</li> <li>- Funerals are already expensive and put a lot of pressure on families</li> <li>- Funerals cost a fortune anyway and increasing the cost for burials and cremation is wrong.</li> <li>- Funerals are an increasingly expensive affair and unfair on the surviving family to pay the costs. Although the</li> </ul>

			<p><i>proposed increase seems fair, coupled with the fees of services and burials I feel it is an inappropriate financial increase</i></p> <ul style="list-style-type: none"> <li>- <i>Dying is expensive enough</i></li> </ul>
<b>Already a difficult time</b>	199	35.9	<ul style="list-style-type: none"> <li>- <i>At a time of rising costs for everyone, it feels a bit insensitive to add additional burden to people who are recently bereaved.</i></li> <li>- <i>It's a hard enough time without extra costs</i></li> <li>- <i>Do not add to bereavement grief !!!!!!!</i></li> <li>- <i>People have enough to cope with after a bereavement increasing these costs would be cruel</i></li> <li>- <i>Hitting people during their most vulnerable time</i></li> </ul>
<b>Will affect Low Income Families Harder / Cost Should be Based on Personal Financial Circumstances</b>	57	10.3	<ul style="list-style-type: none"> <li>- <i>Could you think about offering support for this for people on lower incomes? I can't imagine how awful it would be to not be able to afford burying or cremating your loved one. Not sure this is something to be going after really.</i></li> <li>- <i>Low-income families would struggle to give lived ones a decent send off</i></li> <li>- <i>It affects the poor more than the rich</i></li> <li>- <i>Cremating a loved one is tough enough, don't add to it financial burden particularly for those on the breadline.</i></li> <li>- <i>This appears to means low income families may be unable to easily lay relatives etc. to rest</i></li> </ul>

Respondents taking part in the Youth Survey were invited to comment on this proposal; 49 comments were received and grouped into themes, shown below.

Theme	No.	%	Example Comments
<b>Funerals are (too) expensive already</b>	34	69.4	<ul style="list-style-type: none"> <li>- <i>Costs are high at the moment, when someone dies unexpectedly it already incurs costs to families while they are grieving this could be another burden to the family.</i></li> <li>- <i>Bit bleak to ask grieving families to fork out an extra £40-£60 just to bury their loved ones when the prices are already extortionate for funerals in Cardiff</i></li> <li>- <i>Funerals are already very expensive, many people may struggle to afford this increase, it's not fair to increase the cost of an essential service</i></li> </ul>
<b>It is a sad time, don't add pressure</b>	16	32.7	<ul style="list-style-type: none"> <li>- <i>People are sad when people die why make them sadder</i></li> <li>- <i>The bereaved have enough to deal with.</i></li> </ul>
<b>Misc.</b>	5	10.2	<ul style="list-style-type: none"> <li>- <i>why would you make people pay extra to bury their dead relative</i></li> <li>- <i>Inhumane</i></li> </ul>

Respondents could leave comments on more than one theme, so totals will exceed 100.0%



## Face-to-Face Interviews

Opinions were divided on this proposal:

*"I have funeral fund with Age Concern UK- to pay this."*

Male, 75+, Ely

*"People are already struggling emotionally and financially."*

Male, 45-54, Ely

*"Yes, I agree with this"*

Female, 25-+34, St Mellons

*"No you shouldn't raise these costs, people are struggling at the moment with money and at a time when they are grieving this would be wrong to do."*

Male, 65-74, Llanrumney

## Any Other Comments

Do you have any other suggestions on how the Council can reduce the budget gap?

Respondents were invited to make suggestions on how the Council could reduce the budget gap, through efficiency savings, income generation, or any other ideas they would like to put forward; 1,339 comments were received and grouped into themes. The top three themes are shown below, with the full list provided in [Appendix 10](#).

Theme	No.	%	Example Comments
<b>Review efficiency and efficacy of services and partnerships</b>	550	41.1	<ul style="list-style-type: none"> <li>- <i>Get rid of some management tiers - "too many chiefs not enough Indians" as we used to say</i></li> <li>- <i>STOP Council/civil servants working from home. Its laughable to think employees are efficient working from home.</i></li> <li>- <i>allowing more staff to work from home where applicable to save building costs</i></li> <li>- <i>Yes stop wasting money on project officers etc most of whom seem to be looking at the same things within the Council and gathering the same information. Get back to basics, provide what we are supposed to, give the residents of Cardiff a good service and stop wasting money on staff that we do not need.</i></li> <li>- <i>Less bureaucracy and more online meetings. Get rid of the Welsh Assembly its not needed we have a UK government</i></li> <li>- <i>Employ efficient people for key positions and remove the numerous expensive managers. Employ more, lower paid local people.</i></li> <li>- <i>Cardiff Council could spend more wisely.</i></li> </ul>
<b>Review of charges / tax's e.g. congestion, parking / tourist tax</b>	331	24.7	<ul style="list-style-type: none"> <li>- <i>Congestion charge. Would obviously be unpopular with drivers, but is a way of raising money whilst aligning with your goals of discouraging car use and promoting a cleaner and healthier city.</i></li> <li>- <i>Increase cost for bulk waste collection. Introduce a city congestion charge. Visitor tax on hotel rooms. Costs of cleaning up after city centre events increased and charged to venue providers.</i></li> <li>- <i>Congestion charge, clean air charge, workplace parking charge, direct bus service ownership (pending Welsh gov legislation), construction of new park and ride sites, with council run buses rather than ineffective Cardiff Bus</i></li> <li>- <i>Increase dog fouling fines.</i></li> <li>- <i>Introduce a city/ tourist tax. It's common throughout Europe. A small fee £1/2 per hotel stay, not per night. Could generate several million pound.</i></li> <li>- <i>Student tax! Everyone else bleeds the students dry and they are a menace to our community! Charge them more!</i></li> </ul>

<b>Bus/cycling lanes / 20 mph zones</b>	211	15.8	<ul style="list-style-type: none"> <li>- <i>I'm a cyclist and cycle to work every day. The cycle lanes are not helpful at all. Get rid of them and stop putting in new ones. Cycling was easier before the cycle lanes.</i></li> <li>- <i>Less point less schemes across the city painting 20 everywhere then reversing the scheme.</i></li> <li>- <i>Scrap 20 mph nonsense- scrap useless cycle lanes that are dangerous to use improve traffic flow with better disabled parking provision</i></li> <li>- <i>Um maybe stop building cycle lanes all over the place wasting 6mil per mile.</i></li> <li>- <i>Savings could be found by not spending on "cycleway" projects, which provide no benefit to the majority, and reallocating road space to bus priority measures which provide benefit to the majority.</i></li> <li>- <i>Stop wasting money on changing zones to 20mph and cycle lanes that don't work</i></li> <li>- <i>Stop wasting money on vanity projects like the bay arena &amp; Churchill Way and on bike lanes few use and pointless bus lanes.</i></li> </ul>
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### Face-to-Face Interviews

Other comments made included:

*"Councillors should review their pay structure and not get free meals."*

Female, 16-24, Ely

*"Reduce your top earners."*

Male, 16-24, Ely

*"I don't agree with any cuts as times are hard enough for the working class. And I don't want anyone to lose their jobs with the cuts."*

Female, 45-54, Llanrumney

*"Council house repairs are very bad. They do not need to spend more money, they need to stop (employing) very very lazy people! (They) come and go, come and go, sit in their van, don't do their work."*

Male, 35-44, Ely

*"Schools are the first priority. Keep FREE school meals. Health is the second priority, Housing is the third. To raise money, increase parking fees."*

Female, 35-44, Grangetown

*"They need more buildings for housing. If they help you, you should work. The Council needs to provide a creche, maybe 8am to 8pm, so parents can work! I want to go to work, I want to study, but how can I do that?"*

Female, 25-34, Gabalfa, mum of 1

*"If they didn't do so much outsourcing, they wouldn't need to save the money! An agency would charge a lot more than internal."*

Male, 35-44, Plasnewydd

*"Buses - I have complained many times, and I do not hear anything back after 'received your complaint' message. Terrible! Buses are not stopping at the stop, and are not on time. Why is there no CCTV on board?"*

Female, 45-54, Llanrumney

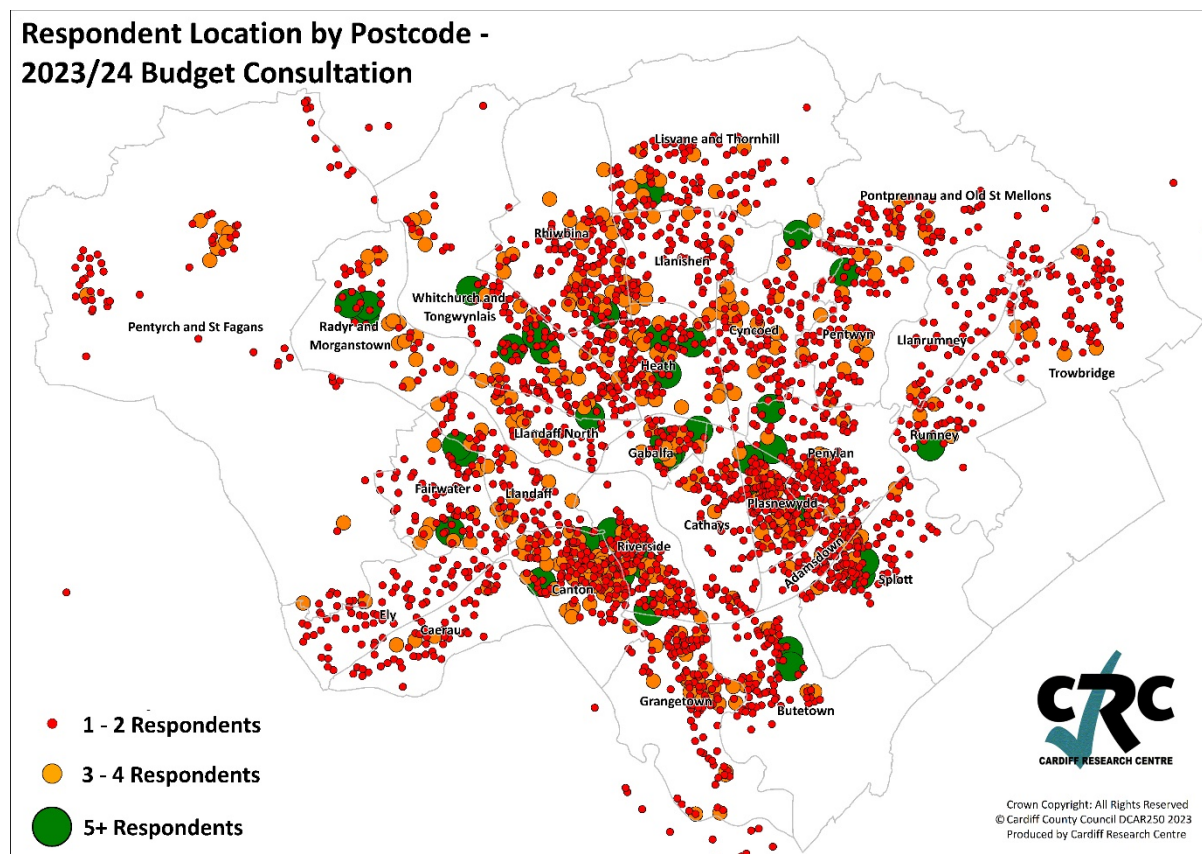
*"Do NOT put up Council Tax! Its not fair. It should be like taxes, with a threshold. So if you earn below a certain amount, you don't pay. It goes up about £1200 every year."*

Female, 55-64, Riverside

## About You

Please provide your full postcode. This allows us to more accurately pinpoint respondents' views and needs by area, and to make sure we've heard from people in all parts of the city:-

A total of 4,278 respondents provided a full postcode, of which 4,151 were from Cardiff:



	No	%
<b>Southern Arc</b>	1509	25.4
<b>Rest of Cardiff</b>	2642	44.5
<b>Outside Cardiff</b>	127	2.1
<b>Postcode not provided</b>	1654	27.9
	<b>5932</b>	<b>100.0</b>

Of those providing a postcode from outside Cardiff, while most were from neighbouring counties, 15 of the 22 Welsh local authorities were represented.

	No	%
Vale of Glamorgan	56	44.1
Rhondda Cynon Taf	18	14.2
Caerphilly	9	7.1
Newport	9	7.1
Elsewhere in Wales	23	18.1
England	10	7.9
Scotland	2	1.6
	<b>127</b>	<b>100.0</b>

What was your age on your last birthday?

	No	%
Under 16	8	0.2
16-24	147	2.9
25-34	801	16.0
35-44	1261	25.2
45-54	968	19.3
55-64	820	16.4
65-74	593	11.8
75+	226	4.5
Prefer not to say	189	3.8
	<b>5013</b>	<b>100.0</b>

	No	%	2021 Mid-Year Estimate
16-34	948	19.7	38.6
35-54	2229	46.3	30.2
55+	1639	34.0	31.2
	<b>4816</b>	<b>100.0</b>	

*Note: Figures comparing against the Mid-Year estimates excludes 'Prefer not to say' and under 16s*

Are you...?

	No	%	2021 Mid-Year Estimate
<b>Female</b>	2579	51.5	51.6
<b>Male</b>	2074	41.4	48.4
<b>Non-binary</b>	55	1.1	-
<b>Other</b>	6	0.1	-
<b>Prefer not to say</b>	291	5.8	-
	<b>5005</b>	<b>100.0</b>	<b>100.0</b>

Do you identify as Trans?

	No	%
<b>Yes</b>	47	1.0
<b>No</b>	4505	92.3
<b>Prefer to self-describe</b>	25	0.5
<b>Prefer not to say</b>	306	6.3
	<b>4883</b>	<b>100.0</b>

Do any children live in your household?

	No	%
<b>No children</b>	3114	63.2
<b>Yes, under 5 years old (pre-school)</b>	565	11.5
<b>Yes, aged 5 - 11 (primary school)</b>	846	17.2
<b>Yes, aged 11 - 16 (secondary school)</b>	670	13.6
<b>Yes, aged 16 - 18 in full-time education, or working</b>	296	6.0
<b>Yes, aged 16 - 18 but not in full time education or working</b>	40	0.8
	<b>4924</b>	<b>-</b>

Are you pregnant, or have you given birth within the last 26 weeks?

	No	%
<b>Yes, I'm pregnant</b>	56	1.2
<b>Yes, I've given birth</b>	36	0.7
<b>No</b>	4530	93.3
<b>Prefer not to say</b>	231	4.8
	<b>4853</b>	<b>100.0</b>

Do you care, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without your support?

	No	%
<b>Yes</b>	762	15.4
<b>No</b>	3851	78.1
<b>Prefer not to say</b>	321	6.5
	<b>4934</b>	<b>100.0</b>

Which of the following best describes what you are doing at present?

	No.	%
<b>Working full time (30+ hours per week)</b>	2924	59.2
<b>Working part time (less than 30 hours per week)</b>	608	12.3
<b>In full time education</b>	81	1.6
<b>On a government training scheme</b>	2	0.0
<b>Unemployed - Registered Job Seeker</b>	24	0.5
<b>Unemployed - Unregistered but seeking work</b>	32	0.6
<b>On a zero hour contract</b>	39	0.8
<b>Permanently sick or disabled person</b>	98	2.0
<b>Wholly retired from work</b>	850	17.2
<b>Looking after home</b>	67	1.4
<b>Caring for a child or adult</b>	83	1.7
<b>Other</b>	131	2.7
	<b>4939</b>	<b>100.0</b>

Which of the following best describes your housing tenure?

	No	%
<b>Owned outright</b>	1620	33.1
<b>Owned with a mortgage</b>	2275	46.4
<b>Rented from Local Authority</b>	101	2.1
<b>Rented from a Housing Association</b>	140	2.9
<b>Private rented</b>	605	12.3
<b>Other</b>	159	3.2
	<b>4900</b>	<b>100</b>



Armed Forces

	You		A member of your household	
	No.	%	No.	%
<b>Currently serving in the armed forces</b>	18	0.4	21	0.6
<b>An armed forces service leaver (veteran)</b>	84	2.0	59	1.8
<b>Not applicable</b>	4069	97.6	3179	97.6
<b>Total</b>	<b>4171</b>	<b>100.0</b>	<b>3256</b>	<b>-</b>

Do you identify as a disabled person?

	No	%
<b>Yes</b>	522	10.7
<b>No</b>	4081	83.3
<b>Prefer not to say</b>	298	6.1
	<b>4901</b>	<b>100.0</b>

Please tick any of the following that apply to you:

	No	%
<b>Deaf/Deafened/Hard of Hearing</b>	269	5.5
<b>Learning impairment/difficulties</b>	85	1.7
<b>Wheelchair user</b>	23	0.5
<b>Long-standing illness or health condition (e.g. cancer, HIV, diabetes or asthma)</b>	643	13.1
<b>Mental health difficulties</b>	373	7.6
<b>Visual impairment</b>	90	1.8
<b>Mobility impairment</b>	293	6.0
<b>Prefer not to say</b>	443	9.0
<b>Other (please specify below)</b>	102	2.1
	<b>4901</b>	<b>-</b>

Do you regard yourself as belonging to any particular religion?

	No	%
<b>No, no religion</b>	2541	52.1
<b>Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations)</b>	1723	35.3
<b>Buddhist</b>	27	0.6
<b>Hindu</b>	28	0.6
<b>Jewish</b>	14	0.3
<b>Muslim</b>	79	1.6
<b>Sikh</b>	7	0.1
<b>Other</b>	69	1.4
<b>Prefer not to answer</b>	392	8.0
	<b>4880</b>	<b>100</b>

How would you describe your sexual orientation?

	No.	%
<b>Bisexual</b>	217	4.6
<b>Gay Woman/ Lesbian</b>	77	1.6
<b>Gay Man</b>	192	4.1
<b>Heterosexual/ Straight</b>	3576	75.5
<b>Other</b>	55	1.2
<b>Prefer not to answer</b>	620	13.1
	<b>4737</b>	<b>100.0</b>

Are you:

	No.	%
<b>Single</b>	921	19.2
<b>In a same-sex Civil Partnership</b>	44	0.9
<b>Married</b>	2503	52.2
<b>Living together/Co-habiting</b>	796	16.6
<b>Separated/divorced or legally separated if formerly in a same-sex Civil Partnership</b>	193	4.0
<b>Widowed</b>	143	3.0
<b>Other</b>	196	4.1
	<b>4796</b>	<b>100.0</b>

How would you describe your Welsh language skills?

	No.	%
<b>Fluent</b>	418	8.6
<b>Moderate</b>	348	7.1
<b>Basic</b>	1025	21.0
<b>Learner</b>	892	18.3
<b>None</b>	2198	45.0
	<b>4881</b>	<b>100</b>

Do you consider yourself to be Welsh?

	No.	%
<b>Yes</b>	3360	69.1
<b>No</b>	1505	30.9
	<b>4865</b>	<b>100.0</b>

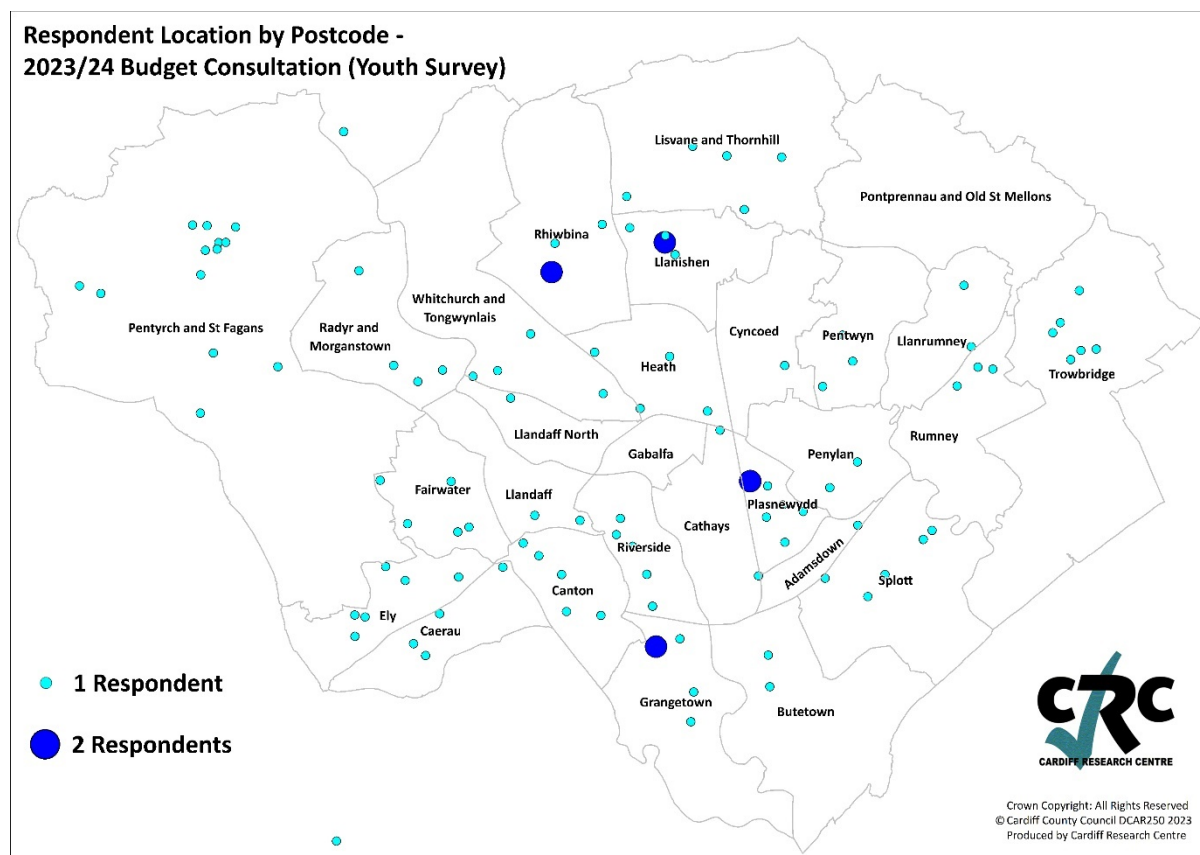
What is your ethnic group?

Where the term 'British' is used, this refers to any of the four home nations of Wales, England, Northern Ireland and Scotland, or any combination of these

	No.	%	2021 Census
<b>White - Welsh/English/Scottish/Northern Irish/British</b>	4101	83.7	73.6
<b>White - Irish</b>	47	1.0	0.6
<b>White - Gypsy or Irish Traveller</b>	1	0.0	0.2
<b>White - Any other white background</b>	229	4.7	4.8
<b>Mixed/Multiple Ethnic Groups - White &amp; Asian</b>	33	0.7	1.2
<b>Mixed/Multiple Ethnic Groups - White and Black Caribbean</b>	24	0.5	1.0
<b>Mixed/Multiple Ethnic Groups - White and Black African</b>	8	0.2	0.7
<b>Mixed/Multiple Ethnic Groups - Any other</b>	26	0.5	1.1
<b>Asian/Asian Welsh/British - Bangladeshi</b>	9	0.2	2.4
<b>Asian/Asian Welsh/British - Chinese</b>	11	0.2	2.4
<b>Asian/Asian Welsh/British - Indian</b>	41	0.8	1.9
<b>Asian/Asian Welsh/British – Pakistani</b>	21	0.4	1.4
<b>Asian/Asian Welsh/British - Any other</b>	17	0.3	1.6
<b>Black/African/Caribbean/Black Welsh/British - African</b>	19	0.4	0.4
<b>Black/African/Caribbean/Black Welsh/British – Caribbean</b>	12	0.2	2.9
<b>Black/African/Caribbean/Black Welsh/British - Any other</b>	5	0.1	0.5
<b>Arab</b>	15	0.3	1.8
<b>Any other ethnic group (please specify)</b>	25	0.5	1.5
<b>Prefer not to say</b>	255	5.2	-
	<b>4899</b>	<b>100.0</b>	<b>100.0</b>

## About You - Youth Survey

### Post code



### Age

	No.	%
<b>11 or under</b>	21	18.3
<b>12 - 16</b>	73	63.5
<b>17 or over</b>	21	18.3
	<b>115</b>	<b>100.0</b>

### Are you...?

	No.	%
<b>Female</b>	67	58.3
<b>Male</b>	42	36.5
<b>Non-Binary</b>	4	3.5
<b>Prefer not to Say</b>	2	1.7
	<b>115</b>	<b>100.0</b>

Do you identify as trans?

	No.	%
<b>Yes</b>	4	3.5
<b>No</b>	105	91.3
<b>Prefer not to say</b>	6	5.2
	<b>115</b>	<b>100.0</b>

Do you identify as a disabled person?

	No.	%
<b>Yes</b>	8	7.0
<b>No</b>	106	92.2
<b>Prefer not to say</b>	1	0.9
	<b>115</b>	<b>100.0</b>

Please tick any of the following that apply to you.

Eight respondents reported having a health condition, with responses including hearing impairment, learning impairments, mental health issues and long-standing health conditions.

How would you describe your Welsh language skills?

	No.	%
<b>None</b>	16	13.9
<b>Learner</b>	37	32.2
<b>Basic</b>	26	22.6
<b>Moderate</b>	20	17.4
<b>Fluent</b>	16	13.9
	<b>115</b>	<b>100.0</b>

What is your Ethnic group?

	No.	%
<b>White - Welsh / English / Scottish / Northern Irish / British</b>	76	66.1
<b>Other White background</b>	7	6.1
<b>Asian</b>	19	16.5
<b>Black</b>	4	3.5
<b>Mixed</b>	6	5.2
<b>Prefer not to say</b>	3	2.6
	<b>115</b>	<b>100.0</b>

## Appendix 1 – School Funding: Tell us why you disagree with this approach

Theme	No.	%	Example Comments
<b>Schools should also look for efficiencies / share burden</b>	488	76.6	<ul style="list-style-type: none"> <li>- They have to find savings just like any other public service</li> <li>- Schools should still look to save when can</li> <li>- There are always ways to make savings, however small</li> <li>- I have experience of school budgeting and the money is there. We are overpaying certain staff members and have people inept controlling the finances.</li> <li>- Schoolchildren should not suffer but such a huge increase should be queried in case savings can be made</li> <li>- Whilst I don't object wholesale, I would expect that schools could introduce cost saving, such as reduced heating, which may only provide some savings</li> </ul>
<b>Schools/Education have inefficiencies / waste money / spend unwisely</b>	85	13.3	<ul style="list-style-type: none"> <li>- There is mismanagement across the Council portfolio, and schools are no exception</li> <li>- There are clear savings to be made in schools. The first and last weeks of any term are wasted on exercises such as school concerts with no real teaching occurring. Close the schools for these periods or provide proper teaching of the curriculum</li> <li>- Schools can make savings by ditching Welsh for non-speakers and diversity projects</li> <li>- Teachers are overpaid and the schools badly managed, they will just waste the money.</li> <li>- Schools simply must have inefficiency in them. It simply isn't fair that other services and taxpayers support that.</li> </ul>
<b>Schools have reserves / can get money from elsewhere</b>	37	5.8	<ul style="list-style-type: none"> <li>- What reserves are schools using first?</li> <li>- Schools can do more to raise funds by doing the following: social enterprises, raising funds through running a food cooperative. Opening schools to be used as community spaces i.e. hiring of facilities and shared spaces. For example, running Car boot sales. Adult learning courses on weekends.</li> <li>- Schools should be encouraged to raise funds themselves it's good for children and the community.</li> <li>- Schools shouldn't be exempt from the funding pressures and many have significant reserves they can draw on.</li> </ul>
<b>Effect on other areas</b>	31	4.9	<ul style="list-style-type: none"> <li>- We are now at a stage where you are proposing devastating cuts to other well-loved and needed services. I feel all services therefore need to look at where savings can be made.</li> <li>- money needs to go on health services</li> </ul>

			<ul style="list-style-type: none"> <li>- Because this will be taken from other more valuable services such as housing</li> <li>- Other sectors also require funding... will you be funding this in full?? Healthcare, social care, police, fire service, highways. etc. etc.</li> </ul>
<b>I don't have children/ don't care about education</b>	17	2.7	<ul style="list-style-type: none"> <li>- I don't have children, why penalise me</li> <li>- Ask parents to help fund it! People choose to have children, they should help fund it! Stop passing costs onto others! I know you're not asking all to pay, but why should my council tax help fund this ridiculous idea!</li> <li>- Education not a priority</li> </ul>
<b>More Information Required</b>	9	1.4	<ul style="list-style-type: none"> <li>- It is not clear exactly what this cost covers. There needs to be more detail</li> <li>- I do not have enough information to fully understand the options but in the current climate I think that asking all services to find a small percentage savings to help towards increased costs is fairer, rather than some services being fully funded whilst other face significant cuts</li> </ul>
<b>Case-by-case basis</b>	8	1.3	<ul style="list-style-type: none"> <li>- Focus on number of students in schools, which areas need schools and what needs restoration/maintenance after conducting a study, only then can we determine the amount of support.</li> <li>- Each school should have to submit applications for development plans</li> </ul>
<b>Impact on taxpayers</b>	6	0.9	<ul style="list-style-type: none"> <li>- I don't want to pay more taxes</li> <li>- It will increase my council tax</li> </ul>
<b>Schools are already cut hard</b>	4	0.6	<ul style="list-style-type: none"> <li>- I am a teaching assistant of 15 years in a primary school. Schools have already made so many cuts over the last few years. My wage is eye watering low, and we make such an impact on children's education.</li> <li>- There are no savings to make</li> </ul>
<b>Misc.</b>	27	4.2	<ul style="list-style-type: none"> <li>- Cos it's bang out of order</li> <li>- Charge the children that drive to school who would be quite capable of using other modes of transport for parking to help fund the school and reduce the lack of parking spaces for locals living near the schools. Encourage uniform swaps</li> </ul>
<b>Total</b>	<b>637</b>		

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

Appendix 2 – St David’s Hall: Any Other Comments

Theme	No.	%	Example Comments
<b>Concerns over programme: classical, community, minority genres</b>	271	22.2	<ul style="list-style-type: none"> <li>- <i>I am not persuaded, having looked at the proposed tenants other venues, that they would be prepared to ‘maintain a classical and community programme’ of the kind we presently enjoy.</i></li> <li>- <i>This is a misguided and naive proposal, which will fail to safeguard the classical, folk, jazz and community offer which is so crucial to the Arts in Wales.</i></li> <li>- <i>It must continue to be a classical music venue first and foremost</i></li> <li>- <i>The approach to classical music seems adequate and is unlikely to affect the programme at the Hall. However there is no mention of how the O2 model is going to protect the concerts by musicians in ‘minority’ genres, eg folk, jazz, blues etc. Currently a full programme of such music takes place on Level 3, eg Roots Unearthed. Supporters of these types of music deserve as much protection as classical and pop/rock fans. If all of the Level 3 concerts are not maintained at the Hall there is no other city centre venues putting on such a programme. Please ensure that the O2 has to protect these genres as well as classical.</i></li> <li>- <i>The lease should only go ahead if the classical and community programmes are protected in law.</i></li> <li>- <i>Will they ensure a similar level of community and classical programmes? What kind of commitment do they have for this as we really enjoy the options offered by St David’s that is not available elsewhere. E.g. cardiff city voices Christmas service</i></li> </ul>
<b>If they can run it at a profit so can Council / Should promote/run it better</b>	256	21.0	<ul style="list-style-type: none"> <li>- <i>I think leasing this is the start of the decline in offerings. Better to invest in better management and engagement on possible other additional uses or streams of revenue</i></li> <li>- <i>If a tenant can make this a profitable venture by running it slightly differently/ adding a wider variety of events, then surely this can be achieved with the current management arrangement too.</i></li> <li>- <i>The bizarre thing is if an outside company can invest and make money by taking this on why can’t we?</i></li> <li>- <i>A senior council officer saying ‘I don’t know’ when asked in scrutiny why the council can’t run this at profit themselves is unacceptable and offensive to the people of Cardiff. What’s the proper answer? The follow up comment that AMG have better industry access is coming</i></li> </ul>



			<p><i>close to supporting a monopoly and it's short term, unambitious thinking. Cardiff deserves better.</i></p> <ul style="list-style-type: none"> <li>- <i>If a private company can make the hall profitable then the council should also be able to. You need to be more commercially minded and turn it into a profit making enterprise. The more of these type of things you have the less you will need to raise council tax</i></li> <li>- <i>A private tenant would only be interested if they think the hall can be made profitable. How is it a private company can make something viable, yet the status quo cannot?</i></li> <li>- <i>I'm a big music fan and I attend several gigs per month and I support this decision. I think the new tenant will bring new and exciting acts to Cardiff and help modernise the building which the Council has failed to do. I'm delighted to hear that they will still protect the classical music programme. I think its disappointing that the venue made a loss as it should be one of the areas that the Council should be generating income.</i></li> </ul>
<b>Belongs to the city/Wales.</b>	172	14.1	<ul style="list-style-type: none"> <li>- <i>This is a national asset, should be a decision made by the whole of Wales</i></li> <li>- <i>St David's Hall is a vital part of Cardiff. You cheapen yourselves, you cheapen the people of Cardiff, and you cheapen music and the arts through having no pride or value in our buildings, culture, and music. As long as someone can make a profit eh? It's a crying shame. Live Nation will be the only ones to benefit from this. Start acting like a council that cares about its city.</i></li> <li>- <i>As the National Concert Hall of Wales this needs to be kept. Maybe ask Welsh Government for an annual grant to secure the 'national' part of the concert hall.</i></li> <li>- <i>It would be a great loss to Cardiff if St David's Hall were to be long or changed in any way</i></li> <li>- <i>St David's Hall is an important asset for Cardiff and Wales where there are not many venues that can accommodate a 100 piece orchestra, that allows them to perform to their full potential with a rich acoustic quality. Cardiff surely has enough venues for pop &amp; rock concerts and needs to retain management &amp; operational control of the hall to balance cultural choice. Where else could visiting orchestras perform in Wales. London has the Royal Albert Hall, Cardiff &amp; Welsh people deserve St David's Hall.</i></li> </ul>
<b>Agree and enforce terms of the lease to protect community events and programme</b>	169	13.8	<ul style="list-style-type: none"> <li>- <i>There have to be legal obligation by the hall to continue all current schedule of all classical concerts, including BBC, WNO, afternoon chamber series etc. It is the ONLY purpose-built classical music hall in Wales, and it would be a worldwide embarrassment if it were to disappear into the corporate abyss</i></li> <li>- <i>With caveats that the building remains for its current purpose and serves Cardiff and its surrounding areas fully</i></li> </ul>

			<ul style="list-style-type: none"> <li>- A control check on classical and community programme should be a condition of any proposed lease with failure resulting in ending of lease</li> <li>- Ensure that any agreement is properly policed</li> <li>- Any lease arrangement should make it very clear that community access <b>MUST</b> be maintained. All the larger choirs, orchestra's dance groups, charities etc that currently perform there would be disadvantaged if they could no longer use it. I sing with a choir of 180 and there is nowhere else in Cardiff that accommodates an organisation of that size.</li> </ul>
<b>Important cultural asset</b>	136	11.1	<ul style="list-style-type: none"> <li>- This is the wrong solution for St David's Hall - and will massively change the character of this vital cultural asset for Cardiff and Wales.</li> <li>- You should be protecting and valuing Wales's only large classical music venue. Privatising it should be considered criminal.</li> <li>- We have a wonderful cultural building situated in Cardiff Bay. I feel that the council could concentrate more on this great asset</li> <li>- St Davids Hall is the national performance hall for Wales and as such adds value and acts as the "Albert Hall" for Wales for cultural and civic events - it should be sold off to a 3rd party events company - you can only sell the family (Welsh) silver once - I am very concerned that this idea once signed off would remove access for 3rd sector and community activity for the benefits of profits for a music venue organisation. This is classic asset stripping for what is a tiny long term saving.</li> <li>- This is a world renowned venue both for classical and community events. People come from a wide catchment and handing it over will diminish its standing.</li> </ul>
<b>Do not privatise</b>	135	11.1	<ul style="list-style-type: none"> <li>- St David's Hall needs to remain under council control to allow it to provide the varied service it currently provides</li> <li>- In my opinion this is a hub for education, entertainment and culture that should be safe guarded by the council.</li> <li>- There is a risk that handing it over to a private owner will cause more problems for Cardiff Council further down the line, when the private company inevitably take the profits rather than reinvesting in the facility. This is much like privatisation of railways, etc. that require constant public funding investment, whilst shareholders make profits and make cuts</li> <li>- Privatisation is not the answer the council need to run the venue cost effectively like any proposed lease holder would do</li> <li>- I think it's shocking that your proposal will allow a private company to rip the heart and soul out of a world class concert venue. You should be so proud of the fact that the hall is included in the top 10 acoustic classical venues <b>IN THE WORLD</b>. What is wrong with you? You'd be happy to see the seats ripped out and arena style rock concerts destroy the building. If it needs repair and refurbishment then raise the money to do it! For shame Cardiff Council.</li> </ul>

<p><b>Get funding from elsewhere</b></p>	<p>134</p>	<p>11.0</p>	<ul style="list-style-type: none"> <li>- Why has the hall been allowed to get into a state where it needs so much investment? Where has the maintenance money gone, especially when it was closed for such a long period over the pandemic? Where are other proposals and other funding sources that could be investigated by the council?</li> <li>- Explore other options, including charitable trust status.</li> <li>- Alternative models need to be explored. There are successful models employed within Wales such as Awen Cultural Trust and Theatre Clwyd both of which have secured funding to develop and become more sustainable reducing reliance on public funding whilst serving the public.</li> <li>- More appropriate sponsors need to be found to secure the future if this iconic and world renowned venue.</li> <li>- Press the Welsh Government for support. This shouldn't just be Cardiff's problem as the building is used by people from across south Wales</li> </ul>
<p><b>Not enough info in public domain</b></p>	<p>132</p>	<p>10.8</p>	<ul style="list-style-type: none"> <li>- Not enough detail known re ongoing proposals and promises</li> <li>- We need much more detail and guarantees on how the council would enforce the classical and community obligations of the lessee. Until that is clear - no.</li> <li>- The proposal is too vague. The general obligation to keep the venue open is not a suitable proposal for the National Concert Hall of Wales which is a vital asset for the city and the nation - I think the wording in the question shows it all "safe, operational and a general obligation to keep the venue open" do not inspire confidence</li> <li>- This tenant arrangement &amp; any subsidy is not clear.</li> <li>- Would the council still be expected to subsidise the hall in this scenario?</li> </ul>
<p><b>Unqualified support</b></p>	<p>105</p>	<p>8.6</p>	<ul style="list-style-type: none"> <li>- This proposal sounds ideal.</li> <li>- Great idea, give it to the experts</li> <li>- For goodness sake those opposing this progressive solution should get a reality check.</li> <li>- Should have done this years ago</li> <li>- If u have a tenant lined up then it's the obvious way to go</li> </ul>
<p><b>Will be run for profit / become more expensive</b></p>	<p>96</p>	<p>7.9</p>	<ul style="list-style-type: none"> <li>- Sounds like it will lead to ticket price increases</li> <li>- A private tenant will operate the Hall for a profit by increasing fees and ticket prices. The Council should be able to operate the Hall without making a loss by doing the same to a lesser extent, and without handing over a publicly amenity to a private (for profit) operator.</li> <li>- A concern would be increased ticket prices to balance the books but this would exclude a portion of the population and harm the arts industry</li> <li>- I'm very concerned about ticket prices. New theatre now charges booking fees in addition to the ticket prices. This never happened when operated by the council</li> </ul>

<p><b>Don't change the acoustics / seating / structure</b></p>	<p>87</p>	<p>7.1</p>	<ul style="list-style-type: none"> <li>- Concerns regarding the tenant not retaining the acoustic integrity of this world Class concert hall.</li> <li>- As long as having removable seating does not impair the acoustics of the hall</li> <li>- St. David's Hall is one of the best concert halls in U.K. the integrity and acoustics of the hall itself must be upheld. I've been very concerned about reports that the seats would be ripped out and the venue turned into just another O2 style academy. The cultural legacy of the hall deserves much better and I only support the proposal so long as the tenant can ensure this.</li> <li>- The classical programme and community events at St David's Hall must be protected. Your proposed "tenant" will simply not do this. It is a concert hall with some of the best acoustics for classical music in the world and must be retained as a classical music symphony hall. Risking the loss of excellent programmes such as Cardiff Singer of the World and visits from leading international orchestras would be a travesty and a huge mistake on the part of Cardiff Council.</li> </ul>
<p><b>Qualified support</b></p>	<p>86</p>	<p>7.0</p>	<ul style="list-style-type: none"> <li>- As long as the requirement is met to maintain classical and community programmes long term then I believe this would be a good idea to save money.</li> <li>- I would be in support of this providing that the new tenant doesn't enforce an increase in the price of tickets making attending performances at St David's Hall out of the reach of more people. Perhaps there would be an increase in tickets sales for events if the tickets were more affordable.</li> <li>- I support this only for the short-term. Once the economy is being managed properly and customers return the tenant will leach away the profits.</li> <li>- This depends on who the tenant is. If they operate ethically, have no links with the fossil fuel industry and include good sustainability practices then yes.</li> </ul>
<p><b>Against this</b></p>	<p>85</p>	<p>7.0</p>	<ul style="list-style-type: none"> <li>- Totally disagree with it</li> <li>- A ridiculous idea selling off Welsh culture and heritage for quick money.</li> <li>- This is disgusting that you are even contemplating this!! St David's Hall is a staple of Cardiff entertainment venues and has been since I was a child. It's imperative that it remains under council ownership. Any new owner will turn it into a cash cow, slashing the entertainment offerings, maximising profits over quality. Do not do this!</li> <li>- Sellout - you should be ashamed.</li> </ul>
<p><b>Impact on community</b></p>	<p>84</p>	<p>6.9</p>	<ul style="list-style-type: none"> <li>- Lease it with a term of ensuring the arts are accessible to families on low income</li> <li>- Leasing it would affect communities eg local ballet schools having their annual shows</li> <li>- All proposals should include a cardiff citizenship board who are party to discussion of any planned events. The Tennant should seek to include those who are from marginalised groups in</li> </ul>

			<p>society. Particularly care experienced and those with disabilities. The tenant will ensure access to all and that the voice of cardiff citizens is part of proposals and that they provide work and volunteering opportunities.</p> <ul style="list-style-type: none"> <li>- Stop wasting money on new proposed venues that will only attract a certain clientele. St. David's Hall offers a wide and diverse range of artists for all ages at affordable prices and by leasing it to a renowned music venue you are destroying another creative venue and giving citizens of Cardiff and Wales less choice.</li> </ul>
<b>Don't trust proposed partner</b>	78	6.4	<ul style="list-style-type: none"> <li>- The idea in itself isn't bad, but I'm not sure about the tenant... Do we really need another O2 Academy type venue?</li> <li>- I don't feel this is a company that can be trusted to deliver the classical and community programme</li> <li>- This is a National Concert Hall and it should be protected and not be put out to run by a commercial operation. The proposed operator (AMG - part of Live Nation)) will then have a monopolisation of venues in Cardiff, which cannot be allowed. This organisation is also responsible for running for Brixton O2 Academy in London, who have recently had their licence removed following the tragic events that unfolded there before Christmas. Who would hold this organisation to account if they failed to operate the venue in line with the proposed agreement?</li> <li>- Look for another promotee focussed on classical program who we can trust to put this as a priority</li> </ul>
<b>Should be open to tender</b>	38	3.1	<ul style="list-style-type: none"> <li>- If the council goes ahead with long-term lease arrangement with a tenant, that tenant should be run locally as a not for profit.</li> <li>- I strongly believe that we as citizens of Cardiff who encourage and support all arts in Wales should be involved in the process of who 'tenant' is and what programmes would be carried out in the St David's venue. Also this tenant must develop real community events for young and old. What does it mean when it states above "general obligation to keep venue open".</li> <li>- I think other options should be looked at first. No major city in the UK doesn't have a concert hall and to lose this would reflect poorly on the Welsh culture landscape. Staff have looked for grants and trust funding which the council has turned down. Welsh government should be a part of this</li> <li>- Put this out to tender to see what possible tenants come forward and what they would propose to offer</li> </ul>
<b>Concern over jobs</b>	31	2.5	<ul style="list-style-type: none"> <li>- I'd like to see terms and conditions for staff protected and the new provider be a living wage employer.</li> <li>- I am in support of this proposal, assuming the staff are kept on</li> <li>- The safety of staff jobs should be first and foremost. I would need more information on current contract vs private contractors contract to make a sound answer</li> </ul>



			<ul style="list-style-type: none"> <li>- Company that are proposed to take over cannot be trusted regarding keeping staff on at a decent rate of pay or keep their promise for classical concerts to still go ahead.</li> </ul>
<b>Why fund the Arena and not SDH?</b>	26	2.1	<ul style="list-style-type: none"> <li>- This is difficult as the public are not privy to all info. The council has pledged 50million to the new arena. This figure is the same as has been promised by prospective lease holder of St David's Hall. Makes you think this is a carve up.</li> <li>- Hall should be kept as a community asset and not giving a private operator such control of music in the city. Axe the arena plans and save money there</li> <li>- This is ridiculous - find alternative funding for the new arena down the bay and keep St David's hall.</li> <li>- St David's Hall is a landmark venue of the city and its administration should continue being public. Maybe the money needed could come from the massive allocated budget for the macro-concerts venue planned at the Bay.</li> </ul>
<b>Other venues in the city for pop music</b>	25	2.0	<ul style="list-style-type: none"> <li>- St David's Hall is an important asset for Cardiff and Wales where there are not many venues that can accommodate a 100 piece orchestra, that allows them to perform to their full potential with a rich acoustic quality. Cardiff surely has enough venues for pop &amp; rock concerts and needs to retain management &amp; operational control of the hall to balance cultural choice. Where else could visiting orchestras perform in Wales. London has the Royal Albert Hall, Cardiff &amp; Welsh people deserve St David's Hall.</li> <li>- I don't think the proposed tenant should turn the building into a music venue by removing the permanent seating in the stalls. This isn't necessary as there are other perfectly suitable music venues in the city.</li> <li>- Another popular music venue with have a knock on effect with traffic and policing</li> <li>- I have been following this and have concerns (like many others) that the proposed tenant will not protect the level of classical and community provision currently experienced. It also seems questionable to lease to a company providing popular music events when Cardiff already has the stadium, Motorpoint Arena and a new proposed arena all providing venue options, not to mention other independently run venues such as Tramshed. Are the Council planning on changing their arena plans in light of this proposal?</li> </ul>
<b>Needs full consultation / scrutiny</b>	21	1.7	<ul style="list-style-type: none"> <li>- It's been rushed through without time for all options to be considered. The public own this and the public deserve a proper consultation and to be listened to. I go to many things there</li> <li>- Would like further consultation</li> <li>- Alternative proposals and a full consultation should be carried out in advance.</li> <li>- All options for alternative funding and operation should be explored and business cases put forward for elected members and the public to scrutinise. I am concerned the proposed</li> </ul>

			<i>tenant who already operates cultural venues in Cardiff -as well as the proposed new venue to be constructed in Cardiff Bay will have a monopoly over these venues.</i>
<b>Better use of the building</b>	17	1.4	<ul style="list-style-type: none"> <li>- <i>The hall is a huge and vital part of Cardiff's culture. A lease arrangement would limit the control the council has over the running of the facility and its events. There has to be another way to deal with this facility, including the reopening of a cafe/coffee shop and the introduction of a merchandise shop, something like the Barbican in London. The continued use and potential increase in charge for events like university graduations should be considered.</i></li> <li>- <i>There are so many other things you could do with St David's Hall. Put a restaurant / bar in there (a proper one). Market it better, change the layout, have removable seats to get a better atmosphere for pop gigs etc. The Council never think outside the box - so better to get someone else to run the venue for you.</i></li> <li>- <i>Better use of the building may be more appropriate e.g. moving the Cardiff Story museum into the available space they have</i></li> </ul>
<b>Don't trust the Council</b>	12	1.0	<ul style="list-style-type: none"> <li>- <i>The privatisation will almost certainly see prices rise, reducing the accessibility of the venue. Furthermore, I just don't trust the council to enforce a requirement for classical/community events in the face of risking losing a tenant.</i></li> <li>- <i>Seems odd to have this consultation after you have made the decision to hand it over to Arena.</i></li> <li>- <i>This has not gone to tender. Giving it away like leisure centres will mean worse and more expensive services for attendees</i></li> <li>- <i>Other Council assets sourced out offer lower services at increased cost. Is. Leisure Centres</i></li> </ul>
<b>Improve access</b>	9	0.7	<ul style="list-style-type: none"> <li>- <i>The reduction in attendance is partly due to the problem of actually getting to the Hall, because due to pedestrianising The Hayes and St Mary St., cars, taxis and buses can't get anywhere near the place. therefore the elderly, disabled and infirm have stopped going</i></li> <li>- <i>As an elderly, disabled person it has been made extremely difficult to access the St David's Hall as taxis can no longer park off nearby.</i></li> </ul>
<b>Don't turn it into flats / student accommodation / shops</b>	9	0.7	<ul style="list-style-type: none"> <li>- <i>As long as it remained as a theatre and not more city centre flats</i></li> <li>- <i>Just don't sell it to build even more awful student flats / private flats.</i></li> </ul>
<b>Protect the pipe organ</b>	8	0.7	<ul style="list-style-type: none"> <li>- <i>I would like to see retention and continued maintenance of the organ.</i></li> <li>- <i>It would be wrong if the organ was removed as part of the tenants' plans</i></li> </ul>

<b>Not what a Labour administration should be doing</b>	7	0.6	<ul style="list-style-type: none"> <li>- <i>You're a bunch of corrupt crooks in league with LiveNation. You claim to be Labour but your actions are those of heartless Tories. Shame on you.</i></li> <li>- <i>If I'd wanted the city's services privatised I would have voted conservative</i></li> </ul>
<b>City's music plan</b>	4	0.3	<ul style="list-style-type: none"> <li>- <i>Goes against the city's music plan and WG plan for music</i></li> <li>- <i>I believe the council should use its developing relationship with Royal Welsh College of Music and Drama, expressed in the November 2021 Cabinet decision to lease the Old Library, containing Museum of Cardiff (Cardiff Story), to embed and enhance the classical music and music education capacity of St David's. It should also advance its general music strategy through the music board set up in 2017-18 in the wake of the Womanby Street campaign. These together with other key music stakeholders (WNO, BBC) should be able to construct a bid at least as good as that provided by Live Nation.</i></li> </ul>
<b>Misc.</b>	57	4.6	<ul style="list-style-type: none"> <li>- <i>The tenant taking up the cost doesn't remove the cost</i></li> <li>- <i>Very tricky one</i></li> <li>- <i>This has been sold. Update survey to reflect current status, very disappointing</i></li> <li>- <i>If you keep the hall COVID safe perhaps more people would attend.</i></li> <li>- <i>I do not want to see this venue become a cashless one (as the New Theatre now is) if it is run by an outside operator. A cashless society is elitist, controlling, and robs citizens of their personal freedom. I should like to see the inclusion of a good restaurant at the venue, which I feel would encourage more visitors. I remember the "Celebrity Restaurant" with much affection.</i></li> </ul>
	<b>1221</b>		-

*Respondents could leave comments on more than one theme, so totals will exceed 100.0%*



### Appendix 3 – Do you have any other suggestions as to how the Council could save money on the running of the Museum of Cardiff

Theme	No.	%	Example Comments
<b>Develop &amp; Promote better/ look at savings &amp; income generation / Work in partnership</b>	503	39.1	<ul style="list-style-type: none"> <li>- More advertising and events held that help people spend in the gift shop</li> <li>- At the moment there is almost no mechanism for the museum to make revenue which could then be used to help offset costs. If they introduced a shop and cafe, then it could make a significant contribution.</li> <li>- Bring together external stakeholders in this space to discuss best options moving forward.</li> <li>- Place some of the Council departments in the same building to get more use</li> <li>- Speak to the National Trust to see if they might consider hosting the mobile attraction or see what other experts they could share to look after the collection.</li> <li>- Better advertising needed.few people know it's there. Stick a gift shop in there too. Ask for entrees for a recommend donation. Make it a bit of a tourist information spot.</li> <li>- Make better use of advertising that it exists! You can walk past the building and not know the wonderful Museum of Cardiff is even there!</li> </ul>
<b>Find permanent new home</b>	458	35.6	<ul style="list-style-type: none"> <li>- I suggest incorporating it with another facility e.g. Central Library</li> <li>- Move the Museum of Cardiff into City Hall.</li> <li>- Put it in St David's Hall</li> <li>- Work with Cardiff Castle to host the Museum of Cardiff</li> <li>- Relocate the Museum into Museum of Wales</li> <li>- Go to Insole Court? Go to Chapter? Lots of spare rooms there. Go to Cardiff Museum? Go to libraries? Go to Glamorgan Archives? Why haven't you done this already?</li> </ul>
<b>Our history - should be permanent &amp; accessible</b>	252	19.6	<ul style="list-style-type: none"> <li>- The old library building needs to be used. It is an integral part of Cardiff history.</li> <li>- Why has the Council been planning to move the museum? Create a "Friends of Cardiff Museum" with options of donations, fundraising and exhibitions. Its presence in central Cardiff is vital. Be crazy (&amp; short term) to move it.</li> <li>- We need to make more of our Welsh heritage and current contributions. For an example of how this is done well see the museum of Liverpool. Schools should be engaged with to refresh the contents and approach of the museum - this would link in well with the new curriculum.</li> <li>- The Museum of Cardiff is absolutely vital in showing the real-life story of Cardiffians. Its location in the Old Library makes it</li> </ul>

			<p><i>accessible to residents and tourists alike and its educational work is important in teaching our children the varied history of our city and its people.</i></p> <ul style="list-style-type: none"> <li>- <i>It's essential for any major city's identity, culture and pride.</i></li> <li>- <i>Why not leave it where it is?</i></li> </ul>
<b>Vital to tourists / community groups / schools / Vulnerable groups</b>	213	16.6	<ul style="list-style-type: none"> <li>- <i>The museum should be in a fixed location to satisfy visitors to the city</i></li> <li>- <i>If this is a tourist attraction it should be located somewhere accessible - the library, the museum, the castle etc. It should not be mobile</i></li> <li>- <i>Many people &amp; visitors enjoy this facility once a month it is used for people to meet and talk about old Cardiff, it is important to keep open. Definitely keep open, perhaps volunteers. I would volunteer, I enjoy this space. Older people may not have cars or now drivers. Buses are not on time, older people waiting on bus stops in the cold. No definitely keep Cardiff story open. Older people enjoy company you are going to isolate people who have been friends for years, they enjoy a cup of tea and a warm space.</i></li> <li>- <i>For educational purposes (for children and adult s inside and outside formal education) and for tourism it is essential that Cardiff retains its museum. Getting rid of the museum diminishes Cardiff's reputation as a great city.</i></li> <li>- <i>I support Option 1 provided that there is a genuine intention to find a permanent base in the future. A mobile attraction may encourage more local residents to visit the museum, but I wonder if the city is losing a tourist attraction. Does the city now how many visitors to the museum are local and how many are visitors to the city?</i></li> </ul>
<b>Need to protect city's Heritage / Cultural / Artistic Identity</b>	187	14.5	<ul style="list-style-type: none"> <li>- <i>It should be much improved, e.g. the Swansea model. It's our city. Status. Heritage. More exhibits. Why move it????</i></li> <li>- <i>Another incredibly short-sighted proposal which lets the people of Cardiff down and destroys a real gem of a museum. This is a shameful proposal.</i></li> <li>- <i>Cardiff's social and cultural history need to be celebrated and related displays/collections protected. A mobile attraction puts this at risk and pays lip-service to it. It feels as if the city's Council wish to erase heritage from the street scene via demolition and from collections too.</i></li> <li>- <i>Attempting to make the museum of Cardiff a mobile attraction would deprive the city of a key cultural landmark &amp; is the only heritage attraction that tells the story of Cardiff's people - the people the council look after.</i></li> <li>- <i>For what is promoted as a Capital City to have no museum telling the city's history and the stories of the men and women who built would be a laughable disgrace.</i></li> <li>- <i>We love this place. We bring my elderly mother here every week. We look at all the collections and she remembers so much of her past. She really looks forward to going each week. We recently began the Reminiscence monthly sessions too.</i></li> </ul>

<p><b>Mobile is not cheaper/ would not offer same service / Step to closure!</b></p>	<p>139</p>	<p>10.8</p>	<ul style="list-style-type: none"> <li>- <i>Operating a mobile museum will cost more in the long run. Where will you store the Collections? What if the weather is bad? Additionally, people will be out of jobs which won't help the cost of living crisis. Please.</i></li> <li>- <i>A mobile attraction will not work and save the money you suggest I believe. Look at alternative ways to get support from other museums in Wales like the national museum.</i></li> <li>- <i>As a museum director, I do not believe that the proposal for a mobile museum is a well-informed response to budgetary pressures. A mobile museum will not meet the needs of Cardiff residents and visitors to the city, seriously jeopardises the museum's Accredited status (which in turn will heavily impact on any grant funding opportunities), and risks long term damage to the collections - not to mention significant damage to the city's reputation as a place that does not value its history. I would propose a full options appraisal by an expert museum professional be commissioned to enable a strategic decision to be made based on carefully considered data.</i></li> <li>- <i>Don't believe the council would ever find a suitable replacement, I think after a year mobile the council would "regretfully and quietly" close it for good</i></li> <li>- <i>Strongly oppose this move which will make the museum less stable and less attractive and will cause a further spiral downfall</i></li> <li>- <i>Given the Council's record, it seems unlikely that the Museum would ever be reinstated in a permanent home under Option 1.</i></li> </ul>
<p><b>More info required.</b></p>	<p>135</p>	<p>10.5</p>	<ul style="list-style-type: none"> <li>- <i>You haven't notified us what happens to the old library building. Surely you have to add this to the equation for an informed decision.</i></li> <li>- <i>Again, not enough info to make suggestions? - who are your target audience? Are you currently reaching them? How? What channels and activities, interaction currently?</i></li> <li>- <i>Why do you want to move it? You're not giving us the full information here.</i></li> <li>- <i>What do you plan to do with the building?</i></li> <li>- <i>What are the attendance levels like? Can you increase income instead/as well? Promotion? I didn't know it existed</i></li> <li>- <i>You don't explain how making it mobile could be cheaper</i></li> </ul>
<p><b>Close it</b></p>	<p>117</p>	<p>9.1</p>	<ul style="list-style-type: none"> <li>- <i>You should close the museum completely.</i></li> <li>- <i>Never heard of it and I've lived here on and off for 20 years. If it disappeared altogether i don't think anyone would notice.</i></li> <li>- <i>Close it completely. Pretty sure I never see anyone go in there and I found it pointless when I went</i></li> <li>- <i>Close it completely</i></li> <li>- <i>I think the museum should close and be put into storage. This would give the maximum saving during this period of financial strain. When / if the financial position improves it could then be reviewed.</i></li> <li>- <i>No-one is going to go if it is a mobile attraction, I think. You might as well close it as do that</i></li> </ul>

<p><b>Make it a mobile attraction</b></p>	<p>62</p>	<p>4.8</p>	<ul style="list-style-type: none"> <li>- <i>Yes bring it to the people, with a conscientious team of volunteers, weekly/monthly in different areas. Make it interesting, and get the community in that area (school kids) to be narrators etc. Promote it with a Welsh song.</i></li> <li>- <i>This mobile attraction could be conducted as a trial and could bring Cardiff history to schools in the area. If unsuccessful a new, more cost efficient building could be used to house it.</i></li> <li>- <i>By making the facility mobile, it could better engage with schools and visitor sites (e.g. St Fagans) which would enable greater exposure and also visibility of the contents and give access to the facility to more people who are unable to access its current location</i></li> <li>- <i>if the mobile version works, then probably it doesn't need a permanent home. The mobile attraction has the potential to collaborate with schools and NGOs to host different activities to engage people in understanding our history</i></li> </ul>
<p><b>More / independent / scrutiny of proposals needed</b></p>	<p>57</p>	<p>4.4</p>	<ul style="list-style-type: none"> <li>- <i>Make no decision until there is a fully costed and viable alternative. MoC is award winning in the sector</i></li> <li>- <i>I strongly disagree with the museum becoming a 'mobile attraction' and it looks like a hasty and not well-considered option, especially given the vague bit about re-opening the museum elsewhere in the future. Culture is already impoverished in Cardiff and the council should protect it for the residents as part of it civic duty</i></li> <li>- <i>Independent enquiry please</i></li> <li>- <i>The council should commission an independent, professional investigation into the options</i></li> </ul>
<p><b>Never Been / Not Heard of Museum of Cardiff</b></p>	<p>43</p>	<p>3.3</p>	<ul style="list-style-type: none"> <li>- <i>Promote it more. Many people are not aware of it. Run talks there about history of Cardiff and Wales</i></li> <li>- <i>I have never been, and not heard of anyone within Cardiff ever going.</i></li> <li>- <i>I didn't even know it existed, perhaps spreading awareness to drive visitors and accepting donations would help?</i></li> </ul>
<p><b>Exhibit safety /storage concerns</b></p>	<p>40</p>	<p>3.1</p>	<ul style="list-style-type: none"> <li>- <i>The costings for a mobile unit do not appear accurate, especially considering storage of collections. How does the council intend on attracting funders? I fear we would lose the museum completely if the council take this proposal forward. It's such a valuable resource to our communities.</i></li> <li>- <i>A mobile attraction is not the answer as this will create further issues and costs in which professionals need to be consulted. E.g. the Safe moving and storage of the collection. Closing the physical location of the museum, also removes the safe, enjoyable learning centre and free space for communities and families to visit in the city centre, at times where spaced like this are most needed.</i></li> <li>- <i>Concerns about the care of the museums artifacts and whether there is any intent to sell off any items.</i></li> </ul>

<b>Stop Wasting Money of Capitol / Vanity Projects</b>	32	2.5	<ul style="list-style-type: none"> <li>- Again, disgrace. Stop wasting money on vanity projects like the bay arena &amp; Churchill Way and on bike lanes few use and pointless bus lanes.</li> <li>- Stop wasting money on councillors' fantasy projects</li> <li>- Yes. Stop coming up with fancy useless road plans ie cycle lanes, and concentrate on maintaining the status quo until things improve. These are all short term plans that will destroy and take away the heritage of Cardiff City. We do not want the heritage destroyed - you have already done enough damage.</li> </ul>
<b>Wins awards/ funding - jeopardised if mobile</b>	31	2.4	<ul style="list-style-type: none"> <li>- It was only 2 months ago when the museum won a Visit Wales Gold Award that Cabinet member for culture, leisure and parks, Councillor Jennifer Burke-Davies, said: "The Museum of Cardiff does a fantastic job of bringing Cardiff's history to life for visitors, it really is a must-visit attraction for anybody with an interest in our city's fascinating past and this is a richly deserved accolade." The Museum has accredited status which it would lose.</li> <li>- Such an important resource for visitors and tourists. Nowhere else tells our story like this museum. They have won many awards. The staff are amazing. Very inclusive venue. So accessible. So good for health and well-being. Many volunteers have ALN. It's such a part of their lives. The children come back again and again and again. Ours love the dolls house and animals and the interactive area downstairs with headsets and fun learning activities. We have learned so Much about our city in this museum.</li> <li>- Closing an award winning community museum would be a damaging step to the capital city's cultural reputation. It must be retained and supported.</li> </ul>
<b>Remove Senior Cllr Executives / Reduce Salaries</b>	13	1.0	<ul style="list-style-type: none"> <li>- Chief executive cost Taxpayers £220K get rid of those at the Top</li> <li>- Get rid of some councillors' wages!</li> <li>- The council could save money overall by cutting down on the number of unnecessary higher grade posts. There are a number across the departments, particularly in parking.</li> </ul>
<b>Misc.</b>	62	4.8	<ul style="list-style-type: none"> <li>- Scrap the medical museum? Is that still a thing?</li> <li>- The pandemic has impacted when people have been able to return! Don't be short sighted or amnesic!</li> <li>- I don't think people who haven't visited the museum should be answering this question</li> <li>- The Old Library is a beautiful building, so I hope it can remain accessible to the public. I've been there in the past, before the Museum of Cardiff was created, and I regret that I haven't visited the Museum of Cardiff, which I'm sure is a valuable resource.</li> </ul>
	<b>1287</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%



## Responses to the Youth Survey

Theme	No.	%	Example Comments
<b>Donations/ entry fee / sponsorship</b>	15	30.0	<ul style="list-style-type: none"> <li>- Suggest donations upon entry, make it more of an attraction that tourists to the City will want to visit, monthly events?</li> <li>- Charge a couple of pounds for entry/family ticket or a season ticket or a pass for residents that is reduced like the Cardiff castle does</li> <li>- Make family and school activities for a fee which contributes to the money keeping the building running, ultimately saving council money.</li> </ul>
<b>Promote it</b>	10	20.0	<ul style="list-style-type: none"> <li>- No one knows about it, I thought it was a law firm or offices</li> <li>- Maybe sharing advertisements about the Museum a little more often and bring attractions which would draw in more visitors.</li> <li>- you could promote it more and make more money from it, Get it to increase it's income. but you would have to invest in it to do that and we can see that it's easier for you to close it.</li> </ul>
<b>Reduce opening hours/ staffing costs</b>	8	16.0	<ul style="list-style-type: none"> <li>- Maybe close for one day a week</li> <li>- they could reduce the number of days that they are open, for example, closing the museum on Mondays</li> <li>- Work closer with local history societies rather than own staff</li> </ul>
<b>Location options &amp; comments</b>	7	14.0	<ul style="list-style-type: none"> <li>- I quite like the mobile Museum however maybe putting the museum somewhere cheaper and more accessible with parking facilities and I'm sure more people would come.</li> <li>- Take the museum of Cardiff out of the old library and perhaps place it in an area where there is already another museum</li> </ul>
<b>Events</b>	4	8.0	<ul style="list-style-type: none"> <li>- By opening new exhibits to attract excitement. Those who enjoy may wish to come again.</li> <li>- More events - more people donating.</li> </ul>
<b>Keep, it is part of our history /culture</b>	3	6.0	<ul style="list-style-type: none"> <li>- when I was much younger I visited the cardiff story every week and that that place brought me hours of joy as a child. I can tell you now the people of cardiff will not be happy at all with the council if you close it.</li> <li>- I think that the museum should be kept open in the old library as both places hold the cultural aspects of Cardiff City.</li> </ul>
<b>Rent out some of the space</b>	2	4.0	<ul style="list-style-type: none"> <li>- Reduce the space in the building which is taken up by the Library and rent out the rest for commercial tenants.</li> </ul>
<b>Save energy costs</b>	2	4.0	<ul style="list-style-type: none"> <li>- use more renewable energy in the building.</li> </ul>
<b>Misc.</b>	11	22.0	<ul style="list-style-type: none"> <li>- I think the Council could close the museum for a while and open it later on in a new area when they get enough money.</li> <li>- Improve public transport please</li> <li>- No i think the existing idea is the best option!</li> </ul>
	<b>50</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

To Cardiff Council

As a Welsh child it's important to learn my history, especially since in our school we spend more time learning about other countries than the one we live in! and the Cardiff story is one of the only places I can learn my country's history, plus that place has lots of my memories are there and turning it into a mobile museum that visits schools you should at least make it open to the public.

or open a new museum

I love Wales and it's not just me who thinks this, so please don't shut it down.

Erin Cady

age 9



amgueddfa.cymru

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**AMGUEDDFA  
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## **Ymateb Amgueddfa Cymru i'r Ymgynghoriad ar Gynigion Cyllideb 2023/24 Cyngor Caerdydd – Cwestiwn 5 Amgueddfa Caerdydd**

Dyma fanteisio ar y cyfle i ymateb i'r cwestiwn ymgynghoriad am yr opsiynau parthed dyfodol Amgueddfa Caerdydd. Rydym wedi ein synnu o ddarllen cynnig Cyngor Caerdydd ynghylch Amgueddfa Caerdydd ac wedi ysgrifennu at Huw Thomas, Arweinydd Cyngor Caerdydd am hyn ar 22 Rhagfyr 2022.

Mae'r amgueddfa ddinesig ac arloesol hon wedi ennill gwobrau ac yn chwarae rôl allweddol wrth ddehongli treftadaeth a hanes Caerdydd, ein prifddinas. Mae Amgueddfa Cymru wedi mwynhau cydweithio ag Amgueddfa Caerdydd ar lawer o fentrau dros y blynyddoedd. Rydym wedi gweld â'n llygaid ein hunain sut mae'r amgueddfa yn adnodd cymunedol bywiog sydd am ddim ar bwynt y defnydd. Mae gan yr amgueddfa enw da am ddarparu gwasanaethau addysgol a chymunedol rhagorol i ysgolion lleol, plant bregus, teuluoedd, oedolion a phobl hŷn.

I amgueddfa sydd â chasgliad cyfoethog ac amrywiol, mae'r awgrym o gau ei chartref parhaol a'i throi'n wasanaeth symudol yn cael gwared ar ran allweddol o'r seilwaith diwylliannol lleol yn ogystal â lleihau ei gwasanaeth. Yn ein profiad ni, nid yw gwasanaeth symudol llwyddiannus yn ddull amgen sy'n arbed arian, ac mae ond yn gweithio yn rhan o arlwy amgueddfaol parhaus. Bydd cynnig gwasanaeth symudol yn hytrach nag amgueddfa barhaol yn lleihau'r profiad a gynigir yn ddifrifol, yn ogystal â chyfyngu sgôp y casgliadau fyddai'n cael eu harddangos. Nid yw'n glir o'r ymgynghoriad beth yw'r cynlluniau ar gyfer dyfodol y casgliadau, nac ychwaith beth yw'r cynlluniau er mwyn diogelu'r casgliadau cyfredol. Ai'r bwriad yw dychwelyd y gwrthrychau pwysig at eu perchnogion? Cawsom syndod i dderbyn cais am gostau adleoli'r 90 o wrthrychau sydd ar fenthyg o gasgliad Amgueddfa Cymru rai wythnosau ar ôl cyhoeddi'r ymgynghoriad cyhoeddus. Gobeithiwn y rhoddwyd ystyriaeth ddyledus hefyd i'r effaith pe bai Caerdydd yn colli ei hachrediad amgueddfa leol.

Rydym yn ymbil arnoch i sicrhau fod Caerdydd, prifddinas ein gwlad, yn parhau i roi cartref i amgueddfa leol parhaus a'i chefnogi, a thrwy hynny, dathlu stori Caerdydd a'i phobl.



**Amgueddfa Cymru – Museum Wales response to the Consultation on Cardiff Council's 2023/24 Budget Proposals - Q5 Museum of Cardiff**

We are taking the opportunity to respond to the consultation question in relation to the future options for the Museum of Cardiff. We have been shocked to read of Cardiff Council's proposal regarding the Museum of Cardiff and wrote to Hugh Thomas, the Leader of Cardiff Council regarding this matter on the 22<sup>nd</sup> of December.

This civic museum is an innovative award-winning museum which has a key role in interpreting the heritage and history of Cardiff, Wales' Capital City. Amgueddfa Cymru has enjoyed collaborating with Museum of Cardiff on many initiatives over the years. We have witnessed first-hand the way the museum works as a vibrant community resource which is free at the point of service. The museum has a track record of proving excellent educational and community services for local schools, vulnerable children, families, adults and older people.

For a museum with a rich and varied collection, the suggestion of closing its permanent home to make this a mobile service, will remove a key part of the local cultural infrastructure as well as diminish its service. In our experience, a successful mobile service is not a cost saving alternative and only works as part of a permanent museum offer. If Cardiff is to offer a mobile service in place of the permanent museum this future service will be severely diminished in terms of the experience offered and the scope of the collections that would be on display. It is not clear from the consultation what the plans are for the future of the collections or to safeguard these existing collections. Is the intention to return treasured objects to their owners? We were surprised to receive a request for relocation costs for the 90 objects loaned from Amgueddfa Cymru's collection several weeks after the publication of the public consultation. We hope that due consideration has been given to the impact of the potential loss of local museum accreditation for Cardiff.

We would urge you to ensure that Cardiff, as Wales' Capital City, continues to house and support a permanent local museum that celebrates the story of Cardiff and its people.

Yn gywir / Yours sincerely

Uwch Dim Rheoli / The Senior Executive Team Amgueddfa Cymru

## Appendix 4 – Recycling Centres Reduced Operating Hours: Any Other Comments

Theme	No.	%	Example Comments
<b>Keep open at weekends</b>	208	19.3	<ul style="list-style-type: none"> <li>- <i>But please make the 'Day Closed' a week day!</i></li> <li>- <i>Should be open both days of the weekend, closed during one day of the working week</i></li> <li>- <i>Have you looked at peak demand? In my experience, weekends will be busier so wider opening hours on sat Sunday and less hours in the week would be an option</i></li> <li>- <i>Only support closing one day a week if it is a weekday NOT if it is a weekend day</i></li> <li>- <i>Please allow weekends and longer opening hours to stay to support DIY projects for people who have jobs!</i></li> <li>- <i>Ensure different centres close different days. Leave open at weekends</i></li> </ul>
<b>Open outside office hours</b>	205	19.1	<ul style="list-style-type: none"> <li>- <i>Please don't get rid of evenings slots - it's not fair on people who are working or have caring responsibilities during the day</i></li> <li>- <i>I think its important people have some provision outside of 9am-5pm so option 2 would be better</i></li> <li>- <i>Option 1 is unfair as discriminates against workers and child care providers.</i></li> <li>- <i>If you operate 9-5 seven days a week, many people won't be able to access the centres on 5 days of the week. Think about 'regular' working hours and the fact that if you work 9-5 or similar you cannot access the recycling centre.</i></li> <li>- <i>As someone who works 9-5, it is often inconvenient when so many other services are only open between 9-5.</i></li> <li>- <i>Opening hours of 9-5 would be ridiculous for people who work</i></li> </ul>
<b>Fly tipping</b>	172	16.0	<ul style="list-style-type: none"> <li>- <i>I'd be concerned about increases in flytipping if they reduce opening hours</i></li> <li>- <i>Don't do anything that will encourage fly tipping</i></li> <li>- <i>Access to these centres is the only thing that will stop fly tipping and encourage people to clear up their mess.</i></li> <li>- <i>Don't cut this back to much or you will encourage fly tipping</i></li> <li>- <i>Will reduce fly timing which costs council money</i></li> </ul>
<b>Concerns around Online Booking System</b>	148	13.8	<ul style="list-style-type: none"> <li>- <i>Remove the advance booking requirement - it is an obstacle to usage</i></li> <li>- <i>Allow people to use the service without booking, as before. The pandemic is over, no need for prebooking system.</i></li> <li>- <i>Get rid of the booking system. This is why people are not coming as much as not everyone is able to book the service. This is leading to waste being dumped in streets and lanes making more work for council workers elsewhere.</i></li> <li>- <i>The stupid booking system must cost a fortune. Who cares if a few non Cardiff people use the facility!</i></li> </ul>

			<ul style="list-style-type: none"> <li>- <i>Get rid of the ridiculous booking system. A clear example of something introduced in covid (i think) that is wholly pointless.</i></li> </ul>
<b>Council should promote / Make it easier</b>	103	9.6	<ul style="list-style-type: none"> <li>- <i>You as the council are making waste/recycling harder to do. The opening hours need to stay for those of us who don't work 9-5</i></li> <li>- <i>Yes you should be encouraging recycling!!! What's the matter with you! Where is your commitment to saving the planet or should we ruin it so there's nothing left for our children?</i></li> <li>- <i>don't make it so difficult to recycle. Staff are making you go up and down to different skips. not easy when you have mobility issues. they are not willing to help.</i></li> <li>- <i>It's SO important to keep these facilities easily accessible. We have a terrible fly-tipping problem :(</i></li> <li>- <i>Don't make it harder to recycle for people in work.</i></li> </ul>
<b>Need more access / another tip / Don't reduce hours</b>	91	8.5	<ul style="list-style-type: none"> <li>- <i>How can you reduce the service when there are more and more houses being built?</i></li> <li>- <i>The benefits of these centres are worth far more than any savings</i></li> <li>- <i>Recycling centres have already been reduced to an unacceptable level. For example there are no green bin collections when most needed</i></li> <li>- <i>Recycling in Cardiff needs a massive overhaul. To only have one recycling bin is appalling. Very few councils operate at this level of service. Improving recycling facilities at home would reduce the need for extended opening of these sites.</i></li> <li>- <i>Waste management needs more funding, not less.</i></li> </ul>
<b>Comments on staff / jobs</b>	82	7.6	<ul style="list-style-type: none"> <li>- <i>As long as this does not entail job losses.</i></li> <li>- <i>Waste disposal people are life's unsung heroes</i></li> <li>- <i>bloody good service, excellent staff. Get rid of more chief exec positions to save cash.</i></li> <li>- <i>Reduce the number of staff, some seem to be doing nothing.</i></li> <li>- <i>Big shout out to the great staff in recycling centres</i></li> </ul>
<b>Improve local popup options and kerbside waste collection</b>	82	7.6	<ul style="list-style-type: none"> <li>- <i>The problem is that we actually need more recycling centres locally that people can use at ease. I dont drive and taking something from roath to lamby way is not an option.</i></li> <li>- <i>Consider having a mobile centre visit different areas on a preset schedule to encourage local people in using recycling services in their community</i></li> <li>- <i>Additionally, skips for larger waste items could be located around various locations around the city (as was done many years ago as a trial i think). Benefit means that co2 emissions from cars travelling to HWRC would be reduced.</i></li> <li>- <i>I live without a car (to reduce my carbon footprint) but it can be really difficult to then recycle all my recyclable waste- especially tetrapak. It would be great to have a city centre option for taking those recyclables and then absolutely close those centres more.</i></li> </ul>

			<ul style="list-style-type: none"> <li>- Should never have closed some of the centre dotted around Cardiff making it easy for locals to visit.</li> </ul>
<b>Car required - barrier to use</b>	68	6.3	<ul style="list-style-type: none"> <li>- Please can we have more local recycling facilities for those of us with no car or access to a car?</li> <li>- Consideration needs to be given to residents without a car. Could you give access to cargo bikes and make them available for hire?</li> <li>- I can't use the recycling centres as I don't have a car &amp; you refuse to allow anyone to go in on foot or bike</li> <li>- The real difficulty is getting there since i don't have my own transport. Getting on a bus doesn't seem feasible</li> <li>- For the love of all that is holy let people access recycling centres by bike/on foot</li> </ul>
<b>HWRC in North of Cardiff</b>	64	5.9	<ul style="list-style-type: none"> <li>- North Cardiff STILL does not have a facility!!</li> <li>- As I live in North Cardiff - there is nowhere else to dispose of my waste except Lamby Way (nearest). Disgraceful that North Cardiff has NOTHING!!</li> <li>- Open a recycling centre in North Cardiff. It is a round trip of 50 mins for us to go to our nearest one. I do not think that the Council is considering the environmental impact of the additional use of cars.</li> <li>- North Cardiff also desperately needs a proper recycling centre. With high fuel costs and time constraints, the people of North Cardiff are being unfairly penalised.</li> <li>- More access to services are required, especially in the North as promised</li> </ul>
<b>Flexible hours</b>	63	5.9	<ul style="list-style-type: none"> <li>- Potentially have one short day and transfer the hours to one long day (late opening) to accommodate people who can't get to facilities during working hours.</li> <li>- It's okay but unfair for people who work those hours. I would suggest a day of 10-6 &amp; a day of 11am - 8pm .</li> <li>- Reducing the hours in the winter, reducing the hours during the week but keeping slightly longer hours on the weekend</li> <li>- Do 3 long days and close for 2 (4 days equivalent) so people that work still have the 4-6 slot</li> <li>- Maybe have a late night, once a week, during summer for people who are working? Reduced hours on Sunday all year in line with shops</li> </ul>
<b>Combine both options</b>	38	3.5	<ul style="list-style-type: none"> <li>- I'd actually vote to do both if it were an option.</li> <li>- Option one and two should both be implemented! Why just either?</li> <li>- I would consider both option 1 and option 2 together to save even more. As it is a pre-booked system, in most instances, you can work around the change to times and open days.</li> </ul>
<b>Base opening hours on demand</b>	35	3.3	<ul style="list-style-type: none"> <li>- Whichever day is quietest should be the day to close</li> <li>- Closing the centres one day a week on the least busy day.</li> <li>- Close the recycling centres on the least used day of the week.</li> </ul>

<b>Support both options</b>	31	2.9	<ul style="list-style-type: none"> <li>- 1 or 2 don't mind</li> <li>- I would support both Options 1 and 2.</li> <li>- Option 1 or 2 both seem viable, and sensible.</li> </ul>
<b>Open sites at different times so one is always available</b>	31	2.9	<ul style="list-style-type: none"> <li>- Closing the centres one day a week, if done, should be done on different days so that there is always a centre open.</li> <li>- Close each centre for one mid-week day, but choose a different day for each centre so 7-day opening remains available if people are willing to travel.</li> <li>- Perhaps rotate the day off across sites, so that one is closed Monday, one on Tuesday, etc.</li> </ul>
<b>More info required</b>	20	1.9	<ul style="list-style-type: none"> <li>- Is there evidence that booking is reducing use?</li> <li>- Is there any demand for early operating hours?</li> <li>- Not enough information in the proposal to understand the implications.</li> </ul>
<b>Keep longer hours in the summer</b>	18	1.7	<ul style="list-style-type: none"> <li>- Perhaps with longer opening hours at the weekend in the summer</li> <li>- Winter opening could be reduced 9am to 4pm, perhaps with a late night one day per week.</li> </ul>
<b>Close at least 1 day per week</b>	15	1.4	<ul style="list-style-type: none"> <li>- You have to book anyway so a one day a week closure or 2 days a week closure would better than reduced hours</li> <li>- A reduction down to six days a week seems like a sensible option.</li> </ul>
<b>Suggested day for closure</b>	12	1.1	<ul style="list-style-type: none"> <li>- Close one day in the week and a Sunday. Who goes to the tip on a Sunday?</li> <li>- Close the tips on a Monday in line with your non collection days. Would also save money by not paying premium wages on bank holidays too.</li> </ul>
<b>Support this proposal</b>	12	1.1	<ul style="list-style-type: none"> <li>- These centres are essential but I am comfortable that shorter hours to reduce costs is something that won't be hugely detrimental</li> <li>- This proposal seems absolutely fine - no need for excessive options, people will just organise themselves to use the facility when it's open.</li> </ul>
<b>Recycling shop</b>	9	0.8	<ul style="list-style-type: none"> <li>- You have a shop selling stuff at Lamby Way. I think you should have a similar shop at Bessemer Road.</li> <li>- The whole world is making money from trash. We need to spend some time and research on this and come up with a better proposal</li> </ul>
<b>Keep open 7 days a week</b>	9	0.8	<ul style="list-style-type: none"> <li>- I think it's best to have them open everyday but reduce the hours as it still gives people the chance to go on a day that suits them</li> <li>- Operating seven days a week 9.00 - 5.00 is no different to other local authorities which offer an excellent on-site service (Cornwall Council).</li> </ul>
<b>Misc.</b>	52	4.8	<ul style="list-style-type: none"> <li>- You state that these sites are free to Cardiff residents ..... I do pay Council Tax!</li> </ul>

			<ul style="list-style-type: none"> <li>- stop restaurants, supermarkets and suppliers using plastic in the city this will reduce the need to throw waste and more can be recycled at residents houses.</li> <li>- Consider reducing the number of free slots per household so you can start charging sooner.</li> <li>- I love our recycling centre</li> </ul>
	<b>1076</b>		-

*Respondents could leave comments on more than one theme, so totals will exceed 100.0%*

Appendix 5 – School Meals: Any Other Comments

Theme	No.	%	Example Comments
<b>Families can't cope with increase</b>	128	19.4	<ul style="list-style-type: none"> <li>- <i>I pay for my children's meals as both myself &amp; husband work. It is increasingly difficult at present to maintain our budgets from our income with cost of living rising and no financial help as both employed.</i></li> <li>- <i>You are aware of the cost of living crisis do not endanger vulnerable people who may not be entitled to free school meals by increasing what they have to pay.</i></li> <li>- <i>Please do not increase the price of school meals for parents already struggling. The savings should be found elsewhere</i></li> <li>- <i>People are struggling to live as it is, overly every increase just adds to their troubles with trying to survive</i></li> <li>- <i>There is a gap between those who qualify for FSM and those who can readily afford them. This will affect those children and families the most during this difficult time.</i></li> </ul>
<b>Not good value for money/meals are already expensive, and not good food</b>	124	18.7	<ul style="list-style-type: none"> <li>- <i>I think parents pay enough for what I feel is substandard meals with measly portions.</i></li> <li>- <i>I would expect an improvement in the quality</i></li> <li>- <i>If you want people to pay for school meals they should be nutritious not the kind of high carb processed foods currently offered</i></li> <li>- <i>My son is entitled to free school meals as I am a single mum of 3. My son says the £3.30 he gets per day isn't enough to buy a healthy meal, just 1 slice of pizza and drink. The meals in school aren't satisfactory. If I were to feed my children at home pizza every day it would be classed as neglect.</i></li> <li>- <i>The increase is not worth the food, meals are small and not budgeted well.</i></li> </ul>
<b>Should be means tested</b>	101	15.2	<ul style="list-style-type: none"> <li>- <i>Means test this, not every family needs or requires free meals</i></li> <li>- <i>Rolling out free school meals to all is ridiculous and should be there for those that need it, those that can pay should</i></li> <li>- <i>Make access to free meals means tested</i></li> <li>- <i>Only offer free school meals to those that financially need that support.</i></li> <li>- <i>this should be tailored - higher income households who can afford to pay extra should, shouldering the burden for those who can't afford it.</i></li> </ul>
<b>Children need to be fed well</b>	87	13.1	<ul style="list-style-type: none"> <li>- <i>It is absolutely abhorrent that children's school meals is an area where you are looking to make savings! My daughter receives free school meals. Whilst I am grateful that she receives them I cannot believe how unhealthy they are. Instead</i></li> </ul>



			<p><i>of looking to make cuts this is an area that needs improvements for the benefit of our children's health!</i></p> <ul style="list-style-type: none"> <li>- <i>if children aren't well-nourished they are not in a position to learn. that should be the baseline.</i></li> <li>- <i>Children who aren't eligible For FSM's are already going hungry. We Must not marginalise them any further</i></li> <li>- <i>It is proven that children eating school three square meals a day helps with their attention span and therefore essential to support their education</i></li> <li>- <i>I do not have children but I believe they deserve a good quality meal at reasonable price every day. Increases now while families are struggling more will adversely affect children's health and wellbeing.</i></li> </ul>
<b>Parents should feed their children / Shouldn't be free for all</b>	61	9.2	<ul style="list-style-type: none"> <li>- <i>It's a parents responsibility to feed their kids with provision for those in financial problems</i></li> <li>- <i>This extra cost should not be put on people that have chosen to not have children.</i></li> <li>- <i>Families should be able to feed their children. If they can afford smart phones internet and smart tv. Feed your own kids. Stop spoon feeding the parents.</i></li> <li>- <i>It is the responsibility of parents to be able to afford to look after their children - why should we all have to pay for their lack of financial planning?</i></li> <li>- <i>The free school meals shouldn't be free, maybe charge those eligible 50p or £1 a day instead of free..</i></li> </ul>
<b>increase is ok / could be even higher</b>	60	9.0	<ul style="list-style-type: none"> <li>- <i>An increase of 40p would not make much difference. Parents know that the cost of making packed lunches has increased as well.</i></li> <li>- <i>Free school meals should be protected as best as possible, though a 10% increase appears roughly in line with 'meal deal' price increases in local supermarkets therefore might be within an affordable range?</i></li> <li>- <i>A small increase is understandable</i></li> <li>- <i>Cost of living has risen, provided the most vulnerable children still get free school meals then i don't see issues with costs risings</i></li> <li>- <i>At 15% increase still excellent value</i></li> </ul>
<b>Alternative supplier / menus</b>	52	7.8	<ul style="list-style-type: none"> <li>- <i>More vegetarian meals? Cheaper and better for the planet?</i></li> <li>- <i>Review contracts with suppliers, review menus and substitute more expensive items (meat?) with cheaper, healthier veg. This is a golden opportunity to help children adapt to healthier food early on. If this is increased too much, many children may need to go without, and it might be the only decent meal they have that day.</i></li> <li>- <i>Consider partnerships with welsh producers to minimise cost of food and support local economy</i></li> <li>- <i>This is needed more than ever! Reductions can be made by cooking on site instead of mass prepared meals. Variation in school menu is needed.</i></li> <li>- <i>are we getting the best deals from suppliers?</i></li> </ul>



<b>Needs to be free for more / all</b>	47	7.1	<ul style="list-style-type: none"> <li>- Free school meals NOW, without means-testing, for ALL students including 6th form, A 'level, BTEC etc.</li> <li>- School meals should be free for all children.</li> <li>- All children, up to the age of 18, should receive free school meals regardless of parental income</li> <li>- I believe school meals should be free to all children, I am a single mum working part time and get no help after all towards school meals</li> </ul>
<b>Make savings elsewhere / Find alternative funding</b>	40	6.0	<ul style="list-style-type: none"> <li>- Reduce the subsidies / expenses for councillors</li> <li>- Again, cut Cardiff Museum, the White Water Centre and all the other nonsense before school meals. Priorities</li> <li>- Stop wasting money vanity projects. How much money has been and is still be spent on cycle lanes. Some of which are hardly used.</li> <li>- Find savings elsewhere</li> </ul>
<b>Packed lunch to cut costs</b>	36	5.4	<ul style="list-style-type: none"> <li>- Why can't parents supply their child with packed lunches like we did.</li> <li>- Why is the Council providing food? In my day schools made their own and paid for your own kids to do whatever you wanted. Be it packed lunch, dinner at school or elsewhere.</li> <li>- I pay for my child's school meals AND I provide my child with a packed lunch. Stop free school meals - parents can make sandwiches or packed lunches if they've planned their families. Put more money into contraceptive services. Option 3 - 15% - or 20%.</li> </ul>
<b>Pay it forward scheme / Everyone contributes a small amount</b>	17	2.6	<ul style="list-style-type: none"> <li>- Voluntary increases. I am happy to pay more to fund a free meal but lots of parents can't afford more</li> <li>- Most schools take an online pay system, is there a way there could be an opt to pay for the same amount or "X" amount to another child? I've enquired with my local school to do that and the answer is no. I've asked is there a child with an outstanding balance and the answer is no because they would prefer to see children go hungry which is ridiculous! Allow for donations directly to school meals if they are able to</li> <li>- This is a really sensitive subject. We're fortunate in that such a rise wouldn't be too impactful as we could afford it. Others couldn't. Perhaps could you consider allowing parents to voluntarily pay a little extra?</li> </ul>
<b>Prefer no increase</b>	14	2.1	<ul style="list-style-type: none"> <li>- It's already expensive if you have more than 1 child. School meals should stay the same</li> <li>- Not the right time to do this</li> <li>- Short term inflation peak and short term shortfall before wg funding kicks in. Grit your teeth.</li> </ul>
<b>More Information Required</b>	13	2.0	<ul style="list-style-type: none"> <li>- You don't give any idea whether the above figures would mean a partial subsidy or even a profit.</li> <li>- I find this question unclear, are the schools funding the increase?</li> </ul>

			- How much money do these proposals save the council? What consultation work has been done with schools and families to understand the impact of these proposals on them?
<b>Welsh Govt. introducing free meals</b>	10	1.5	- What difference will increasing primary meals make when most children are going to be getting free meals anyway. - The staged roll out of Welsh Government funding for Primary School meals should allow charges to be frozen this year and see costs to the council come down year on year ahead.
<b>Avoid waste</b>	6	0.9	- How much food waste is generated with school meals? - Why fund free school meals when much of the food is wasted or not eaten? I will continue to send child with a packed lunch. This is not a priority area.
<b>Misc.</b>	37	5.6	- I note that in Sweden school meals are followed by meals for the elderly on the same site - If costs go down the council should reduce prices. - STOP providing bottles of water as part of the meals. It's bad for the environment and a waste of money! - I assume the most significant costs are staffing. You therefore need to make the meals more attractive which would, in turn, make the service more efficient. This might mean making the meals cheaper to ensure 100% take-up.
	<b>664</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

Appendix 6 – Pay & Display Charges: Tell us why you don't support this proposal

Theme	No.	%	Example Comments
<b>Parking already expensive / increase too high pay enough already</b>	355	39.7	<ul style="list-style-type: none"> <li>- Cardiff's parking is very expensive compared to other cities already.</li> <li>- It's too costly</li> <li>- Percentage increase too high</li> <li>- Extremely expensive already.</li> <li>- Because I can't afford it as it is</li> <li>- Parking in Cardiff is already expensive enough and public transport is poor and unreliable</li> <li>- Already far too expensive for a city that lacks public transport except from in and out of the city centre, and even that is too restrictive in the times and frequency it runs</li> </ul>
<b>Will drive people / tourists away from city centre</b>	343	38.4	<ul style="list-style-type: none"> <li>- Cardiff car parking is already some of the most expensive in UK. I'm sure a lot of out of town shoppers already avoid Cardiff due to this and the difficulty of navigating the roads due to too many cycle lanes.</li> <li>- You need to encourage people to visit the city. The city centre already looks as though it is on its last legs.</li> <li>- the city centre is already dying. this would finish it off, especially with the anti-car approach being taken by the city</li> <li>- Its already too high and will put off visitors</li> <li>- Deters people from going into the centre</li> <li>- I never visit Cardiff now due to extortionate parking fees, you will only make it worse. Sack some of the penpushers and paper shufflers in city hall.</li> </ul>
<b>Will affect business</b>	244	27.3	<ul style="list-style-type: none"> <li>- Not good for business.</li> <li>- Put people off shopping</li> <li>- Mad. We need to encourage use of the Centre. Covid / online has hit retail &amp; hospitality hard. These sectors need support not more problems.</li> <li>- Charging for parking decimates local shopping</li> <li>- It is already too high and will further damage the city centre and local economies</li> <li>- Bad for local businesses</li> </ul>
<b>Public transport as an alternative is poor</b>	157	17.6	<ul style="list-style-type: none"> <li>- Buses and trains are not reliable, so car is only way to get around Cardiff and with cycle lanes traffic is getting worse!</li> <li>- These prices are silly. Public transport infrastructure isn't a sufficient alternative at the moment either. Screw your head on.</li> <li>- There's no option other than to drive where I live and that's the same for many. Buses are too expensive for short journeys and no train stations in half of Cardiff. If this was alongside free bus travel like many councils are doing I would support</li> </ul>

			<ul style="list-style-type: none"> <li>- If there was adequate public transport, I would support the increases.</li> <li>- As a lone female I need parking close by and which is safe. Public transport options are very poor, expensive, take too long, and are not safe.</li> </ul>
<b>Will adversely affect workers / the poorest / those with accessibility issues</b>	111	12.4	<ul style="list-style-type: none"> <li>- It is already expensive to park and difficult to drive into the city centre. Those who cannot walk far or use public transport will be penalised</li> <li>- With the current cost of living crisis this is an unreasonable adjustment and will only hurt low income families.</li> <li>- This is again penalising those with medical conditions and poor mobility when public transport is unreliable and doesn't start early enough for work.</li> <li>- these charges affect the poorest in society disproportionately.</li> </ul>
<b>Penalising drivers unfairly</b>	91	10.2	<ul style="list-style-type: none"> <li>- Everything CC does seems to penalise drivers.</li> <li>- It will penalise the motorist when sometimes there is no alternative but to drive into town for work.</li> <li>- We are penalized for using cars with no viable public alternative already. It takes me 2 hours each way by bus to Cardiff bay.</li> <li>- Because us drivers keep footing the bill and it's got to stop</li> </ul>
<b>Cost of living crisis</b>	63	7.0	<ul style="list-style-type: none"> <li>- Wrong time to be increasing prices in a cost of living crisis</li> <li>- Why do drivers always have to be the cash cows, you do realise there is a cost of living crisis right</li> <li>- Already cost of keeping a car too high</li> <li>- All these small increases add up to a lot for households when we are getting squeezed in all directions</li> </ul>
<b>Need to support city centre / business</b>	62	6.9	<ul style="list-style-type: none"> <li>- the city centre is already dying. this would finish it off, especially with the anti-car approach being taken by the city</li> <li>- Encourage people to visit centre protecting local traders</li> <li>- High streets need to be supported</li> <li>- Small businesses need quick turn around shoppers. Parking costs can force shoppers out of town. We need to support small businesses</li> </ul>
<b>Don't agree with on-street parking increase / residential permits</b>	54	6.0	<ul style="list-style-type: none"> <li>- Not at the rates shown above for on street parking.</li> <li>- I would support the proposed increase for car parks but think it is enough for on street parking at the moment</li> <li>- Parking is a ruddy nightmare in cardiff already - i get fined weekly because there is no space on my street and now you want me to pay more????????????????</li> <li>- Paying for a permit does not guarantee you to be able to park outside your property, i feel it is unfair to make residents pay to park outside their own homes when the amount of road tax and council tax are paid.</li> </ul>
<b>Parking is already problematic within the city</b>	48	5.4	<ul style="list-style-type: none"> <li>- Difficult enough to find a parking spot, let alone pay the increase. The 'Car Parks' chart above isn't very clear, I don't know any central car parks that don't charge for first 2 hours.</li> <li>- Because it is already difficult to find parking.</li> </ul>

			<ul style="list-style-type: none"> <li>- It is too hard to navigate the cities parking and the roads are always congested. This will put even more people off visiting a failing city centre</li> <li>- Parking is already too expensive and difficult.</li> </ul>
<b>Alternative pricing suggestions</b>	37	4.1	<ul style="list-style-type: none"> <li>- You are going to stop trade and leisure if costs keep rising. Public transport is a joke in Cardiff so people need to park. How about taxing all the cyclists for using the roads and cycle lanes. Or a resident charge annually so we can all use the car parks and public transport for the rest of the year</li> <li>- Perhaps you could charge for bikes to be parked as well!</li> <li>- I would support higher charges for shorter stays, including removal of free parking in car parks completely but increasing longer stay chargers will hit workers at a time when bus services are being reduced and are inadequate to rely on for work commute</li> </ul>
<b>Will deter people from parking appropriately</b>	29	3.2	<ul style="list-style-type: none"> <li>- An increase will force car users to park irresponsibly in other areas or other streets making it difficult for homeowners to park outside their house</li> <li>- I think it is a deterrent and encourages people to park where they shouldn't</li> <li>- People won't want to pay it. Then you risk people shopping and parking elsewhere. Less income for businesses. People will park dangerously rather than pay more for parking</li> </ul>
<b>Parking should be free</b>	29	3.2	<ul style="list-style-type: none"> <li>- Charging too high means less people shopping in Cardiff. The only cost would be parking attendants who are paid just fine. I don't think anybody should be charged for parking in Cardiff and this would increase spending in Cardiff</li> <li>- I would only support it if parking was free after 6pm and on a Sunday like it used to be.</li> <li>- Parking should be free. The high street is dying. Let drivers park their cars for free and shop.</li> </ul>
<b>Could encourage online shopping</b>	22	2.5	<ul style="list-style-type: none"> <li>- It will encourage more shopping online which will negatively impact businesses.</li> <li>- You will kill off the city centre. Public transport is poor, car travel is the only viable option for many. There is a balance to be struck and any further increase will likely mean people shop more online than in person</li> <li>- It will put people off visiting the town centre more retail shops will close - people will just order online</li> </ul>
<b>Need more park and ride</b>	15	1.7	<ul style="list-style-type: none"> <li>- Cardiff bus has stopped park and ride</li> <li>- you can't charge more for parking and reduce the options for park and ride at the same time</li> <li>- Closing the park and ride and then jacking up parking prices seems very much like a money grabbing move and is deeply unfair. If you weren't closing park and ride, then I would support this increase</li> </ul>

<b>Questionable city / costs comparison</b>	15	1.7	<ul style="list-style-type: none"> <li>- Other cities have nothing to do with Cardiff</li> <li>- How does this compare to other city parking charges? Compared to Bristol this appears high</li> <li>- Because the prices are way higher than you gave listed here already! Where on earth have these prices come from!</li> </ul>
<b>Make savings elsewhere - salaries / vanity projects</b>	15	1.7	<ul style="list-style-type: none"> <li>- Again, disgrace. Stop wasting money on vanity projects like the bay arena &amp; Churchill Way and on bike lanes few use and pointless bus lanes.</li> <li>- Making cost savings in the council's management would save the citizens more.</li> <li>- Save money by not building any more cycle lanes. They are a complete waste of money</li> </ul>
<b>Parking infrastructure not good / machines</b>	13	1.5	<ul style="list-style-type: none"> <li>- Sort out your machines first so they're actually working.</li> <li>- When I first moved to Cardiff, car parking was free. I often drove in and went shopping. Now I don't. It's not just the cost, it's also that the machines are difficult to use. Shiny characters than can't be seen in the sun, machines out of order. Last time we parked was in Cardiff Bay, and it took two people to work out what to do - and one is a Physics graduate.</li> <li>- Firstly I've never found 2 hrs of free parking. Secondly the machines to pay for parking are often too complicated or don't work. Sort these things out</li> </ul>
<b>Misc.</b>	48	5.4	<ul style="list-style-type: none"> <li>- Parking schemes would be far more efficient if the parking officers stopped ticketing people who are parked legally and use some common sense as the number of tickets I've wrongly received to then have reversed is ridiculous. Wasting valuable resource and money</li> <li>- It's fine as it is</li> <li>- This just generates income and doesn't support the cost of providing parking provision</li> <li>- Because it is not a service, it's just a space on the ground</li> </ul>
	<b>894</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%



## Appendix 7 – Council Owned Sports Pitches and Facilities in Parks: Tell us why you don't support this proposal

Theme	No.	%	Example Comments
<b>Should be encouraging sport/ leisure/ fitness for mental health &amp; wellbeing</b>	395	63.0	<ul style="list-style-type: none"> <li>- You want people to get healthier so increase costs of sports facilities???...well done!</li> <li>- People use sports to benefit mental and physical health. Removing this will make it too expensive for some people and will have knock on effects to the NHS.</li> <li>- Health and fitness in adults is difficult at the best of times. Increasing prices will put people off joining clubs</li> <li>- Increasing the cost to play sport will only result in increased costs of healthcare when fitness declines</li> <li>- Don't charge for the cost of health and wellbeing.</li> <li>- We need to encourage exercise. Increasing cost would discourage healthy activity particularly amongst lower socioeconomic groups who suffer the worst health</li> </ul>
<b>Negative impact on sports clubs / participation especially amongst kids &amp; less well off</b>	315	50.2	<ul style="list-style-type: none"> <li>- Sports activities should be available to all any price increase will reduce take up</li> <li>- Because small clubs can hardly survive now. You will kill sport in the city</li> <li>- Because grass roots sports would die out - literally £5 is a dealbreaker for financially stressed parents. The parents are often paying a lot for equipment, petrol etc... the extra is enough to sink the ship. Free access to sports arenas are CRUCIAL for the wellbeing of the young sporting nation.</li> <li>- Exercise should not be penalized</li> <li>- Negative impact on participation</li> </ul>
<b>Alternative ways of funding</b>	49	7.8	<ul style="list-style-type: none"> <li>- Although I would rather this than some of the other proposed savings, it's pretty small sums for the risk of disincentivising sport. Can you be more inventive and look at how venues could become part community empowered and use volunteers etc instead??</li> <li>- Once again because the council wastes so much money elsewhere, Stop building more unused cycle lanes in one of the wettest countries in Europe, cut the vanity projects and cut your salaries would be a start</li> <li>- Groups are struggling with costs perhaps you should reduce the number of councillors to save money</li> <li>- We already pay enough in rates. Make cuts elsewhere</li> </ul>
<b>Pitch / facilities quality is poor</b>	21	3.3	<ul style="list-style-type: none"> <li>- The sports pitches aren't looked after enough by the council. Constantly covered in litter or dog mess. I don't see how charging more for a sub-standard service is acceptable.</li> <li>- The state of pitches in Cardiff currently are appalling and limiting youth play.</li> </ul>

			<ul style="list-style-type: none"> <li>- <i>The sporting facilities and pitches get little or no attention. Why are you not trying to get support from Assembly and or WFA?</i></li> </ul>
<b>Proposal is Too High / Already Too Expensive</b>	12	1.9	<ul style="list-style-type: none"> <li>- <i>Disgraceful proposal really. Absolutely do not agree. As a user of this service, we are already priced out. No one can afford to play because of the poor planning of council. You when already got parking fees on top of Blackweir. Let's not get any more ridiculous than it already is.</i></li> <li>- <i>Why increase by inflation? Its a park field, the costs haven't changed (the groundsman) is a volunteer and you've received lots from Tennis Wales for the one by me. Sounds very profitable as opposed to a cost that's gone up more than 10%.</i></li> <li>- <i>You should not use people who are trying to be healthy to subsidise your shortcomings. They should be encouraged. Why £5-8 increase? This is too much. Why not lower? £2-3 would be slightly more palatable.</i></li> </ul>
<b>Suggestion is ok - Do it.</b>	12	1.9	<ul style="list-style-type: none"> <li>- <i>The council should not be losing money on the hire of sports pitches to clubs. It should not be subsidised. Sports pitch hire should be a profit centre to provide funding for the upkeep of parks, conservation work etc.</i></li> <li>- <i>Because I think the Council should be seeking to recover in full the costs of providing sports pitches etc, including charging mini and junior clubs for the use of pitches.</i></li> <li>- <i>There are so many sport venues! Make them pay for themselves!</i></li> </ul>
<b>Keep kids off the street/reduce crime</b>	9	1.4	<ul style="list-style-type: none"> <li>- <i>Mostly low income families use the facilities increased costs could stop some services and it keeps kids off the street and lonely people connected</i></li> <li>- <i>As there not much around for youngsters to do at the moment so if we wanna keep crime low and stop kids going into crime we can't shut sport places or price people out</i></li> </ul>
<b>Short-sighted</b>	8	1.3	<ul style="list-style-type: none"> <li>- <i>This is a short sighted proposal; we need to encourage and support as many children and adults to be playing sport as possible. It has much wider long term benefits to the individual and the economy. This would be disastrous to local sports clubs.</i></li> <li>- <i>These facilities keep a lot of youth out of trouble and give youth a chance to focus on something positive</i></li> </ul>
<b>Generally against the idea</b>	5	0.8	<ul style="list-style-type: none"> <li>- <i>Don't like it</i></li> <li>- <i>I don't agree with using a one off inflation figure to raise charges.</i></li> </ul>
<b>More Information Required</b>	5	0.8	<ul style="list-style-type: none"> <li>- <i>£5 for a tennis court or £5 for a football pitch every week. Or just once not clear what a booking is.</i></li> <li>- <i>Does this include to mini and juniors too? or would they remain free. I would support them remaining free. What are the costs per adult?</i></li> </ul>



<b>Misc.</b>	28	4.5	<ul style="list-style-type: none"> <li>- Need to encourage people to use council pitches or you will end up with lots more unofficial football games going on where other people would like to be.</li> <li>- Because you already culled youth services</li> <li>- You are constantly asking for more. We are pensioners and can't afford more.</li> </ul>
	<b>627</b>		-

*Respondents could leave comments on more than one theme, so totals will exceed 100.0%*

## Appendix 8 – Asset Transfer of Municipal Sports Pitches: Tell us why you don't support this proposal

Theme	No.	%	Example Comments
<b>Concerns towards proposal, safer in council hands</b>	773	88.9	<ul style="list-style-type: none"> <li>- Sports facilities should remain the responsibility of local authorities.</li> <li>- Many community groups don't receive enough funding to maintain the pitches and facilities.</li> <li>- I do not think that the council would vet potential owners well enough to provide the service levels required</li> <li>- Transferring assets to private groups permanently restricts their use by anyone else. Instead, groups could be allowed to lease facilities/pitches for a set time.</li> <li>- This is a core responsibility of a council. Cannot guarantee a community group will run it fairly or efficiently</li> <li>- Because local groups don't have the capacity to run these things, that's why we have a council</li> <li>- The pitches and facilities need to be safe guarded for future generations the council is best place to this.</li> <li>- these pitches are in community green spaces and control should reside with the council to protect our green spaces</li> </ul>
<b>Lack of expertise and / or too much demand and expense on community groups. Unsustainable.</b>	196	22.5	<ul style="list-style-type: none"> <li>- Because the community support available would not be equitable, and would likely be the most patchy in the areas that most need the facilities.</li> <li>- Not enough expertise in the local community</li> <li>- Pitches would not be maintained properly by unqualified people</li> <li>- The community groups are unlikely to have the necessary skills to look after these sites.</li> <li>- Community groups are largely volunteers - too onerous for them. They do so much anyway</li> <li>- They do not have the expertise or funding model to run them, making them potentially dangerous over time</li> </ul>
<b>Community groups may have too much control. restricted access to the public and external community groups.</b>	148	17.0	<ul style="list-style-type: none"> <li>- It could make them inaccessibility for the public and give one group of people sole control of them.</li> <li>- Giving free land to a group. They gate keep access to their own friends. Having to be part of a clique to use council land...</li> <li>- It inevitably restricts access for everyone else who is not part of the 'community group' (usually rugby and football clubs). For example, Harkequins playing field is restricted heavily - only one point of public access and no dogs, despite it being an ideal route for traffic free active travel and recreation</li> <li>- Because they are often not the exclusive use of that group, they should be available to all. I don't play football or rugby, why should I loose open access to my local green space because I don't play these sports.</li> </ul>

			<ul style="list-style-type: none"> <li>- Because they would implement their own rules and exclude wider groups enjoying the space freely such as dog walkers. Also it's difficult in that circumstance to maintain facilities such as changing rooms</li> </ul>
<b>Transfer could lead to lower quality maintenance / health and safety standards</b>	141	16.2	<ul style="list-style-type: none"> <li>- There needs to be a guarantee that the facilities are maintained properly.</li> <li>- Quality control and maintenance may suffer.</li> <li>- No guarantee in the long term these will be maintained to an acceptable use and risk of change of usage could follow</li> <li>- It would result in a deterioration of the state of the pitches - just charge them for the use.</li> <li>- The likelihood of community groups not having sufficient funds to maintain these facilities and they will fall into disrepair</li> </ul>
<b>Risk of transferred land being sold off / privatised</b>	75	8.6	<ul style="list-style-type: none"> <li>- You are trying to get rid of these sports areas so as to build houses etc on them. Just another con!!!</li> <li>- I worry about the future of the spaces being neglected or sold for building</li> <li>- How will you prevent these pitched from become privatised in future? They will be lost for future generations and it's a short sighted proposal.</li> <li>- What happens if the Community groups fail to maintain them, or cease to exist? Whos would then own the pitches? This could be a back door for developers.</li> </ul>
<b>Unclear, additional requests for more info</b>	61	7.0	<ul style="list-style-type: none"> <li>- What protection would be in place to prevent development of this former publicly owned land and facilities?</li> <li>- That is public land. What does « transfer » mean? How would it be protected/ held in trust? How do you know they won't be sold for development value? No. Those spaces should be protected, and public ownership is the way to do it.</li> <li>- What community groups? Who is going to organise and ensure standards are met. Who will be responsible for the health and safety assessments etc</li> <li>- It depends if these community groups would financially be able to keep these facilities going?! What community groups are we talking about? Are they voluntary run? As the cost of living increases, we may find we struggle more to find people that are happy to volunteer as I feel people are finding they need to do paid work to make ends meet themselves.</li> </ul>
<b>Transfer would cause price inflation facilities too expensive for public</b>	54	6.2	<ul style="list-style-type: none"> <li>- Prices will increase with a lack of maintenance</li> <li>- The community groups don't have the resources to maintain these and they will become more expensive for users meaning more people won't be able to afford to use them. The council has done this with local leisure centres and pools and now they are too expensive for a lot of residents to use. This policy has failed with leisure centres and pools</li> <li>- Privatisation encourages corruption and always means reduced service quality and overcharging.</li> <li>- Because with the cost of living crisis people will be reluctant to pay for these facilities</li> </ul>

<b>Counter proposal</b>	52	6.0	<ul style="list-style-type: none"> <li>- <i>The transfer of ownership sounds like a long term irreversible plan whereas as a lease would transfer accountability and responsibility for a limited time period with the council retaining ownership</i></li> <li>- <i>Clubs come and go, I would only agree if the sale of the pitch would be managed to stay a fair price online with financial year to the next club owner.</i></li> <li>- <i>a custody arrangement like you are suggesting for St David's Hall is more suitable. You should not give away public land permanently.</i></li> </ul>
<b>Proposal will increase inequality</b>	37	4.3	<ul style="list-style-type: none"> <li>- <i>Would not be fair to poorer children</i></li> <li>- <i>Huge risk of discrimination, aggressive behaviour exclusion and community breakdown. Sadly some community groups are nasty pieces of work interested in their own small set up and actively look to exclude the local neighbourhood. They can be sexist, racist and actively close ranks to keep local people out. Pitches and ownership must remain in public ownership to ensure good fair access for all. Also a lot of pitches are in parks so it is fundamentally wrong to ring fence them. You are proposing a dangerous slippery slope that will ultimately restrict public access to green areas and restrict sport facilities use to those privileged few who can get into these clubs. Huge NO from me</i></li> <li>- <i>Any which start making loses will progressively close and be sold off for development or similar. This will inevitably happen in the most deprived areas first. It will also reduce public accessibility to green space.</i></li> </ul>
<b>Negative impact on mental / physical health</b>	14	1.6	<ul style="list-style-type: none"> <li>- <i>offsetting this by the council will lead to poor maintenance of pitches. Vital for health, mental health and community.</i></li> <li>- <i>Sports and physical activities should be encouraged to promote proactive health benefits - this would also reduce the demand on the NHS long term.</i></li> <li>- <i>Selling off sports pitches has already been shown to be short sighted in terms of public health</i></li> </ul>
	<b>870</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

## Appendix 9 – Bereavement Fees: Tell us why you don't support this proposal

Theme	No.	%	Example Comments
<b>Costs are too high / People will be unable to afford the rise</b>	213	38.4	<ul style="list-style-type: none"> <li>- <i>These services are costly already.</i></li> <li>- <i>Funerals are already expensive and put a lot of pressure on families</i></li> <li>- <i>Funerals cost a fortune anyway and increasing the cost for burials and cremation is wrong.</i></li> <li>- <i>Funerals are an increasingly expensive affair and unfair on the surviving family to pay the costs. Although the proposed increase seems fair, coupled with the fees of services and burials I feel it is an inappropriate financial increase</i></li> <li>- <i>Dying is expensive enough</i></li> </ul>
<b>Already a difficult time</b>	199	35.9	<ul style="list-style-type: none"> <li>- <i>At a time of rising costs for everyone, it feels a bit insensitive to add additional burden to people who are recently bereaved.</i></li> <li>- <i>It's a hard enough time without extra costs</i></li> <li>- <i>Do not add to bereavement grief !!!!!!!</i></li> <li>- <i>People have enough to cope with after a bereavement increasing these costs would be cruel</i></li> <li>- <i>Hitting people during their most vulnerable time</i></li> </ul>
<b>Will affect Low Income Families Harder / Cost Should be Based on Personal Financial Circumstances</b>	57	10.3	<ul style="list-style-type: none"> <li>- <i>Could you think about offering support for this for people on lower incomes? I can't imagine how awful it would be to not be able to afford burying or cremating your loved one. Not sure this is something to be going after really.</i></li> <li>- <i>Low-income families would struggle to give lived ones a decent send off</i></li> <li>- <i>It affects the poor more than the rich</i></li> <li>- <i>Cremating a loved one is tough enough, don't add to it financial burden particularly for those on the breadline.</i></li> <li>- <i>This appears to means low income families may be unable to easily lay relatives etc. to rest</i></li> </ul>
<b>An Essential Service / Death is Unavoidable</b>	44	7.9	<ul style="list-style-type: none"> <li>- <i>People have no choice but to use this kind of service ... being introduced to this life is at no cost ... we should not be increasing the costs to departing this life</i></li> <li>- <i>Death is unavoidable and there shouldn't be an increase in payments for it.</i></li> <li>- <i>Cremation and burial are not choices that people can make as consumers. They are necessities. The costs hit all classes and all income groups. Regrettably with the current multiple crises affecting the population there may be an unavoidable higher demand for these services.</i></li> </ul>

			<ul style="list-style-type: none"> <li>- Any charge for the basic human decency is morally wrong. It should be a free service and not increased costs.</li> </ul>
<b>Cost of Living Concerns</b>	23	4.1	<ul style="list-style-type: none"> <li>- With the cost of living crises people shouldn't have to also worry about the cost of dying.</li> <li>- Cost of living crisis is bad enough already, penalising people and families who have passed away is wrong.</li> <li>- Funerals are already so expensive. People are struggling to afford everyday costs without additional increase in unexpected costs</li> </ul>
<b>Negative Council Comments</b>	15	2.7	<ul style="list-style-type: none"> <li>- Cardiff council wastes too much money on stupid ideas...</li> <li>- There would be plenty of money in budget if the council didn't waste so much money on road schemes if the budget is tight cancel the road and cycle routes</li> <li>- Stop wasting money on Councilor's fantasy projects</li> </ul>
<b>Make Savings Elsewhere</b>	15	2.7	<ul style="list-style-type: none"> <li>- The idea that someone can't afford to die is outrageous. The costs should be recovered from elsewhere</li> <li>- Don't agree, target other areas - maintain dignity</li> <li>- Everyone dies and will have to pay more for your overspending on vanity projects and overpaying your staff. Cut back on the free meals. Cut back on council tax then I would support it</li> </ul>
<b>More Information Required</b>	14	2.5	<ul style="list-style-type: none"> <li>- How do you expect people to make an informed decision when you don't say what the prices currently are, just how much you propose to raise them by. It probably means the prices are ridiculous already.</li> <li>- What would happen if people could not afford it or refused to pay???</li> <li>- The details are not clear. Will this increase be means tested?</li> </ul>
<b>Cost Should be Covered by Taxes Paid Throughout Life</b>	13	2.3	<ul style="list-style-type: none"> <li>- Citizens pay a lot through Years of tax, why should people pay more to rest in peace</li> <li>- Paid different taxes all my life ..... Charge me more as I say goodbye to the city I love</li> <li>- Taxes should cover the basic cremation costs. Burials should be charged at a massively high rate due to land costs</li> </ul>
<b>Suggestions</b>	9	1.6	<ul style="list-style-type: none"> <li>- Increase the cost of burials by more and keep cremation the same</li> <li>- Invest in the health service to prevent unnecessary deaths then there would be less need to cover costs of burials</li> </ul>
<b>Concerns Around Upkeep of Cemeteries / Cremation Sites</b>	6	1.1	<ul style="list-style-type: none"> <li>- The cemeteries are already neglected, less budget would make them even worse</li> <li>- The grounds are not kept that well as it is! We need to keep these costs low as it is a worry for the bereaved</li> </ul>

<b>Misc.</b>	30	5.4	<ul style="list-style-type: none"> <li>- <i>I think I'm at the age where I'll be dealing with a lot of dead relatives soon.</i></li> <li>- <i>Oh for goodness sake. Where is all the extra money coming from. Let us all die knowing that the costs are not anymore ridiculous than they are now</i></li> <li>- <i>Really?</i></li> </ul>
	<b>555</b>		-

*Respondents could leave comments on more than one theme, so totals will exceed 100.0%*



Appendix 10 – Any other suggestions on how to reduce the budget gap?

Theme	No.	%	Example Comments
<b>Review efficiency and efficacy of services and partnerships</b>	550	41.1	<ul style="list-style-type: none"> <li>- <i>Get rid of some management tiers - “too many chiefs not enough Indians” as we used to say</i></li> <li>- <i>STOP Council/civil servants working from home. Its laughable to think employees are efficient working from home.</i></li> <li>- <i>allowing more staff to work from home where applicable to save building costs</i></li> <li>- <i>Yes stop wasting money on project officers etc most of whom seem to be looking at the same things within the Council and gathering the same information. Get back to basics, provide what we are supposed to, give the residents of Cardiff a good service and stop wasting money on staff that we do not need.</i></li> <li>- <i>Less bureaucracy and more online meetings. Get rid of the Welsh Assembly its not needed we have a UK government</i></li> <li>- <i>Employ efficient people for key positions and remove the numerous expensive managers. Employ more, lower paid local people.</i></li> <li>- <i>Cardiff Council could spend more wisely.</i></li> </ul>
<b>Review of charges / tax's e.g. congestion, parking / tourist tax</b>	331	24.7	<ul style="list-style-type: none"> <li>- <i>Congestion charge. Would obviously be unpopular with drivers, but is a way of raising money whilst aligning with your goals of discouraging car use and promoting a cleaner and healthier city.</i></li> <li>- <i>Increase cost for bulk waste collection. Introduce a city congestion charge. Visitor tax on hotel rooms. Costs of cleaning up after city centre events increased and charged to venue providers.</i></li> <li>- <i>Congestion charge, clean air charge, workplace parking charge, direct bus service ownership (pending Welsh gov legislation), construction of new park and ride sites, with council run buses rather than ineffective Cardiff Bus</i></li> <li>- <i>Increase dog fouling fines.</i></li> <li>- <i>Introduce a city/ tourist tax. It's common throughout Europe. A small fee £1/2 per hotel stay, not per night. Could generate several million pound.</i></li> <li>- <i>Student tax! Everyone else bleeds the students dry and they are a menace to our community! Charge them more!</i></li> </ul>
<b>Bus/cycling lanes / 20 mph zones</b>	211	15.8	<ul style="list-style-type: none"> <li>- <i>I'm a cyclist and cycle to work every day. The cycle lanes are not helpful at all. Get rid of them and stop putting in new ones. Cycling was easier before the cycle lanes.</i></li> <li>- <i>Less point less schemes across the city painting 20 everywhere then reversing the scheme.</i></li> </ul>



			<ul style="list-style-type: none"> <li>- Scrap 20 mph nonsense- scrap useless cycle lanes that are dangerous to use improve traffic flow with better disabled parking provision</li> <li>- Um maybe stop building cycle lanes all over the place wasting 6mil per mile.</li> <li>- Savings could be found by not spending on "cycleway" projects, which provide no benefit to the majority, and reallocating road space to bus priority measures which provide benefit to the majority.</li> <li>- Stop wasting money on changing zones to 20mph and cycle lanes that don't work</li> <li>- Stop wasting money on vanity projects like the bay arena &amp; Churchill Way and on bike lanes few use and pointless bus lanes.</li> </ul>
<b>Review / Reduce spend on large capitol projects</b>	201	15.0	<ul style="list-style-type: none"> <li>- Delay some of your 'vanity' projects such as the new arena. Reduce bureaucracy and wastage.</li> <li>- With problems in balancing budgets, any capital expenditure on large building projects should stop. Although it's an ambition to keep the city moving 'forward', with the state of the Councils finances being so difficult these projects should stop until the Councils finances improve through funding from WAG or the ability to generate more income from Council tax</li> <li>- Stop spending on Cycle lanes and cosmetic project (Churchill way)</li> <li>- Stop building cycle routes. No large scale infrastructure projects</li> <li>- Stop wasting money on ridiculous things</li> <li>- Get rid of white elephants and vanity projects (new arena, ISV velodrome) and use interest payment savings to invest in existing heritage and community assets and parks</li> </ul>
<b>Review transport infrastructure e.g. roads, more disabled parking, higher quality materials for road repairs</b>	172	12.8	<ul style="list-style-type: none"> <li>- Stop making it hard for people to get in and out of the city centre, by removing lanes/bus lanes. Public transport needs to be improved massively before you can force people out of private cars.</li> <li>- Cardiff is hosting more and more big events. The roads and public transport network can't cope in its current state. A more aligned, well-advertised parking and P&amp;R arrangements could generate further income and reduce congestion/chaos that ensues the city on event days.</li> <li>- Stop wasting money on bus and cycle lanes which is grinding the city to a halt. Stop driving people away from the city centre!</li> <li>- These services you are proposing to cut here could be maintained if the council stopped spending millions on damaging the road and transport infrastructure in the city. I notice nothing in these proposed savings about re-evaluating the expensive approach to transport infrastructure in the city</li> <li>- Stop wasting money on 20mph signs and road humps - spend it on fixing potholes properly instead</li> </ul>

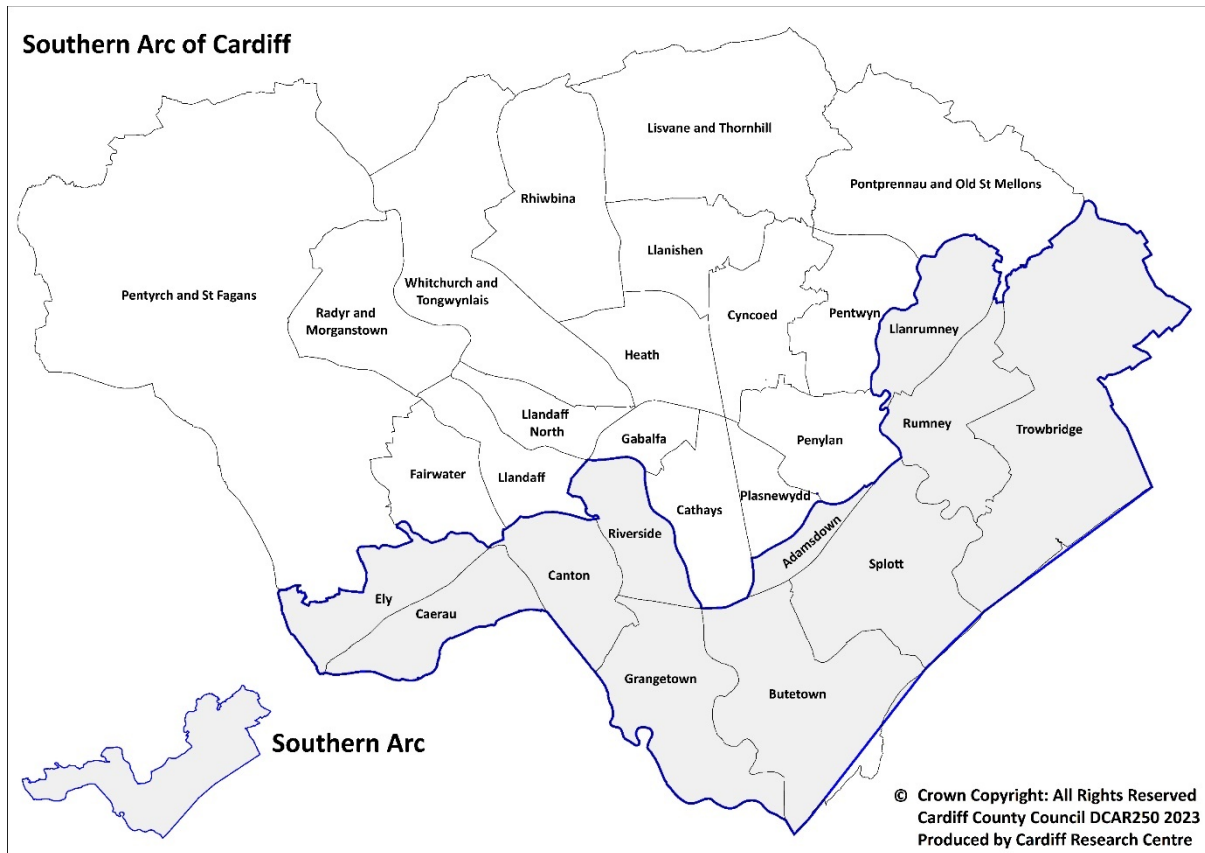
			<ul style="list-style-type: none"> <li>- Don't reduce the highway maintenance budget; it is already too low. The state of our highways is a disgrace, potholes, cracked slabs, get back to a proper programme of surface dressing, resurfacing using a range of modern techniques.</li> </ul>
<b>Review councillor and staff expenses / salaries / recruitment</b>	153	11.4	<ul style="list-style-type: none"> <li>- Perhaps, some officials and counsellors and cabinet members should make an example by volunteering a pay-out?</li> <li>- Cut expenses and AM's going on 'jollies' at the cost of the taxpayer. I would like transparency into 'expenses'.</li> <li>- Stop paying the higher grades ridiculous amounts of money!! They do not do enough work to justify the salary. Especially when the lower grade staff work 3x as hard with more responsibilities and are struggling to make ends meet.</li> <li>- You didn't mention reducing the salaries of council executives, you could save millions by cutting unnecessary costs, that's what you should be looking at,.</li> <li>- Reduce the number of staff you have and make the remaining more productive</li> </ul>
<b>Support our heritage and cultural organisations</b>	71	5.3	<ul style="list-style-type: none"> <li>- I do think that more music and events, and capitalising on what Cardiff has to offer through more joined up thinking is vital. Reduction in public services, buildings, events, and green spaces is not the way forward for the long-term, now matter how attractive it may seem now.</li> <li>- I think the Council should seriously consider developing it's cultural venues and services, not reducing or closing them, as part of an improved tourism offer</li> <li>- Support the services, buildings and cultural traditions that Cardiff already has instead of planning new attractions!!</li> <li>- Get rid of white elephants and vanity projects (new arena, ISV velodrome) and use interest payment savings to invest in existing heritage and community assets and parks</li> <li>- Stop building monstrosities, including sports venues. Support heritage.</li> </ul>
<b>Reduce wastage e.g. turn off office / street lights</b>	60	4.5	<ul style="list-style-type: none"> <li>- In my opinion, there are far too many streets and shop lights on through the night. All the burglaries I have known about have taken place during daylight hours.</li> <li>- Reduce the heating in all public buildings by at least 1°</li> <li>- turning off lights in un used buildings would be a start</li> <li>- Energy efficiency is very important, council buildings are over heated and lamps left on for long period.</li> <li>- the school openly wastes my money and your funding, surely there could be massive savings just by turning the lights off, we have even seen televisions left on thro the school hols in classrooms, the point is you as a Council and myself a Council Tax payer and an payer of income tax, we are paying for this utter waste, its like Blackpool illuminations most nights.</li> </ul>

<b>Environmental/ green energy</b>	53	4.0	<ul style="list-style-type: none"> <li>- <i>Make it green!!!! One easy step could be put up solar power on the roof of the buildings. Use heat pumps. Make it openly joyously Green, recycling water, using green energy and green materials. Make butterfly meadows of the communal areas, plant more trees.</i></li> <li>- <i>I would like to see investment in green projects and that could save families money, such as a reusable nappy loan service as is available in other councils.</i></li> <li>- <i>Please bring back the Bus Station - what a travesty when we then have to read all the nonsense around a 'greener' city.</i></li> <li>- <i>Introduce a congestion charge based on vehicle emissions - pollution in Cardiff is dreadful despite what the official data says</i></li> <li>- <i>Support community energy initiatives to generate energy locally and sell to the market.</i></li> </ul>
<b>Don't sell off assets</b>	46	3.4	<ul style="list-style-type: none"> <li>- <i>Stop privatising and start investing so there is an income stream. Leisure centres should be back in council control, Better leisure centres are awful and standards have gone through the floor since. Also look at Ponty lido (good income generator, similar could be built in Llandaff fields.)</i></li> <li>- <i>Libraries and hubs are able to reach people that other services are not, provide a community service and a centre for everyone. These should be protected as much as possible.</i></li> <li>- <i>Please stop selling off green spaces and realise these are necessary for 'mental well-being' of Cardiff residents.</i></li> </ul>
<b>Review Councils Welsh / Community language offer</b>	34	2.5	<ul style="list-style-type: none"> <li>- <i>You could save money by not issuing documents in multiple languages. Is there a Welsh version of this survey? How about Arabic? Hindi. Polish?</i></li> <li>- <i>Cease to provide documentation or translation services for any languages other than English or Welsh.</i></li> <li>- <i>Yes, I am very much against forcing the Welsh language on people. We should stop wasting money translating things that don't require translation.</i></li> </ul>
<b>Consultations</b>	30	2.2	<ul style="list-style-type: none"> <li>- <i>consult more effectively AND take in the results. There are too many complaints that CC Council don't listen &amp; act on public views.</i></li> <li>- <i>Listen to consultation about schemes etc. that the public are going to use.</i></li> <li>- <i>Has a customer feedback questionnaire been issued to the county to gain feedback back on performance and response from Council staff and officials.</i></li> </ul>
<b>Critique of survey</b>	30	2.2	<ul style="list-style-type: none"> <li>- <i>Give people more information - it is very hard to contribute to this consultation when the questions only tell half of the story, and they seem to be asking people to choose to lose an arm or a leg.</i></li> <li>- <i>I like the idea of asking people about this but they need correct and up to date information to make appropriate recommendations</i></li> </ul>

			<ul style="list-style-type: none"> <li>- It would have been useful in suggestions like bereavement services to have a current cost not just the increase as you have done with school meals and car parks, although the car park charges do not relate to some parking areas such as Sophia Gardens.</li> </ul>
<b>Sell / lease assets</b>	30	2.2	<ul style="list-style-type: none"> <li>- Sell off all those empty buildings.....</li> <li>- If staff are working from home and is long term policy, get rid of the empty offices. Reduce head count of council staff</li> <li>- Sell/lease more of your historical unoccupied buildings</li> </ul>
<b>Volunteering</b>	19	1.4	<ul style="list-style-type: none"> <li>- Volunteers to help maintain the sites? Led by council teams.</li> <li>- Improved marketing or using social media volunteers to advertise for e.g. the museum, libraries etc as many do not know about them</li> <li>- Use volunteers where appropriate. I volunteered to maintain a park bench but it was rejected. Why ?</li> </ul>
<b>Political statements</b>	9	0.7	<ul style="list-style-type: none"> <li>- You should tell the Conservative Government in Westminster, or the Labour Government in the Senedd that you need more money. Austerity is a political choice. All councils have been receiving less and less since 2010, and as a result there are almost no services left. Demand more finances</li> <li>- Yes tell the Government to stop handing out money to all those who are not working and staying home. The Government has handed out millions of pounds to people on low income and benefits but not supported the general households who have to work a lot of hours just to pay bills, increase in tax etc. Get it from them and not us</li> <li>- Honour the best traditions of the Labour movement and ACTUALLY stand up to central (and devolved) government in demanding budgetary shortfalls be covered from general taxation on the wealthy - as a start. Don't act implement the Tories' austerity programme for them, making working-class Cardiffians pay for an economic crisis that is not of their making.</li> </ul>
<b>Misc.</b>	98	7.3	<ul style="list-style-type: none"> <li>- Please do not increase Council Tax. I am struggling to afford things as they are</li> <li>- Other income generation would be more appropriate</li> <li>- Get rid of the Senedd. Pay for your alcohol that is consumed. Get rid of the Senedd!</li> <li>- Donations. Put a collection box for people to donate.</li> <li>- I could make many suggestions, but it is a personal opinion opposed to reality.</li> <li>- You should listen to the people of Cardiff, you are out of touch, trying to save money making people pay more council tax, trying to close. The is very bad. You are you. Should listen to the public, you see.</li> </ul>
	<b>1,339</b>		-

Respondents could leave comments on more than one theme, so totals will exceed 100.0%

## Appendix 11 – Southern Arc Map



## Appendix 12 – Promotion of the Consultation

- Cardiff Citizen's Panel (~6,000 members)
- Community Councils
- C3SC
- Schools via Education & Lifelong Learning
- Youth Council
- PSB Members
- Tenants Website
- Partnership Team (to pass to Faith Groups, PCC, Disability groups including the Deaf Hub and RNIB)
- Members
- Cardiff Council website
- Staff Intranet
- DigiGov
- Email to all staff from Staff Information

### **Social Media Presence**

- Cardiff Council's corporate accounts on Facebook, Twitter and Instagram
- Caerau (Cardiff) Residents
- Caerau and Ely MATTERS
- Residents of Canton & Riverside, Cardiff
- Victoria Park Matters
- Connect Cathays
- Keep Cathays Tidy
- Fairwater Community Group
- Gabalfa/Llandaff - Community Page
- Gwaelod y Garth villagers
- Heath & Birchgrove (Cardiff) Community Information Group
- Llandaff North & Whitchurch Daily Life Cardiff
- Llanishen and Thornhill Community Page
- Llanishen Residents' Group
- Llanishen & Rhiwbina Past And Present
- I love Llanishen and north Cardiff
- Llanishen Parks Group
- Llanrumney News
- Pentyrch Community Group
- Friends of Roath Brook. Protecting Penylan's parks
- Pengam Green residents
- Rhiwbina Community News
- Roath Living Streets Group

- Rumney Community
- Rumney and Cardiff East News
- Rumney News
- People of Splott
- Westfield Park Residents, St Fagans Cardiff
- St Mellons News And Info
- Trowbridge, Cardiff News and Events
- MyWhitchurch
- Friends of Whitchurch Library Park
- Tongwynlais Village
  
- Cardiff Covid-19 Mutual Aid Network
- Riverside Covid-19 Mutual Aid Group
- Canton Covid-19 mutual aid group
- Llanishen Covid -19 Mutual Aid Group
- Llandaff North COVID-19 Assistance
- Grangetown & Leckwith Covid Mutual Aid
- Cyncoed Covid-19 Mutual Aid Group
- Whitchurch COVID-19 Assistance Group
- Roath / Cathays / Gabalfa / Heath Mutual Aid Group
- Splott/Adamsdown Community Noticeboard
- Pontprennau Coronavirus Community Support
- Fairwater & Pentrebanne Mutual Aid for Covid-19 Coronavirus
- Ely and Caerau Covid-19 Support
- Thornhill Covid-19 - Mutual Aid
- Covid-19 Support and Positivity Cardiff
- Penylan Covid-19 Community Support
- Rumney Coronavirus Support Group
- Cardiff Coronavirus Support
- Cardiff North Coronavirus Response
- Llanrumney Coronavirus Support Group
- Pentwyn & Llanedeyrn Coronavirus Community Help
  
- Gwaelod y Garth Villagers
- Creigiau Hub
- Pentyrch & Creigiau Hub
- Pentyrch Community Group
- Pentyrch Community Council FB Page





Appendix 7 - Earmarked Reserves

**EARMARKED RESERVES GENERAL FUND**

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	Apprenticeships & Trainees	469	0	(311)	158	Corporate Apprentice Scheme
2	Adults Social Care	2,309	0	(2,309)	0	Service specific pressures and enhance financial resilience
3	Bereavement Services	61	0	(20)	41	Planned programme of refurbishment and improvement
4	Building Control Regulations	112	0	(37)	75	Smooth effects of future deficits within ring fenced building control account
5	Bute Park Match Funding	51	0	(22)	29	Match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement
6	Capital Business Case Development	1,180	0	(300)	880	Development of capital business cases
7	Cardiff Academy Training	53	0	0	53	Support initiatives undertaken in connection with the Academy
8	Cardiff Capital Region City Deal	172	0	(43)	129	Contribution to the Joint Cabinet for the Cardiff Capital Region
9	Cardiff Dogs Home Legacy	317	0	(65)	252	Donations left to Cardiff Dogs Home to be used in connection with service improvements
10	Cardiff Enterprise Zone	3,440	0	600	4,040	Cardiff Enterprise Zone in future years
11	Central Market Works	97	0	(97)	0	Works at Cardiff Central Market and as potential match funding for external grant bids
12	Central Transport Service	2,420	0	0	2,420	Central Transport vehicle service
13	Children's Services	5,481	0	(2,800)	2,681	Enhance resilience
14	City Events	1,000	0	0	1,000	To fund city events that contribute to the economy
15	City Wide Management & Initiatives	2,426	0	(120)	2,306	City-wide management and initiatives including support for marketing and infrastructure
16	Community Based Services Transition	90	0	(30)	60	Better integration of community facilities across the public sector
17	Community Initiatives	1,767	0	(827)	940	Initiatives arising from the legacy of the Communities First Programme
18	Corporate Events & Cultural Services	2,919	0	(109)	2,810	Feasibility studies and costs of major events, including the potential Signature Music Event, and to offset future pressures arising from fluctuations in income within Venues and Cultural Services
19	Corporate Landlord Function	530	0	(162)	368	Corporate landlord functions across the Council in order to provide a cohesive and commercial operating model
20	Corporate Recovery Risk	4,250	0	0	4,250	Mitigate risk of transition post pandemic
21	Covid-19 CTRS pressures	3,153	0	0	3,153	Medium term increases in CTRS expenditure
22	Demand Pressures	4,652	0	0	4,652	Financial resilience to help manage demand volatility and uncertainty
23	Digital Transformation	2,492	0	(1,000)	1,492	New ways of working
24	Discretionary Rate Relief	90	0	0	90	NDR due diligence
25	Emergency Management, Safeguarding and Prevent	139	0	0	139	Preventative measures in relation to safeguarding, the Prevent agenda and emergency management

Appendix 7 - Earmarked Reserves

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
26	Employee Changes	8,130	0	(450)	7,680	Costs associated with voluntary redundancy and other employee costs in future years
27	Empty Homes & Housing Needs	1,505	0	(80)	1,425	Housing needs including activities relating to investing in empty homes and bringing them back in use
28	Energy Conservation (One Planet)	1,011	0	(220)	791	Energy conservation initiatives
29	Energy and Fuel Market Volatility	2,336	(1,000)		1,336	Unexpected fluctuations in the cost of energy and fuel
30	Family Guarantor	339	0	(100)	239	transfer of families from temporary accommodation to permanent homes
31	Flatholm	7	0	0	7	Initiatives, repairs and renewals
32	Fraud Detection	44	0	0	44	Supplement staffing and other costs associated with fraud detection
33	Governance & Legal Services	140	0	0	140	Future Governance & Legal Services initiatives, including projects in connection with ICT upgrades
34	Harbour Authority Projects and Contingency Fund	127	0	0	127	Improvement and enhancement of infrastructure, assets, activities and services in or around Cardiff Bay
35	Highways Section 278	141	0	(108)	33	Highway investment
36	Homelessness	1,724	0	(1,132)	592	Increases in homelessness pressures
37	Housing Support	554	0	(223)	331	Improve sustainability by maintaining the independence of people in their own homes
38	ICT Holding Account	695	0	0	695	Future business process improvement initiatives and other future ICT initiatives
39	Inspectorate Support	1,108	0	0	1,108	Consultancy for inspections and the regulatory environment
40	Insurance	8,260	0	(500)	7,760	Protect from future potential insurance claims
41	Invest to Save	261	0	0	261	Used in connection with revenue invest to save schemes
42	Joint Equipment Store - Pooled Budget	515	0	(515)	0	Offset deficits or one off expenditure items in the pooled budget, in future years
43	Local Plan	256	0	(130)	126	Local Development Plan and any potential appeals or judicial reviews
44	Major Projects	686	0	(300)	386	Major Projects
45	Members Development	50	0	0	50	Members' ICT software
46	Municipal Election	273	0	9	282	Local elections
47	Municipal Mutual Insurance	935	0	0	935	Liabilities to pay a percentage of claims previously settled by Municipal Mutual Insurance (MMI) and contribute to the cost of future settled claims
48	New Theatre Repairs	445	0	30	475	Council building repairs liabilities in line with the lease terms
49	Non-Domestic Rates Due Diligence	60	0	0	60	NDR due diligence
50	Out of School Childcare	57	0	0	57	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance their in-year financial position

Appendix 7 - Earmarked Reserves

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
51	Parking & Enforcement	748	0	(115)	633	Surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes
52	Property Asset Management	16	0	0	16	Managing timing and fluctuations of income from fees relating to the disposal of properties
53	Red Dragon Centre	3,057	0	(300)	2,757	Premises funding requirements
54	Rentsmart Wales	291	0	0	291	Training and service delivery in respect of Rentsmart Wales
55	Resources	3,062	0	(483)	2,579	Number of areas within the Resources directorate, particularly where transition to new methods of operation are required
56	Schools Formula Funding	3,661	0	(938)	2,723	Unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools budgets
57	Schools ICT Infrastructure	100	0	(50)	50	Cyclical replacement of Schools ICT in order to ensure equipment is current and avoid obsolescence
58	Schools Organisation Plan	1,682	0	(1,342)	340	Manage the cash flow implications of the School Organisational Plan financial model
59	Scrutiny Development & Training	118	0	0	118	Scrutiny member development and training
60	Social Care Technology	308	0	(308)	0	Social care ICT developments
61	Social Care Worker Mobility	500	0	0	500	Increase domiciliary support service capacity in conjunction with decarbonisation of services
62	South East Wales Construction Framework	1,153	0	0	1,153	Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities
63	Strategic Budget	6,396	(500)	0	5,896	Financial resilience and the future budget requirements over the period within the Medium Term Financial Plan
64	Treasury Management	14,818	0	1,624	16,442	Management of risk in relation to major projects and to offer some protection and flexibility to the wider capital programme
65	Wales Interpretation and Translation Service	389	0	(30)	359	Manage in-year fluctuations in funding and financial performance of the service
66	Waste Management	1,543	0	(800)	743	Initiatives to achieve recycling targets and offset impact of additional tonnage and associated costs
67	Welfare Reform	2,403	0	(301)	2,102	Mitigate pressures and reduced funding within the Housing Benefit Service following the transfer of services to DWP, as part of the rollout of the Universal Credit Scheme
68	Youth Service	758	0	(173)	585	Initiatives to invest in the provision of youth services.
	<b>TOTAL</b>	<b>110,332</b>	<b>(1,500)</b>	<b>(14,587)</b>	<b>94,245</b>	

	Reserve	Estimated balance at 31.03.23	Estimated Movements		Estimated balance at 31.03.24	Purpose /To fund:
			To finance budget	Other Commitments		

Appendix 7 - Earmarked Reserves

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
		£000	£000	£000	£000	
1	Council General Reserve	14,255	0	0	14,255	impact of unexpected events or emergencies

**EARMARKED RESERVES HOUSING REVENUE ACCOUNT**

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	Housing Development Resilience Reserve	750	0	250	1,000	Improve resilience within the Housing Development Capital Programme
2	Housing Repairs and Building Maintenance	9,021	0	0	9,021	Housing repairs and to mitigate against risk within the Construction Industry
4	Welfare Reform	429	0	0	429	Project costs and scheme development to address issues for council tenants due to benefit cap and universal credit
	<b>TOTAL</b>	<b>10,200</b>	<b>0</b>	<b>250</b>	<b>10,450</b>	

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
1	HRA General Reserve	15,502	0	0	15,502	The impact of unexpected events or emergencies within the HRA

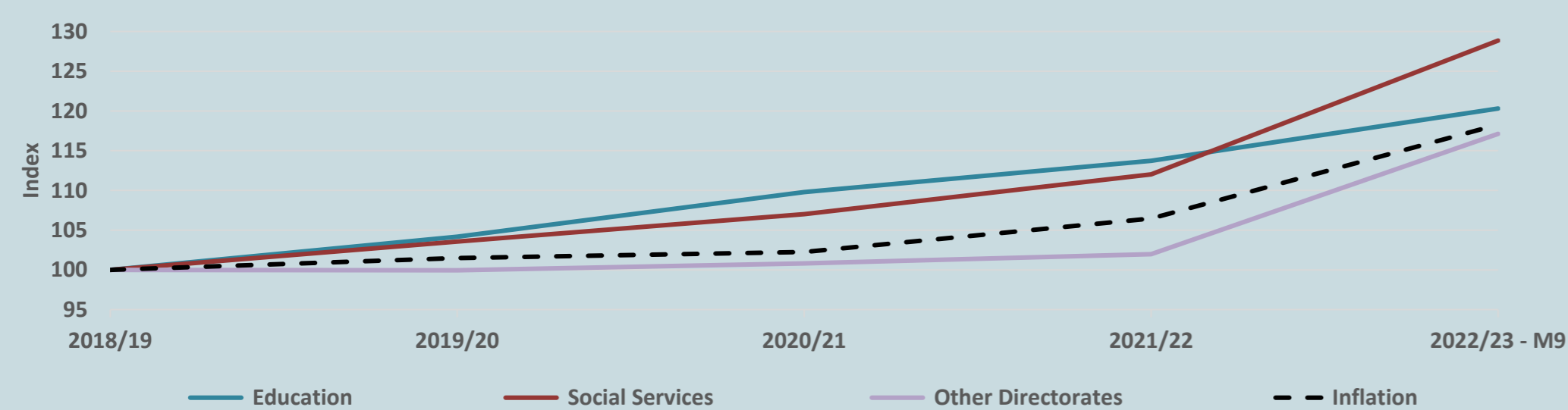
# Financial Resilience Snapshot

## 2022-23 Month 9

### Revenue Month 9 Position - 2022/23

Directorate	Budget £000	Outturn £000	Variance £000	Variance %
Corporate Management	37,414	34,037	(3,377)	(9.0%)
Economic Development	46,884	50,286	3,402	7.3%
Education	310,518	315,100	4,582	1.5%
Planning, Transport & Environment	8,001	7,999	(2)	(0.0%)
People & Communities				
- Housing & Communities	48,812	46,434	(2,378)	(4.9%)
- Performance & Partnerships	3,398	2,934	(464)	(13.7%)
- Adults' Services	133,344	131,524	(1,820)	(1.4%)
- Children's Services	81,084	87,661	6,577	8.1%
Resources				
- Governance & Legal Services	6,950	7,570	620	8.9%
- Resources	17,010	16,954	(56)	(0.3%)
<b>Directorate Total</b>	<b>693,415</b>	<b>700,499</b>	<b>7,084</b>	<b>1.0%</b>
Capital Financing	34,309	32,609	(1,700)	(5.0%)
General Contingency	2,000	0	(2,000)	(100.0%)
Summary Revenue Account etc.	14,022	14,161	139	1.0%
Council Tax	0	(483)	(483)	-
<b>Total</b>	<b>743,746</b>	<b>746,786</b>	<b>3,040</b>	<b>0.4%</b>

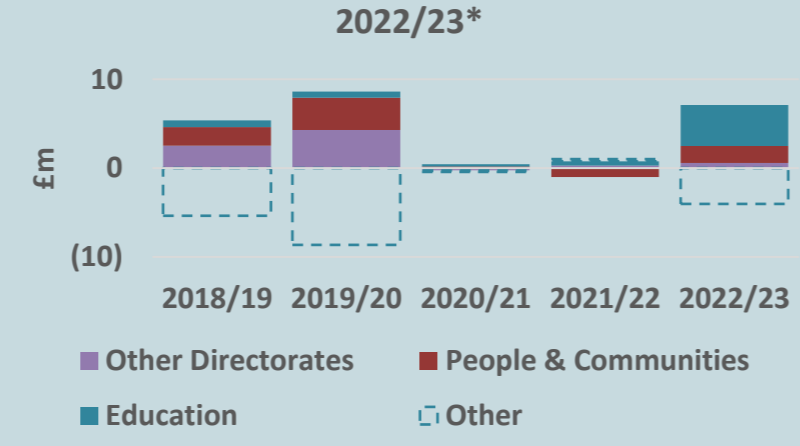
### Directorate Outturn Growth - 2018/19 Base Year



### Directorate Outturn Position: 2018/19 - 2022/23

Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000*
Education	261,913	272,812	287,533	297,868	315,100
People & Communities	217,881	224,524	232,204	242,373	268,553
Other Directorates	94,136	94,282	92,890	92,891	116,846
<b>Directorate Total</b>	<b>573,930</b>	<b>591,618</b>	<b>612,627</b>	<b>633,132</b>	<b>700,499</b>
Other	34,983	31,971	-8,629	49,120	46,287
<b>Total</b>	<b>608,913</b>	<b>623,589</b>	<b>603,998</b>	<b>682,252</b>	<b>746,786</b>

### Directorate Variance to Budget 2018/19 - 2022/23\*



### Capital Month 9 Position - 2022/23

Directorate	Budget £000	Outturn £000	Variance £000	Variance %	Under/Over £000	Slippage £000
Economic Development	63,247	23,161	(40,086)	(63%)	0	(40,086)
Education	75,178	67,044	(8,134)	(11%)	750	(8,884)
People & Communities	23,437	11,877	(11,560)	(49%)	0	(11,560)
Planning, Transport & Environment	55,660	45,809	(9,851)	(18%)	0	(9,851)
Resources	20,033	8,432	(11,601)	(58%)	0	(11,601)
<b>Total</b>	<b>237,555</b>	<b>156,323</b>	<b>(81,232)</b>	<b>(34%)</b>	<b>750</b>	<b>(81,982)</b>

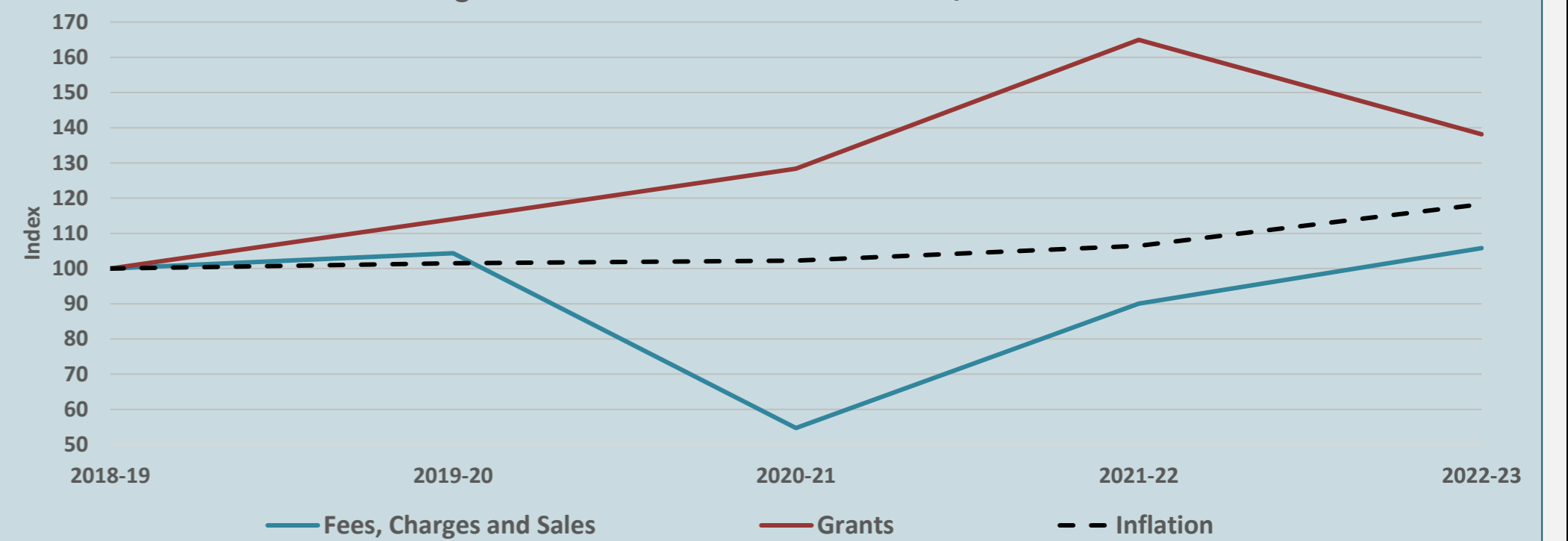
## External Income

### Directorate Outturn Position: 2018/19 - 2022/23

Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23* £000
Other Grants & Reimbursements	(44,001)	(41,268)	(36,827)	(41,621)	(29,876)
Interest, Investment Income & Rents	(8,156)	(8,779)	(12,270)	(14,932)	(15,233)
Grants	(101,602)	(115,847)	(130,394)	(167,600)	(140,320)
Grants (external spend)*	(154,370)	(142,566)	(137,163)	(128,463)	(150,958)
Covid Grants (inc. Hardship Fund)	0	0	(106,254)	(82,044)	(11,986)

\* 2022/23 figures projected at Month 9.

### Changes in External Income Streams - 2018/19 Base Year



### Fees & Charges, Highest Directorate Receipts: 2018/19 - 2022/23

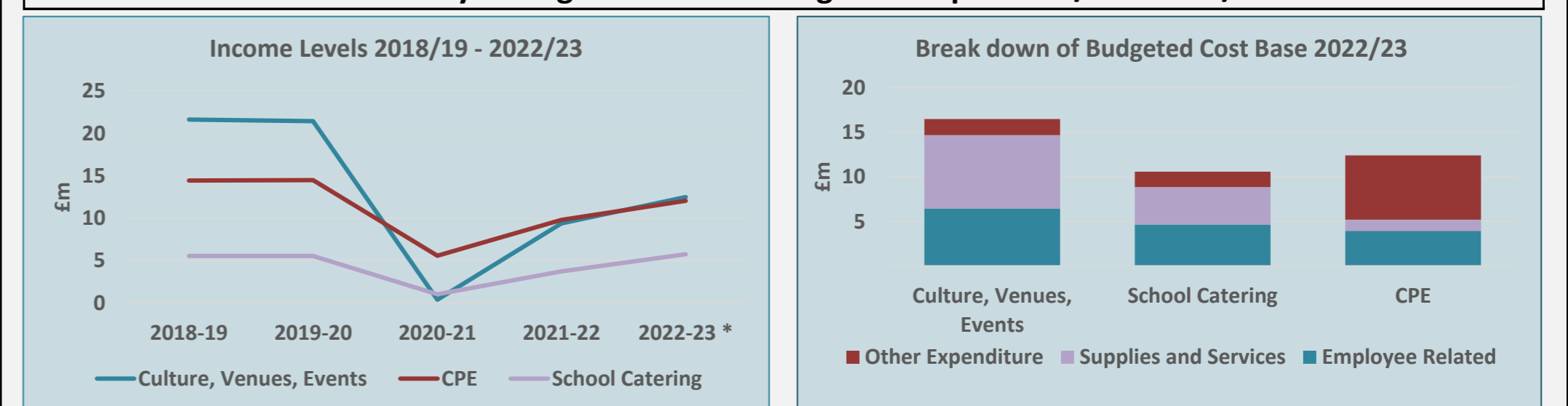
Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23* £000
Economic Development	35,658	35,562	8,575	23,821	29,786
Central Education	7,946	7,454	1,536	5,161	4,849
Delegated Schools	6,592	7,663	3,783	5,476	5,120
Planning, Transport & Environment	23,812	23,709	14,573	21,431	24,935

### Specific Grants, Highest Directorate Receipts: 2018/19 - 2022/23

Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23* £000
Central Education	33,891	45,133	48,085	64,873	34,273
Delegated Schools	11,662	12,375	13,951	17,595	14,483
Housing & Communities*	35,463	37,722	39,358	48,898	52,830
Social Services	6,930	7,900	13,016	23,695	30,403

\* Excluding HB, 20 hour childcare and concessionary fares

### Trend Analysis: Highest Fees & Charges Receipts 2018/19 - 2022/23





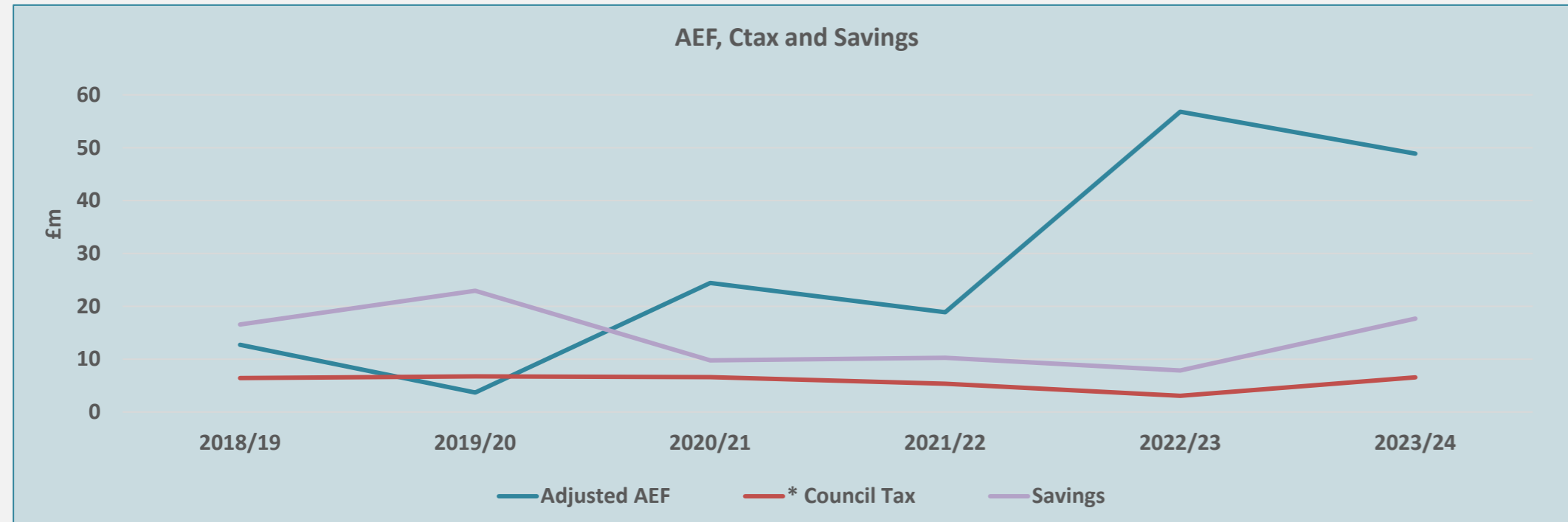
# Financial Resilience Snapshot

## Budget Strategy, Savings & Budgeted Resilience

### Net Revenue Funding & Budget Strategy

Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Savings	(16,576)	(22,943)	(9,764)	(10,244)	(7,857)	(17,666)
Council Tax Increase (rate)*	(6,406)	(6,744)	(6,594)	(5,351)	(3,065)	(6,550)
Reserve Funding	(2,350)	(2,750)	(750)	(750)	0	0
<b>Total</b>	<b>(25,332)</b>	<b>(32,437)</b>	<b>(17,108)</b>	<b>(16,345)</b>	<b>(10,922)</b>	<b>(24,216)</b>

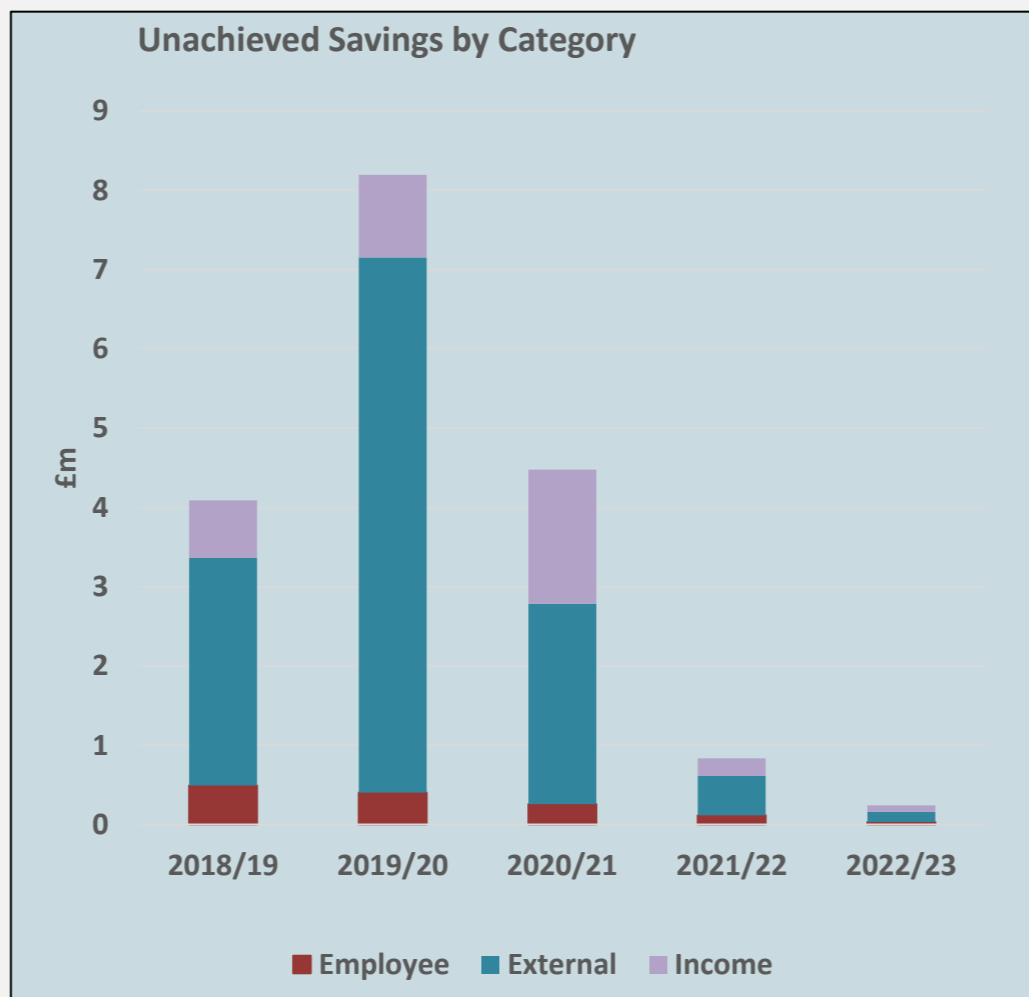
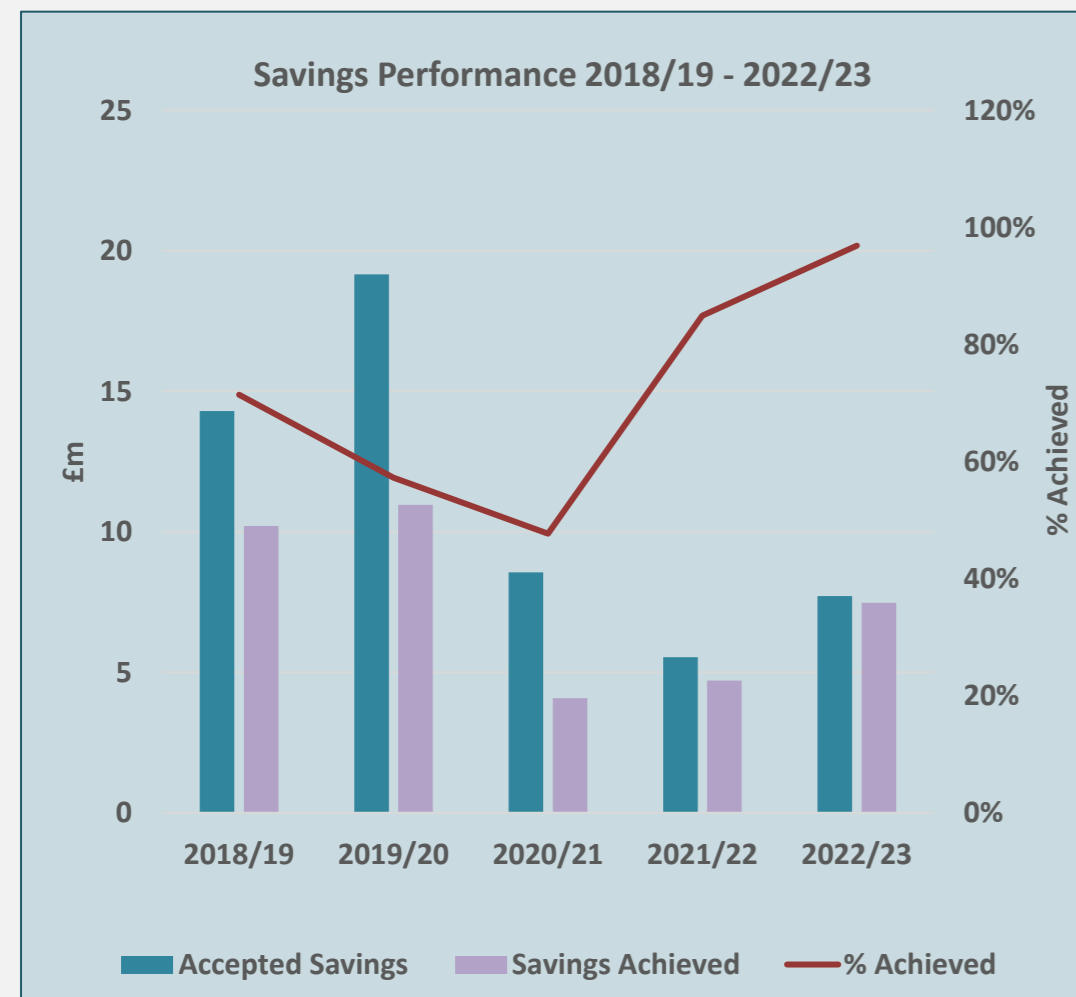
\* Net of impact on Council Tax Reduction Scheme



\* Indicative AEF shows a drop back in 2023/24 and 2024/25

### Budget Corporate Resilience

Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Covid Recovery Budget	0	0	0	0	10,000	0
Financial Resilience Mechanism	4,000	3,800	3,800	3,800	3,800	2,000
General Contingency	3,000	3,000	3,000	3,000	2,000	1,000
Adults' Contingency	0	0	0	0	3,000	2,000
Children's Contingency	950	2,000	2,175	2,175	2,175	2,175
MRF	350	350	350	350	350	350



\* Achievement of Directorate Savings in year - Savings unachieved in year would either be achieved in future years or would require budget realignment. (2022/23 represents savings achieved to date)

## Financial Ratios and Earmarked Reserves

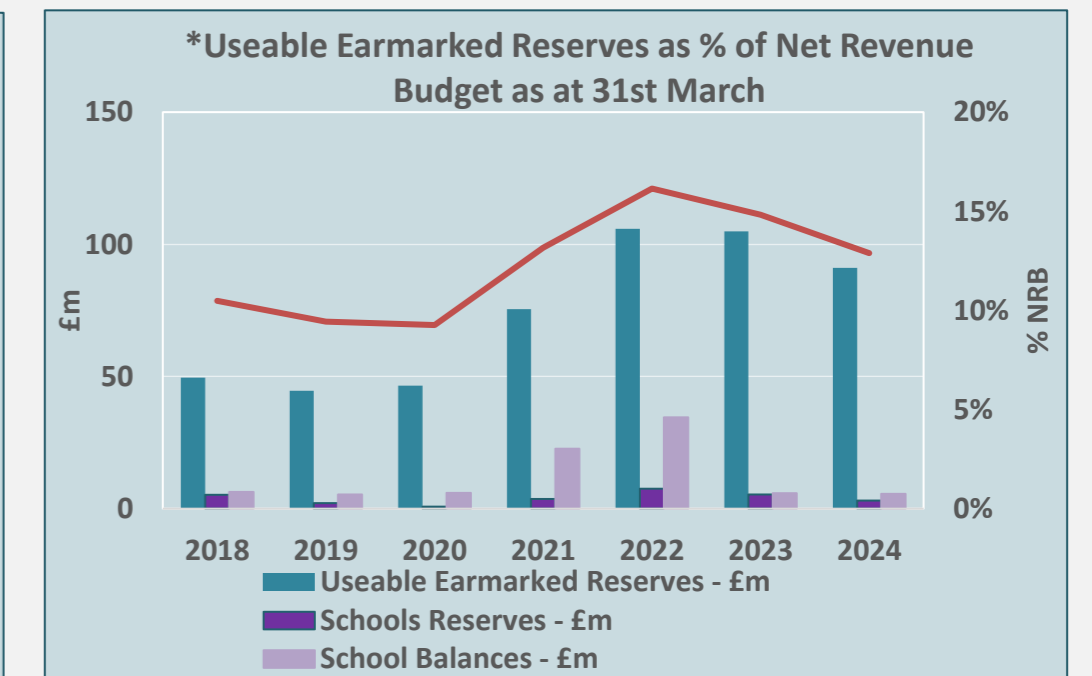
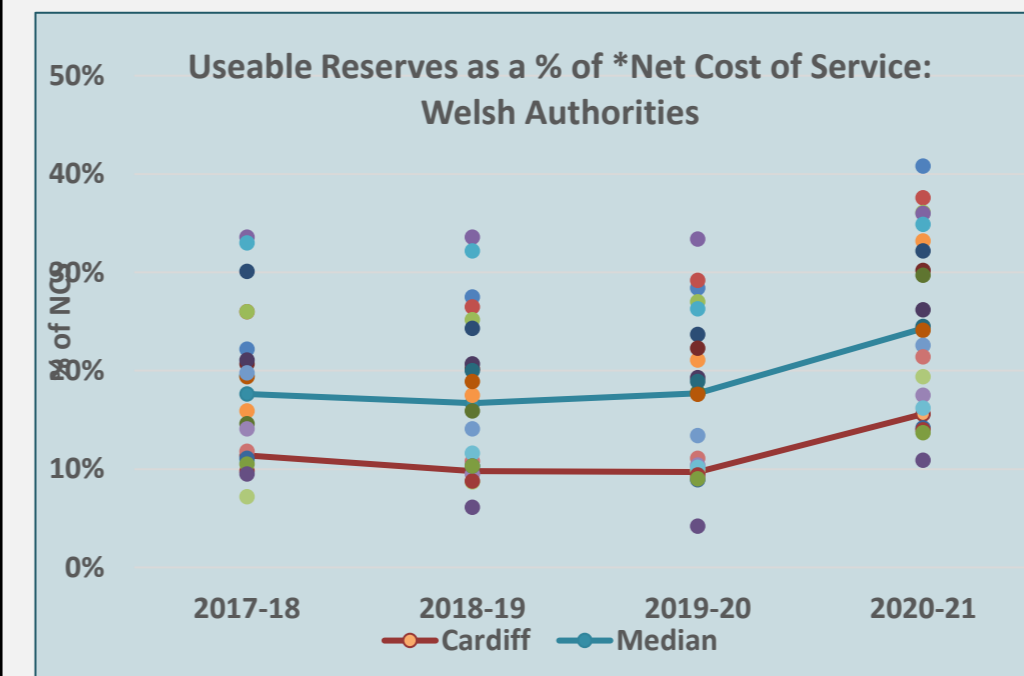
### Financial Indicators : Cardiff Council Single Entity

Ratio / Indicator - Availability of Resources	2017/18	2018/19	2019/20	2020/21	2021/22*
** Changes in Useable Reserve	3.33%	(10.68%)	1.74%	68.85%	41.55%
Net CTAX Proceeds / Net CTAX budgeted	100.15%	100.48%	102.16%	100.55%	103.87%
Current Ratio	1.65	1.47	1.61	1.77	2.03
Working Capital as % of Gross Revenue Expenditure	9%	7%	11%	15%	16%
General Reserve to Gross Revenue Expenditure (days)	6	6	6	5	4
Capital Funding Req/Net Revenue	116%	114%	121%	109%	102%
LT Borrowing to LT Assets (ratio)	36%	37%	38%	37%	37%
LT Borrowing to Tax & AEF	103%	104%	115%	100%	96%
Interest Payments / Net Revenue	7%	7%	7%	8%	9%

\* 2021/22 - Draft Statement of Accounts figures - Subject to Audit.

\*\* Useable Reserves defined as Council Fund and Earmarked Reserves, School Balances and Reserves, and Joint Committee reserves in line with Audit Wales definition.

- 2018/19 - Reduction in Useable reserves due to in year funding of higher than anticipated pay award and a reduction in School balances.
- 2020/21 and 21/22 - Increase in reserves to fund short term Covid based pressures and recovery.

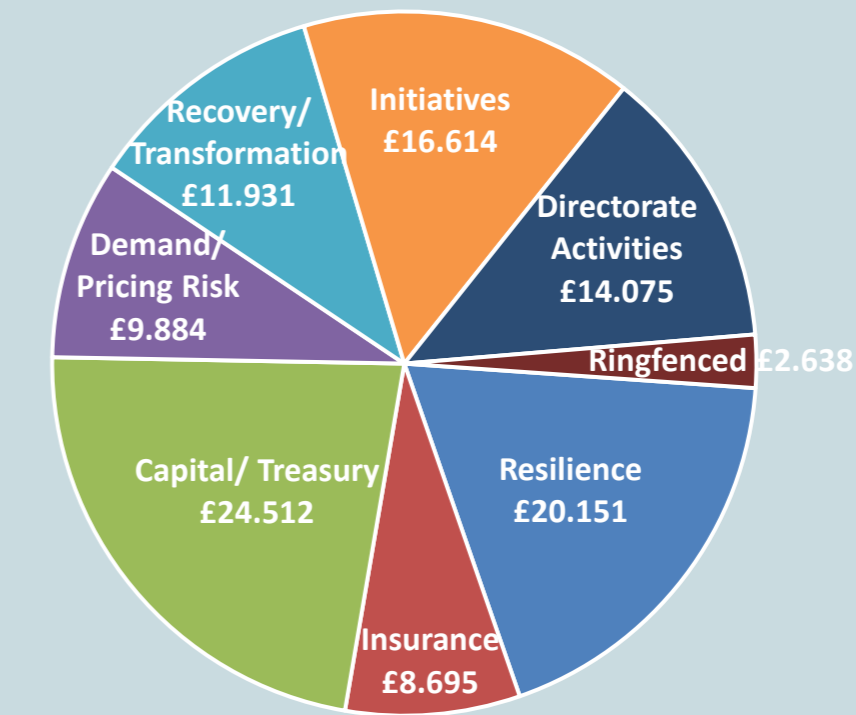


\* Latest available information provided from Audit Wales.

Useable reserves is Council Fund and Earmarked Reserves, School Balances and Reserves and Joint Committee reserves. Net cost of Services includes Precepts, Levies and Debt but excludes HRA.

\* This is a local Financial Resilience Indicator that diverges from Audit Wales reserve indicator. Useable Reserves definition is more stringent than Audit Wales and only includes funds readily available to fund Council Revenue activities i.e. - Council Fund and Council Earmarked Reserves. Measures coverage of reserves as at 31st of March to fund revenue activities in the proceeding year. NB. 2022 data is based on the Draft Financial position of the Council as the accounts for 2021/22 remain the subject of audit, with final accounts due for consideration at Full Council at end of March 2023. No change is currently expected.

### Earmarked Reserves Categorised by Purpose (£m) projected balance as at 31st March 2024



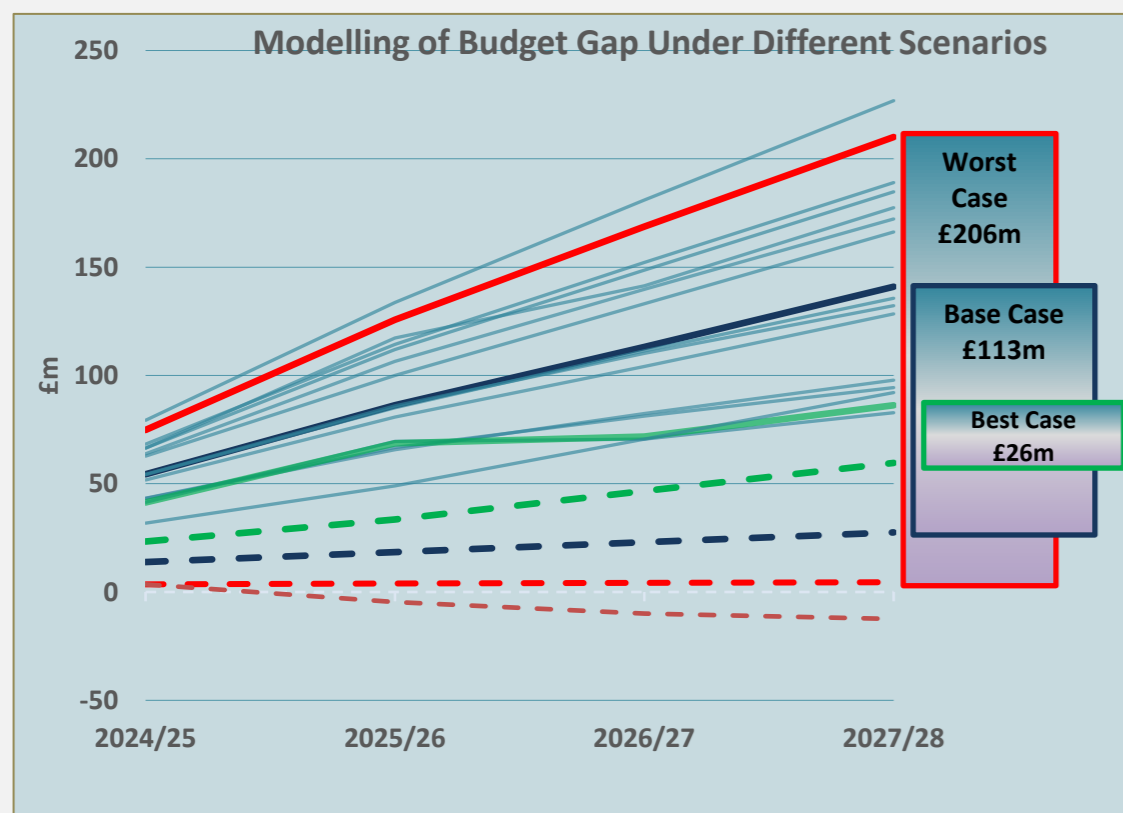
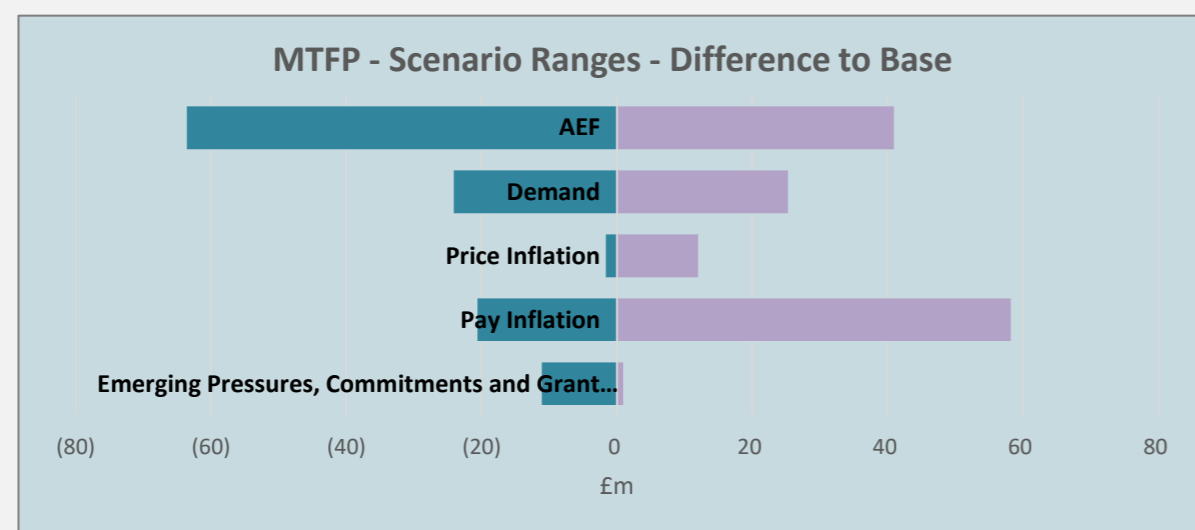
# Financial Resilience Snapshot

## Medium Term Financial Outlook: Revenue

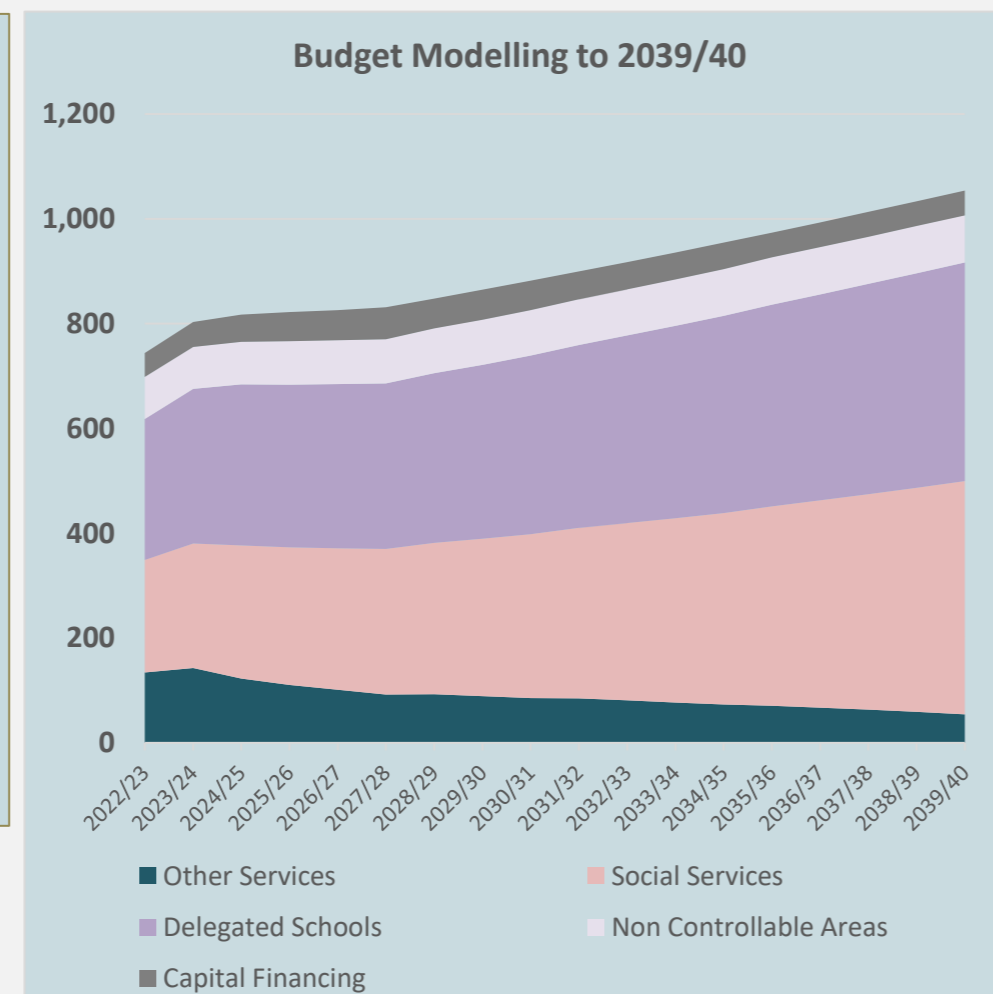
Medium Term Budget Gap					
Directorate	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Pay Inflation and Actuarial Reviews	28,430	11,012	5,546	7,472	52,460
Price Inflation	7,259	3,587	6,229	7,681	24,756
Capital Financing (pre school Band B Cont.)	5,591	4,099	2,378	2,970	15,038
Commitments & Realignment	2,203	823	906	(107)	3,825
Demographic Pressures	7,878	9,397	8,767	6,828	32,870
Emerging Financial Pressures	3,000	3,000	3,000	3,000	12,000
Funding - AEF & Reserves	(13,840)	(4,563)	(4,597)	(4,521)	(27,521)
<b>Total Budget Gap</b>	<b>40,521</b>	<b>27,355</b>	<b>22,229</b>	<b>23,323</b>	<b>113,428</b>
Council Tax - Modelled at 3%	(5,172)	(5,327)	(5,487)	(5,652)	(21,638)
Savings	(35,349)	(22,028)	(16,742)	(17,671)	(91,790)
<b>Budget Strategy Requirement</b>	<b>(40,521)</b>	<b>(27,355)</b>	<b>(22,229)</b>	<b>(23,323)</b>	<b>(113,428)</b>

Medium Term Budget Gap Scenario £m		Demand - Scenarios		
		High	Base	Low
Economic Scenarios	Recession - High Inflation	93+	67+	54+
	Recession - Low Inflation	31+	-18	-7
	<b>Base</b>	<b>25+</b>	<b>£113m Budget Gap over 4 yrs</b>	<b>-13</b>
	Economic Growth - High Inflation	21+	-28	-16
	Economic Growth - Low Inflation	-37	-87	-75

8 of the 14 alternative scenarios had a lower Budget Gap than the Base case. The single biggest variable in the MTFP budget Gap is AEF - i.e. Local Government Settlement



Graph above illustrates the different planning scenarios. Maximum budget gap over medium term period is £206m, minimum is £26m and the average was £114m which is comparable to base case of £113m.

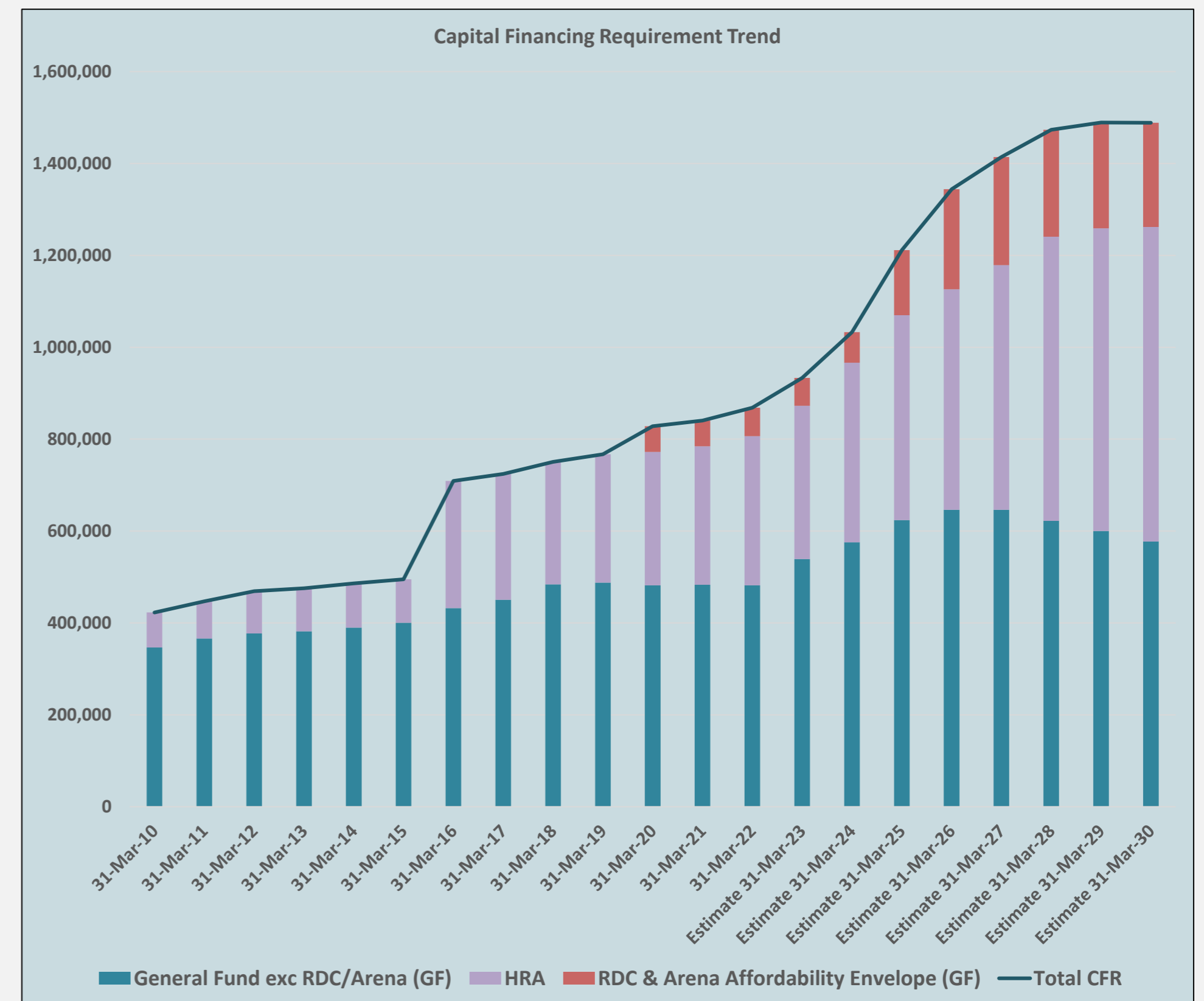


## Capital Financing

Capital Financing Requirement as at 31st March each year							
Element	2022 Actual £m	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate
General Fund	482	539	575	624	646	646	622
General Fund (Arena Affordability Envelope)	62	60	67	141	217	236	233
Housing Revenue Account	325	334	391	446	480	532	618
<b>Total</b>	<b>869</b>	<b>933</b>	<b>1,033</b>	<b>1,211</b>	<b>1,343</b>	<b>1,414</b>	<b>1,473</b>

Capital Financing Requirement as Ratio of the Net Revenue Stream								
Element	2011/12 Actual %	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
General Fund	0.72%	0.80%	0.81%	0.80%	0.93%	1.04%	1.04%	1.00%
Housing Revenue Account	2.24%	3.81%	3.74%	4.04%	4.25%	4.39%	4.72%	5.28%

Ratio of Financing Costs to Net Revenue Budget Stream							
Element	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
General Fund - Gross Capital Financing Budget	7.27%	6.25%	6.64%	7.38%	8.44%	8.90%	9.02%
HRA - Gross Capital Financing Budget	30.84%	29.05%	28.80%	30.66%	32.84%	34.34%	36.57%



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## Financial Resilience

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<ul style="list-style-type: none"> <li>Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan.</li> <li>Lack of appropriate mechanisms to identify and manage unexpected financial liabilities.</li> <li>The current outlook is that there is a Budget Gap of £113 million for the period 2024/25 to 2027/28.</li> </ul>				<b>Chris Lee</b> (Ian Allwood)	<b>Councillor</b> <b>Chris Weaver</b> Finance, Modernisation and Performance								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Last Reviewed</td> <td>Q3 2022/23</td> </tr> <tr> <td>Last Revision</td> <td>Q3 2022/23</td> </tr> </table>	Last Reviewed	Q3 2022/23	Last Revision	Q3 2022/23	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Movement from prev Qtr</td> <td style="text-align: center;">↓</td> </tr> </table>	Movement from prev Qtr	↓	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Target Reduction Date</td> <td>Q1 2023/24</td> </tr> </table>	Target Reduction Date	Q1 2023/24		
Last Reviewed	Q3 2022/23												
Last Revision	Q3 2022/23												
Movement from prev Qtr	↓												
Target Reduction Date	Q1 2023/24												
<b>Potential Impact(s)</b>	<b>What we've done/are currently doing to achieve the Residual Risk Rating</b>			<b>What we plan to do to meet target</b>									
<p>Failing to meet statutory obligations and potential for service delivery to be adversely affected.</p> <ul style="list-style-type: none"> <li>Reputational damage to the Council.</li> <li>Needing to draw down significant unplanned amounts from reserves.</li> <li>Inability to progress policy initiatives through incomplete Full Business Cases and no forthcoming external funding to bridge any affordability gap</li> <li>Inability to manage adverse external factors - e.g. adverse settlements, WG rent policy etc.</li> <li>Financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety.</li> <li>Requirement for significant savings at short notice that are therefore not identified in a coherent, strategic way and which impact on service delivery.</li> <li>Level of borrowing limits the ability of future generations to take forward new priorities.</li> <li>Reaching the point where a s114 notice is required to be issued by the S151 Officer.</li> </ul>	<p>2022/23 and Medium Term</p> <ul style="list-style-type: none"> <li>Regular monitoring to understand the in-year position and gain early insight into emerging risks that need to be factored into the MTFP work. This includes the identification of earmarked reserves that were either increased during outturn of 2021/22 and those being reviewed to establish level of need reflecting the current priority is balanced budget.</li> <li>Engaging and working in partnership with directorates during the budget process to ensure that budget proposals and services are deliverable within timescales and quantum (revenue and capital)</li> <li>Mechanisms in place such as Treasury Management Reserve and Financial Resilience Mechanism in order to dampen the impact of a worse than anticipated financial climate / settlements.</li> <li>Preparation of Prudential Indicators to help assess the affordability, prudence and sustainability of the capital programme and associated levels of borrowing</li> <li>Close alignment with Corporate Plan objectives, to ensure resources are allocated appropriately, and that longer term financial savings are developed in enough time to be realised.</li> <li>Annual review of contingent assets and liabilities, and provisions to ensure the Council has adequate cover for emerging liabilities.</li> <li>An approved TM Strategy that identifies borrowing interest cost as a significant risk to be managed. Security, Liquidity and Yield in that order to preserve investments.</li> <li>A Major Projects accountancy function supporting the identification of key risks / financial issues in relation to large schemes. Targetted accountancy support to Children's Services, VAT and Outside Bodies.</li> <li>Maintaining approach to robust financial control mechanisms and strengthening complex / areas of risk through training e.g. VAT.</li> <li>Undertaken initial assessment against CIPFA FM code with high level findings. There will be a future need to review and refresh.</li> <li>Inclusion within the 2022/23 Budget of a £10 million COVID Contingency Budget to protect the Council's resilience in light of the ending of the Hardship Fund on 31/3/22.</li> <li>Established a corporate approach to business case development, approval and post project monitoring to ensure expenditure assumed to pay for itself can do so over its expected life thus providing assurance that financial resilience will not be undermined by projects exceeding their cost parameters.</li> </ul>			<p>2023/24 and the Medium Term</p> <ul style="list-style-type: none"> <li>Strengthening links between financial planning and asset management strategies, which consider the current condition of assets and future requirements. Q2 2023/24</li> <li>Work with Property Service to ensure clear, detailed plans and timescale for delivery of capital receipts targets. Q2 2023/24</li> <li>Enhance focus on a multi-year position (recognising limitations where settlement information is for one year only.) Q2 2023/24</li> <li>Review approach to governance and financial monitoring of special purpose vehicles to ensure liabilities and any financial guarantees are understood and are appropriate. Q2 2023/24</li> <li>Refresh self-assessment against the CIPFA FM code and Balance Sheet Review and develop implementation plan in respect of any findings or recommendations, which provide further financial resilience. Q3 2023/24</li> <li>Confirm approach and reporting of commercial investments as part of standard monitoring processes and reports. Q3 2023/24</li> <li>Continue to work within current structures to ensure appropriate governance is undertaken. ONGOING</li> </ul>									
	<b>Linked Risks</b>												
	Budget Monitoring (Control)												
<b>Type(s) of Impact</b>	<b>Key Indicators / Measures used to monitor the risk</b>												
<ul style="list-style-type: none"> <li>Service Delivery</li> <li>Reputational</li> <li>Legal</li> <li>Financial</li> </ul>	<ul style="list-style-type: none"> <li>Financial Snapshot which highlights historical &amp; current performance with regards budget monitoring, achievability of savings, levels of borrowing, and financial ratios.</li> <li>Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure.</li> <li>Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings.</li> <li>Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB.</li> <li>Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual).</li> <li>Borrowing: Capital interest costs and MRP as a proportion of NRB.</li> <li>Performance against Budget Timetable.</li> <li>Frequency / timeliness of engagement with SMT/Cabinet.</li> <li>Proportion of Savings Proposals in Realised or at Delivering stage.</li> <li>Section 151 Officer Statement in respect of capital strategy, adequacy of reserves and other statutory commentary.</li> <li>Consider usefulness of benchmarking data re: financial resilience produced by External Audit Bodies - e.g. Audit Wales</li> </ul>												
	<ul style="list-style-type: none"> <li>Stakeholder</li> </ul>												

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## Civil Parking Enforcement and Parking Reserve

1. The Traffic Management Act was introduced in 2004 to tackle congestion and disruption on the road network. The Act places a duty on local traffic authorities to ensure the expeditious movement of traffic on their road network and the networks of surrounding authorities. It gives authorities additional tools to better manage parking policies, moving traffic enforcement and the coordination of street works. Welsh Ministers granted Civil Parking Enforcement (CPE) powers to Cardiff Council in July 2010. This extended to the enforcement of Bus Lanes and Moving Traffic Offences (MTOs) in November 2014.
2. The payments generated from car parking fees, resident's permits, penalty charge notices and Moving Traffic Offences are allocated to a CPE account and operational costs, including the cost of the enforcement service are deducted. Any surplus from parking and enforcement is ring-fenced for traffic, highways and environmental improvements.
3. Future predictions have been modelled using various assumptions and scenarios. The table below illustrates the financial forecast.

<b>Civil Parking Enforcement</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Income</b>					
On street car parking fees	4,956	5,024	5,119	5,318	5,454
Off street car parking fees	1,428	1,475	1,515	1,583	1,630
Residents parking permits	911	911	911	911	911
Penalty Charge Notices	2,350	2,370	2,406	2,442	2,478
Moving Traffic Offences	4,395	4,539	4,623	4,668	4,713
Miscellaneous income	50	50	50	50	50
<b>Total income</b>	<b>14,090</b>	<b>14,369</b>	<b>14,624</b>	<b>14,972</b>	<b>15,236</b>
<b>Expenditure</b>					
Operational costs parking	634	642	645	647	648
Enforcement service	6,437	6,603	6,937	7,011	7,054
<b>Total expenditure</b>	<b>7,071</b>	<b>7,245</b>	<b>7,582</b>	<b>7,658</b>	<b>7,702</b>
<b>Surplus / (Deficit)</b>	<b>7,019</b>	<b>7,124</b>	<b>7,042</b>	<b>7,314</b>	<b>7,534</b>

4. For 2023/24, income from car parking fees, residents' permits, penalty charge notices and MTO's is forecast to be £14.090 million. This includes increases in Resident Parking Permits and Pay & Display fees, which include the consolidation of the tariff structure and are included in the Planning Transport & Environment saving proposals. The figures make an allowance for the adverse impact of on-going city centre infrastructure improvements. Expenditure includes the operating costs of the off-street car parks and maintenance of the on-street parking bays plus the cost of the enforcement service. Overall, expenditure is estimated to be £7.071 million, leaving a net surplus of £7.019 million.

5. In proceeding years, income is forecast to grow through incremental increases in parking fees and volume increases of between 1% - 1.5% in penalty charges notices and moving traffic offences. The figures also include the adoption of the Controlled Parking Zone in Cathays.
6. Expenditure forecasts incorporate staff pay awards of 6% in 2023/24, 2% in 2024/25 followed by 1% thereon. In 2025/26, specific provisions have been included for investment in technology and additional staff to meet the anticipated demand as the service evolves.
7. The assumptions carry risks which could have an impact on the figures. These include the timing of both the new pay and display zones and the adoption of Traffic Regulation Orders and the impact of infrastructure improvements, particularly in the city centre. In addition, inflation will continue to be a factor in terms of operating costs.
8. The surplus from CPE activities is transferred to the Parking Reserve to support a range of highway, transport and environmental improvements.
9. The table below sets out the predicted movement in the reserve.

<b>Parking Reserve</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Estimated Opening Balance	748	498	353	126	171
CPE net surplus (deficit)	7,019	7,124	7,042	7,314	7,534
<b>Funding Availability</b>	<b>7,767</b>	<b>7,622</b>	<b>7,395</b>	<b>7,440</b>	<b>7,705</b>
Contribution to support revenue budget	6,688	6,688	6,688	6,688	6,688
Active Travel	581	581	581	581	581
<b>Use of Reserve</b>	<b>7,269</b>	<b>7,269</b>	<b>7,269</b>	<b>7,269</b>	<b>7,269</b>
<b>Balance Carried Forward</b>	<b>498</b>	<b>353</b>	<b>126</b>	<b>171</b>	<b>436</b>

10. The use of reserve includes a budgeted contribution of £6.688 million which supports a range of highway, transport and environmental improvements. It also includes recurring funding of £581,000 for the promotion of Active Travel initiatives including assessing the transportation impact on the Local Development Plan.
11. The reserve balance shows a gradual reduction over the next couple of years but is then forecast to increase and will provide a degree of resilience against the income forecast and consequential surplus from CPE.

### **Activities inherited from Cardiff Bay Development Corporation (CBDC) including Harbour Authority**

The functions and responsibilities of the Harbour Authority are detailed in an Agreement made between the Council and CBDC (now the Welsh Government) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations and any additional duties relating to the Cardiff Bay Barrage Act 1993 is provided by a specific grant received from the Welsh Government (WG). This funding and any income generated are ring fenced.

The existing S165 Agreement expired on 31<sup>st</sup> March 2017. The WG and the Council have been engaged in an ongoing review of the agreement which has included a report by public sector advisors Local Partnerships. Single year budgets have been agreed for the financial years 2017/18 to 2022/23. It is anticipated that a Cabinet report will be presented during quarter one of 2023/24, setting out the outcomes of this review process and an updated agreement for approval.

For 2023/24, the Council has worked with the WG to identify budget pressures around increases in material costs, contractors and energy prices as well as historical shortfalls in service level agreement budgets. In addition, work has been carried out to identify future obsolescence and compatibility issues with existing systems and equipment requiring upgrades or replacement. These budget pressures are largely offset by savings due to increased income streams and reduced accommodation costs. A combination of these factors results in a Fixed Costs budget, subject to WG ministerial approval, of £5.621 million (22/23 £5.374 million). This allocation includes a provision for the 2022/23 pay award shortfall, any employee incremental pay progression and the 2023/24 pay award yet to be agreed.

As part of the review recommendations, Cardiff Harbour Authority developed a critical and non-critical Asset Management programme. The critical Asset Management programme is risk based and covers the ten-year period commencing 2021/22. The non-critical Asset Management programme is based on a comprehensive set of lifecycle and maintenance asset data assessed by Harbour Authority teams and prioritised on an annual basis.

The Asset Management programme is subject to change as a result of periodic inspection processes, in year maintenance activities as well as major failures reducing the expected life of an asset.

The Asset Renewal funding requirement for non-critical assets in 2023/24 is estimated at £355,000 with no requirement identified within the programme to replace any critical assets.

This gives a total budget for the Cardiff Harbour Authority for 2023/24 of £5.976 million.

<b>CHA Funding</b>	<b>2022/23</b>	<b>2023/24</b>
	£000	£000
Fixed Cost Budget	5,374	5,621
Asset Renewal	26	355
<b>Total Budget</b>	<b>5,400</b>	<b>5,976</b>

Any unforeseen costs arising are recoverable from the WG through an additional claims process, where those costs are agreed in an updated Deed of Variation to the S165 Agreement.

The CHA maintains a Contingency and Project Fund (the Fund) which is used to support projects and provide a contingency if the approved budget is exceeded as a result of unforeseen costs. The Fund receives contributions from a combination of receipts from the sale of land and a share of underspends on the Fixed Cost budget. The current balance of £104,000 is above the minimum sum of £100,000 required to be maintained within the Fund.

## Prudential Indicators

### The CIPFA Prudential and Treasury Management Codes of Practice

The two integrated Codes of practice have been developed as frameworks to support the decisions local authorities make for capital investment and borrowing decisions. Originally introduced in 2004, its latest update was in 2021 following a review. This included the need for additional indicators to support decision making, to be considered and introduced in 2023/24. Compliance with the Code is a statutory requirement when carrying out their duties under Part I of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (Wales) Regulations.

#### **Objectives of the Code**

The key objectives of the Codes are:

- To ensure that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability.

#### **CIPFA required Prudential Indicators to be produced**

The indicators required are shown below, with further explanation as to their meaning:

##### **1(a). External Debt - Operational Boundary (See Treasury Strategy)**

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long-term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes. This indicator will be subject to the level and timing of borrowing decisions and so the actual level of borrowing can therefore be below or above this initial estimate. However, what cannot be breached without a further report to Council is the authorised borrowing limit.

##### **1(b). External Debt - The Authorised Limit (See Treasury Strategy)**

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision-making body, indicating the reason for the breach and the corrective action undertaken or required to be taken. This limit is a statutory limit required to be set by the Council under Section 3(1) of the Local Government Act 2003.

**1(c). External Debt - Actual External Debt (See Treasury Strategy)**

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

**2. Capital Financing Requirement (CFR) (See Capital Strategy)**

The Capital Financing Requirement (CFR) shows the difference between the Authority's capital expenditure and the revenue or capital resources set aside to finance that spend. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

**3. Capital Expenditure (See Capital Strategy)**

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

**4. Gross External Borrowing and the Capital Financing Requirement (See Treasury Strategy)**

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes rather than revenue or speculative purposes.

**5. Maturity Structure of Borrowing (See Treasury Strategy)**

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

**6. Liability Benchmark (See Treasury Strategy)**

The Liability Benchmark is the Net Borrowing Requirement of a local authority plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments deemed required to manage day-to-day cash flow.

CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark (i.e, all balance sheet resources should be used to maximise internal borrowing). If the outputs show future periods where external loans are less than the Liability Benchmark, then this indicates a borrowing requirement thus identifying where the authority is exposed to interest rate, liquidity and refinancing risks. Conversely where external loans exceed the Liability Benchmark then this will highlight an overborrowed position which will result in excess cash in the organisation requiring investment thus exposing the authority to credit and reinvestment risks and a potential cost of carry. The treasury



strategy should explain how the treasury risks identified by the Liability Benchmark are to be managed over the coming years.

The Authority is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years, as a minimum. CIPFA strongly recommends that the benchmark is produced for at least 10 years and should ideally cover the full debt maturity profile of a local authority.

#### **7. Principal sums invested for greater than one year (See Treasury Strategy)**

This indicator measures the exposure of a local authority to investing for periods of greater than one year and supports an assessment of ensuring cash is available to make payments when needed.

#### **8. Ratio of Financing Costs to Net Revenue Stream (See Capital Strategy)**

This indicator is a measure of affordability of historic and future capital investment plans. It identifies the trend in the cost of capital financing which include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save/Earn schemes.

This is calculated for the General Fund and Housing Revenue Account. For the General Fund, the net revenue stream is the amount to be met from non-specific Welsh Government grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

It should be noted that these figures include a number of assumptions such as:

- no new approvals of additional borrowing apart from that currently proposed over the period of the programme
- estimated interest rates
- the level of internal borrowing and timing of external borrowing decisions and capital expenditure
- the total level of the Welsh Government revenue support etc. which can fluctuate due to transfers in or out of the settlement
- Invest to Save / Earn schemes do perform as intended over the period identified in the initial proposal for investment.

#### **Locally determined Prudential Indicators**

#### **9. Capital Financing Requirement (Debt) to Net Revenue Stream – (See Capital Strategy)**

This ratio shows the amount of debt proportionate to Net Revenue Stream and is an indicator of financial sustainability. It helps to explain the relationship of debt to annual resources available to deliver services.

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 2 MARCH 2023**

**APPROPRIATION OF THE SITE KNOWN AS THE FORMER  
CANTON AND RIVERSIDE COMMUNITY CENTRE, AND  
ADJACENT LAND TO THE HOUSING REVENUE ACCOUNT**

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL  
GOODWAY)**

**AGENDA ITEM:9**

*Appendix 2 of this report is not for publication as it contains exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 Schedule 12A of the Local Government Act 1972.*

**Reason for this Report**

1. To appropriate the site known as the former Canton and Riverside Community Centre, and adjacent car park, for housing purposes to the intent that the site shall be held under the Council's Housing Revenue Account (HRA) rather than its General Fund.

**Background**

2. The Council has set about large scale new build housing programmes working towards increasing social and private housing availability in Cardiff. The Programme involves development of Council owned brownfield sites via the Housing Revenue Account (HRA).
3. To enable the Councils desired new build targets to be met, and to ensure a suitable pipeline of development sites are identified, several Council General Fund development sites have been identified to be appropriated into the HRA.
4. The former Canton and Riverside Community Centre, and adjacent car park land, as outlined in red on **Appendix 1**, is included in the Annual Property Plan for 2022-23, as a site to be appropriated to the HRA in September 2022
5. As part of our internal process the site has been offered to the Housing Revenue Account (HRA). Whereby the existing site was deemed surplus to requirements and is suitable for wider regeneration or more effective land use.

6. The HRA have developed plans for a new Community Living Scheme on the site, comprising of 41 apartments for older people, communal facilities and flexible spaces, a new community centre and a relocated Multi Use Games Area and community garden. The scheme achieved planning consent in February 2022.
7. Not only will the new building re-provide a community centre, it will also provide a range of older person services to residents living in the flats and the wider older person community.
8. A tender process has been concluded and a contractor has been appointed to build the scheme out.
9. **Valuation** - The land value has been assessed by external valuers and verified by the Valuation Office Agency on 19 January 2023. **See confidential Appendix 2.**

### **Issues**

10. The land receipt has been ringfenced for the provision of a new community centre to replace the current building being demolished.
11. The new community facility, once built, will be managed by the General Fund Hubs programme and the operational budget for this is in place.
12. Social Housing Grant has been awarded to the project which includes £1.1 million acquisition grant funding which needs to be drawn down by financial year-end 2022/23.

### **Local Member consultation**

13. Local Ward members were consulted as part of the Council's planning application process and as part of the Annual Property Plan process sanctioned by Cabinet in September 2022.
14. As required under s.122 of the Local Government Act 1972, a Public Open Space advert was published on 27<sup>th</sup> May 2022 and 3<sup>rd</sup> June 2022 respectively and no formal representations were received.

### **Reason for Recommendations**

15. To approve the appropriation of General Fund Land (the former Canton & Riverside Community Centre, and adjacent land, from Leisure & Parks and Highways) to the HRA.

### **Financial Implications**

16. The certified value of the appropriation has been agreed by a qualified valuer employed by the authority. The appropriation does not result in any cash transfer between the General Fund and the HRA, but a transfer of debt (CFR) which is an accounting transaction.

17. Where grant is received by the Housing Revenue Account towards the cost of acquisition, any grant should be claimed in accordance with the terms and conditions of any grant award.
18. As part of the new housing development a new community facility is to be created, with a general fund contribution towards these construction costs, equivalent to the land value identified in this report. This is included in the Council's Capital Programme. Property ownership and operating agreements will need to be in place following the construction, with a clear understanding of cost, property management and operating arrangements to ensure that the Housing Revenue Account ring fence is maintained on an ongoing basis.
19. The revenue budget for the existing site has been an accepted revenue savings target as part of the Council's budget process. The report confirms that revenue budget is in place to meet the operating costs of any new facility on an ongoing basis within the existing Communities and Housing General Fund revenue budget.

### **Legal Implications**

20. This matter is referred to Cabinet due to the value of the appropriation to the HRA exceeding the financial limit provided under the delegation to the Director of Economic Development.
21. The Council has power to appropriate land for any of its statutory functions where that land is no longer required for the purpose for which it is currently held pursuant to section 122 of the Local Government Act 1972. Where any part of the land to be appropriated for part of an open space, the intention to appropriate the land must be advertised for two consecutive weeks in a local newspaper and due consideration given to any representations received, further details of which are set out in the body of this report. The effect of the appropriation is that the land will be held under the HRA to be used for housing purposes.

### **Equalities & Welsh Language**

22. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.
23. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council

must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales)) and must be able to demonstrate how it has discharged its duty.

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

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

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

using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **HR Implications**

30. There are no HR implications for this report.

### **Property Implications**

31. The property implications are covered via the body of the report and there are no further specific property implications.

## **RECOMMENDATIONS**

Cabinet is recommended to approve the appropriation of the land outlined in appendix 1 of this report from the General Fund to the HRA to be held for housing purposes.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> <b>Director of Economic Development</b>
	24 February 2023

*The following appendices are attached:*

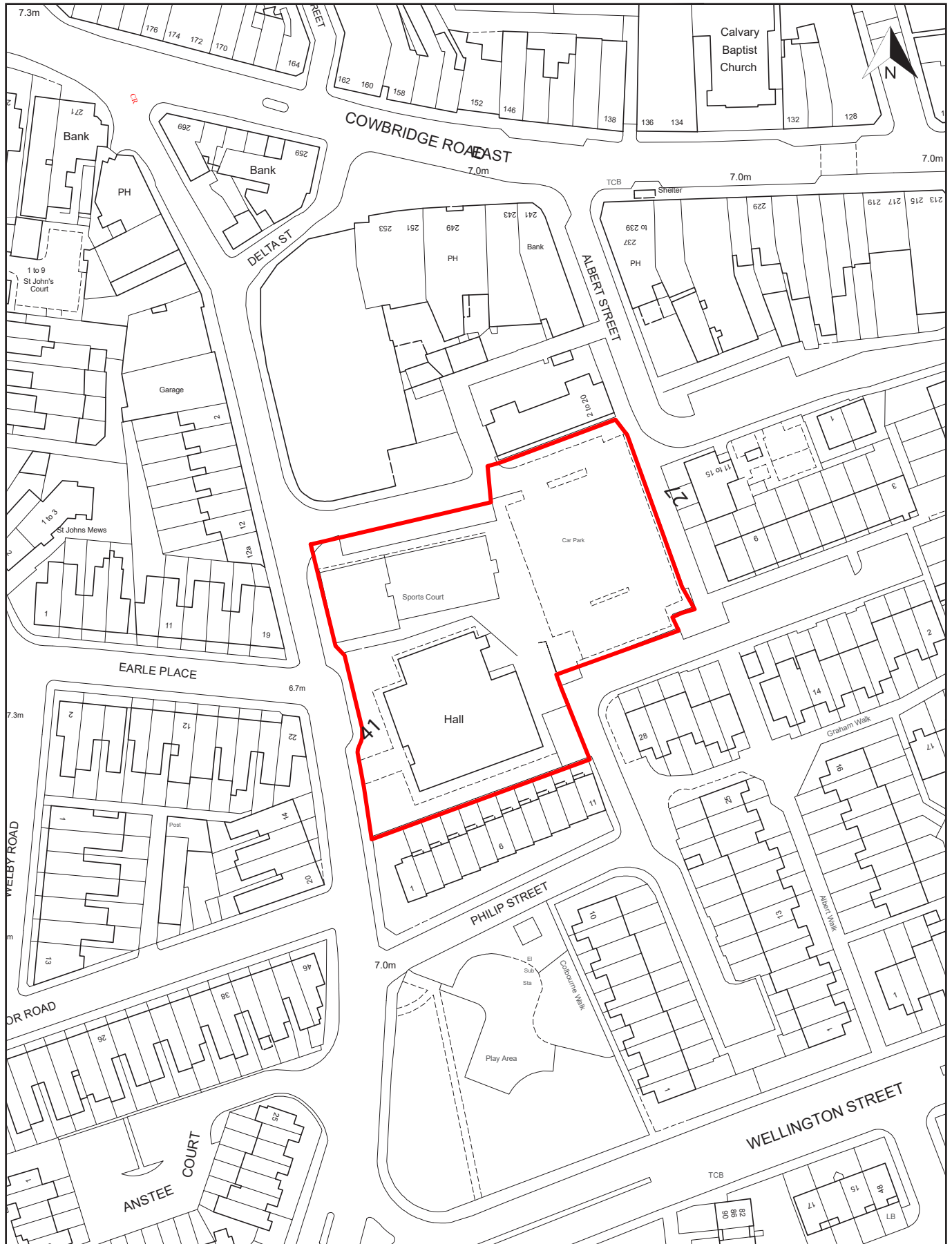
**Appendix 1** - Canton and Riverside Community Centre Map

**Confidential Appendix 2** - Valuation Report – Canton & Riverside Community Centre, Cardiff


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# Site Boundary Canton



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 Site Boundary

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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