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AGENDA

Pwyllgor CABINET

Dyddiad ac amser y cyfarfod DYDD IAU, 21 MEDI 2023, 1.00 PM

Lleoliad YB 4, NEUADD Y SIR, CYFARFOD AML-LEOLIAD

Aelodaeth
Cynghorydd
Cynghorwyr Bradbury, Burke, De'Ath, Goodway, Lister, Mackie, Merry, Sangani, Huw Thomas, Lynda Thorne, Weaver a/ac Wild

1 **Cofnodion y Cyfarfod Cabinet a gynhaliwyd 13 Gorffennaf 2023** (*Tudalennau 3 - 12*)

Materion Craffu

2 **Derbyn Adroddiad Ymchwiliad y Pwyllgor Craffu ar yr Economi a Diwylliant o'r enw - Amgueddfa Caerdydd** (*Tudalennau 13 - 94*)

Arweinydd

3 **Diweddariad ar y Gronfa Ffyniant Gyffredin** (*Tudalennau 95 - 146*)

Cyllid, Moderneiddio a Pherfformiad

4 **Monitro Cyllideb Mis 4** (*Tudalennau 147 - 210*)

5 **Rheoli Risg Corfforaethol – Chwarter 4 2022/23** (*Tudalennau 211 - 240*)

Tai a Chymunedau

6 **Diweddariad ar Gaffael Partner Datblygwr ar gyfer Prosiect Adfywio Trem y Môr** (*Tudalennau 241 - 392*)

Buddsoddi a Datblygu

7 **Marchnad Caerdydd** (*Tudalennau 393 - 564*)

Gwasanaethau Cymdeithasol

8 **Adroddiad Blynyddol Gwasanaethau Cymdeithasol yr Awdurdod Lleol**

2022/23 (*Tudalennau 565 - 900*)

- 9** **Cynyddu'r defnydd o Daliadau Uniongyrchol ar gyfer Darparu Gofal a Chymorth** (*Tudalennau 901 - 938*)

Trafnidiaeth a Chynllunio Strategol

- 10** **Rhestr Leol o Adeiladau o Ddiddordeb Hanesyddol neu Bensaernïol**
(*Tudalennau 939 - 958*)

The report details progress for example, positive inspection from Estyn, shifting the balance of care, addressing climate change, and recognises challenges in relation to school attendance and recycling rates.

Cllr Weaver noted thanks to the Performance Panel, Policy and Performance Scrutiny Committee and the Governance and Audit Committee who play an important role throughout the year in relation to monitoring the Council's performance.

RESOLVED: that

1. the contents of the report and its appendices, including the observations and any recommendations made by (i) the Performance Panel (Appendix 3a); (ii) the Governance and Audit Committee (Appendix 4a) and (iii) the Policy Review and Performance Scrutiny Committee (Appendix 5a) be noted;
2. authority be delegated to the Corporate Director (People & Communities), in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to make any consequential changes to the draft Annual Well-being Report 2022/23 arising from recommendation 1 above; and
3. the Annual Well-being Report 2022/23, including any agreed amendments under recommendation 2 above, be recommended to Council for approval.

119 **REPLACEMENT OF THE RECYCLING FLEET FOR RESIDENTIAL COLLECTIONS**

A letter from the Environmental Scrutiny Committee was circulated.

Cabinet considered a report regarding the phased replacement of the recycling fleet vehicles for residential collections over a period of three years. The purpose of the replacement is to ensure that the fleet is suitable for the new recycling strategy due to be rolled out across the city which requires the use of split back vehicles.

Cllr Wild noted that it would have been preferable to have an all electric fleet however, due to supply chain issues and electrical grid capacity at Lamby Way this was not possible at the current time. However work will continue to work towards this and all those diesel vehicles within the lease will be Euro VI.

RESOLVED: that

1. the procurement of new recycling collection fleet over a three-year period with a value estimated at £9.7M be approved.
2. the award of an initial contract (as set out in the report) be approved.
3. Authority be delegated to the Director of Economic Development, subject to consultation with the Cabinet Member for Finance, Modernisation & Performance, Cabinet Member for Climate Change, s.151 Officer and Director of Governance & Legal Services and Monitoring Officer, to deal with the future award of contracts (and any ancillary agreements) as required in relation to this procurement.

120 ST DAVID'S HALL

Appendices 1-3 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 of Schedule 12A of the Local Government Act 1972. In all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

A confidential and public letter from the Economy & Culture Scrutiny Committee were circulated and a confidential response was also circulated.

Cabinet received the St David's Hall report, which sought approval to transfer the business of St David's Hall via a business sale agreement, for a 45-year lease to Academy Music Group (AMG). This sale will ensure that St David's Hall is fully insured and repaired to enable this world class venue to maintain a music, cultural and community offer, including a classical programme . It was noted that the delivery of a classical and community programme is legal binding.

Cllr Burke noted that Cardiff and Wales will be the first to benefit from the AMG Academy at this venue. Furthermore, Council staff will transfer via TUPE arrangements with their Council terms and conditions protected.

RESOLVED: that

- 1) Authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Culture, Parks & Events, the Section 151 Officer and the Legal Officer, to conclude negotiations with AMG and other relevant stakeholders to:
 - a. complete the MOU with stakeholders based on the principles set out in the draft MOU attached at **Confidential Appendix 1**;
 - b. complete the lease and associated documents as set out at **Confidential Appendix 1**; and
 - c. complete the business sales agreement with AMG for St David's Hall based on the principles set out in the draft business sales agreement as set out at **Confidential Appendix 1**.
- 2) the transfer of [all] employees to AMG under the Transfer of Undertaking (Protection of Employment Regulations 2006) (TUPE) be authorised.

121 SCHOOL ORGANISATION PLANNING: PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH ADDITIONAL LEARNING NEEDS

Appendices 5 and 6 are exempt from publication because they contain information of the kind described in paragraphs 14 (information relating to the

financial or business affairs of any particular person) and 21 (public interest test) of parts 4 and 5 of Schedule 12A to the Local Government Act 1972 and in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

A letter from the Children & Young People Scrutiny Committee was circulated.

Cabinet received a report outlining proposals to deliver additional provision for children and young people with additional learning needs, with spread across the city. This will ensure that children may be able to attend specialist provision closer to homes, and for some young people be able to access specialist provision earlier and return to mainstream education.

Cllr Merry highlighted paragraph 73 of the report which details the proposed list of changes.

RESOLVED: that

1. officers be authorised to:
 - a) Consult on the proposals to increase the number of places for learners with Emotional Health and Wellbeing Needs and the number of places for learners with Complex Learning Needs/ Autism Spectrum Condition.
 - b) Proceed, ahead of the Sustainable Communities for Learning rolling programme, with the design and procurement of the Ty Glas and Oak House sites, and the temporary accommodation on the existing Fitzalan High School works through the School Organisation Programme.
2. The following be noted:
 - a) The increase in the Pupil Referral Unit provision and expansion of the age range to include Key Stage 3 pupils.
 - b) The expansion of the Community Teaching provision and the transfer of the service to the former Severn Adult Education Centre.
 - c) The temporary relocation of Lansdowne Primary School to the existing Fitzalan High School site.
 - d) That officers will bring a report on the outcome of the consultations on proposals to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013
3. authority be delegated to the Director of Economic Development to acquire the freehold interests for land at adjacent to the existing Greenhill Special School site, in line with an independent valuation, to allow the delivery of the replacement Greenhill Special School, subject to Ministerial approval for Welsh Government capital funding.

122 BUDGET 2024/25 AND THE MEDIUM-TERM FINANCIAL PLAN: UPDATE REPORT

Cabinet received a report providing an update on the budget for 2024/25 and the medium term financial plan (MTFP). The report sets out the anticipated resources needed to deliver services, outlines the 2024/25 Budget Strategy timetable, and sets out the approach for rolling the Capital Programme forward one year.

Cllr Weaver highlighted that income framework appendix which seeks to provide a consistent approach to the managements of fees and charges, and ensure that appropriate benchmarking takes place. That is not to say that there will be a blanket increase on charges.

Cllr Weaver further noted the anticipated time frame for setting the 2024/25 budget.

RESOLVED: that

- i. budget principles on which the Budget Strategy will be based and the approach to meeting the Budget Reduction Requirement both in 2024/25 and across the period of the Medium-Term Financial Plan be agreed.
- ii. that directorates work with the relevant Portfolio Cabinet Member(s), in consultation with the Corporate Director Resources and Cabinet Member for Finance, Modernisation and Performance to identify potential savings to assist in addressing the indicative budget gap of £36.7 million for 2024/25 and £119.2 million across the period of the Medium-Term Financial Plan.
- iii. Authority be delegated to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, the authority to implement any saving proposal in advance of 2024/25 where no policy recommendation is required or where a policy decision has already been taken.
- iv. It be noted that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.
- v. It be noted that the Income Generation Framework at Appendix 2 and agree this be used as the approach to setting fees and charges for 2024/25.
- vi. It be proposed that Council agree that the Budget Timetable Framework set out in Appendix 3 be adopted, and that the work outlined is progressed with a view to informing budget preparation.
- vii. consultation on the 2024/25 budget proposals will take place when the detail of options is available in order to inform the preparation of the draft 2024/25 Budget.

123 DELIVERING A MODERN CARDIFF WORKS AND AGENCY PROVISION

A letter from the Policy Review and Performance Scrutiny Committee was circulated.

Cabinet considered a report providing an update on the current and proposed service activity of the Council's in-house recruitment agency "Cardiff Works".

The report details the progress of Cardiff works to date including the digitalisation of the service, streamlining of the recruitment process, a new marketing and branding strategy, increased accessibility, greater community visibility.

Cllr Bradbury noted that 1000 individuals have come through the Cardiff Works pool and moved into placements during the last financial year, a 40% increase on the previous year.

RESOLVED that

1. It be noted that the progress being made by the Council's in house recruitment service "Cardiff Works".
3. the overarching approach for the procurement of Vendor Neutral Agency Worker Services be approved.
4. Authority be delegated to the Corporate Director of People and Communities, in consultation with the Cabinet Member for Finance, Modernisation & Performance, to determine all aspects of the procurement process (including approving the evaluation criteria to be used, commencement of the procurement process, the award of the contracts and all ancillary matters pertaining to the procurement).

124 RESPONSE TO COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE'S INQUIRY INTO CARDIFF COUNCIL'S SUPPORT TO RESIDENTS WITH THE COST OF LIVING

Cabinet received a response to the Community & Adult Scrutiny Committee's Inquiry into Cardiff Council's support to residents with the cost of living. The report set out 32 key findings and made 10 recommendations, a detailed response to the recommendations is set out I Appendix 2 to the report, with 8 recommendations being fully accepted and 2 partially accepted.

RESOLVED that the response to the findings and recommendations of the Community and Adult Services Scrutiny Committee report entitled 'Cardiff Council's Support to Residents with the Cost-of-Living be approved.

125 ANNUAL PROPERTY PLAN

Cabinet received the Annual Property Plan(APP) for 2023/24. The information set out in the APP contributes towards the five-year targets set out in the Corporate Property Strategy 2021-26, and reports the transaction completed from the previous financial year, as well as the transactions planned for the current financial year.

The report highlighted some areas around hybrid working, regeneration, housing, School Organisation Programme, depots, land, carbon reduction of the built environment, capital receipts, the investment and non-operational estate.

RESOLVED: that

- i) the Annual Property Plan 2023/24 Transactions List (Appendix 1) and Annual Property Plan 2023/24 (Appendix 2) be approved.
- ii) the potential revenue and capital investment requirements needed to ensure ongoing compliance in existing areas and also in respect of emerging legislation, such as works relating to Energy Performance Certificates be noted.

126 **RESPONSE TO ECONOMY & CULTURE SCRUTINY COMMITTEE
REPORT: SHAPING CARDIFF'S POST-PANDEMIC ECONOMIC
RECOVERY**

Cabinet received a response to the Economy and Culture Scrutiny Committee report entitled “Shaping Cardiff’s Post-Pandemic Economic Recovery”.

The report contained 48 key findings and 19 recommendations, of which 16 were accepted and 3 were partially accepted.

RESOLVED: that the response to the recommendations of the Economy & Culture Scrutiny Committee report entitled ‘*Shaping Cardiff’s Post-Pandemic Economic Recovery*’ as set out in Appendix B to this report be approved.

127 **ATLANTIC WHARF MASTERPLAN UPDATE**

Appendices 1-3 & 5-9 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972.

Public and confidential letters from the Economy & Culture Scrutiny Committee were circulated.

Cabinet considered a report providing an update on the Atlantic Wharf Masterplan. The Leader, in his introduction noted the complexity of the project which aims to deliver the indoor arena along with regeneration of the wider Atlantic Wharf area.

The report seeks to split the site into two specific areas, with one being put out to tender to deliver a specific development and the other to do undergo further market testing to attract investment interest. Site A is the County Hall, and site B the Atlantic Wharf site including the Red Dragon Centre and car park.

RESOLVED: that

- 1) an extension and variation to the Pre-Contract Service Agreement (PCSA) for the delivery of the new Indoor Arena in line with the legal conditions set out at **Confidential Appendix 1** and the Financial Report **Confidential Appendix 9** be approved.
- 2) the Development and Funding Agreement (DFA) attached at **Confidential Appendix 1** be approved and authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Investment & Development, the Section 151 Officer and the Legal Officer to:
 - a. approve the final terms of the DFA and in so doing approve any amendments to the legal documentation approved as may be necessary, for reasons including, but not limited to ensuring consistency between them and finalising any outstanding areas; and
 - b. approve any further deeds and documents which are ancillary to the legal documents approved;

with entry into the DFA being subject to approval of the funding strategy at a future meeting of Cabinet.
- 3) the Outline Project Proposal for the Capella Production Studios as set out at **Confidential Appendix 7** be approved.
- 4) the procurement strategy set out at **Confidential Appendix 6** including the development of a Full Business Case for the Capella Production Studios proposal as set out at **Confidential Appendix 7** and a Full Business Case for the development plan for Area A as set out at **Appendix 4** be approved and authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Investment & Development, the Section 151 Officer and the Legal Officer, to deal with all aspects of the procurement strategy and to return to Cabinet for approval of the Full Business Cases in advance of the appointment of any contractors.
- 5) a further market testing exercise for the area marked B on the plan attached at **Appendix 4** be approved to assist with the completion of the Outline Business Case for the redevelopment of the Red Dragon Centre and authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Investment & Development, the Corporate Director of People and Communities, the Section 151 Officer and the Legal Officer, to identify land to support the Council's Partnering Scheme as set out in this report.

128 INTERNATIONAL SPORTS VILLAGE - FULL BUSINESS CASE

Appendices 2-5 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14, 16 and 21 of Schedule 12A of the Local Government Act 1972

Public and confidential letters from the Economy & Culture Scrutiny Committee were circulated. An amendment sheet was circulated, which amended paragraph ten of

the report, the amended paragraph now names the developer, this was following feedback from scrutiny.

This report details the continuation of the ISV project and outlines a series of next steps including completing an agreement with a developer to enable work to begin on planning applications, determining the long term strategy for parking on the site, continuing the development of a full business case for the sport leisure attraction, and the necessary work on an outline business case for the energy strategy for the site.

The Leader, highlighted the clauses secured to avoid the risk of land banking with firm timeframe set for developer to bring forward plans through the planning process, should these not be met the control would fall back to the Council.

RESOLVED: that

- 1) the disposal for the residential and commercial plots as set out in this report and the legal report attached at **Confidential Appendix 2** and in line with independent valuers advice attached at **Confidential Appendix 3** and the proposals at **Confidential Appendix 5** be approved and authority be delegated to the Director of Economic Development, in consultation with the Cabinet Member for Investment & Development, the Section 151 Officer and the Legal Officer, to conclude all legal agreements to complete the disposal strategy.
- 2) the lift and shift obligation set-out at **Confidential Appendix 2** and the development of a Full Business Case to determine a long-term car parking solution for the ISV site to be presented back to Cabinet for approval in advance of the first call-down of land by the appointed developer be noted.
- 3) a soft market testing exercise be authorised to inform the further development of the Outline Business Case for the Energy Strategy to be presented back to a future meeting of Cabinet.

129 PARTICIPATION STRATEGY

Cabinet considered the Council's Participation Strategy for 2023-27.

It was highlighted that promoting civic participation and giving the people of Cardiff a voice in shaping the decisions that affect their lives represents key priorities for the Council. The Participation Strategy sets out ways for this to be achieved.

Introducing a Participation Strategy is a statutory requirement under the Local Government & Elections Wales Act. The Strategy seeks to improve engagement with seldom heard voices, as well as amplify the voices of people who are currently less likely to get involved in the decision-making process.

The Strategy is split into two distinct components:

- Part 1 focuses on the Council's Consultation and Engagement arrangements, ensuring that citizen voice is at the heart of decision making.

4. Part 2 focuses on Democratic Engagement, promoting and supporting participation in the democratic process.

It was noted that following publication and completion of the consultation process, a further report will be brought to Cabinet in the Autumn to consider the outcome of the consultation and adopt a final version of the strategy.

RESOLVED: that

1. the Participation Strategy 2023-27 (Appendix A) be approved for public consultation.
2. It be noted that the draft Guide to the Constitution (Appendix B) will form part of the consultation process.
3. a further report on the Participation Strategy 2023-27 be considered for final approval in Autumn 2023.



Craffu - Ymgysylltu heddiw, Llunio yfory - Scrutiny - Engaging today, Shaping tomorrow

An Inquiry Report of the:
Economy & Culture Scrutiny Committee

MUSEUM OF CARDIFF

July 2023



Cardiff Council

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FOREWORD

The pressures facing local authorities are unprecedented; post pandemic service demand coupled with economic uncertainties and the impact of the cost-of-living crisis on local authorities mean Cardiff Council is having to maximise its budget spending ever more closely. The Council spends circa £500,000 per annum on the Museum of Cardiff. At times like these, it is important to question the effectiveness of this spend, to understand if it is delivering value for residents and taxpayers, and to explore whether the budget allocation can be optimised, so that the needs of the museum are balanced with the need to fund statutory frontline services.

I am grateful to all those who gave their time to this Inquiry, including the expert stakeholders, Museum staff, Development Trustees and volunteers; we benefitted from your expertise and experience, helping us to understand what is needed to secure the future of the Museum.

I am also grateful to those interested in the future of the Museum who gave evidence to the Inquiry; your views on the importance of Cardiff having a museum that tells the stories of all its communities reaffirmed the important role good museums play in the economy, culture, education and leisure offer of a city as well as in promoting social cohesion.

Reflecting on the Museum of Cardiff's journey to date is essential to understanding the best way forward; we need to address the barriers that have hampered the Museum's development. Our recommendations aim to assist this by strengthening strategic and financial planning to give direction, emphasising the need for a new location to provide temporary exhibition and income generation spaces, with good footfall, and ensuring the Museum is staffed appropriately.

It is also important the Museum is accessible and inclusive for all communities in Cardiff and so some of our recommendations focus on boosting inclusivity and representativeness and assisting participation via outreach work.

The Museum of Cardiff has huge support, both from museum experts, local stakeholders and the communities that have been engaged; we can harness this to build on its success and ensure its future.

Finally, many thanks to Councillor Henshaw, Councillor Shimmin and Councillor Thompson for their commitment to completing this Inquiry in record time to enable our findings and recommendations to feed into the Working Party.



Councillor Peter Wong
Chair, Economy & Culture Scrutiny Committee
July 2023

TERMS OF REFERENCE

1. To gather stakeholders' views and learn from their knowledge and experience of council-run and/ or charitable trust museums regarding:
 - a. Funding models
 - b. Income generation
 - c. Governance models
 - d. Community engagement
 - e. Volunteering
 - f. Inclusivity and representativeness
 - g. Partnership working
 - h. Staffing structures.
2. To explore with stakeholders the main requirements to ensure a sustainable location and future for the Museum of Cardiff, including identifying likely issues associated with relocation and reprovision.
3. To understand the Council's spend on the Museum of Cardiff, the income of the Museum of Cardiff and whether there are any conditions attached to previous funding provision.
4. To use the information gathered during the Inquiry to make evidence-based recommendations to Cabinet regarding how best to achieve a sustainable future for the Museum of Cardiff.

CONTEXT FOR INQUIRY

- a. This Inquiry is taking place following the 2023/24 budgetary process, where the Council consulted on a proposal to either take the Museum of Cardiff out of its current location in the Old Library and make it a mobile attraction, delivering savings of £266,000 per year and allowing *'the Council to re-open the museum in a permanent home in the future, if a suitable location was found, and funding secured'* or to keep the Museum open in the Old Library and find the savings elsewhere.
- b. The proposals were strongly opposed by museum and heritage sector bodies, including the Museum Association and the Federation of Museums and Art Galleries of Wales, who worked with local community groups in an advocacy campaign to highlight their concerns.
- c. More than half (57.1%) of respondents to the Council's budget consultation supported the proposal to make the Museum of Cardiff a mobile attraction. However, the advocacy campaign highlighted that moving to a mobile attraction would lead to the Museum of Cardiff losing its accreditation status, meaning that it would lose funding and that existing funding would be clawed back.
- d. Having considered the consultation responses, Cabinet decided not to take forward the mobile attraction proposal, stating it would work with the Development Trustees of the museum to secure a sustainable future, including consideration of options for delivering the service at an alternative location.
- e. A spokesman for the Development Trust of the museum said:

"We will now undertake a detailed examination of the best way to ensure a stable future for the museum.

"This will be conducted by a working party of the authority's officials and trustees with formal terms of reference.

"The working party will review the museum's long-term finances and the possibility of moving to alternative permanent sites."¹

¹ [Cardiff Council U-turns on plans to make Story Museum mobile - BBC News](#)

HEADLINE FINDINGS

- HF1. The current position is not tenable due to the costs of operating from the Old Library, the lack of space for income generation activities, and the increasing pressures on the Council's budgets.
- HF2. There is now a real opportunity to plan for a sustainable future for the Museum of Cardiff, retaining its focus on telling the stories of the people of Cardiff whilst boosting footfall, outreach, inclusivity and representativeness.
- HF3. Any new location must provide security of tenure, income generation opportunities, meet the museum Accreditation Scheme criteria, be supported by existing funders, and enable future funding bids to be made.
- HF4. The Museum of Cardiff is highly regarded, with many stakeholders keen to engage to help shape its future. Involving stakeholders, including those with museum expertise and local communities, in discussions on the way forward would be beneficial.
- HF5. The Council has an opportunity to reposition its relationship with the Museum of Cardiff by raising its profile, realising its potential and linking the Museum into the wider work of the Council, including cultural activities, educational activities, volunteering opportunities, partnership working and wider economic activity such as tourism and events.

KEY FINDINGS

- KF1. Museums that effectively represent their place and communities are of value and have an important place in the ecology of the cultural offer. Welsh Government is developing a Cultural Strategy that includes museums; Cardiff Council needs to ensure its Cultural Strategy also includes museums.

Current Position

- KF2. The Inquiry heard from stakeholders – professionals, visitors and schools – that the Museum of Cardiff is held in high regard for the good work it does; this is reflected in the national awards it has won.
- KF3. Cardiff Council’s annual budget for the Museum of Cardiff is circa £513K per annum, which includes a contribution towards the running costs of the Old Library. In addition, the Council has a separate repairs and maintenance budget for the Old Library; the Royal Welsh College of Music and Drama will take on responsibility for these costs as it has leased the building.
- KF4. The Royal Welsh College of Music and Drama has confirmed the Museum of Cardiff will have a lease for up to 5 year; during this time, it will continue to contribute its share towards the running costs of the Old Library
- KF5. The Museum of Cardiff has been successful in securing grants, via staff and the Development Trust. However, the Museum lacks the capacity to “earn” income via a café/ shop, as was initially conceived in the Phase II plans for the Museum. Added to this, the lack of certainty over the Museum’s future has made fundraising even more difficult than it is anyway.

Footfall

- KF6. The Museum of Cardiff has declining footfall as measured by Spotlight data, and this pre-dates the covid pandemic. However, the Museum does a lot of valuable outreach and development work that is not captured in these figures, including temporary exhibitions held off-site.
- KF7. All of the following have exacerbated the decline in footfall at the Museum:
- a. loss of temporary exhibition space
 - b. exhibitions needing updating
 - c. lack of a café
 - d. lack of space to host events
 - e. staffing reductions

- f. lack of marketing and promotion
- g. lack of signage.

KF8. Whilst footfall is key to success, footfall alone should not be used to measure the value of the Museum; there should be a Social Return on Investment approach, taking into account the partnerships, trust, outreach and development work undertaken and how these have benefited the people and communities of Cardiff.

Governance

KF9. There is a Development Trust that was established to fundraise for the Museum of Cardiff; it does not have any role in the management or operations of the Museum. The Museum of Cardiff does not have a board or advisory group; there are no other trustees assisting the Museum.

KF10. The Charity Commission, Museum Association, Association of Independent Museums, and the museum Accreditation Scheme provide helpful good practice regarding how bodies are constituted and how they should operate to be most effective and ethical.

Community Engagement

KF11. The Museum of Cardiff is seen as the 'go-to' place in Wales for examples of local community engagement, such as work with young people, older people, people with dementia, and refugees.

KF12. There is scope for the Museum of Cardiff to engage more with a wider range of local communities, and use innovative ways to enable this e.g., weekly painting and pottery workshops using items from their collection to inspire the workshop.

KF13. The Museum of Cardiff benefits from its ethical volunteering scheme; Members met some of these volunteers and were struck by their commitment and knowledge and their ability to enrich the visitor experience. Members believe there is scope to build on this.

Inclusivity and Representativeness

KF14. The Museum of Cardiff is one of the least colonial museum in the UK as exhibits all have the explicit permission and narrative of owners.

KF15. There is scope for the Museum to go further by collecting contemporary items, including oral histories, to reflect the huge, vibrant, diverse and exciting history and culture of Cardiff and encourage engagement from a wider range of communities in Cardiff, with objects on display that are relevant to residents across Cardiff. The *Open Up Guidebook* referenced in this Inquiry contains guidance on whose voices are represented and whose stories are shared.

KF16. The exhibitions in the Museum are over ten years old; it is good practice to refresh exhibitions every ten years. There is an opportunity to review exhibitions, their interpretation and display to promote equality and inclusivity, taking a co-curation and host curation approach, as set out in the *Association of Independent Museum's Success Guide – Museum Displays and Interpretation 2022*.

KF17. The Race Equality Task Force findings and the *Open Up Guidebook* referenced in this Inquiry highlight the need to ensure staff, volunteers and trustees reflect the protected characteristics of local communities.

Working towards the Future

KF18. The work towards securing the future of the Museum of Cardiff would benefit from wider stakeholder engagement, including those with museum experience and those with experience of working with the Museum of Cardiff, such as: Museums Association, Federation of Welsh Museums and Art Galleries, Association of Independent Museums, Amgueddfa Cymru, Professor Jane Henderson, Museum Detox, Caer Heritage, Cardiff People First, and other relevant Cardiff community-based organisations.

Key Factors for a Sustainable Future

Vision & Strategy

KF19. The Museum of Cardiff would benefit from a clear vision and strategy that reflect the Administration's Stronger, Fairer, Greener values as well as the Race Equality Task Force findings.

KF20. The Museum of Cardiff would benefit from having some leading goals to guide partnerships, staffing and funding priorities. The Inquiry heard the Museum could focus on being a campaigning museum, a 'People's Palace', a sustainable futures museum, a schools' resource, a must-see visitor attraction, or a combination of these and more.

KF21. It is critical that stakeholders are part of the discussions and conversations about the future focus of the Museum and that the Museum continues to tell the stories of all peoples of Cardiff.

Audience

KF22. The Museum of Cardiff can be both for local audiences and for visitors, as long as there is sufficient resource to meet these differing needs and expectations. It is important to understand the audience for the Museum of Cardiff, as this will help to build and diversify the audience base, assist with resource allocation and assist with funding applications.

KF23. It is important to market and promote the Museum of Cardiff effectively, to sell the success story that it is, and attract new audiences.

Funding

KF24. The Museum of Cardiff would benefit from having a 3-year funding plan, as recommended by the *Welsh Government's Review of Amgueddfa Cymru* by Dr. Thurley. Members recognise that Cardiff Council has a yearly funding cycle but believe that it would be possible to have indicative funding for Year 2 and Year 3.

KF25. It is critical that good relationships are maintained with existing funders of the Museum of Cardiff; the Inquiry heard Development Trustees are staying connected to funders so that they are in a good place to move forward once a new location is found.

KF26. Some witnesses stated that Cardiff being the capital of Wales does give special status to the Museum of Cardiff or that this idea should be further explored.

Fundraising

KF27. This Inquiry has identified a range of opportunities for fundraising, detailed at points 97-99, including:

- a. Trust and Foundations
 - i. Specific to museums and heritage
 - ii. Specific to particular groups
- b. Individual Giving
 - i. Major Donors
 - ii. Supporter groups
 1. Membership/Friends
 2. Patrons
- c. Gifts in Wills/ Legacy Giving
- d. Donation Boxes & Cashless Donations
- e. Public Funders
- f. Postcode Lottery – organised into separate regional trusts.
- g. Landfill Communities Fund (via Entrust)
- h. AIM
- i. The Architectural Heritage Fund which focuses on acquisition, reuse or redevelopment of buildings which are of historic or architectural important
- j. The NESTA Arts Impact Fund.
- k. Crowdfunding
- l. Public Giving Campaign
- m. Online Giving
 - i. Via tickets – if get Gift Aid
 - ii. Via online giving platform – Charities Aid Foundation, Just Giving, Donor Box
 - iii. Encourage regular giving
 - iv. Crowd funding
- n. Gift Aid

KF28. The Inquiry heard that some small and medium size Cardiff businesses would welcome an opportunity to contribute funding to the Museum and be featured, especially if the Museum is to be in a prominent city centre location.

KF29. Currently, the Museum of Cardiff lacks sufficient cashless donations points. There is an opportunity to increase cashless donations points at key locations across the Museum of Cardiff.

Income Generation

KF30. Income Generation is key to the future sustainability of the Museum of Cardiff, to protect it from the fluctuations and pressures in the Council's budgets.

KF31. This Inquiry has identified a range of opportunities for income generation, detailed at points 100-108, including:

- a. Events – music, gastronomy, theatre, movie nights, annual calendar of events
- b. Café/ Catering - social visits, private and corporate hire, weddings,
- c. Retail – gift shop, pop-up seasonal shop
- d. Filming
- e. Commercial mindset – and targets for staff
- f. Venue hire – corporate away days
- g. Group Visits
- h. Tours
- i. Photo Shoots
- j. Copyright and licensing
- k. Overnight visits
- l. Gala/ black-tie fundraisers
- m. Day Lockers
- n. Donations – improving these
- o. Specific Gallery trails
- p. Online income generation
 - i. Retail sales
 - ii. Charge admission for special events/ Premium online offerings
 - iii. Introduce virtual membership level/ benefits
 - iv. Develop virtual courses/ summer camps

- v. Online 'gala' fundraiser
- vi. Develop 'pay-what-you- want' model
- vii. Artefact adoption
- viii. Visitor donations
- ix. Commercial sponsorship
- x. Web advertising
- xi. Staff Interactions

KF32. There is an opportunity to strengthen marketing and promotion of day lockers, increasing their usage and generating more income.

KF33. Charging for general admissions would not work for the Museum of Cardiff, given that most museums in Cardiff are free entry as visitors would most likely choose to go elsewhere rather than pay.

Location

KF34. Much thought needs to be given to identifying a location that secures the future of the Museum of Cardiff. The Inquiry found that a new location must meet the following criteria:

- a. Have security of tenure
- b. Meet Museum Accreditation Scheme criteria, such as the security of site, areas for learning opportunities, accessibility, and a site where there is good footfall
- c. Be determined by the goals and objectives of the museum
- d. Match the exhibition size, scope and footfall of the current Museum of Cardiff location, to minimise the risk of clawback from funders and to provide opportunities to increase the income-stream of the Museum.

KF35. It is essential the new location for the Museum contains appropriate spaces to deliver museum activities and generate income:

- a. Foyers/ entrance
- b. Permanent Displays spaces

- c. Temporary Exhibition Space – enables the museum to change, stay on trend and reflect Visit Wales themes, and celebrate/ commemorate anniversaries. This increases footfall and diverse audiences.
- d. Office accommodation – better if this is with the museum with most staff on-site.
- e. Visitor Facilities – for school visits and other community groups – wet space, activity rooms, handling rooms etc.
- f. Collection Space – to process new material into the collection
- g. Retail/ Café – this depends on the museum’s location and length of stay – can drive income and increase museum footfall.
- h. Spaces for hire.

KF36. It is vital that a new location enables income generation to reduce the reliance on the current Council subsidy and so boost the sustainability of the Museum.

KF37. Many historic buildings are tremendously difficult to make accessible and to adapt, with historic interiors limiting and restricting the options available when designing the layout of a museum.

Clawback of existing funding

KF38. The views of funders are important when determining location, both in terms of future funding and in terms of potential clawback of existing funding.

KF39. The Inquiry heard that funders have warned there is a significant risk of clawback of existing funding, depending on the suitability of new arrangements.

KF40. Any clawback of existing funding would significantly affect future applications for funding not only for the Museum of Cardiff but for council projects across Cardiff.

KF41. The risk of clawback can be mitigated by ensuring there are clear assurances that the Museum can stay in the preferred new location for a significant period of time and by ensuring there is a process of negotiation with funders.

Staffing

KF42. The Museum of Cardiff has posts that have not been filled for a number of years.

Vacant posts are significantly hindering the Museum of Cardiff achieving its potential; the Museum needs to be properly staffed to achieve its vision, goals and objectives.

Collections

KF43. Welsh Government's Culture Strategy intends to address the need for a strategic approach to digital collections and how these are used to mitigate social exclusion and increase access to museums. Cardiff Council needs to ensure its Culture Strategy also does this.

Interpretation and Displays

KF44. Interpretation and Displays are critical to inclusivity and representativeness and the reputation of a museum. It is imperative that the Museum of Cardiff takes account of the findings of the Race Equality Task Force and the good practice guidance for interpretation and display, such as the *AIM Success Guide* cited in the report, to ensure that its interpretation and displays promote equality and inclusivity, encouraging all communities and visitors to engage with the Museum of Cardiff.

Storage

KF45. Storage provision is a key factor to bear in mind when considering the future plan for the Museum of Cardiff. Glamorgan Archives informed the Inquiry they do not have the capacity to take large items and that, as their requirement for storage increases, they may have to end current arrangements whereby the Museum pays to store some of its collection in the Archives. Members note that, if further storage is required, the Museum would look at other options, including opportunities within the Council estate, that have the right environmental and security conditions.

KF46. Welsh Government has commissioned a Collections Review of Storage across Wales, exploring options around shared storage options. The Museum of Cardiff has been selected to be part of the next phase of this work.

Operating Models

KF47. This Inquiry found several operating models utilised by museums in England and Wales; however, for the Museum of Cardiff the only two that are possible are either to remain as a local authority-run museum or to transfer to a charitable trust.

KF48. There is no appetite for the Museum of Cardiff to stop being a local authority-run museum, as it is considered the disadvantages of doing this greatly outweigh the advantages.

RECOMMENDATIONS

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

- R1. Ahead of a decision on a new location, ensure the Museum of Cardiff has a clear vision that reflects the Administration's Stronger, Fairer, Greener values as well as the Race Equality Task Force findings, and that this helps inform location selection.*
- R2. Create a 5–10-year delivery strategy, informed by stakeholder engagement, to implement the vision for the Museum of Cardiff, to be reviewed every 3 years.*
- R3. Ensure the vision and strategy clearly set out the need to enable people to tell their stories rather than have their stories told for them, enabling community-based organisations to be involved in co-curating and host curating.*
- R4. Develop a 3-year indicative funding plan to support delivery of the vision and strategy, incorporating grants, fundraising, income generation as well as Council funding.*
- R5. Explore the potential of Cardiff-based small and medium businesses contributing funding to the Museum.*
- R6. Ensure the Working Party engages with stakeholders, including those with museum expertise, community-based organisations that work with the Museum of Cardiff and other relevant Cardiff community-based organisations.*
- R7. Ensure the Working Party takes on board the findings of this Inquiry with regard to location, most notably those set out in Key Findings 34 – 37 inclusive.*
- R8. Ensure that the selected new location enables the Museum to generate income, without diminishing the effective use of exhibition space.*
- R9. Ensure that the selected new location enables the Museum to have a viable temporary exhibition space, in addition to the main exhibition space, to facilitate special events and encourage repeat visits.*

- R10. Give a clear commitment to honour the new location's agreed footprint for the Museum of Cardiff.*
- R11. Strengthen the overall marketing and promotion of the Museum, utilising all available Council communication channels.*
- R12. Review the Museum of Cardiff's collections, interpretation and displays through the lens of the Race Equality Task Force findings and decolonisation.*
- R13. Ensure the Museum of Cardiff's collections policy strongly encourages oral histories.*
- R14. Ensure the Museum is staffed to successfully deliver its vision, goals and objectives in a sustainable manner.*
- R15. Revive the Museum of Cardiff's learning and outreach work via Schools and Hubs and other community settings, including temporary exhibitions, to encourage participation and boost access and inclusion.*
- R16. Establish an Advisory Group for the Museum of Cardiff, consisting of individuals with an optimum set of skills and museum expertise, enabling the Museum to benefit from this in the delivery of the vision and strategy.*
- R17. In establishing the Advisory Group, refer to the Charity Commission and museum governance good practice regarding how bodies are constituted and how they should operate to be most effective.*
- R18. Harness the goodwill of local stakeholders and communities with an ongoing events programme to enable and nurture relationships.*
- R19. Explore the potential for external funding to cover the cost of managing and expanding the volunteer programme.*

BACKGROUND CONTEXT

1. Museums have a valuable role to play in placemaking, community cohesion, tourism, economic growth, health and wellbeing, and skills and learning². Museums are generators of income for the wider economy – for every £1 contributed directly in GVA, an additional £4.40 is generated in the wider economy through supply chains³.
2. The Museums Association highlighted to this Inquiry that cities such as Bristol, Manchester and Liverpool have utilised Culture to reinvigorate their local economies and increase their cultural offer; museums can be part of this approach.
3. Welsh Government is the development agency for museums in Wales, with responsibility for accreditation and capital funding.
4. Welsh Government is working on a new Culture Strategy for Wales, which incorporates the learning from the *Expert Review of Local Museum Provision in Wales* (2015).
5. Welsh Government recognises local decision making, with local councils making decisions that are right for them and for their communities.

MUSEUM OF CARDIFF

6. The Museum of Cardiff opened in 2011 as the Cardiff Story Museum⁴, following work since 2002 to develop appropriate policies, identify a suitable location, secure funding, and work with local groups, religious groups and community associations to encourage local people to tell the Museum Project about any objects they had which had a story to tell about the history of Cardiff.
7. The Museum of Cardiff is held in high regard, winning a number of awards in a short space of time, which is a reflection of the good work it does. The Inquiry heard the Museum of Cardiff is particularly valued for:

² LGA – Making the most of your museums – A handbook for Councillors - 2019

³ National Museum Directors' Council - Written Submission to House of Lords Communication and Digital Select Committee Inquiry – A Creative Future - Sept 22

⁴ [Cardiff Story Museum - A Museum all about Cardiff \(cardiffmuseum.com\)](http://cardiffmuseum.com)

- Community focus and engagement with diverse communities
 - Telling the stories of the people of Cardiff
 - Fostering and harnessing partnerships
 - Co-creation and inculcation of skills
 - Welcoming approach.
8. The Museum has won many awards including:
- Visit Wales Gold Award - *for delivering a memorable visitor experience, 2022*
 - Family Friendly Museum Award – *shortlisted for website during covid, 2020*
 - Radical Changemaker Award - *to then-museum manager, Victoria Rogers, , 2019*
 - Museums Change Lives Award – *shortlisted for its dementia-friendly programme, 2019*
 - Best Leisure and Tourism Venue – *Cardiff Life Awards 2017.*
9. The current staffing structure is:
- Exhibitions Officer, who is currently the Acting Museum Manager
 - Project Officer
 - Collections Curator – job-share
 - Front of House supervisor – of 9 front-of house agency staff
10. There are two vacant positions:
- Museum Manager
 - Learning & Outreach Officer.
11. Members heard the success of the Museum reflects the high calibre staff working at the Museum, which can also be seen in the fact so many of them have gone on to work at the National Museum and Welsh Government to emulate this work elsewhere.
12. The initial plan for the Museum of Cardiff was constructed in phases, with Phase One including the development of the existing exhibitions and Phase Two including the development of exhibitions exploring the themes of Communities, Sport, Leisure and Culture, as well as income generation opportunities including a shop/ café and events. The original footprint of the Museum reflected this, covering the basement, ground floor, first floor, and part of the second floor of the Old Library. In 2015 the footprint for the Museum of Cardiff was reduced to enable the Welsh Language Centre to be

accommodated in the Old Library⁵. The Museum no longer had the First Floor Gallery and relinquished office and storage space on the second floor.

13. The Inquiry notes that, as the Museum is part of Cardiff Council, it is subject to political decisions, which include decisions regarding the property it occupies. Members heard from officers that the Council cannot grant itself a lease but if the Museum was not part of the Council – if it became a charitable trust – then it could be provided with a lease. The benefit of doing this would have to be weighed against the disbenefits, as set out later in this report at points 146-152.

Governance

14. The Museum of Cardiff is part of Cardiff Council, which is responsible for its day-to-day operations and planning for its future. As such, the Museum of Cardiff comes under the Council's governance, which ensures accountability and a consistent approach in line with the Council's overall policies and budget.
15. In addition, the Museum itself works to its own Forward Plan, which takes account of the Council, Welsh and UK government priorities and initiatives, and a series of policies, procedures and plans. These include: Museum of Cardiff Forward Plan; Collections Development Policy; Access and Diversity Policy; Volunteer Policy; Learning Policy; Collections Care and Conservation Policy; Documentation Policy; Access to and Use of Collections and Collections Knowledge Policy; and an Emergency Plan.
16. Councils are not able to access all the funding available to museums and so Cardiff Council worked to establish an independent charitable development trust, consisting of trustees who volunteer their time and expertise. The Cardiff Museum Development Trust was registered with the Charity Commission in 2010, with the following Charitable Objective:

"The Trustees must apply the income of the charity in furthering the objects ("the objects") of the advancement of education of the public in the local history and culture of Cardiff, in particular, but not exclusively, by the establishment and maintenance of a museum in Cardiff to record and preserve the local history and culture of Cardiff and its surrounding area and to promote public interest therein."

⁵ [Item 2 Cabinet 28 May 2015 Welsh Language Centre.pdf \(modern.gov.co.uk\)](#)

17. The Inquiry met with Development Trustees, who explained:
- the trust is an independent trust established to fundraise for the Museum of Cardiff
 - it is able to access funds that the Council is not able to, as it can apply for monies that are open to charities
 - it is part of their role to safeguard the future of the museum – their charitable objective includes establishment and maintenance of a museum in Cardiff to record and preserve the local history and culture of Cardiff and its surrounding area
 - the Trust is governed by charity law and cannot move too far from its current activities without seeking to change its charitable status and remit
 - many people are not aware of their role and fingers were pointed at them with the recent headlines during the budget consultation, when it is not their decision to make; this type of decision rests with the Council
 - the Development Trust is not involved with operational management of the Museum - that is the Council's role.
18. The Inquiry heard from Development trustees, officers and Councillor Burke, Cabinet Member, Culture, Parks and Events, that there is a positive and collaborative working relationship between the Council and the Development Trust, with proactive and constructive engagement.
19. It is accepted good practice for trustees to serve no more than 2 terms to ensure the Trust is refreshed and renewed every 3-5 years, and for trustees to serve no longer than 9 years as a rule⁶. Several Development trustees have served for longer than 5 years as it has been hard to recruit new trustees when the future of the museum has been uncertain.
20. Development Trustees have raised the need for new trustees and are hoping to recruit new trustees with appropriate knowledge, contacts and fundraising skills, once the future of the Museum is secure.

⁶ Charity Governance Code for Smaller Charities – Charity Governance Code Steering Group

Council Spend on Museum of Cardiff

21. The annual budget for the Museum of Cardiff is circa £513K pa. This includes a contribution towards the running costs of the Old Library, via service charges for shared spaces e.g., compliance with health and safety requirements, evacuation procedures, lamp changes etc.
22. Under new lease arrangements, the Royal Welsh College of Music and Drama (RWCMD) has taken on responsibility for repairs and maintenance of Old Library; they confirmed the Museum will have a lease for up to 5 years. During this time, the Museum will continue to contribute towards running costs of the Old Library.
23. The Museum of Cardiff budget was underspent by £61K 2022-23, with vacant posts not filled; the savings generated were used to offset overall overspends within the Council's budget.

External Funding for Museum of Cardiff

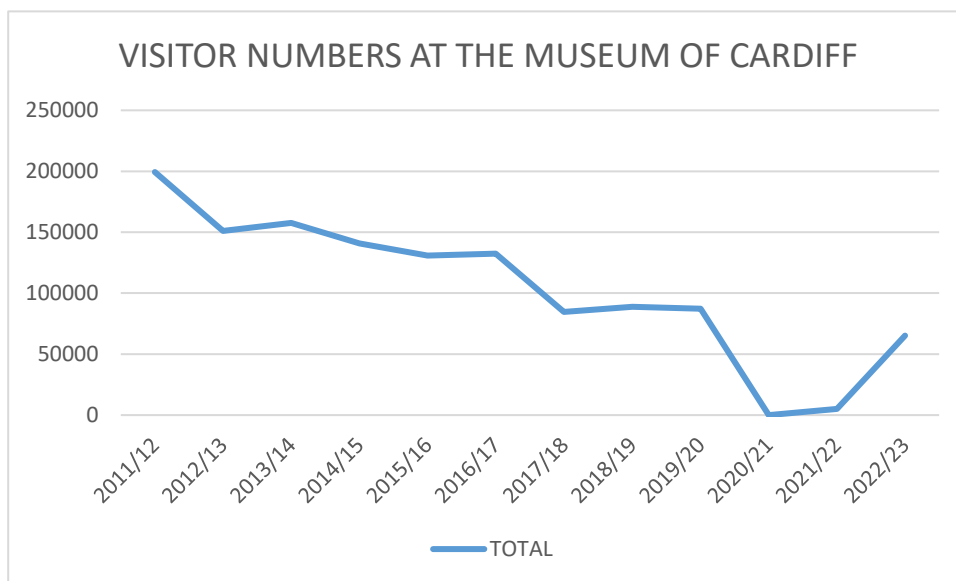
24. The inquiry heard the Museum has been successful in getting grants via the Development Trust and the work of the Museum's staff.
25. The Museum of Cardiff has been directly awarded Heritage Lottery Funding (HLF), Welsh Government and Federation of Museums and Art Galleries of Wales grant funding. Museum staff have also worked with third parties to help them secure external funding for exhibitions and projects - for example assisting with HLF applications, providing oral history training and co-curating exhibitions - resulting in leveraging well over £1M in grants for other community organisations.
26. The Development Trust successfully fundraised initially, helping to secure Moondance Foundation funding, endowments, and HLF match funding as well as holding fundraising events, such as a dinner and a bucket shake.
27. The Inquiry heard from the Development Trust that it has been difficult to fundraise when it has not been clear what the future of the Museum will be; the Trust needs to know the future of the Museum so that it can re-engage big funders and successfully fundraise.

Income Generation

28. Due to its occupancy space being reduced, the Museum of Cardiff does not have the space to generate income from a shop, café, events, or temporary exhibitions.
29. There are donation points throughout the Museum with one cashless point, in the foyer before visitors have entered the Museum.
30. The current annual income generation target is £15,000. The Museum currently income generates from left luggage lockers, school visits and room hire of the Learning Suite.

Footfall

31. Welsh Government stressed to the Inquiry that footfall alone should not be used to measure the value of the Museum; there should be a Social Return on Investment approach, taking into account the partnerships, trust, outreach and development work undertaken and how these have benefited the people and communities of Cardiff.
32. The Welsh Government 2019/20 Spotlight data shows the Museum had between 100,000 – 150,000 visitors; Members heard this is a significant visitor base.
33. Footfall at the Museum has been declining since well before the Covid-19 pandemic; this does not include visits to temporary exhibitions off-site – see point 36.



34. Members heard from several witnesses that the following factors have undercut the ability of staff to deliver and have contributed to a decline in footfall:

- loss of temporary exhibition space – Cardiff People First and Caer Heritage temporary exhibitions received significant visitor numbers – see pages 28 - 29. The Inquiry heard there had been a 3-year waiting list when the temporary gallery was closed. The Inquiry heard the lack of temporary exhibition space impacts on first and repeat visitors
 - staffing reductions – the lack of a Learning Officer in post means the Museum is taking self-led school bookings but is not able to take facilitated bookings or to undertake outreach to schools, leading to a reduction in school visits, a reduction in community engagement and a reduction in subsequent visits
 - lack of marketing and promotion – see points 87-88
 - lack of signage – because the Old Library is a listed building, opportunities are limited to increase external signage
 - lack of a café – V&A has promoted itself as a ‘*an ace café with quite a nice museum attached*’, illustrating the advantages having a café can have in boosting footfall
 - exhibitions need updating – they are now over 10 years old, which is the accepted timeframe for renewing exhibitions
 - lack of space to host events/ fundraise, which in turn boosts awareness of the Museum and so boosts footfall.
35. Officers explained that the Museum knows how to achieve repeat visits and had success in the past with this, when it had the space and staff to hold events, such as ‘mother & toddler’ days, and temporary exhibitions.
36. To counter the lack of space onsite, the Museum has worked to hold temporary exhibitions off-site:
- 2017-18**
- *Cardiff Street Photography* exhibition - Pierhead building - 10,074 visitors
 - *Heroes of the Home Front* exhibition - National Trust’s Dyffryn Gardens - 46,529 visitors.
- 2018-19**
- *Protest: Ideas worth fighting for* exhibition - Pierhead building - 5,369 visitors
 - *Displays at the National Eisteddfod* - 35,400 visitors.
37. Officers explained that, in 2019-20, the Museums worked to provide an events programme to encourage repeat visitors and opportunities for engagement:

- *Where's Wally Big Museum Hunt* - families travelled from South West England and North Wales to take part in the activity
 - *People of Butetown* project - a collaboration with a group of artists from Butetown resulting in a documentary film, music, artwork, photographs and poetry.
 - *Family fun day* – to celebrate 25 years of the National Lottery Heritage Fund - Pride Cymru, Oasis Cardiff, Romani Cultural and Arts Company, Cardiff People First, Cardiff City Community Table Tennis Club, Jewish History Association of South Wales, Firing Line Museum, Heritage Cultural Exchange, Wales Puja Committee and Mencap Cymru joined the Museum to create a family fun day.
38. Officers added that, in 2020-21, the Museum worked to ensure the covid pandemic is represented in the museum's collection for future generations to reflect on this period of history. It launched *Cardiff in Lockdown* (a photographic project, asking the public to submit their images of how their lives had changed during the pandemic), and worked with the Council's Cardiff Commitment team on their *Diff Diaries* project (encouraging children and young people to upload films, drawings, writing and photographs of their experiences of Lockdown).
39. In addition, to help address the loss of temporary exhibition space, the City Lab part of the Museum was revamped during lockdown and is now a more flexible space, enabling the Museum to react quickly to events e.g., hosting work by The Rebel Bear.
40. Officers felt that their work was starting to positively impact footfall, stating that it was encouraging to see visitor figures return to above pre-pandemic levels in the last quarter of 22/23, demonstrating the importance of flexible space and the ability to change the visitor offer.

Current Community Engagement

41. Welsh Government highlighted the Museum of Cardiff is seen as the 'go-to' place in Wales for examples of local community engagement, such as work with young people, older people, people with dementia, and refugees.

42. Dr Wyatt explained he uses the Museum of Cardiff as an exemplar for his students to understand what it means to be an ICOM museum⁷.
43. Members heard clear evidence from Caer Heritage that the Museum of Cardiff is an active participant in community engagement projects with the Ely and Caerau communities of Cardiff; the Museum plays a central role in this, helping to co-create and fostering social cohesion.

Caer Heritage – Caer Heritage is a project that focuses on the heritage of West Cardiff, from the neolithic, iron age, bronze age and roman times, to more recent history of the post-First World War housing estates. It is embedded in the local communities, working with Action in Caerau and Ely (ACE) and local people to learn from them and their histories, and involving academics from Cardiff University as well as Amgueddfa Cymru and the Museum of Cardiff.

The Museum of Cardiff has been an active participant from the start of the project, bringing curatorial and other expertise, for example:

AHRC-funded project 2013 - Museum worked with young people at Mary Immaculate High School, Fitzalan High School and Glyn Derw High School on interpretation and display of their artwork and models, resulting from Caer Heritage AHRC-funded project to do co-creative research involving geo-physical surveys, artists impressions and eco-graffiti.

North Ely Exhibition 2016 – Museum trained young people in how to undertake oral history and intergenerational work and assisted in work with Glamorgan Archives and local Healthy, Wealthy and Wise group to draw out stories of North Ely; the subsequent co-created exhibition received 3,532 visitors, many from Ely and Caerau, over its 8 weeks on display.

Adult Community Learners Project – Museum worked with participants to co-curate a temporary 1-week exhibition that was viewed by over 1, 000 visitors; one participant went on to a degree course.

Covid Pandemic – Museum worked with Caer Heritage to have online ‘back garden digs’ and ‘cupboard excavations’, including working with Year 7 pupils from Cardiff West Community High School.

Heritage Centre Steering Group – the Museum is actively involved, co-creating the grant bid and sitting on the Steering Group.

The partnership between the Museum and Caer Heritage is long-term, built on trust, helping to promote and forge social cohesion, foster and harness partnerships and inculcate skills.⁸

⁷ A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing [Museum Definition - International Council of Museums - International Council of Museums \(icom.museum\)](#) accessed 25 May 2023

⁸ [Our World War – Cardiff suburb reclaims lost heritage - News - Cardiff University](#)
<https://www.cardiff.ac.uk/news/view/1340114-hidden-histories-of-caerau-and-ely>

44. Members heard from Cardiff People First that their engagement with the Museum is important to them as it helps change society's view of people with learning disabilities and it helps give a sense of purpose to people with a learning disability who are involved with the museum.

Cardiff People First – Cardiff People First is a self-advocacy organisation run by and for people with a learning disability in Cardiff. They have been involved with the Museum of Cardiff for several years:

Exhibitions – the Museum has worked with Cardiff People First to develop two exhibitions. The first exhibition focused on Ely Hospital, telling the stories of the people who lived there and the staff who worked there; it received over 2,000 visitors and was hosted on the first floor of the Museum. The second exhibition was planned to be exhibited at the Museum but had to move to the Pierhead Building when the first floor was given to the Welsh Language Centre. These exhibitions help to ensure people with learning disabilities feel heard and have their lives reflected at the museum, enabling future generations to know about the stories of people with learning disabilities in Cardiff. Members heard Cardiff People First would like to do more exhibitions at the Museum if funding and resources were available.

Take-Over Days – the Museum works with Cardiff People First to plan and facilitate take-over days, which have been running for the last eight years; the next one is planned for 29 July 2023. People with learning disabilities take over the role of staff for the day, helping to change society's view of people with learning disabilities and giving a sense of purpose to those involved.

Volunteering – Museum staff train Cardiff People First members who regularly volunteer at the Museum, helping to meet and greet visitors and show visitors around the museum. Cardiff People First train museum staff and volunteers about disabilities and how to help people with learning disabilities. Volunteering at the Museum enables people with learning disabilities to contribute, meet new people and make new friends, and shows society what people with learning disabilities are able to do.

45. Members heard the Museum of Cardiff needs to engage more with a wider range of local communities, not just schools, younger families, and older people but people in their 20's and 30's who currently go to Bristol for museums, art, culture and galleries. It is important that the Museum of Cardiff encourages communities in Cardiff to engage with their collections, using new ways to enable this e.g., museum/gallery in Bristol that runs weekly painting and pottery workshops using items from their collection to inspire the workshop.
46. Officers explained the Museum has been enthusiastic in trying new programming ideas to attract the 20-30 age group, such as Acoustic sets in the galleries, Museum Lates and

Bake-Off competitions. They cited analysis of the Museum's visitor profile, that shows in 2011 50% of visitors were over 55 years of age and 23% of visitors were aged 25-44 and in 2019 this changed to 32% of visitors were over 55 years of age and 42% of visitors were age 25-44.

47. Officers provided the following examples of using collections:
- Reminiscence and craft - using collections about cooking to reminisce about food and cooking, while drawing the objects from the collection.
 - Memory boxes – a collection of handling objects grouped by decade which trained staff and volunteers take to care homes and community centres. Staff and volunteers are dementia friend trained.
 - Handling boxes – a collection of handling objects by theme, which trained staff and volunteers use in the museum galleries to enable visitors and school pupils to hold and talk about the objects.

Volunteering

48. The Museum of Cardiff relies on volunteers to provide some of its front-of-house and collections services; on their visit to the Museum, Members met some of these volunteers and were struck by their commitment and knowledge and their ability to enrich the visitor experience.
49. Cardiff People First members regularly volunteer at the Museum and Members heard this is a good example of an ethical volunteering scheme, where participants receive training, have support and learn skills that help them transition to work.
50. Officers explained they have just started working with Oasis to provide volunteer opportunities for people who are seeking asylum and that the Museum also provides volunteer placements for two students each year.

Current Inclusivity and Representativeness

51. Members heard that the Museum of Cardiff is one of the least colonial museums in the UK as exhibits all have the explicit permission and narrative of owners. Members also heard that it has worked to represent various communities in its displays and collections,

including people with learning disabilities, residents of Butetown, Caerau and Ely, Gypsies, Travellers, and Asylum Seekers and Refugees.

52. Officers explained that the Museum is working with Welsh Government consultants who have looked at the Museum's collections, checking for links to empire and colonisation; the consultant will be producing a report and training staff, as part of Welsh Government's delivery of the Anti-Racist Wales Action Plan. Officers also explained that the Museum has partnered with Norena Shopland to develop an LGBTQ+ timeline for Cardiff which is displayed on the Museum's website.
53. Members heard that inclusive interpretation has been a key feature of the Museum since the start, with BSL interpretation making it accessible to the deaf community.
54. Members heard there is a need to improve the signage for the disabled access toilet so that it is clear and obvious to visitors, volunteers and staff; the building is accessible for wheelchair users – they need to know where the disabled toilet is and how to get to it.

Contemporary Collections

55. Members heard from the Museum Association that the Museum of Cardiff is one of the better museums for its work on anti-racism. However, the Museums Association highlighted there is great potential for the Museum to go further by collecting a wider range of contemporary items, to reflect the huge, vibrant, diverse and exciting history and culture of Cardiff and encourage engagement from a wider range of communities in Cardiff, with objects on display that are relevant to residents across Cardiff e.g., information about Betty Campbell, the Windrush Generation, and the current reggae scene in Cardiff.
56. Members reflected on the findings of the Cardiff Race Equality Task Force and that, whilst these do not specifically focus on Culture, many of the findings are relevant to the Museum of Cardiff, for example some of the findings on employment and representative workforce, education and young people, and citizens' voice. Members note the Council has accepted the Task Force recommendations and believe there is scope for the work

of the Museum of Cardiff to reflect this and be part of the work to implement some of these recommendations.

Digital Collections

57. The Inquiry heard that the Museum team secured several grants during the pandemic to support its move to increased digital activity, creating a publicly accessible collections website, with more of the collection being photographed and catalogued. The Museum also created a new section of its website for online exhibitions.
58. Officers explained the Museum also created downloadable resources and activities for families and for home-schooling children in Foundation phase, primary and secondary schools, with the Museum working with partners to print the resources and send them to families without digital access.

WORKING TOWARDS THE FUTURE

59. Following the budget consultation, the Council and Development Trustees formed a Working Party to '*undertake a detailed examination of the best way to ensure a stable future for the museum.*'⁹
60. The Inquiry heard from Council officers and Development Trustees that the Working Party is identifying possible locations, assessing these against the museum Accreditation Scheme requirements and potential clawback of funding, and making a series of recommendations on the best way forward for the Museum.
61. Members heard the Working Party is positive and the best opportunity to secure stability and momentum for the Museum, with constructive dialogue between the Council and Development Trustees about the future of the Museum.
62. This Inquiry notes that the LGA highlights that there are various operating models used by museums in England and Wales, each with its own pros and cons, and that any proposed change takes considerable time and requires a robust options appraisal and

⁹ [Cardiff Council U-turns on plans to make Story Museum mobile - BBC News](#)

business case to ensure the proposed model aligns with the needs of the community and local priorities¹⁰. The LGA stress that, even where a council decides to keep a museum in-house, it should still explore ways in which the museum can improve efficiency and effectiveness and identify barriers to progress which may exist within the council.

63. This Inquiry found that the *Future Proof Approach*¹¹ is a change programme used across England to improve the resilience of museums, which stresses different approaches are needed for different museums. Museums are encouraged to work on a series of questions regarding whether their vision and approach are desirable, feasible, and viable, testing their inclusivity, representativeness, engagement with local communities, partnership working, efficiency and effectiveness.
64. Welsh Government and other witnesses stressed that it is important local communities along with all the Museum's partners are involved in working out the future for the Museum, to ensure that it keeps its current support and relationships. The Federation of Museums and Art Galleries of Wales stated this could include a public consultation exercise on the possible locations option shortlist.
65. Councillor Burke informed the Inquiry that she supports working collaboratively; officers added that there will be stakeholder engagement to ensure work reflects the broader issues facing the Museum.

Royal Welsh College of Music and Drama (RWCMD)

66. The Museum of Cardiff and the RWCMD will be the main occupants of the Old Library until a new location is found for the Museum. Several witnesses highlighted the opportunity for the Museum of Cardiff and the RWCMD to build a creative relationship, with the Museum being an inspiration for students' creative work, and then benefiting from events drawing in new audiences and increasing footfall.

¹⁰ LGA – Making the most of your museums – A handbook for Councillors - 2019

¹¹ [Future-Proof-Resource-WEB.pdf \(culturehive.co.uk\)](#), [Future-Proof-Museums-notebook-WEB-SPREADS-1-2.pdf \(culturehive.co.uk\)](#), [Future Proof Museums - Arts Marketing Association \(a-m-a.co.uk\)](#)

67. Members heard from council officers that the Museum has worked closely with RWCMD since 2014:
- 2014 - worked with artist Janette Paris as part of the Museums at Night festival. Janette worked with students from the RWCMD to create alternative tours of the galleries, with acting, music and puppets.
 - 2022-23 student puppet shows - the students based their puppet show on the history of Cardiff. They visited the museum to get inspiration and based their shows on the stories they had seen in the museum. Guests to the shows were encouraged to visit the museum prior to seeing the shows.
 - 2022-23 students' performance and events module - as part of their module about arranging an event, students arranged Music at the Museum, and performed in the galleries for visitors.
68. Members also heard concerns that there is a need to have a plan to manage the relationship between the Museum and RWCMD, to ensure day-to-day issues do not adversely affect footfall or the operations of the Museum. Members heard from council officers that there is a positive and constructive relationship between the Museum and RWCMD.

KEY FACTORS FOR A SUSTAINABLE FUTURE

69. Members heard from Welsh Government that the following are important to ensure a successful, sustainable museum:
- Vision – need a clear vision
 - Strategic Direction – aligning to vision and purpose of museum
 - Location
 - Audience
 - Content of museum - alternating offer – helps draw in repeat visitors, which are really important for sustainability of museum
 - Shop/ Café.
70. Officers explained that they see the following as key to the future of the Museum:
- A 'permanent home', capital funding, workforce and revenue

- Forward plan and strong vision
- Business plan, to develop an operating model with revenue streams built in
- Continue to develop in partnership and in consultation with Cardiff's communities.

Vision & Strategy

71. Members heard from several witnesses that it is imperative a medium and long-term vision and strategy for the Museum of Cardiff are developed, setting out the purpose of the Museum and enabling the Development Trust to fundraise to this core vision.
72. The *Open Up guidebook*¹² highlights the need for the vision of a museum to be people focused and to champion inclusivity and equity.
73. Members heard that it is important museums are included in the Council's wider Culture Strategy, echoing the finding of the 2017 Mendoza Review of English Museums, which recommended local authorities cultural strategies set out how the Council could best support museums. Members are aware that the Council is working on its new Culture Strategy and is awaiting the publication of Welsh Government's Culture Strategy to ensure the Council aligns with this.
74. Members heard that museums are a driver of economic growth and that other cities, such as Bristol, Manchester and Liverpool have used culture to reinvigorate their local economies and increase their cultural offer.
75. Officers highlighted the aspiration is to have a museum that is as good as the Museum of Liverpool, albeit that they do not have access to the same levels of funding that benefits from, but that the immediate challenge is to find a viable location for the museum.

¹² Open Up Museums for Everyone – A practical guide to support museums to increase the diversity of their visitors – AIM/ MA/ Arts Council/ Welsh Government/ Museums Galleries Scotland National Museums Northern Ireland/ HLF

Governance

76. Members of the Inquiry discussed with officers whether the Museum needs to have an advisory body or board, including trustees with museum expertise. Officers commented that this could be considered moving forward, once the future of the museum is clearer.
77. Regarding the Development Trust, officers reiterated that it is a fundraising body only and that there will be an opportunity to refresh membership, once the Museum has a clear vision, as this will attract new members.
78. The *Open-Up Guidebook*¹³ highlights the importance of ensuring the trustees' protected characteristics, along with staff and volunteers, are representative of the communities they wish to reach and engage, to help create a 360° commitment to an open and responsive culture that champions inclusivity, values diversity and seeks equity.
79. The Museums Association highlighted it is important that some trustees have expertise in museums; Members reflected this is important in cases where trustees have management responsibilities but is arguably less important in the case of the Cardiff Museum Development Trust as its purpose is to fundraise and it works collaboratively with the Museum's staff whilst doing this.

Future Focus of Museum

80. Members asked witnesses for their views on what the future focus of the Museum should be. Several witnesses emphasised that its current focus should remain – it should tell the stories of the people of Cardiff:

'..the lives of ordinary people should be documented and shared to create a sense of belonging'

Cardiff Civic Society

' It should tell the stories of working-class people from Cardiff – it has won awards for doing this as people recognise the value of doing this and that most museums do not focus on this.'

Dr Dave Wyatt, Caer Heritage

¹³ See previous reference 12

81. Professor Henderson highlighted that the Museum could also become a campaigning museum, similar to Manchester University’s Museum, and have Citizen Galleries, or it could become a museum that focuses on sustainable futures, focusing on reuse, carbon literacy, sustainable futures etc. Professor Henderson stressed that there are many possibilities, and it is therefore important for there to be discussions and conversations that enable people to express their views on the future of the museum.
82. The *Open Up guidebook*¹⁴ stresses the need for genuine engagement to understand who else might be involved and how to ensure the Museum reflects local communities.

Audience

83. Members heard that it is important to understand the audience for the Museum of Cardiff, as this will help to build and diversify the audience base, assist with resource allocation, assist with funding applications, and can be used to improve the resilience of the museum. It is also an important factor to bear in mind when determining a new location.
84. The Association of Independent Museums (AIM) has published a useful guide¹⁵, that sets out the mix of quantitative and qualitative data needed to understand audiences and low or no cost ways of gathering this information.
85. Members heard from several witnesses that museums can be both for local audiences and for visitors, as long as there is sufficient resource to meet these differing needs and expectations e.g., exhibitions officer, education officer.
86. As mentioned earlier, at point 54, the Museums Association Members highlighted there is scope to:
- engage more with a wider range of local communities, including people in their 20’s and 30’s

¹⁴ See previous reference 12

¹⁵ [Understanding Your Audiences 2020 \(aim-museums.co.uk\)](https://aim-museums.co.uk/understanding-your-audiences-2020)

- encourage engagement from a wider range of communities in Cardiff, with objects on display that are relevant to residents across

87. The *Open Up Guidebook*¹⁶ contains guidance on whose voices are represented and whose stories are shared, emphasises the need to look at who else might be involved in museums, and stresses it is important to form and nurture relationships with networks and community representatives.

Marketing & Signage

88. Members heard it is important to market the Museum of Cardiff effectively, to sell the success story that it is, and so help grow the audience.

89. Members heard it is important to improve the city centre signage to the Museum, so that residents and visitors are clear where it is sited and how to access it.

Funding

90. Members heard the main monies museums in Wales can bid for are National Lottery Heritage Funding, Welsh Government funding, and Federation of Museums and Art Galleries of Wales grants, complemented by various other grants and trust monies.

91. Welsh Government clarified that, in addition to the local authority block grant, funding available to museums includes Transformation Capital Grant, Anti-Racist Wales Action Plan revenue and capital grants, one off/ bespoke small revenue and capital grants, and monies from other areas of Welsh Government spend that museums contribute to, such as the Brilliant Basics tourism grants. Welsh Government also confirmed that there might be more funding following the Spending Review, and that there may be additional funding focused on delivering the LGBTQ+ Action Plan in 2024-25.

92. Welsh Government stated that it may be possible to provide bespoke revenue funding for specific needs, such as a feasibility study on options for the future of Museum of

¹⁶ See previous reference 12

Cardiff, with the Welsh Government Museums team able to advise on suitable independent consultants.

Capital City Status

93. During the campaign against the budget consultation proposal, several people, including Jo Stevens, MP Central Cardiff, questioned the role of Welsh Government in relation to the museum of the capital of Wales. Members sought the views of witnesses and note:
- Welsh Government does not have revenue funding for museums. It focuses on ensuring accessibility to culture and heritage for all diverse communities across Wales
 - The Museum of London does not have funding from UK Government but receives funding from the London Assembly
 - Some witnesses did think that Cardiff being the capital of Wales does give special status to the Museum of Cardiff or that this idea should be further explored.

Funding Plan

94. Members heard that it is beneficial for museums to have a 3-year funding plan, as recommended by the Welsh Government's *Review of Amgueddfa Cymru* (Dr. Thurley 2017).
95. Members heard that investment is needed in the Museum of Cardiff to address staffing capacity and enable the Museum to fulfil its potential. The Museums Association recommended that a long-term investment strategy with capital funding be developed, and Dr Wyatt highlighted that it is essential the Museum identifies and sources sufficient funding.

Key Funders & Relationship Management

96. Witnesses highlighted the importance of maintaining good relationships with existing funders of the Museum of Cardiff, including the National Lottery and Moondance Foundation.
97. Development Trustees explained they are staying connected to funders so that they are in a good place to move forward once a new location is found, adding the key is to maintain trust.

Fundraising

98. The *LGA Handbook*¹⁷ highlights the possibility of funding coming from a range of partners, depending on projects and exhibitions being relevant to their needs e.g., health boards, business groups, education providers etc. Research to inform the Inquiry – see **Appendix 2** - found a range of fundraising ideas used by other Museums.
1. Trust and Foundations
 - a. Specific to museums and heritage
 - b. Specific to particular groups
 2. Individual Giving
 - a. Major Donors
 - b. Supporter groups
 - i. Membership/Friends
 - ii. Patrons
 3. Gifts in Wills/ Legacy Giving
 4. Donation Boxes & Cashless Donations
 5. Public Funders
 6. Postcode Lottery – organised into separate regional trusts.
 7. Landfill Communities Fund (via Entrust)
 8. AIM
 9. The Architectural Heritage Fund which focuses on acquisition, reuse or redevelopment of buildings which are of historic or architectural important
 10. The NESTA Arts Impact Fund.
 11. Crowdfunding
 12. Public Giving Campaign
 13. Online Giving
 - a. Via tickets – if get Gift Aid
 - b. Via online giving platform – Charities Aid Foundation, Just Giving, Donor Box
 - c. Encourage regular giving
 - d. Crowd funding
 14. Gift Aid
99. Andrew RT Davies MS stated '*The funding model ought to involve more private sector involvement, with the revenue this would bring. Some small and medium size Cardiff businesses would welcome an opportunity to be featured, especially the case if the Museum is to be in a prominent city centre location such as the Old Library building.*'
100. Members heard there is potential to improve the donation rate by empowering staff to actively seek donations, increasing signage for donations, and increasing cashless donation points

¹⁷ LGA – Making the most of your museums – A handbook for Councillors - 2019

Income Generation

101. Research for the Inquiry – see **Appendix 2** - found the following income generation approaches being used by other museums:

1. Events – music, gastronomy, theatre, movie nights, annual calendar of events
2. Café/ Catering - social visits, private and corporate hire, weddings,
3. Retail – gift shop, pop-up seasonal shop
4. Filming –
5. Commercial mindset – and targets for staff
6. Venue hire – corporate away days
7. Group Visits
8. Tours
9. Photo Shoots
10. Copyright and licensing
11. Overnight visits
12. Gala/ black-tie fundraisers
13. Day Lockers
14. Donations – improving these
15. Specific Gallery trails
16. Online income generation
 - a. Retail sales
 - b. Charge admission for special events/ Premium online offerings
 - c. Introduce virtual membership level/ benefits
 - d. Develop virtual courses/ summer camps
 - e. Online ‘gala’ fundraiser
 - f. Develop ‘pay-what-you- want’ model
 - g. Artefact adoption
 - h. Visitor donations
 - i. Commercial sponsorship
 - j. Web advertising
 - k. Staff Interactions

102. Welsh Government highlighted the approach to income generation would vary from museum to museum, that museums had to choose an approach they were comfortable with and that met the needs of their local communities, and that it was important to have a mix of approaches to ensure the museum is not wholly reliant on one approach.

103. The *LGA Handbook*¹⁸ highlights that Councils can reduce barriers to enterprise and ensure freedom for museums to flourish, for example by ensuring security of tenure and control of branding, communications, finances and operations. This can help with access

¹⁸ LGA – Making the most of your museums – A handbook for Councillors - 2019

to UK Government funding such as Museums and Galleries Tax Relief, which has recently been extended till 2026.

104. Members heard some museum directors would be emphatic that a shop and café have to be part of the visitor experience, even if they do not make any money, as they help to extend visitor stay and helps to attract repeat visitors.
105. Members heard that there are revenue opportunities that the Museum of Cardiff could exploit if it had the space to have a shop and/ or a café.

Admission Charging

106. One in three local authority museums charge for admission¹⁹. Research has found there is no direct link between the diversity of audiences and whether a museum charges for admission or not, with the pattern in terms of social mix being very similar. However, such a finding needs to acknowledge that the general social mix of museum visitors is not always representative of the wider social mix within their communities.
107. Witnesses were in agreement that charging for admissions would not work for the Museum of Cardiff, given that there are free entry museums in and around Cardiff that visitors would most likely choose to go to rather than pay.
108. Some witnesses wondered whether it would be feasible to charge for special exhibitions if people were assured that the monies raised would be spent on the next, quality, exhibition. However, Welsh Government highlighted that this could impact on membership schemes – a museum needs to be able to offer something extra to warrant the membership charge and if it is not free entry, then they need to think about offering additional activities or content, such as lectures, speakers, first viewings, special content.
109. Brighton & Hove Council introduced charging in 2015, for the Brighton Museum & Art Gallery, for visitors, with exemptions for local residents, museum members, students in full time education in Brighton & Hove, and all UK school children.

¹⁹ LGA – Making the most of your museums – A handbook for Councillors - 2019

Location

Current location

110. Several witnesses highlighted the current location provides good access to the Museum of Cardiff as it is central and has wheelchair access. Some witnesses stated that the current location is valuable as it has the prestige of being in the centre and in a beautiful building.
111. Dr Wyatt highlighted that the current location provides a free space in the city centre and as such is important, particularly as it is family-oriented.
112. However, Members also heard that the current location does not enable the Museum to create revenue and that it has limited space in the building.

Temporary Location

113. The Federation of Museums and Art Galleries of Wales highlighted the need to avoid a temporary move as these can result in the downgrading of a museum as footfall, interest and good intentions wane, with the danger that the museum is still in the temporary location twenty years later.

New location

114. Members heard that a new location must:
- Have security of tenure
 - Meet Accreditation Criteria, such as the security of site, areas for learning opportunities, accessibility, and a site where there is good footfall
 - Be determined by the goals and objectives of the museum
 - Match the exhibition size, scope and footfall of the current Museum of Cardiff location, to minimise the risk of clawback from funders and to provide opportunities to increase the income-stream of the Museum.
115. Members heard that it is important the museum is accessible for school trips in terms of drop off/ pick up points and for lorries to enable delivery and collection of large exhibition items.

116. Councillor Burke, Cabinet Member, Culture, Parks and Events, stated that the new location would have to have similar square footage, to not take away from the existing offer. It would have to be a realistic alternative, not a short-term option but a long-term commitment.
117. Officers added that, ideally, the new location would be bigger than the current location, to reflect the original footprint of the Museum when it was first opened. However, in the first instance, it is important the new location is not smaller. Officers also explained that the new location would need to enable income generation, to reduce reliance on the current Council subsidy of circa £513k pa, and so boost the sustainability of the Museum.

Essential Spaces in Future Museum

118. Members heard it is essential the new location for the Museum contains:
- Foyers/ entrance
 - Retail/ Café – to drive income and increase museum footfall and length of stay
 - Permanent Displays spaces
 - Temporary Exhibition Space – enables the museum to change, stay on trend, reflect Visit Wales themes, and celebrate/ commemorate anniversaries. This increases footfall and diverse audiences.
 - Office accommodation – it is better if this is with the museum with most staff on-site.
 - Visitor Facilities – for school visits and other community groups – wet space, activity rooms, handling rooms etc.
 - Collection Space – to process new material into the collection
 - Spaces for hire – to drive income and raise awareness of the museum, thus increasing footfall.

Possible locations in Cardiff

119. Members heard a city centre location would be good as it would be easy for local people to access, which would help with repeat visits, and it would be easy to access for visitors to Cardiff.

120. Members heard Cardiff Bay could be a good location, particularly if the Museum is looking to attract footfall from visitors to Cardiff, especially with planned developments such as the Indoor Arena.
121. The Museums Association commented that Cardiff Castle would not be a suitable permanent location as it is too small for the Museum of Cardiff's current collections and future needs, and this would mean the National Lottery would clawback funding and that it would be very unlikely to support bids for future funding. However, Cardiff Castle could be a temporary location, as long as a permanent location was assured and in writing, as otherwise funders would not be convinced.
122. Andrew RT Davies MS stated that buildings such as City Hall, Cardiff Castle or St David's Hall each have their own offer so the Museum must not "water down" what is already provided.
123. Professor Henderson highlighted that many historic buildings are tremendously difficult to make accessible and to adapt, restricting options.

Views of Funders

124. The views of funders are important when determining location, both in terms of potential clawback of existing funding and in terms of future funding.
125. The National Lottery is the main funder of museums. Professor Henderson explained it is important to meet their requirements for funding; they start from a community-focused approach, so proposals need to be community-led and community-based.
126. If proposals meet funders requirements, it may be possible to get funding to move to a new location e.g., Lottery funding to move to a new location that fitted with their community goals and desire to tackle socio-economic issues.

Clawback of Funding

127. Welsh Government explained that, if the Museum of Cardiff closes or changes location, there is a significant risk that funders may seek to clawback existing funding as the

expectation when they gave the funding, that exhibitions etc. would be available for a certain length of time, may no longer apply.

128. Funders seeking clawback would include National Lottery Heritage Fund, Welsh Government, V&A, and, potentially, Moondance Foundation.
129. Members heard that funders are watching carefully to see what happens with the future of the Museum and that it is important there is clear communication with funders about the future of the Museum.
130. Development Trustees advised that risks of clawback can also be mitigated by ensuring there are clear assurances that the Museum can stay in the preferred new location for a significant period of time and that there is a process of negotiation with funders.
131. Witnesses advised Members that clawback is a reputational risk for Cardiff Council – not only regarding the Museum of Cardiff but regarding the other HLF projects across Cardiff.

Options Appraisal

132. The Federation of Museums and Art Galleries of Wales informed the Inquiry there should be an options appraisal, looking at where would be best, what facilities are there, and what the costs would be.
133. Members heard the Development Trustees are working with Cardiff Council, via the Working Party, to go through a list of possible locations that meet accreditation requirements and enable income generation. A high-level options appraisal to review several opportunities quickly identified that many of the options are not suitable – costs are prohibitive, and/or they have liabilities associated with heritage buildings.
134. Officers explained they are narrowing down the options and will then procure an independent Feasibility Study, which will include looking at a Social Return on Investment model, assessing income generation opportunities, and liaising with stakeholders.

135. Officers explained that there could be a possibility of a new, bespoke building of an adequate size, as part of other projects, helping to mitigate costs; however, this would take a long time to achieve, so officers are looking for another location that is available sooner than this.

Staffing

136. Members heard the level of future staffing should be determined by the goals and objectives of the Museum and could include:

- funding officer
- community engagement/ learning & outreach officer
- curatorial staff
- Museum Manager.

137. Officers explained that a certain level of staffing is required to maintain Accreditation status, that the Museum's front of house team is its USP, and that the final structure will be determined by the future operating model of the Museum.

Collections

138. The Inquiry heard about the growth in online, digital collections. The Senedd Inquiry on the impact of the pandemic on heritage, museums and archives (2020)²⁰ explored the need to take account of digital delivery, and recommended increased resources, a strategic approach, and clarity about how digital collections are used to mitigate social exclusion and increase access to museums. The Welsh Government response²¹ highlighted their Culture Strategy will address these, that additional funding has been provided and that the Cultural Contract ensures funding is deployed with social purpose.

139. The *LGA Handbook*²² references the Hidden Museum at Bristol as a case study of how technology is being used by families and young people to explore museum collections.

²⁰ [cr-ld13401-e.pdf \(senedd.wales\)](#)

²¹ [gen-ld13469-e.pdf \(senedd.wales\)](#)

²² LGA – Making the most of your museums – A handbook for Councillors - 2019

Interpretation and Displays

140. Members heard that interpretation and displays are important as by reviewing and considering our interpretation we can promote equality and inclusivity. The AIM Hallmark²³ states:

- museums need to *'develop and understand our collection, identify missing perspectives and histories and use them to encourage debate and discussion'*
- *'Co-curation takes audience engagement further and invites people to come on in and help us design and interpret our collection. True co-curation is about giving equal control and decision ..Derby Museums use a toolkit called Human Centred Design which provides ideas and new ways to involve people in the design process'*

141. Members heard it is important that museums think about the stories they want to tell, and focus displays accordingly. Members note that oral histories are an important part of this.

142. Members heard it is important to not put everything on display – to keep some in reserve to enable displays to be refreshed.

Storage

143. Members explored with witnesses whether storage should be on or offsite and heard:

- The Museum of Cardiff should be increasing its collection and so storage is required as only about 10% of collection is on display at any one time, allowing for displays to be refreshed
- Storage should not be too far away as it makes it more difficult to keep an eye on it and makes it harder to refresh displays
- If storage is offsite, it means more buildings can be considered for relocation
- It makes sense for storage to be offsite as then not paying costly rental for space
- The new location should focus on display, interpretation, learning and activities rather than storage.

²³ [AIM-Succes-Guide-Museum-Displays-and-Interpretation-FINAL-smaller.pdf \(aim-museums.co.uk\)](#)

144. Welsh Government explained they have commissioned a Collections Review of Storage across Wales, exploring options around shared storage options, as happens at the Science Museum’s facility in Wroughton, Swindon. Officer confirmed that the Museum has contributed to the initial survey and that the Museum has been selected to be part in the next phase of this work, looking at collections and digital storage.
145. Glamorgan Archives informed the Inquiry that their storage is geared towards archival items, and they do not have the capacity to take large items. They commented that they often work closely with the Museum on collections that have a mixture of documentary and object material where the Archives takes the documents or photographs and the Museum the objects or works of art. They highlighted that their requirements for storage grow every year and, in the event that the Archives would need the space back, they would have to give notice to end the agreement with the Museum to be able to use the shelves ourselves. They explained this is likely to be some years away but is worth bearing in mind that it is a possibility in the future.
146. Offices explained that, if further storage was needed and Glamorgan Archives was not able to assist, the Museum would look at other options, including within the Council, that had the right environment and security conditions.

Operating Models

147. Members sought the views of witnesses on the various possible operating models for the Museum of Cardiff and note:
- Welsh Government stated that there are 3 operating models applicable for Local Authority-run museums – they stay Local Authority-run, they move into a charitable trust, or they move into an independent trust
 - The charitable trusts in Wales that include museums also include other areas such as leisure that generally subsidise the operation of museums
 - There is only one example in Wales of a Local Authority-run Museum moving to an independent trust and Welsh Government do not think this is a viable model for the Museum of Cardiff
 - The Federation of Museums and Art Galleries of Wales highlighted that Local Authority-run museums are the most successful and most strategic museums in

Wales because these museums are focused on Welsh Government objectives, are key to their delivery, take this wider strategic view and are committed to this agenda e.g., wellbeing – Dementia and Parkinson’s cafes and projects, projects for people with special needs.

148. Development Trustees informed the Inquiry that they do not support the museum moving to a charitable trust or independent trust, believing it should stay with the Council as the Council’s backing helps with the credibility and sustainability of long-term funding.
149. Officers explained that charitable trusts still require significant monies from local authorities and that they require extra staff and funding to tackle the work currently provided by the Council’s central services e.g., health & safety, graphic design, communications, procurement, HR etc. Moving to a charitable trust would not necessarily solve, in and of itself, the issue of the Council’s subsidy for the Museum. Officers added the pros of moving to a charitable trust may not outweigh the cons, particularly as there is already the Development Trust to fundraise.
150. Officers stated that it is a balance between costs and controls – if the local authority gives monies, it expects control. Members would also need to consider that they would be relinquishing control to non-elected representatives.
151. Councillor Burke, Cabinet Member, Culture, Parks and Events, stated that she was keeping an open mind – all options are worth investigating to find out about pros and cons before making a final decision.
152. The *LGA Handbook*²⁴ provides a useful summary of existing guidance and key factors to consider when appraising alternative delivery approaches. They highlight the Department for Digital Culture Media and Sport (DCMS) has produced guidance, with the following table summarising the characteristics of the alternative delivery models DCMS identified:

²⁴ LGA – Making the most of your museums – A handbook for Councillors - 2019

Delivery model	Ownership	Governance	Services
Local Authority Trading Company (sometimes referred to as a Wholly Owned Company)	100 per cent parent council(s)	Can be designed for flexibility/autonomy. Requires a council-appointed board. Service Level Agreement (SLA)/ contract with parent council(s) – control test	Flexible, but the majority of services delivered on behalf of parent council(s) – function test
Public Service Mutual (PSM)	Variety of options: council and staff, staff and community, 100 per cent staff	Can be designed as required. Board membership dependent upon ownership. SLA/ contract with council(s). Well positioned to promote co-production	Flexible – can deliver services to councils, private or voluntary and community sector customers
Outsource to existing social enterprise, third sector or private provider	100 per cent third party provider	Arranged via contract. Well positioned to promote co-production	Contracted services delivered on behalf of council(s)
Joint venture	Potential for joint ownership, including staff, council(s) and/ or third party provider	Can be designed as required. SLA/ contracts as required. Well positioned to promote co-production	Flexible – can be delivered to council(s) and private/voluntary and community sector customers

153. The *LGA Handbook*²⁵ summarises the main advantages and disadvantages of moving to an Independent Trust as:

Advantages	Disadvantages
Starting a new trust from scratch – can allow the museum or cultural trust to review, and be clearer about, its purpose/objectives	Loss of council back-office support (legal/ HR/finance). This may increase costs for these services
Freedom to raise income and fundraise independently (people may be more willing to give money to the trust than a council)	Museum under no obligation to respond to local agendas and becomes at risk of becoming removed from council priorities
May create greater awareness of full costs and give staff capacity to manage finances more efficiently	Increased pressure on museum to source alternative funds (which may not be viable)
Focused on delivering the vision and mission of the museum (not the local authority)	Challenge of fundraising with larger funders (eg ability to offer match/support in-kind)
Ability to claim Gift Aid	VAT liabilities may apply
Possibility of negotiating business rates relief (business rates are not charged when inside the council, but a trust could be liable)	Set-up costs can be extensive

²⁵ LGA – Making the most of your museums – A handbook for Councillors - 2019

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[How Are Museums Making Money Online? - MuseumNext](#)

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APPROACH TAKEN

M1. Members undertook this Inquiry during May 2023 – July 2023.

M2. Members received evidence from the following internal stakeholders who attended a question & answer session:

- Cllr Jennifer Burke – Cabinet Member – Culture, Parks and Events
- Neil Hanratty – Director of Economic Development
- Donna Jones – Assistant Director, County Estates
- Kathryn Richards – Head of Culture, Venues, Tourism and Events
- Alison Tallontire – Acting Manager, Museum of Cardiff

M3. Members visited the Museum of Cardiff and met with staff and volunteers, listening to their experiences of working in the Museum of Cardiff and views on the future of the Museum.

M4. Members also received evidence from the following external stakeholders who attended meetings with the task group:

- Ian Courtney, Gabriella Howell, Janey Howell, Gerallt Jones, Mark Munnery, Richard Tynen – Development Trustees
- Chris Delaney - Federation of Museums and Art Galleries of Wales
- Dawn Gullis, Ashlea Harris, Zarah Kaleem, George Langton, Lisa Pickard, Sarah Thomas - Cardiff People First
- Nicola Guy - Welsh Government, Culture Division – Deputy Director
- Professor Jane Henderson – expert witness
- Joshua Robertson - Museum Association
- Dr Dave Wyatt - Caer Heritage

M5. Members wrote to several key stakeholders offering them the opportunity to give their views to the Inquiry. Written responses were received from:

- Andrew RT Davies MS
- Heledd Fychan MS
- Rhys ab Owen MS
- Julie Morgan MS

- Cardiff Civic Society
- Glamorgan Archives
- Royal Welsh College of Music and Drama.

M6. In addition to the above, Members considered users views via visitor survey responses and school users' feedback, as well as the consultation responses received to the Council's Budgetary Proposals Consultation.

M7. To inform the Inquiry, Members were provided with briefing reports ahead of each meeting, including the *Open Up Guidebook*, produced by the Association of Independent Museums. These have been synthesised into the report.

M8. 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 Jane Henshaw



Councillor Peter Huw Jenkins



Councillor Jackie Jones



Councillor Helen Lloyd Jones



Councillor Jon Shimmin



Councillor Leonora Thomson

APPENDICES

Appendix 1 – Operating Models

Flintshire - a charitable, not-for-profit, organisation, Aura, is responsible for managing the majority of leisure, libraries and heritage services, including museums. Aura is owned by its employees and operates for the benefit of local communities. The company's legal model is a Community Benefit Society which means that any financial surplus generated is reinvested into facilities and services to improve the customer experience and to sustain and enhance the offer for future generations

Merthyr - Cyfarthfa Castle Museum and Art Gallery – moved from the local authority and is now operated as part of an independent trust (*Merthyr Tydfil Leisure Trust*) and is able to access large amounts of funding as it has a clear vision and focus on being a 'people's history' museum.

Merthyr and **Flintshire** are examples where the local authority established Arms-Length Trusts because they felt they would be able to seek extra monies and benefit from VAT savings, non-payment of business rates - as they are a charity – and also benefit from more trustees with more expertise. A big issue with this approach – the local authorities kept hold of the central expenditure budgets, meaning the museums had to find monies for these functions, such as HR.

MonLife – following a review of its heritage, cultural and leisure services, Monmouthshire Council decided to keep these in-house, in part because they could support its policies and it felt they provided good news stories that the Council could benefit from. The Council created a bespoke department for these services – MonLife – enabling a more agile approach. In terms of the museums, these have been successful in attracting funding, including Collections Review monies and Esmée Fairbairn funding, and have slightly increased their staffing levels.

Newport – local authority museum – is good at events - such as poetry readings and music, which are a good way to boost footfall and, in the case of the music events, attracted a slightly different audience than usual – but these events may be at the expense of a permanent gallery – their contemporary collection is exciting.

Powys - Judges Lodgings – transferred from Powys Council to a charitable trust - recently announced that it would receive more funding from regional development monies.

Powys – Newtown Museum - Council has undertaken a capital asset transfer to Newtown Museum, meaning the Museum is out of the local authority's control and is completely independent.

RCT – the Council decided to transfer responsibility for operating the museum to an independent trust, enabling it to access community funds not available to the Council – such as the Landfill Tax monies. The Council retains ownership of the buildings and collections; if the trust fails, the responsibilities fall back to the Council.

Swansea – is a good example of a museum benefiting from their proximity and relationship with the National Museums – not feeling threatened by it but using it to maximise co-location.

Tenby Museum has always been independent but is based in a council building, with a peppercorn rent and the Council meeting maintenance costs via a capital grant. The Council is now transferring the building and grant to the Museum. These transfers are taking place as it is easier for independent museums to tap into

other monies but only if they have control of the building and other monies as well, as funders look for collateral to support bids.

Wrexham – a good example of local authority museum doing well – they have had a consistent focus – they identified strengths and worked on these – football, industrial history – and prioritised collections relevant to these strengths and identified appropriate funding e.g., National Lottery

Appendix 2 – Synopsis of Research

Key Points from published reports/ articles:

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Income Generation:

List of ideas in articles below:

1. Events – music, gastronomy, theatre, movie nights, annual calendar of events
2. Café/ Catering - social visits, private and corporate hire, weddings,
3. Retail – gift shop, pop-up seasonal shop
4. Filming –
5. Commercial mindset – and targets for staff
6. Venue hire – corporate away days
7. Group Visits
8. Tours
9. Photo Shoots
10. Copyright and licensing
11. Overnight visits
12. Gala/ black-tie fundraisers
13. Day Lockers
14. Donations – improving these
15. Specific Gallery trails
16. Online income generation
 - a. Retail sales
 - b. Charge admission for special events/ Premium online offerings
 - c. Introduce virtual membership level/ benefits
 - d. Develop virtual courses/ summer camps
 - e. Online ‘gala’ fundraiser
 - f. Develop ‘pay-what-you- want’ model
 - g. Artefact adoption
 - h. Visitor donations
 - i. Commercial sponsorship
 - j. Web advertising
 - k. Staff Interactions

[Generating Income at Museums - Welcome to PSC - Tourism Consultants \(pslplan.co.uk\)](https://pslplan.co.uk)

Taking the time to identify and develop an institution's assets provides a deeper level of understanding of where to focus resources and efforts.

- **Audience research** and segmenting gives visitor experience and marketing teams an invaluable insights into visitor behaviour, this is essential when developing the visitor offer to create a museum experience people want to visit and revisit.
- **Events** can drive additional sales but require careful budgeting and consideration before committing time and resources. Investing in bigger, more memorable events can be more effective if the museum has the skills and capacity to deliver a quality experience on a larger scale. Venues are exploring opportunities to diversify into the **arts, licensing venues for evening music, gastronomy and theatre events**. Some events may only just break even, but with the objective of attracting new audiences to see a future benefit. In our experience developing a successful **annual calendar of events** takes a number of years to establish. Also, to de-risk the event, partnership opportunities should be explored in terms of delivery, marketing and ticket sales. There are also considerations in terms of marketing the events and impact on the day-to-day operation of the museum itself.
- The **expectations of visitors are also changing**. Museums (and other attractions) are becoming a destination for segments of visitors seeking a social visit, enhanced by a superior catering service. Having the **right catering offer** in the right place is key, encouraging visitors to increase their dwell time and secondary spend. Themed restaurants create experiential dining, with visitors often prepared to increase their expenditure for interesting or sustainably sourced, local produce. Catering can be managed in-house or by a third-party specialist provider. Partnership with celebrity brands can also drive footfall, for example the River Cottage Deli and Botanical Bar at the Imperial War Museum on HMS Belfast.
- A quality **catering** offer also creates greater demand **for private and corporate hire**. Exclusive site hire for **weddings and private parties** can be a fantastic way to increase revenue but a clear understanding is needed of how any secondary business will impact on the core operations of the museum.
- The development of a bespoke **retail offer** can be a significant investment but with the right design team, it can complement the brand, reinforcing its values and boosting spend per head. Creating product ranges around current exhibitions reduces seasonal fluctuations in demand and generates continued interest. It is also important to consider online sales to engage with audiences who may not necessarily visit the museum in person.
- **Filming** creates significant income for organisations such as The National Trust. The revenue from costume dramas and films can bring substantial revenues. For other venues, hosting television programmes like The Antiques Roadshow can boost revenue and visitor numbers (and help to raise the profile of the destination).
- There are other revenue streams such as **corporate and social functions** through to **membership schemes**

[Income-Generation-and-Fundraising-for-Museums.pdf \(sharemuseumseast.org.uk\)](https://sharemuseumseast.org.uk)

Epping Forest District Museum – housed in a Grade II listed Tudor building in Waltham Abbey – *‘The management team have embedded a **commercial mindset** by including discussions about income generation in team meetings and individual reviews. Income generation **targets** are set where appropriate. Staff are encouraged to put forward ideas for projects and activities that might support income generation and to look outside the museum for fundraising best practice that could be adopted by the organisation. This whole-organisation approach to income generation has been key to its fundraising success’*

Developing Retail Offer:

- Ask independent volunteers to conduct ‘mystery shopper’ visits to your shop to find out if the layout and retail offer could be improved.
- Keep a detailed stock inventory and weed out any items that do not sell well. Stock that is stuck in cupboards is just taking up room and not making you any money.
- Ensure you have a balance between low- and high-priced items.

[Income Generation in London’s non-National Museums FINAL \(museumoflondon.org.uk\)](https://www.museumoflondon.org.uk)

Museums generate income from a range of sources including core funding, grants, trading, contracts, fundraising, membership schemes, admission fees, corporate sponsorship and investment income. The balance between each of these sources differs depending on the museum’s scope and collection

- **Income from trading**, such as gift shops, cafes and online retail, venue hire, group visits, tours, weddings, filming and photo shoots

- **income from copyright and licensing** of their image - *‘One museum interviewee, for example, described receiving a grant from the Esmée Fairbairn Foundation to document the strong collection of glass lantern slides that they own. The interviewee is looking into a partnership with the Royal Geographic Society and the Bridgeman Art Gallery, and noted that the reproduction rights that result from documenting the slides could generate income. Recent changes in another museum to IT restrictions have freed them up to exploit the online market: the museum is in the process of scanning images for a 3D image library (the three staff employed to work on the project are funded by a corporate sponsor) which the interviewee anticipated would lead to increased income from the sales of online images.’*

[Income Generation in Museums - creating a better visitor experience while raising revenues - Museums + Heritage Advisor \(museumsandheritage.com\)](https://www.museumsandheritage.com)

Hosting Events - Birmingham Museum & Art Gallery – Grade II listed building in centre of town – competitive prices and high standard of catering and marketing – receptions, banquets, parties and launches

Pop-up seasonal shop – Museum of London - 6 weeks from mid-November to end of December – seasonal products and gifts, local creatives – commission on sales

[How museums can generate revenue through digital content and virtual experiences - CultureHive](https://www.culturehive.com)

Ever since the COVID-19 pandemic forced museums of all kinds to close their doors, many have responded by shifting their attention to engaging audiences through virtual and remote channels. Through social media initiatives, virtual tours, [live-streamed events](#), and an array of digital content, cultural organizations have made substantial [efforts to expand their digital offerings](#) throughout the period of lockdown.

As museums look to generate revenue through virtual initiatives, here are six ideas to consider:

1. **Charge Admission for Special Online Events** - charge a fee for digital events, and for “virtual museum tour” e.g., [Hastings Contemporary](#) and the [Van Abbe Museum](#) , and include the option to purchase [discounted bundles of merchandise](#) from the museum store
2. **Introduce a virtual membership level/ benefits** – also helps to incentivise new membership and creates long-term loyalty of existing member base e.g.
 - [National Steinbeck Center](#), offers a virtual membership level, which provides an interactive, content-rich way to experience the museum remotely.
 - [Seattle Museum of Art](#) offers a (now-virtual) [special members-only lecture series with its curators](#)
 - [Virginia Museum of Fine Arts](#) has also begun special “Cocktails with the Curator” virtual sessions for its “Friends Circle” members and higher
3. **Develop virtual courses and summer camps** - e.g.
 - [Denver Museum of Nature and Science](#) - virtual science class for students and school classes
 - [Children’s Museum of Pittsburgh](#) has begun a series of week-long [virtual camps](#)

4. **Plan an Online Fundraiser or Gala** – e.g.
 - [Institute of Contemporary Art Boston](#) held its first-ever [Virtual ICA Gala](#)
5. **Try a ‘Pay-what-you Want’ model** – to address concerns about accessibility and/ or alienating audiences.
 - [National Museum of African American History and Culture](#), for example, is hosting "Yoga for Black Lives Matter"
 - [Phoenix Art Museum](#) created a similar program, establishing a “pay-what-you-want” approach for virtual events like live storytelling and guided meditation.
6. **Monetise special interactions with staff** - create opportunities for special interactions with staff and other experts, like curators and artists

[How Are Museums Making Money Online? - MuseumNext](#)

Pre-Covid (not virtual):

Overnight Visits - offered overnight stays to visitors who are willing to camp out on their premises, some theming their provision on a ‘Night at the Museum’ model.

Gala or so-called black-tie events - where paying guests might attend a dinner and dance, either on the institution’s premises or elsewhere.

Virtual:

Artefact Adoption - patrons adopt particular items in a collection - suited to both in-person and online revenue generation. e.g., RAF Museum which is now successfully running a fully digitised [adoption scheme](#) for its many historic artefacts.

Virtual Visitor Donations - ask visitors to make a donation so that can continue to provide their services freely e.g., Wikipedia.

Commercial Sponsorship for Online Content – provide virtual content for free but promote a commercial sponsor. This sort of model will offer an advantage over donations, whereby income streams can go up and down outside of your control. Essentially, striking a deal with a commercial sponsor will allow you to budget more easily because you will know in advance how much your sponsor is willing to pay for the level of sponsorship on offer.

Of course, choosing sponsors is not without controversy. Several large public institutions have come under fire for commercial sponsorships with oil and gas companies in the past, of course. Big pharmaceutical companies have sponsored wings of galleries and both temporary and permanent exhibitions and these decisions have meant protests as well as disruption, in some cases.

Premium Online Offerings - sell virtual tickets to premium online offerings/ limited edition content in advance, with the rest of online content free to view, whether it is sponsored or not. i.e., majority of content is free and operates as a loss leader – as commercial operators tend to refer to it – then specially curated online content can be charged for. This sort of income stream can build, too. As you get used to what your paying audience likes to see, so you will be able to adapt your style to their preferences. In many cases, it will be possible to enjoy plenty of word-of-mouth recommendations that ensure future paid-for content becomes more popular. Typical premium online offerings would include access to behind-the-scenes operations, virtual gallery tours of newly curated content and even games and activities that support the learning of your freely available content.

Web Advertising - web advertising is put in place according to the surfing history of your visitors. Typically, these ads are run by services from Google and others. The more visitors you have to your site, the more such web advertising will generate in terms of revenue. That said, there is necessarily some compromise that will be needed for the look and feel of your museum’s website.

Virtual Fundraising Events - A good example is the Manhattan-based Museum of Arts and Design which hosted just such an event, featuring a number of virtually live performances last year.

Online Staff Interactions - Chatting to educators, curators and other museum staff - add greater context to the various displays and personalise the experience and make it much more meaningful. Setting up online interactions with staff will mean a proper booking system needs to be put in place e.g., zoom or What's App.

[5 Pretty Simple Ways to Increase Your Museum's Revenue \(museumhack.com\)](https://museumhack.com)

Day lockers for the win - Purchasing just a few coin-operated locker units from your local hardware store will not only provide an extra convenience for your visitors but also add a small, no-maintenance revenue stream to your museum. Here's how much a museum could earn with just 10 day lockers rented twice a day at \$1 each:

- 10 x \$1 = \$10
- x 2 rentals per day = \$20
- x 7 days a week = \$140
- x 52 weeks a year = \$7280

Make donating easy (and fun) -

- invest in eye-catching donation boxes throughout your displays to gently encourage visitors to contribute when they're enjoying your museum the most.

E.g., The [Pitt Rivers Museum](https://www.pitt-rivers-museum.org.uk/) spent £3,000 on a unique donation box with automated carved wooden figures that point and stare as visitors approach, encouraging them to donate into a copper bowl. When money is dropped inside, the figures bend over to inspect it. This unique donation box has more than paid for itself, and collects £4,000 to £5,000 per year

- Could you turn your donation box into a display, activity or learning experience?
- Can your museum accept donations via card or online?
- What about different currencies?

Become the coolest venue on the block –

- **Private Events** - corporate away days, to weddings, to photo shoots. This revenue stream isn't completely maintenance free – it'll require some staff time to sell the space, coordinate bookings, and arrange any necessary operational details. Added bonus on top of the cash: it's free advertising that encourages event attendees to come back as visitors.

Try out some trails –

- Develop a great gallery trail that sell to visitors - provide a new narrative or interpretive layer that might not be fully explored in your existing exhibits, tours, and audio-guides. They are particularly useful for engaging an audience who isn't specifically catered to in your exhibit interpretation, such as children, teens, or any visitor with a specific subject interest.

Host a movie night - does your museum have a lecture theatre or a room with a projector and some chairs? It could be the coolest new movie theatre just waiting to be discovered. Grab a few bags of popcorn, pick an old movie that suits your museum's audience and theme (be sure to check copyright permissions), and start selling tickets!

[Museums and New Business Models – The Association For Cultural Enterprises](https://www.associationforculturalenterprises.org/)

Sale of Museum -related products - produce products such as jigsaw puzzles and face masks. e-commerce presents opportunities to develop sustained relationships with external audiences. Requires a shift in thinking *from souvenir-focused merchandise to creative ways for audiences to engage with museum collections* beyond their walls. Moreover, they have the capacity to increase income streams while expanding meaningful learning opportunities.

Sale of digital content, stories and experiences - need to shift digital storytelling techniques from ones replicating in-person experiences (such as online catalogues and virtual exhibitions) to more dynamic forms of digital creation for which visitors are willing to pay. This may include *narrative-driven content, bespoke curator tours, or live events* like virtual escape rooms. The second is to find appropriate methods of commercialising such content, an approach sometimes at odds with long-standing attitudes within the sector of maximising access. E.g., The Met Unframed, a time-limited experience at the Metropolitan Museum of Art, New York, which encompassed animated artwork, interactive games, and virtual loans that allowed the visitor to experience the museum in new ways. The Met Unframed was free (sponsored by commercial partner Verizon), but the experience could easily be monetised through ticketing or charging for additional extras, such as the loan of virtual artwork (similar to in-app payments). This could be a single payment or provided as part of a digital membership scheme.

Building digital communities - an extension of traditional museum membership schemes, which typically incentivise repeat in-person visits through perks like free exhibition entry. *Subscription platforms* such as Patreon bring together geographically dispersed communities around digital content creation. While creating special content for those willing to pay a fee may appear exclusionary, it is *arguably less elitist* than member lounges and exclusive receptions, which are often a feature of membership schemes. Such digital communities can reduce barriers of physical and social capital to an actual museum space (although it could also erect barriers to those without Internet access), shifting emphasis to supporting a museum's cause. This could create a broader community of supporters, providing an additional regular income stream.

Collaboration is Key - The development of off-site revenues relies on convincing visitors they can meaningfully connect with a museum without being on-site. This can be achieved by engaging audiences through sustained off-site retailing, engaging and exclusive digital content, and digital membership schemes that provide a sense of community. The resources needed to achieve such diversification may be daunting, but it also presents opportunities to collaborate with entities across the creative economy, such as startups, universities or other museums. .. These off-site strategies are not designed to detract from the experience of visiting museums, but to encourage the creation of meaningful experiences that can be delivered beyond their walls, in order to expand audiences and generate the resources needed to ensure their future financial resilience.

Fundraising

List of ideas in articles below:

1. Trust and Foundations
 - a. Specific to museums and heritage
 - b. Specific to particular groups
2. Individual Giving
 - a. Major Donors
 - b. Supporter groups
 - i. Membership/Friends
 - ii. Patrons
3. Gifts in Wills/ Legacy Giving
4. Donation Boxes & Cashless Donations
5. Public Funders
6. Postcode Lottery – organised into separate regional trusts.
7. Landfill Communities Fund (via Entrust)
8. AIM
9. The Architectural Heritage Fund which focuses on acquisition, reuse or redevelopment of buildings which are of historic or architectural important
10. The NESTA Arts Impact Fund.
11. Crowdfunding
12. Public Giving Campaign
13. Online Giving
 - a. Via tickets – if get Gift Aid
 - b. Via online giving platform – Charities Aid Foundation, Just Giving, Donor Box
 - c. Encourage regular giving
 - d. Crowd funding
14. Gift Aid

[Successful Fundraising at Museums - AIM - Association of Independent Museums \(aim-museums.co.uk\)](http://aim-museums.co.uk)

*'For the purpose of this guide, we are defining fundraising as the creation of **philanthropic revenue or capital investment**. We are not therefore including activities that are better defined as income-generation, generally the sale of goods or services (including admissions). Some activities, such as membership, blur the lines of this definition but are included because of the role they can play in the cultivation of supporters'*

'..current economic challenges may make it even more difficult to achieve hoped-for results. The temptation may be to do nothing and wait until times improve. That would be a grave mistake. Now is the time to be investing in relationships, ensuring your systems and processes for fundraising are in place, and communicating confidence in your museum's future path.'

'There is still money to be found for well governed, resourceful organisations with robust plans and projects, who build strong, respectful relationships and ask for funds at the right time and in the right way'

What do you need to Fundraise?

- Effective leadership and governance structures
- A clearly articulated purpose
- A robust business plan laying out current and future aims and detailed, realistic propositions to achieve them
- A financial plan proving sustainability, or progress towards it
- External evidence to support the need for the organisation, its work and any projects to be funded
- A case for support which draws on all the information above to answer the question 'why should this museum be supported?'
- A fundraising strategy developed with professional expertise if possible
- An internal team of people, staff and/or volunteers, who have time to dedicate to fundraising and understand the roles they play
- The support of its community – especially volunteers and members who can act as advocates
- Established ways to communicate with its community and wider audiences
- Systems to manage data, track relationships and plan/monitor actions
- Financial processes to accept, monitor and report on funds received.

Prioritise:

- Trusts and foundations
- Individual giving – from major donors and from supporter groups, e.g.: members
- Gifts in wills
- Donation boxes.

Public Funders of Museums in Wales:

- National Lottery Heritage Fund
- Welsh Government Culture Division
- Cadw
- Local authorities (e.g., Section 106, Community Infrastructure Levy)

Identify trusts:

You can use a subscription search engine such as the Directory of Social Changes' Funds Online or the free Heritage Funding Directory, managed by The Heritage Alliance and the Architectural Heritage Fund.

Major trusts who regularly give to museums and heritage organisations:

- Garfield Weston Foundation
- Wolfson Foundation
- Esmée Fairbairn Foundation
- Foyle Foundation
- Pilgrim Trust

Other Trusts:

Trusts who fund projects that deliver outcomes to particular groups of beneficiaries, e.g.,: the elderly, young people with learning disabilities, young carers etc. *These trusts will be useful in funding your social impact, learning and community work but won't necessarily have a history of funding museums.*

Members, friends and volunteers:

friends or membership scheme - low-cost programmes - based on multiple admission benefits plus additional events and possibly discounts. If museums use an 'annual pass' form of Gift Aid ticketing, the benefit of membership programmes can be compromised (both to the organisation and to the member) and care needs to be taken to ensure they remain profitable and appropriate to the motivations of the members. Also, they can present a risk that such a generic approach satisfies no one. Regularly surveying friends/members to be sure of motivations and preferences can help ensure a membership programme remains relevant to its members and worthwhile for the museum.

Higher level membership programmes, often referred to as Patrons, need to be established with great care. As described below, major donors (often the same people) need to be treated as individuals and trying to herd them into a 'scheme' may not be the best way to cultivate relationships.

When launching a fundraising appeal, the best starting point is with those closest to you – your members, friends and volunteers. They are already committed to the organisation. However, just because they are already involved and have shown that they care about the organisation, doesn't mean they will feel minded to give to an appeal or capital campaign. You will need to ensure you bring these people with you as you develop plans for the future; that you keep them informed of progress; and that you listen to their views about the museum's direction and plans. Newsletters and virtual briefings are great ways to engage these supporters, and the occasional survey in which you investigate their motivation for support as well as their satisfaction with the organisation, can be extremely useful. Being able to talk to them individually at events is invaluable. Don't ask supporters for money too often. In addition to friends/members subscriptions, it might be appropriate to run an appeal in alternate years.

Major donors:

A major donor is someone who makes a sizeable gift to the organisation. They may or may not be a friend, member or volunteer. They need to have both the capacity and the motivation to give – just being rich isn't enough. When attracting new donors, it will help if there is a personal connection to the organisation – hence the important role trustees can play in introducing people. Cultivation and stewardship need to be personal and tailored to each individual to enable them, and you, to build a close relationship. Do not rush to ask a potential donor to give their support but allow time for the relationship to develop. You are much more likely to get a positive response, and potentially a larger gift as well. Examples of opportunities to develop these relationships include:

- Behind the scenes tours
- Opportunities to meet experts before or after a larger event, e.g.: a lecture
- Identifying and sharing an object or collection of particular interest to the donor, e.g.: local to their home
- Coffee, tea and lunch meetings.

Business:

There has been a steady decline in corporate giving in recent years - Corporate membership has been badly hit during the pandemic - Business sponsorship continues to benefit London-based museums disproportionately.

Need to consider two questions: Once you have factored in the benefits (in resource and cash) you will need to deliver to the sponsor, and taken into account a realistic income, is a sponsorship likely to be profitable? Would the time you spend approaching, negotiating with and then delivering to a sponsor be used more profitably pursuing a different fundraising avenue?

Other:

- Postcode Lottery – organised into separate regional trusts.
- Landfill Communities Fund (via Entrust)
- AIM
- The Architectural Heritage Fund which focuses on acquisition, reuse or redevelopment of buildings which are of historic or architectural important
- The NESTA Arts Impact Fund.

Gift in Wills:

Need to offer guidance to supporters on why and how to make a gift in their will and use all communications channels sensitively but consistently to reinforce the message that gifts in wills are essential to the future of the museum.

It helps to have a legacy policy, approved by trustees and describing how unrestricted legacies will be allocated. It can be off-putting if a potential donor thinks their money will be spent propping up the revenue budget – indicating that funds will be allocated to conservation, acquisitions, education or a long-term invested fund to create revenue will be much more appealing.

On-line Giving:

- Via tickets – if get Gift Aid
- Via online giving platform – Charities Aid Foundation, Just Giving, Donor Box
- Encourage regular giving
- Crowd funding

Onsite Giving:

- Donation boxes
- Cashless donations – text, QR codes

Gift Aid:

Charities can apply to HMRC to register for gift aid, which increases the value of donations from individuals by 25%

[Income-Generation-and-Fundraising-for-Museums.pdf \(sharemuseumseast.org.uk\)](https://sharemuseumseast.org.uk)

Case studies from East English Museums including:

Donations:

- Consider what compelling and timely reason you can offer to encourage people to donate, for example a birthday or an anniversary of something related to your collection.
- Think about what will motivate people to donate to your cause.
- Put out a strong, compelling message to potential donors and be clear about how people can donate. e.g., Museum of East Anglian Life – designed a piggy bank to look like a heritage breed at the museum, visitors encouraged to ‘adopt’ a pig for £5, take it home and ‘feed’ it and return to the museum when full.. £16, 000 target – achieved £11,500 within first few months of scheme.

- Position your donations box somewhere that is uncluttered, so the box is easy to see and access. Perspex boxes work well as visitors are more likely to make a donation if they can see money in the box, and if they see notes, they are more likely to give notes.

Giving:

- Suggested giving amounts make it easier for donors to give, can motivate donors to give more, and help people understand the impact their donation will have on your organisation and those your organisation supports. Offering defined choices, or suggestions, also gives donors a better understanding of what might be considered a small or larger contribution.
- Using an online giving site which shows how much other people are donating can drive up average donations as people will look to see what others are giving and usually give a similar amount.
- Monitor the amount individual donors give and, if required, alter the suggested giving amounts. For example, if you find people tend to give much more than your lowest suggested amount, you might increase this amount.

Legacy giving:

- Have a leaflet or a page on your website promoting legacy giving, sensitively targeting your existing supporter base – they are the people most likely to want to leave you a gift in their will.
- Distribute your legacy giving leaflet to local solicitors' offices. When people go to make a will, the solicitor may ask them if they have considered leaving a gift to charity. Whilst they can't make any specific recommendations, they can offer local charities' leaflets to browse.
- There are a lot of misconceptions about legacy giving. It is worth finding out how to promote legacy giving well. Get the facts and find out how it works by attending training or from books and online resources on the subject.

Crowdfunding:

- People need to care about your crowdfunding campaign. You are more likely to get donations if you present a real, tangible problem that donations can solve or if you create a product that people want to support.
- Perks, or rewards, are vital. These do not have to be hugely costly. What can you offer to encourage people to donate?
- Start raising awareness before you start the campaign and, once running, make the campaign a high priority. Crowdfunding campaigns should preferably be around 6-8 weeks, and definitely no longer than 3 months. Short timescales help campaigns to maintain a sense of urgency and make it easier for staff and volunteers to sustain momentum.

Public Giving Campaign:

- A celebrity endorsement can make a huge difference to a public campaign, further legitimising the ask and widening your audience.
- It is important to keep people interested in your project. This is why it is a good idea to build a relationship with your local press and plan regular press releases to share information and updates as the project progresses.
- A clear social media strategy is imperative in engaging audiences and creating a buzz around your project.

Admission Charging

[Income Generation in London's non-National Museums FINAL \(museumoflondon.org.uk\)](#)

Income from admission charges is **not as important for museum finances as might be expected**. ..Most of those museums that have admission charges charge for general admission (20 out of the 26 that charge) - 11 respondents said they charge for admission to special events and exhibitions. 4 museums have a friends or membership scheme, which gives free entry in three of the museums and a reduction to the entrance fee in the fourth. Two of the charging museums offered free entry with a National ArtFund Pass, and one with a London Pass.

[A112 Executive Summary: Taking Charge - Evaluating the Evidence \(aim-museums.co.uk\)](#)

KEY FINDINGS

- ♣ There are no defining characteristics that distinguish charging or free-entry museums, and the picture is much more complex than often assumed, since one in three independent museums are free-entry and one in three local authority museums charge for admission.
- ♣ There is **no direct link between the diversity of audiences and whether a museum charges** for admission or not, with the pattern in terms of social mix being very similar. However, **such a finding needs to acknowledge that the general social mix of museum visitors is not always representative** of the wider social mix within their communities.
- ♣ **Donations** are more affected by a range of other factors than by whether museums charge for admission or not.
- ♣ There is **no consistent relationship between levels of secondary spend and whether a museum charges admission**, with other factors having much more influence. However, some evidence has emerged showing visitors to charging museums are more likely to have visited the shop (or used on-site catering), than visitors to free-entry museums.
- ♣ **Dwell times are typically longer** for museums that charge for admissions.
- ♣ The process of **charging creates a focus for the visitor welcome and captures information about visitors**. Where museums are free entry, alternative approaches are required for these elements.
- ♣ In making any changes it is especially important to communicate clearly with stakeholders and the local community about the reasons for the changes and to ensure that staff are positive and confident in explaining them to visitors.

Audiences

[Understanding Your Audiences 2020 \(aim-museums.co.uk\)](http://aim-museums.co.uk)

Understanding your audiences, **knowing who they are**, their visit behaviour, their motivations, their needs and expectations, brings a huge amount of insight into helping you to make your organisation resilient. **Knowing who isn't engaging with you**, but who has the potential to become a visitor, is also important in being able to build and diversify your audience base - why don't they visit at the moment and what would encourage them to do so

To understand audience, need a mix of data e.g.,

- quantitative data -
 - compare **visitor demographics** with those of your local population to see if you reflect these characteristics e.g., age, gender, ethnicity, disability, economic status, life-stage, public health issues, deprivation indices);
 - look at **national data** on the percentage of people in the UK who visit museums, galleries and heritage sites to give context to your overall potential market – 'Taking Part' annual survey DCMS/ Welsh National Survey, Census etc.
 - look at Local Authorities and Clinical Commissioning Groups (CCGs) within the NHS **local population statistics** to understand key issues facing the people who live close by, such as levels of deprivation and public health and wellbeing.
- Qualitative data –
 - **Visit behaviour** (frequency, length of visit, who they visit with, what they go and see, how much they spend)
 - **Attitudinal and motivational information** (e.g., what their motivations are for visiting, such as social or educational, or their attitudes to specific elements of a visit);
 - **Geoanalysis and geodemographic** profiling (a way to classify types of customers based on the sorts of residential areas they have been drawn from using postcodes, e.g., CACI's ACORN and Experian's MOSAIC);
 - **Area Profile report from the Audience Agency** – have to pay - detailed summary of data relating to a catchment area (based on your selected drivetime area) and the demographics and cultural engagement of the people who live in it
 - **Segmentation models** that use a mix of these approaches with an emphasis on cultural and arts profiles

How to get data - from your existing visitors and your potential audience as well

- Face to face surveys
- Staff counts / clickers
- Observational research
- Online surveys
- Feedback walls with focused questions
- Focus groups
- 1:1 telephone interviews
- Advisory panels
- Journey mapping
- Voting mechanisms - e.g., put a tick against your favourite exhibition idea, put a ball in a bowl, sticker on a list
- Creative feedback - e.g., draw a picture to reflect your experience

Low or no cost ideas to try:

- **Have a conversation** - talk to your audiences, listen to their answers and factor these into your decision-making
- **Feedback walls** - these work well when you prompt feedback by asking a well-planned question and change it regularly
- **Ask another local venue** if you can set up a stall to talk to their customers about your programmes - try the local library for starters, they could be a good source of potential visitors
- **Collect postcodes** from your visitors at your admission point, collate and analyse them on a regular basis to build a picture of where your visitors come from over a year.
Use www.openaudience.org to analyse your postcodes for free
- **Organise a focus group** or discussion with your target audience - go to a venue where they already congregate (with the venue's permission!) and be ready with your questions, e.g., talk to parents and carers at a soft play centre, go to a teachers' network meeting, go to a knit and natter group, talk to a youth theatre group.
- **Use an online survey** service such as <https://www.surveymonkey.com> or <https://www.quicktapsurvey.com> and send a questionnaire to your database or seek permission from other organisations so they send a link to their database too so you can consult potential users as well as your own users

Interpretation and Displays

[AIM-Succes-Guide-Museum-Displays-and-Interpretation-FINAL-smaller.pdf \(aim-museums.co.uk\)](#)

Interpretation is the way that we connect visitors or audiences to our historic places and collections, it is how we communicate stories and ideas about our heritage. By reviewing and considering our interpretation we can promote equality and inclusivity. The AIM Hallmarks say we need to *'develop and understand our collection, identify missing perspectives and histories and use them to encourage debate and discussion'*

In order to create successful interpretation, we need to understand our audiences and the heritage that we wish to interpret

We need to know what current visitors like or don't like. This information can be obtained through surveys or by chatting to visitors in the museum. A focus group can help to gain more nuanced responses and answers to specific questions.

To learn about new audiences, we need to ask and listen to a wide range of views. Ideally, this should be done early on in the planning process, and at regular points through the design stages. This can also include people with particular needs or interests.

Co-curation takes audience engagement further and invites people to come on in and help us design and interpret our collection. True co-curation is about giving equal control and decision ..Derby Museums use a toolkit called Human Centred Design which provides ideas and new ways to involve people in the design process.

Museums and public places are required to provide equal access for everyone. The Equality Act 2010 makes it unlawful to treat disabled people less favourably than others. Museums must make reasonable adjustments to how people access the building and services. Any new interpretation should consider the needs of disabled people. Access is not just about access for people with disabilities, other things to consider are people of different ages, language and varying resources, such as financial and time constraints.

Planning for the future

[Future Proof Museums - Arts Marketing Association \(a-m-a.co.uk\)](#)

Future Proof is a change-programme to improve resilience of museums across England.

[Future-Proof-Museums-notebook-WEB-SPREADS-1-2.pdf \(culturehive.co.uk\)](#)

Resource with useful questions for museums to ask about their sustainability and how to adapt.

[Future-Proof-Resource-WEB.pdf \(culturehive.co.uk\)](#)

Provides advice and tools to test and review new business model and income generation ideas, including:

Creating a business case – examples and exercises re:

- Delivering on a vision
- Is it desirable?
- Is it feasible?
- Is it viable?
- Opportunity costs

Case studies cited:

- Eden Project
- Battersea Arts Centre
- National Justice Museum
- Derby Museums
- Harris Library, Museum and Art Gallery
- Manchester Jewish Museum

[Future-Proof-Museums-Royal-Pavilion-and-Museums-Brighton-and-Hove.pdf \(culturehive.co.uk\)](#)

One Example of Future Proof approach – Museums - Brighton & Hove – illustrates different approaches needed for different museums in Brighton & Hove and how Future Proof helped with this.

[Review of Amgueddfa Cymru \(gov.wales\)](#)

This is the review cited by Trustees – Dr Simon Thurley’s review. Relevant findings to this Inquiry are:

1.2 The Welsh Government, under successive ministers, has recognised the importance of the Museum and of culture in its widest sense to Wales. The **Wellbeing of Future Generations (Wales) Act 2015 placed culture at the heart of decision-making** about the future of the nation. Most recently in its culture statement ‘Light springs through the Dark’ the Government has reiterated the benefits that Wales gets from both public and private investment in culture. Museums are seen to play an important role in this. Wales was the first country in the UK to publish a museums strategy in 2010 and two years ago a review was undertaken into local museum provision.

1.4 At times such as these it is **vital that funders and funded work closely** together to well defined and publicly articulated objectives. It is important that there is an appropriate division between policy and delivery; clarity over the technical framework within which objectives are delivered; assurance that the capability to deliver is sound; that a robust, but not suffocating, performance management system is in place; that feedback from users and employees is transparent and actioned appropriately.

Relevant recommendations include:

2. The National Museum Cardiff should **work much more closely with Visit Wales, Cardiff City Council and the Welsh Government** to position itself as a key part of the offer for tourists to Cardiff City Region.

6. The Welsh Government and Amgueddfa Cymru **develop a shared 10-year vision for Amgueddfa Cymru with a five-year focus and three year funding agreement.**

12. I recommend that Amgueddfa Cymru in future **charges for special exhibitions, establishes an appropriate customer relationship manager (CRM) system and a membership scheme** as soon as possible.

14. Assuming the Welsh Government agrees flexible commercial freedoms for Amgueddfa Cymru, the Museum **appoint at Executive Board level a commercial director** at a salary that will attract a person of high calibre and wide experience of visitor attractions.

15. The new commercial director introduces appropriate **charging regimes, CRM systems, membership schemes and management improvements in catering and retail** to expedite and develop the Museum's commercial offer.

16. Amgueddfa Cymru reviews its **donations strategy, improves the physical infrastructure of donation boxes, and investigates ways of making an appropriate face-to-face ask** at each of its sites.

Wider Overview - Economic Impact etc.

National Museum Directors' Council - Written Submission to House of Lords Communication and Digital Select Committee Inquiry – A Creative Future - Sept 22

committees.parliament.uk/writtenevidence/111114/pdf/

Extracts:

As a **major employer in the creative industries**, museums are well placed to advise on and shape a creative future

The potential for **growth in the creative industries** sector is clear. Independent economic modelling laid out by Creative UK demonstrates that by 2025, the UK's creative industries could contribute £132.1 billion in GVA – more than the financial services, insurance and pension industries combined. The sector is also poised to create 300,000 new jobs by 2025.

Within the creative industries sector, **museums are particularly high generators of income for the wider economy**. According to Creative UK, prior to the onset of the Covid pandemic, for every £1 museums, galleries, and libraries contributed directly in GVA, an additional £4.40 was generated in the wider economy through supply chains.

Museums are a catalyst for economic development and scientific advancement, a major draw for tourists, an egalitarian community space, and the inspiration for current and future generations of pioneers, designers and community leaders. They preserve, protect and promote some of the UK's few irreplaceable assets: the nation's collective memory, knowledge and history.

Their submission covers the increasing digitisation of museums, the need to improve accessibility, the need to address climate change, the need to address collections and who owns cultural heritage, the need for investment and stable multi-year funding, the need for support for creative subjects at school and in higher education and the need for partnership working.

LGA briefing – Debate on local museums, Westminster Hall, House of Commons 7 March 2018

[Debate on local museums, Westminster Hall, House of Commons, 7 March 2018](#)

Key Messages:

- Councils are the biggest public sector investor in culture, including museums and galleries, spending over £1 billion per year, despite reductions in council funding from central government. There are 350 local authority-run museums in England, and more are supported through grants or contracts.

- Councils recognise the valuable role that museums play in helping to create places where people want to live, work and visit. This includes **attracting tourists, involving residents in local heritage, providing volunteering opportunities and valuable outreach work that can, for example, support older people's wellbeing.**
- Councils report particular **challenges with raising capital funding** for major projects and developments, as well as simply maintaining the historic buildings which often house collections. This is compounded by increased competition for external funds and difficulty in finding match funding.
- The LGA's survey of museums found that many councils identified European funding as a source of existing or potential income. The Department for Digital, Culture, Media & Sport (DDCMS) must consider the impact of Brexit on the local cultural sector, and whether alternative provision needs to be made.
- In order for local arts and cultural services to continue to thrive, we need the Government to recognise the need for investment in these services, to advocate the economic and strategic value of museums cultural services, and to steer national policy in a way which reinforces collaboration between sectors, and between national and local museums.

Senedd report on pandemic impact on heritage & museums 2020

[cr-ld13401-e.pdf \(senedd.wales\)](#)

Recommendation 3. The Welsh Government should ensure that museums, archives and heritage sites are **adequately resourced**, in terms of expertise and infrastructure, **to provide digital access** to, and online engagement with, their collections.

Recommendation 4. The Welsh Government should **draw up a strategy for increasing digital access** to our collections which is:

- planned, properly funded and visionary;
- developed alongside education providers to deliver the National Curriculum; and
- Recognises the benefits to mental and physical health and seeks to deliver outcomes for the National Health Service.

Recommendation 5. The Welsh Government should revise the way in which funding is decided for museums, libraries and heritage sites to **take into account increased digital delivery** and compensate for reduced commercial income

Recommendation 7. The Welsh Government should set out how any additional funding for the cultural sector will be used to **mitigate social exclusion and increase access** to our heritage sites, libraries and museums

[gen-ld13469-e.pdf \(senedd.wales\)](#)

Relevant Extracts from - Written response by the Welsh Government to the Senedd Report above:

Recommendation 3 – Accept:

The recently launched Cultural Recovery Fund provides **access to funding for digital initiatives** to increase online access and engagement with collections. The Welsh Government is working closely with sector bodies to review priorities for digital developments and support the sectors to access the necessary expertise and training. The Welsh Government's Culture and Sport Division is responsible for administering the Museum and Archive Service Accreditation schemes in Wales. Digital access and online engagement is recognised as an integral part of service provision.

The Welsh Museums Festival, held for a week during the October half-term school holidays and supported by the Welsh Government, is being developed this year as a mainly digital festival. This is particularly important this year as it provides an opportunity to highlight that the museums are still there and very much a part of their local community, even when the doors of some might be physically closed.

Recommendation 4 – Accept:

Later this year, the Welsh Government will publish our ‘**cultural and sporting priorities**’ setting out agreed priorities and direction for culture and sport through next year and beyond. An associated delivery plan, developed collaboratively, will agree actions and commitments from major partners and stakeholders. This will also include digital developments.

Both national and local museums and cultural organisations have provided on-line resources, events and activities to support learning, education and enjoyment during the pandemic. As part of the UK-wide Museum Accreditation scheme, which the Culture and Sport Division manage for Wales, **engagement with the National Curriculum is an integral part**. Museums provide a wide range of activities such as reminiscence boxes, mental health workshops etc. Many have undertaken training to become ‘dementia friendly’. Projects have been part-funded by the Welsh Government.

Recommendation 5 – Accept:

Recommendation 7 – Accept:

As part of the £53m Cultural Recovery Fund, we have introduced a ‘Cultural Contract’. This will encourage recipients of the funding to ensure public investment is deployed with a social purpose. This will include areas such as:

- Fair Work
- Board diversity – gender, Welsh language, BAME representation etc.
- Retained staff to support wider initiatives e.g., contact tracing to support Test, Trace, Protect
- Social prescribing
- Supporting health & arts initiatives

Mae'r dudalen hon yn wag yn fwriadol

CABINET MEETING: 21 SEPTEMBER 2023

SHARED PROSPERITY FUND UPDATE**LEADER (COUNCILLOR HUW THOMAS)****AGENDA ITEM: 3**

Reason for this Report

1. To update Cabinet on the delivery of the Shared Prosperity Fund in Cardiff and to outline and approve the next steps in delivery, including a revised Delivery Programme.

BackgroundShared Prosperity Fund

2. The Cabinet report of 17th 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.
3. 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.
4. The Programme was to be reviewed by the Public Services Board including Cardiff Third Sector Council, 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. 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.

5. 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. This approach sought to allocate funding to Council service areas to work with partners to deliver the key outputs and outcomes of the Shared Prosperity Fund. The approach also enabled key projects and programmes to continue where other external funding was coming to a close putting a number of key projects at risk. 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.
6. 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 has been completed to establish the necessary governance arrangements including establishing a Service Level Agreement between Rhondda Cynon Taf County Borough Council, who act as the Lead Authority for the South-east Wales region, and Cardiff Council.
7. 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.
8. Following the November Cabinet report, a further report has been taken to Cabinet to outline progress in the delivery of Shared Prosperity Fund Schemes. The projects have been delivered through a mixture of direct delivery, procurement, commissioning, and grants. Initial spend has focussed on direct delivery and procurement, as a result of compressed timescales and annual budgeting, but as the programme develops the March report noted that the approach will become more reliant on externally commissioned activity.

Issues

Shared Prosperity Fund

9. The Council has successfully delivered a programme of activity for year one of the Shared Prosperity Fund. This has seen a total of £5,204,258 spent in the period up to the end of March 2023. Examples of projects supported include:
 - Cycle way improvements in Old St Mellons and Llanishen Park;
 - A new 3G pitch developed in Splott;

- The refurbishment of Rhiwbina Hub;
- Improvements to shelter and lighting in St Mellons Park;
- Support to campaigns such as Crimestoppers and Youth Bus;
- Support given to events for Operation BANG and Gabalfafest;
- 200 events and activities supported for young people;
- Education and training for young people across the city, with targeted support being given to some of the most vulnerable young people in Cardiff;
- Partnership working to support children and young people to increase skills;
- Digital developments in Hub with 17 new PC screens installed;
- Over 140 activities in arts supported at Llanover Hall;
- Support with running activities around well-being such as walking sports and mindfulness hours;
- Over 200 socially excluded individuals accessing support;
- Support centred around developing skills and self-confidence for individuals with learning disabilities;
- Learning essential skills and qualifications that each industry needs;
- Support to VEST to provide transport for residents of Cardiff;
- Direct support to music venues in Cardiff;
- Supported 3,030 litter picks;
- Set up 9 community recycling zones saving over 4 tonnes of CO₂;
- Supported attendance at international business events conference with Meet in Wales;
- Provided assistance to conferences in the city;
- City Centre Management team wide Naloxone training allowing them to provide vital emergency assistance to those who need it most;
- A large amount of public realm improved in the city centre such as decluttering and street furniture/paving;
- Developments in the Canal Quarter such as rehabilitated land and improvement of the current public realm;
- Supporting job club activities to help people with employment, benefits and housing;
- Over 600 people participating in multiply funded courses;
- Support to a wide range of citizens to budget effectively, apply for grants, benefits and discounts, and provide practical solutions to help them out of debt; and
- A dedicated multiply team established focused on non-accredited life skills.

10. The initial approach approved by Cabinet noted the need to review and update the overall Shared Prosperity Fund Programme. In reviewing the Programme, the Council's Shared Prosperity Fund delivery team has had conversations in the summer with the agreed partners, Cardiff Third Sector Council, FOR Cardiff, Cwmpas and FSB. A second engagement event with key stakeholders also took place in June 2023 to inform the review.

11. The draft review of this programme and the revised programme has been attached as Appendix A. The substantive elements of change are also outlined below.

Proposed Additions to the Year One Profile

Supporting Local Business

12. A grant scheme for local businesses was launched in May 2023, with the aim of supporting local SMEs to invest in developing a more productive, sustainable or inclusive business. The scheme provides up to £10,000 for businesses to invest in activity that will improve turnover and productivity, reduce carbon emissions, reduce energy costs or provide more employment opportunities for our communities. The scheme also requires any associated jobs to be paying the Real Living Wage. The scheme is being delivered as part of the year one allocation agreed in November 2022. In order to allow for schemes to be progressed in the financial year 2024/25, it is proposed that an additional allocation for that year of £750,000 is provided, in line with the Shared Prosperity Fund Programme.

Community Facilities Programme and Neighbourhood Renewal and Enhancement Programme

13. The original Shared Prosperity Fund Programme outlined a proposed funding level of £6m to support the Community Facilities Programme and Neighbourhood Renewal and Enhancement Programme. As part of these programmes a grant scheme has been launched to deliver the Community Facilities Programme and a call for proposals for the Neighbourhood Renewal and Enhancement Programme has been undertaken. The initial Year One profile identified an initial revenue budget as well as a small capital allocation for these schemes.
14. The call for proposals for the Neighbourhood Renewal and Enhancement Programme closed in December 2022, and appraisal has taken place of the 13 applications received and subsequently 8 schemes have been prioritised for delivery and development. These schemes are estimated to cost £1.5m and it is proposed that Cabinet approves this allocation from the Shared Prosperity Fund to support delivery, in line with the Programme agreed in November 2022, to allow for identified schemes to progress. Any such schemes delivered as part of this will be required to fit within the overall Programme as well as the Regional Investment Plan.

Cardiff Third Sector Council

15. Discussions with representatives of the Cardiff Third Sector Council have identified the need for a small revenue focussed grant scheme to be established to support grassroots and third sector organisations. It is proposed that £75,000 is allocated annually to the Cardiff Third Sector Council to administer a small grant scheme to provide the support for smaller third sector organisations.

Open Call for Projects

16. As outlined in the previous Cabinet Reports of November 2022 and March 2023, the Shared Prosperity Fund approach in Cardiff was predicated on a pragmatic approach during the initial phase where there was a focus on direct delivery, but with an increasing focus on a commissioning-based approach to delivery as the programme evolves. To that end, an open call for projects has been established that allows eligible organisations to propose projects or schemes that will deliver the Shared Prosperity Fund outputs and outcomes.
17. A call for proposals was launched in July 2023. The call covers all priority areas of the Shared Prosperity Fund, but projects will focus on:
 - Areas where there is a need to improve the overall outcomes and outputs identified in the Regional Investment Plan.
 - Areas where there is need to align spending commitments against priority areas identified in the Regional Investment Plan.
 - Areas where there is a need to align spending commitments against the capital and revenue commitments identified in the Regional Investment Plan.
18. The indicative timeline of the scheme will see funding provided to successful organisations from October 2023. The overall programme of the scheme is:
 - Scheme Opens - July 2023.
 - Scheme Closes - August 2023.
 - Assessment Period –August 2023.
 - Decisions Communicated – September 2023.
 - Projects Go Live – October 2023.
19. In order to enable the delivery of these schemes, it is proposed that £4.5m is allocated for 24/25 from Cardiff's Shared Prosperity Fund allocation. In addition, approval is sought for any identified underspends across Cardiff's Shared Prosperity Fund programme in 23/24 to be allocated to the open call.
20. In assessing open call applications, the Council will need to ensure that the proposed projects fit within the Regional Investment Plan and the criteria of the Shared Prosperity Fund. It is also essential that projects are providing additionality for Cardiff, in particular projects should not be duplicating any current provision, and need to show they are filling a gap in terms of need, and aligned with city priorities identified in Stronger, Fairer, Greener and Cardiff's Local Well-being Plan. The scoring process is attached as Appendix B and will be led by the Council's Shared Prosperity Fund team. In undertaking assessment of submissions, the Shared Prosperity Fund team will also seek advice from partners to assess elements of the submissions such as additionality and alignment with partnership priorities.

21. In addition, following initial assessment, the Shared Prosperity Fund team will work with applicants to make any necessary changes to proposed bids in light of the restrictions of the funding profile of the Regional Investment Plan. This will include, for example, profiling spends across financial years, as well as consideration of elements of duplication, overlap, or complementarity with any existing projects or programmes, or whether there is potential of collaboration between projects. Once this assessment is complete the Shared Prosperity Fund team will work with successful applicants to agree a grant award letter. The administration of associated grants will be undertaken by the Communities directorate in the Council.

Cardiff Market

22. The Cardiff Market project has been identified as a key objective in supporting the city centre recovery as part of Cardiff's Recovery and Renewal Strategy. In addition, FOR Cardiff have identified the need to support investment in activity that will draw footfall to the city centre.
23. Subsequently, a funding bid has been submitted to the Heritage Lottery Fund to support the redevelopment of Cardiff Market. This is predicated on the need to invest in one of the city centre's most iconic heritage buildings and the role that a revitalised Cardiff Market can play in the recovery of Cardiff City Centre.
24. In addition, funding has been sought from the Welsh Government's Transforming Towns scheme.
25. It is proposed that £750,000 is allocated from the Shared Prosperity Fund to support the delivery of the proposed scheme as part of the overall funding package.

Grassroots Music Scheme

26. An additional £100,000 will be allocated to the Grassroots Music Venue scheme to support investment in the sector, including supporting the development of existing venues to become more financially and environmentally sustainable.

Community Cohesion Grant Scheme

27. It is also proposed that £50,000 is allocated to supplement the Council's Community Cohesion Grant Scheme. The scheme provides up to £2,000 for community groups and third sector organisations across Cardiff to support schemes and initiatives that highlight and celebrate the diversity of communities across the city. Funding can be used for a range of purposes, including holding events and activities, producing supportive literature or building capacity within a community.
28. Applications must meet a range of a least one of the following objectives:
 - Celebrating diversity

- Hate crime awareness.
- Countering harmful narratives
- Reducing community tensions.
- Community capacity building.
- Communities working together to support community cohesion.
- Promoting equality across all protected characteristics within the Equality Act 2010.
- Promoting community cohesion as outlined in the Future Generations Act (A Wales of cohesive communities - Attractive, viable, safe and well-connected communities).
- Celebrating a significant equality event

Updating the Shared Prosperity Fund Programme

29. As outlined above, a Shared Prosperity Fund Programme review has been undertaken and this is attached as Appendix A. The review also includes a revised programme that has been shaped by discussions during the summer with the Cardiff Third Sector Council, FOR Cardiff, Cwmpas, FSB and the Public Services Board, as well as a summer engagement event. This will shape the assessment of projects as part of the open call, as well as identifying a focus for spend in year 3 of the Shared Prosperity Fund.

Summary of Additional Schemes

30. An open call scheme that will target funding at gaps within the overall SPF Delivery Programme, and where there is a need to increase spend against the Regional Investment Plan. The scheme opened in July 2023, with assessment taking place across the summer with the aim of approving projects in September allowing projects to begin delivery in October 2023.

Open Call Scheme	23/24	24/25
Capital (50% target)	£750,000	£4,500,000
Revenue (50% target)		

31. In addition to the Year One delivery plan the additional funding sought for grant schemes is provided below:

Neighbourhood Regeneration Scheme	23/24	24/25
Capital	As Year One profile	Additional £1,500,000

Community Building Grant Programme	23/24	24/25
Capital	As Year One profile	Additional £70,000

Cardiff Growth Fund	23/24	24/25
Capital (50% target)	As Year One profile	Additional £750,000
Revenue (50% target)		

Cardiff Market	23/24	24/25
Capital		£750,000

Grassroots Fund Scheme	23/24	24/25
Capital	As Year One profile	Additional £100,000

C3SC Revenue Fund	23/24	24/25
Revenue	£75,000	£75,000

Community Cohesion Fund	23/24	24/25
Revenue		£50,000

Addressing Programme Underspends

32. It is anticipated that some projects and schemes may find difficulty in using all allocated funding within the timescales of the Shared Prosperity Fund Programme. It is proposed therefore that any underspends identified during the 2023/24 financial year would be allocated to the Open Call scheme.

Reason for Recommendations

33. To update Cabinet on the delivery of the Shared Prosperity Fund in Cardiff and to outline and approve the next steps in delivery.

Financial Implications

34. Earlier reports to Cabinet in November 2022 and March 2023 updated on the Shared Prosperity Fund (SPF), the governance and administration arrangements being established and the initial programme of projects and activity proposed to be supported by the 'year one' profile ahead of and in anticipation of the funding confirmation.
35. This report provides a further update on the SPF programme with Appendix A setting out an overview of the programme delivery to date noting that a total of £5,204,258 of SPF funds was spent in the period up to the end of March 2023.
36. The SPF results in significant additional grant income to support specific projects identified by the Council. Any expenditure will need to achieve the maximum impact in meeting the aims identified in the programme and must be in accordance with the terms and conditions of the grant. This will include ongoing monitoring of outcomes, clear expenditure deadlines and specific grant allocations to be spent by the end of each financial year.
37. An SPF delivery team has been set up to support related grant reporting and administration processes and to work with service areas to deliver the programme. The grant allows a proportion of the award to be used towards such costs and post project appraisal should be undertaken in accordance with best practice to report the outcomes achieved.
38. Appendix A sets out the draft Shared Prosperity Fund Programme and Review for approval. Decision making for the SPF programme rests with Cabinet who will also be responsible for the approval of a biannual monitoring report. The programme will be reviewed annually and any revisions must be approved by Cabinet.
39. Paragraphs 12 to 28 of the report set out detail around the proposed programme and seeks Cabinet approval for the funding allocation of £8,620,000 for delivery of the projects identified- a summary table at para 30 and 31 sets this out.

Legal Implications

40. 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.
41. Legal Services understand from the body of the report that 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) and the Councils Constitution. The award of any grant should too be in accordance with the scoring mechanism and process as set out in Appendix B.

42. Legal advice should be obtained on each such scheme and initiative prior to being implemented to ensure the same can be achieved within legal constraints. 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.

Consultation and Engagement

43. The report refers to a consultation/engagement exercise being undertaken with external organisations in relation to proposed projects. 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.

44. 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.
45. 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.
46. 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 \(gov.wales\)](http://gov.wales) and must be able to demonstrate how it has discharged its duty.

Well Being of Future Generations (Wales) Act 2015

47. 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.
48. 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.
49. 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
50. 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

51. 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 Guidance (Wales) Act

2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

52. The decision makers must be satisfied that the proposals fall within the Council's approved policy and budget framework.

HR Implications

53. There are no HR implications directly arising from this report.

RECOMMENDATIONS

Cabinet is recommended to:

- 1) Subject to Recommendation 2 approve the draft Shared Prosperity Fund Programme and Review as set out in Appendix A
- 2) Delegate authority to the Director of Economic Development in consultation with the Leader of the Council, the Section 151 officer and the Monitoring Officer to make minor changes to the approved Shared Prosperity Fund Programme referred to in recommendation 1 above if required following any further discussions with the organisations referred to in paragraph 29.
- 3) Approve the funding to be allocated for the delivery of the projects identified in paragraphs 30 to 31.
- 4) Delegate authority to the Director of Economic Development to allocate any programme underspends to the Open Call scheme identified in paragraphs 16 to 21.
- 5) Delegate authority to the Assistant Director, Housing and Communities to conclude any grant arrangements as a result of the Open Call as outlined in paragraph 21.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director Economic Development
	15 September 2023

The following appendices are attached:

Appendix A: Draft Shared Prosperity Fund Programme and Review

Appendix B Open Call Scoring Mechanism and Process



Appendix A: DRAFT Shared Prosperity Fund Programme Review and Update



UK Government Wales
Llywodraeth y DU Cymru

**LEVELLING
UP**

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Introduction

In April 2022 the UK Government published details on the new £2.6bn Shared Prosperity Fund. The funding is allocated to places across the UK on a needs basis, details on the allocations are available on the UK Government website. The UKSPF will support the UK government's Levelling Up objectives, namely to:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging;
- Spread opportunities and improve public services, especially in those places where they are weakest;
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost;
- Empower local leaders and communities, especially in those places lacking local agency.

To do this it has three investment priorities:

- Community and Place
- Supporting Local Business; and
- People and Skills

There is also a dedicated element of the fund that sits under the People and Skills priority, Multiply, which seeks to improve adult numeracy skills. For each of these priorities there are a number of objectives for Wales. These are summarised below. Each objective also has a set of proposed interventions, which detail the types of activity that can be supported by the Shared Prosperity Fund. Details on the objectives and interventions are available on the UK Government website.

The UK Government published allocations for every local authority in Wales, which aggregates to £278m across the ten local authorities of South East Wales, of which £48m is allocated specifically for the Multiply programme. This funding is allocated on an annual basis and will conclude in March 2025.

Within Wales allocations have been made on a local authority basis, based on the following formula:

- 40% of funding is allocated on a per capita basis across Wales.
- 30% of the allocation uses the same needs-based index previously used to identify UK Community Renewal Fund priority places.
- 30% are allocated using the Welsh Index of Multiple Deprivation.

Cardiff allocation

Core SPF	£34,587,594
Multiply	£7,219,740
Total	£41,807,334

Regional Investment Plan

In order to unlock the funding, the UK Government first needed to approve an Investment Plan. In Wales these plans have been developed on a regional basis, meaning that for South East Wales a plan for the Cardiff Capital Region footprint. To do this the local authorities of the Cardiff Capital Region identified Rhondda Cynon Taf as the lead authority to bring together the plan.

The regional plan outlines the proposed overall profile of spend and was submitted to the UK Government in the summer of 2022. The spending profile in the plan is outlined below.

Overall Regional Spending Profile (£m)

		22/23	23/24	24/25
Communities and Place	Revenue	9.0	14.3	36.2
	Capital	5.7	5.6	38.4
Supporting Local Business	Revenue	4.3	6.8	19.8
	Capital	2.9	3.5	14.9
People and Skills	Revenue	5.8	25.3	36.6
	Capital	0.3	0.4	0.6
Multiply	Revenue	7.3	15.1	15.9
	Capital	-	-	-

Any spending plans developed by local authorities will need to fit within the Regional Spending Profile.

Developing a Shared Prosperity Fund Programme

In formulating the Cardiff response to the Shared Prosperity Fund the following strategies were taken into consideration:

- Stronger, Greener, Fairer, the Council's 5-year strategy
- The Council's Covid Recovery Strategy
- Key partner strategies

Led by Stronger, Greener, Fairer, the Council's 5-year strategy, these strategies will inform the delivery of the Shared Prosperity Fund, and its overall objectives in Cardiff.

Stronger, Greener, Fairer



Stronger Fairer Greener outlines the Council's priorities and provides a commitment to delivering:

A **stronger city**, with an 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 of living in Cardiff can be enjoyed by everyone, whatever their background, where those suffering the effects of poverty are protected and supported, where a fair day's work receives a fair day's pay, 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, which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play which are connected by convenient, accessible, safe sustainable transport options.

Stronger Fairer Greener commits to developing a powerhouse economy that delivers economic prosperity, not just for the residents of Cardiff, but for the people of Wales. It established a response to the climate emergency by accelerating the transition by convening a city-wide approach to climate change. And, crucially, it aims to make Cardiff a fairer city, where the opportunities and advantages of living here can be enjoyed by everyone, whatever their background.

To that end, Stronger Fairer Greener establishes the framework for the overall Shared Prosperity Fund Programme for Cardiff. It establishes the basis for working with partners – across all sectors, across all levels of Government and across regional and national boundaries- to deliver a stronger, fairer, greener city.

Shared Prosperity Fund Programme Review and Update

Stronger Fairer Greener also outlines a number of key areas to progress its ambitions that relate specifically to the Shared Prosperity Fund priorities, including:

Communities and Place - Stronger Fairer Greener references

We will continue to 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. Allied to this, we will continue to work with the Police to make sure communities in Cardiff are safe, tackle anti-social behaviour and, together, do all we can to prevent people, particularly our young people, from falling into crime or being exploited by criminals.

Our parks and green spaces, as well as our capital city's culture, entertainment and sports scene, are a big part of what makes Cardiff such a great place to live. The pandemic and the lockdowns underlined how important our parks are to our health, happiness and wellbeing. We will invest in our parks and green spaces, with a focus on improving those in our most deprived communities.

As we rebuild the cultural, sporting and events economy post-Covid, we will set out a new programme to bring major events to Wales, and through working with local artists and musicians, we will promote local talent, preserve local venues and develop a new signature event.

We will also deliver our commitment to put the views of children and young people at the heart of our policy agenda through becoming the first British city to be awarded Child Friendly City status. In doing so, we will place a particular focus on supporting our most vulnerable children, from supporting them and their families in their early years and through school, to the world of work and higher education.

We will ensure Cardiff is a great place to grow old. We value the contribution that older people make to the life of the city and we will provide a range of opportunities to help them to stay active and connected to their community and to support their continued physical and mental wellbeing.

We are also living in a climate emergency. We understand that urgent action is needed if we are to avert the dangers ahead and, through our One Planet Cardiff Strategy, have set out a wide range of ambitious actions that will deliver the transition to a net zero Council and net zero Cardiff in a way that supports new green economies and greater social wellbeing in the city.

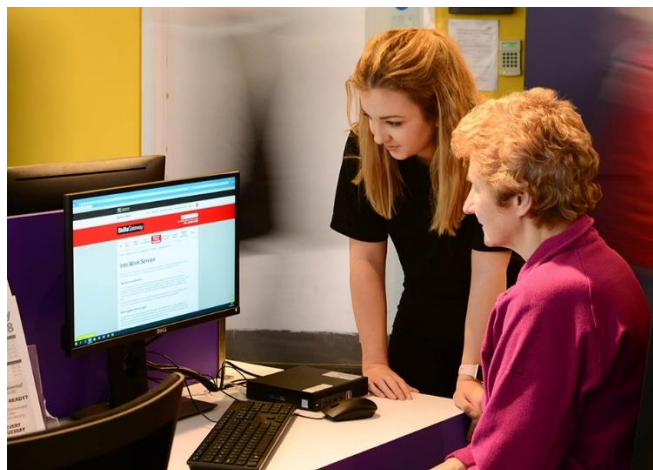
We will need to identify local sources of renewable energy, invest in sustainable transport and retrofit housing. We will need to enhance our city's already excellent green spaces, upgrade our flood defences and improve our recycling rates to be amongst the highest for any city anywhere.

Our ambition for transport is to fundamentally transform the way people move around the city, reducing the dependency on private cars whilst making it easier, safer and cheaper for people to walk, cycle or use public transport.

Supporting Local Business - Stronger Fairer Greener references

News of the death of cities, much reported over the pandemic, has been greatly exaggerated. While home and agile working will impact on how cities are used by businesses and workers, and city centres will have to adapt to the shift to online retail, agglomeration, innovation and creativity will continue to drive economic growth and jobs. As Wales' core city, Cardiff will continue to play a leadership role in the Welsh economy post-Covid.

The Council will work with local businesses and investors to lead the city economy's recovery and renewal. Momentum will be rebuilt with an ambitious programme of city centre regeneration, completing the transformation of Cardiff Bay and developing a new industrial park in the east of the city. We will create the right environment for our home-grown business to succeed, while working with partners to attract new, innovative companies to Cardiff. Together, we will build a stronger, greener and fairer economy, delivering greater investment, stronger businesses and, ultimately, more and better jobs for the people of Cardiff.



People and Skills - Stronger Fairer Greener references

Tackling long-term poverty and inequality is at the heart of all our policy commitments. The priority over the next 5 years will be to help our residents with the cost-of-living crisis and close the inequality gap that, in many cases, has been made worse by the recent pandemic. As we did throughout the Covid pandemic, we will make sure that the long-term prospects of children and young people are front and centre of our thinking and decision making. We will therefore make sure that we have a great youth service offer available across the city, meeting the needs of children across our different communities. We will provide opportunities for them to access modern play facilities, gain experiences and be supported into training and employment when they leave school. This will mean that the jobs and opportunities that become available through our ambitious programme of house building and city regeneration deliver for young people and local communities.

Covid Recovery Strategy

The Shared Prosperity Fund Programme also reflects the missions identified in the Covid Recovery Strategy, which outlined the city's response to the coronavirus pandemic. As part of this response several key missions were established:

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

The Strategy was informed by a series of engagement sessions and stakeholder events took place from June to October 2021. These events were hosted online, with the first an open event chaired by Professor Gillian Bristow, Head of Cardiff University's School of Geography and Planning. This event saw the city's recovery debated between Cllr Huw Thomas, the Leader of Cardiff Council and Dr Tim Williams, a leading expert of global cities. Cardiff businesses were also invited to attend a further session with Dr Tim Williams alongside Cllr Russell Goodway, Cabinet Member for Investment and Development, to discuss the recovery from the business perspective.

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

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

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

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

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

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

A further summary of the Key Missions and identified issues relevant to the Shared Prosperity Fund is provided below.

Children and Young People Engagement Summary

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

Key Issues - Mission 1: Reimagine the city centre

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

Key Issues – Mission 2: A City for Everyone

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

Key Issues – Mission 3: A 15 Minute City

- Improved transport connectivity was seen as the key issue in creating the 15 Minute City in both group discussions and the survey responses.
- The better curation of district centres was also supported in surveys and discussions, including a more prominent public services role.
- Investment in estate renewal and sustainable housing was also supported in engagement and survey work.
- The theme of 'safe, green and clean' emerged in all sessions and survey outputs.

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

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

Key Issues – Mission 5: Tech City

- Need for a focus on knowledge-based industries to drive better growth.
- Infrastructure is critical – including digital connectivity.
- Support for establishing Cardiff as a 'Tech Hub'.

Key Issues – Mission 6: One Planet Recovery

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

Cardiff Well-being Plan

The Cardiff Well-being plan contains the following objectives that have been considered in formulating the city's Shared Prosperity Fund Programme:

- Well-being Objective 1: Cardiff is a Great Place to Grow Up
- Well-being Objective 2: Cardiff is a Great Place to Grow Older.
- Well-being Objective 3: Supporting People out of Poverty.
- Well-being Objective 4: Safe, confident and empowered communities.
- Well-being Objective 5: A Capital City that Works for Wales.
- Well-being Objective 6: Cardiff Grows in a Resilient Way.
- Well-being Objective 7: Modernising and Integrating our Public Services.

The well-being plan also outlines the following issues for the city's communities:

Continued, but slowing population growth: Cardiff has grown significantly over the last 25 years. Although, population projections indicate a slowdown in growth over the next 25 years, there is still a projected increase of 24,642 residents, with those aged 65+ seeing the highest growth rate. The continued growth in the city's older population will result in greater need and consequently greater demand for health and care services. The 16-64 age category is also projected to see an increase in numbers but will account for a smaller percentage of total population.

Making provision for new homes and jobs: Continued growth in the city's populations means that there is a need to make provision for new homes and jobs. Ensuring that new homes are high-quality, sustainable and energy efficient, and jobs align with the green economy, is fundamental moving forward.

Managing the environmental impacts of population growth: The environmental impacts of population growth and of climate change is a major long-term challenge for the city. Cardiff will need to adapt to help mitigate the potential impacts that are wide ranging.

An uncertain picture on international migration: Cardiff has seen positive total net migration for a number of years, driven by high levels of net international migration, which offsets a net outflow of people in terms of internal migration.

Age profile across the city: Cardiff's older population is currently more concentrated in the North of the city; the Cardiff North locality has both the highest percentage and number of people aged 65+, at 20%. Young people, however, are more concentrated in and around the city centre, with particularly high numbers of young people living in Cathays, which can be contributed to the large student population.

An increasingly diverse population: 15.3% of Cardiff's population belong to an ethnic minority group. This is much higher than the Welsh average of 4.4%, and by far the highest of the Welsh local authorities. There is also increasing diversity in the city's young population: in Cardiff, 22.4% of those aged 0-19 identify as belonging to an ethnic minority group. A high percentage of people who identify themselves as belonging to an ethnic minority group live in inner city wards.

Increasing numbers of Welsh speakers: The Welsh language forms an important part of cultural well-being in Wales. The number of total Welsh speakers in Cardiff aged 3 and above has increased significantly in recent years, largely driven by the migration of Welsh speakers from other regions in Wales and the expansion of Welsh language education provision. It is expected that Cardiff could move from third to first in Wales in total Welsh speakers in the coming years.

Cardiff UHB - Cardiff and Vale Shaping Our Future Wellbeing Strategy

The Cardiff and Vale University Health Board's Shaping Our Future Wellbeing Strategy includes the overall strategic objectives for the city's population to:

- reduce health inequalities;
- deliver outcomes that matter to people; and
- all take responsibility for improving our health and wellbeing.

The strategy recognises that the population of Cardiff and the Vale of Glamorgan is growing and becoming more diverse. This change in the population presents a unique set of challenges for the University Health Board, as these groups generally have a greater need for healthcare. We also face many of the same challenges as those across the developed world, for example:

- there are inequalities in health. In Cardiff and the Vale of there are differences between the most and least deprived areas, with up to 11 years difference in life expectancy and up to 22 years difference in healthy life expectancy;
- unhealthy behaviours are common. In Cardiff and the Vale around 1 in 5 adults smoke, nearly half drink above guidelines, over
- half are overweight or obese, two thirds do not have a healthy diet and three quarters do not get enough physical activity; and
- more people are living with a long-term health condition. In Cardiff and the Vale nearly 1 in 10 adults are recorded as having asthma or chronic obstructive pulmonary disorder (COPD), and 1 in 25 with diabetes.

Cardiff Third Sector Council - Current Context

Cardiff Third Sector Council (C3SC) is the County Voluntary Council (CVC) for Cardiff – the umbrella infrastructure organisation for the third sector in the city. It facilitates third sector representation on strategic partnerships, including the Cardiff Partnership Board. It acts as a conduit for policy information, supporting networks around key themes and areas of interest, with the aim of ensuring that policy and decision makers understand the needs of third sector organisations in Cardiff. C3SC has outlined a number of pressures and issues facing local communities. These include:

- There is an increasing expectation of increased levels of hardship - with more poverty, joblessness, and people in need of support to address wellbeing, isolation and mental health.
- The Cost-of-Living Crisis and risk of recession is set to increase the demand for third sector services, while the pressures on public spending following the emergency government expenditure will reduce capacity in the statutory sector to meet needs.
- It is expected that the already disproportionate negative impact of the adverse economic and political climate on often already disadvantaged groups and communities – older people, people with long term health conditions, some BAME communities – will become more entrenched.
- The adverse economic conditions look set to deepen the operational impacts of the pandemic – including increased competition for funding as groups look for alternative sources of funding.
- Welfare reform and the transition period following the UK's exit from the EU also indicate an increase in demand on voluntary services.
- There are emerging opportunities of relevance to the sector – such as an increased focus on volunteering and voluntary action, community cohesion, addressing inequity, place-based approaches, responding to an aging population, social prescribing, wider use of technology.
- The focus on new technology and social media has implications for the voluntary and community sector in terms of advice, volunteering, communication and campaigns.
- Smaller voluntary organisations often have less capacity to adopt new ways of working.

South Wales Police & Crime Plan 2022-26

The Shared Prosperity Fund Programme will also seek to ensure alignment with the South Wales Police & Crime Plan, specifically seeking to support the delivery of its priorities outlined in its 2022-26 plan, namely:

Priority 1: We will reduce and prevent crime and anti-social behaviour to keep people safe and confident in their homes and communities.

Priority 2: We will involve and empower our communities, working with partners in local government, health, fire and Welsh Government, the third sector and education to deliver services that people need.

Priority 3: We will work to protect the most vulnerable in our communities, understanding causes and taking prompt positive action as issues arise.

Priority 4: We will work to make the local criminal justice system efficient and effective to meet the needs of victims and reduce re-offending.

Priority 5: We will ensure that South Wales Police continues to be a high performing force in terms of the operational response to crime, threats, harm and the detection of offenders.

Priority 6: We will spend your money wisely, playing our part to protect the environment and support our people to provide the best possible policing in your community.

Shared Prosperity Fund Event October 2022

A Shared Prosperity Fund workshop took place at City Hall Friday 21st October 2022 to help shape the future form of the Shared Prosperity Fund the event featured a mix of information sharing and an interactive workshop on the priorities for delivery of the Shared Prosperity Fund in Cardiff.

The workshop was attended by forty-five representatives from seventeen organisations across Cardiff & the Vale:



Setting the scene – Welcome

The event commenced with Councillor Huw Thomas, the Leader of Cardiff Council talking about how the fund would be used in Cardiff to provide additional support for

- Investing in our local communities;
- Helping them to respond to the cost-of-living crisis;
- Providing support to those who need it most in our communities;
- Creating a more productive and greener economy;
- Supporting people into work – and targeting those most in need of support.

Workshop

The three main aims of the workshop were:

- To gather views on the local framework for the Shared Prosperity Fund programme
- Determine how we can best use the available interventions to meet the objectives.
- Which outcomes we should be focusing on achieving

Attendees had been allocated one of the three priorities (either those of Communities & Place, Supporting Local Business, or People & Skills) and were asked to review the interventions and outcomes set by Central Government for of each of these priorities.

Amongst the groups for each priority, participants were asked to consider the following key questions:

1. What interventions should we prioritise?
2. Are these the right interventions?
3. What are the outcomes we should be prioritising?

Facilitators ran the group sessions with note takers recording feedback and suggestions for each table.

When prioritising the interventions and outcomes in turn, group members were encouraged to place stickers on those they consider to be a priority.

Communities & Place - Interventions



The top ten priorities for the tables who discussed these interventions were:

- Improvements to town centres and high streets
- Capacity building and infrastructure support for local groups
- Feasibility studies
- Cost of living and fuel poverty
- Design and management of the environment to design out crime.
- Community engagement for local regeneration
- Community and neighbourhood infrastructure projects
- Active travel enhancements
- Support for cultural, historic and heritage institutions
- Improvements to local green spaces

What are our concerns / what are the gaps?

- Discussion around 15-minute city & its limitations
- Sustainability is missing.
- Themes of child friendly city should run through all the interventions.
- Where is health?
- Concerns over the flexibility of the funding
- Fuel poverty is overriding sustainability at the moment.
- Facing health and climate emergencies
- Accountability concerns – too broad. Without accountability, things won't happen.
- Lack of clarity on what some of the interventions are (and therefore how the public will understand them)

Communities & Place - Outcomes



For those tables who discussed these outcomes, the most popular nine priorities were:

- Job creation
- CO₂ reductions
- Increased footfall
- Use of cycleways or footpaths
- Projects arising from feasibility studies.
- Premises with improved digital connectivity
- Improved accessibility
- Increased users of facilities

What are our concerns / what are the gaps?

- Skills shortage in industries such as construction
- Cheaper travel / fares in areas of deprivation
- Improved accessibility – broader inclusion
- Those with disabilities & older children
- How best to target people and those around the individuals who need the information.
- Missing outcomes: Reduce pressure on health and social care.

Specific geographical areas / groups we should focus on:

- Focus should be on 'district centre' – not just city centre, or south of the city;
- Older people and North Cardiff (not a deprived area but to stop people from ending up in the healthcare system)
- Work with schools



Supporting Local Business - Interventions

Supporting Local Business Interventions What should we prioritise and where?

W16: Open Market Investment and Improvements to Town Centre	W19: Increasing Investment in Research and Development	W22: Enterprise Infrastructure	W25: International Business Events and Conferences Grants	W28: Export Grants	W31: Feasibility Studies
W17: Development and Promotion of Visitor Economy	W20: Research and Development Grants	W23: Strengthening Local Entrepreneurial Ecosystems	W26: Support for Growing the Local Social Economy	W29: Decarbonisation and Improving the Natural Environment	W32: Progression of Small Businesses
W18: Supporting Made Smarter Adoption	W21: Innovation Infrastructure at Local Level	W24: Training Hubs and Business Support Offers	W27: Develop Angel Investor Networks	W30: Business Support to Drive Employment Growth	W33: Resilience to Natural Hazards

Priorities for the tables who discussed these interventions were:

- Progression of small businesses
- Training hubs and business support offers.
- Enterprise infrastructure
- Feasibility studies
- Innovation infrastructure at local level
- Business support to drive employment growth.
- Decarbonisation and improving the natural
- Research and development grants



Supporting Local Business - Outcomes

Supporting Local Business Outcomes What should we prioritise and who?

Jobs Created	Increased Footfall	CO2e Reductions	Increased Business Sustainability	Number of New Enterprises	Organisations Engaged in Knowledge Transfer	Enterprises Engaged in New Markets	Enterprises Increasing Export Capability	Improved Perception of Markets
Jobs Safeguarded	Increased Visitors	Low or Zero Carbon Energy Infrastructure	Increased Amount of Investment	Number of Enterprises Supported	Enterprises Adopting New Technologies or Processes	Enterprises Adopting New or Improved Products	Premises with Improved Digital Connectivity	Improved Perception of Attractions
Vacant Units Filled	Increase in Visitor Spending	Enterprises with Improved Productivity	Number of R&D Active Enterprises	Projects Arising from Feasibility Studies	Number of New to Market Products	Number of Innovation Active SMEs	Early Stage Enterprises Increasing Revenue	

For those tables who discussed these outcomes the priorities were:

- Job Creation
- Increased business sustainability
- Number of enterprises supported
- Increase in visitor spending
- Vacant units filled
- Low or zero carbon energy infrastructure
- Increased visitors
- Increased amount of investment
- Improved perception of attractions
- CO2 reductions
- Enterprises with improved



People & Skills - Interventions

People & Skills Interventions What should we prioritise and where?

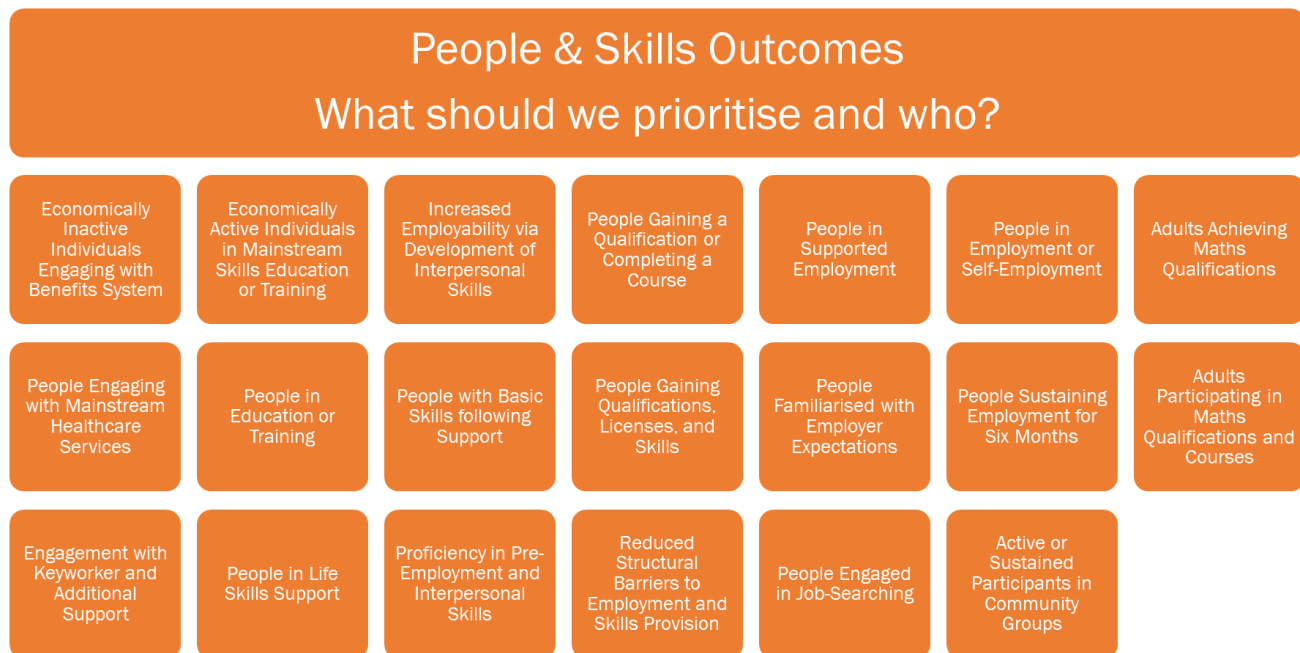
W34: Employment Support for Economically Inactive People	W37: Digital Inclusion	W40: Green Skills Courses	W43: Skills Development for Young People	W46: Courses Aimed at Prisoners	W49: Numeracy in the Workplace	W52: Courses Aimed at Care Leavers
W35: Basic, Life, and Career Skills Courses	W38: Address Barriers to Education and Training	W41: Retraining and Upskilling for High Carbon Sector Workers	W44: Confidence with Numbers	W47: Numeracy Courses for Job Applicants	W50: Courses for People Without Level 2 Maths	W53: Engaging the Hardest to Reach Learners
W36: Enrichment and Volunteering	W39: Local Skills Needs	W42: Local Digital Skills	W45: Numeracy Skills of Parents	W48: Embedding Maths into Vocational Courses	W51: Using Numeracy to Manage Money	

Priorities for the tables who discussed these interventions were:

- Local skills needs
- Employment support for locally inactive people
- Skills development for young people
- Digital inclusion
- Local digital skills
- Green skills courses
- Address barriers to education and training
- Basic life and careers skills courses
- Courses aimed at care leavers
- Engaging the hardest to reach learners



People & Skills - Outcomes



For those tables who discussed these outcomes the priorities were:

- People gaining qualifications, licenses and skills
- Increased employability via development of interpersonal skills
- People in education or training
- People in employment or self-employment
- Reduced structural barriers to employment and skills provision
- People gaining a qualification or completing a course
- People in supported employment
- People familiarised with employer expectations

What are our concerns / what are the gaps?

- Link between young people and what the opportunities are – developing the right skill set
- Green skills
- Sector specific employment support
- Workforce development - enhancing the skills of our workforce to provide support to vulnerable people
- Targeted project work – specific opportunities
- Community focussed schools / services
- Intervene with people early
- Careers and work-related experiences to enable support / social mobility
- A gap for many young people aged 14-16
- Local versus regional versus national working
- Supporting innovation and trying new things
- Employer commitment especially for priority groups
- More work / intervention needed for 14–16-year-olds
- Lack of preventative work & investment at young age
- Training for employers to support priority groups i.e., Care leavers, learning difficulties
- Engagement intervention missing
- Looking at future employment sectors, emerging jobs

Specific geographical areas / groups we should focus on:

- Care leaver support
- Offer opportunities for young people
- Engaging with schools across the southern arc
- Continuing support for most vulnerable people pre & post 16
- Extending support young people for basic skills
- Family learning inclusive of young people
- Equality & Diversity focus BAME

General concerns / feedback

- Attracting and retaining business and talent
- Would like output details and information examples
- There is no process in place for applying for the funding yet

Initial Programme

Based on the priorities of city partners and recent engagement exercises an initial programme was proposed and approved by Cabinet.

The Programme outlined the broad themes of activity, 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.

The initial programme adopted in November 2022 is outlined below. This was adopted in anticipation of approval of the Shared Prosperity Fund Regional Investment Fund.

Given timescales and the need to progress spending plans an initial spending profile was approved to enable the delivery of projects in year one, whilst also committing to those projects in subsequent years subject to review.

Communities and Place Programme

Theme	Programmes	Description / Types of Activity	Indicative Value (£m)	Delivery Mechanism	Aims and Objectives
Neighbourhood and Community Regeneration Programme	Community Facilities Programme	Investment in community buildings to bring them back to community use, or to improve their accessibility and use by local communities. Support for community buildings and facilities to support people through the cost-of-living crisis.	£3m	Grant scheme for small community buildings. Larger schemes by application.	Investing in community buildings to support increased local community activity, targeting those most in need of help and support, and with an initial focus on supporting those suffering as a result of the cost-of-living crisis.
	Green Spaces and Places	Greening urban and local areas and providing a team to support local maintenance of urban greening projects.	£0.5m	Cardiff Council delivery.	Aims to improve green areas and investment in new green areas.
	15 Minute City	Investment in active travel facilities such as cycling hubs. Subsidising public transport use for hard-to-reach communities (also includes city-centre)	£2m	Procurement and commissioning	Aims to increase use of active travel and access to public transport across the city, targeting communities where further investment is required.
	Neighbourhood Renewal and Enhancement Programme	Capital support to enable improvements to areas such as underpasses and bridges and other gateway areas that can act as ASB hotspots.	£3m	Competitive call for proposals from communities (led by local members)	Improving local areas, targeted at areas in need of improvement, led by engagement with local communities and elected members. Aim to increase footfall in local areas and support the development of jobs and business.
Community Capacity Building Programme	Community Safety Multi-agency problem solving group	This programme of work will coordinate a multi-agency/partnership approach to tackling complex local issues, such as crime, anti-social behaviour and exploitation.	£1m	Community Safety Partnership.	Aims to reduce crime in city neighbourhoods through increased resources for the Community Safety Partnership.
	Community engagement and research team	A dedicated community engagement team to shape regeneration activity, with dedicated communication officers within service areas.	£0.5m	Additional Council resources (staff)	Aims to increase community engagement in major regeneration schemes.
	Child Friendly City	Continued support for the Child Friendly City programme	£0.5m	Procurement and internal Council resources (staff)	Aims to increase participation of children in civic and city activities.
	Community Activity and Volunteering	A programme to support local projects, including projects to address the cost-of-living crisis. Additional capacity for Cardiff Council and C3SC to support community development.	£5m	Grant programme, commissioning and Council delivery	Aims to increase overall levels of community activity, targeted at areas of deprivation and demographic groups in need of additional support.
Growing Our Cultural Capital	Community Events and Activities	Supporting community activities and events through expansion of internal event team capacity.	£0.2m	Procurement and internal Council resources (staff)	Aims to increase local events across the city.
	Cardiff Music Strategy	Delivering the Music Strategy, including supporting the signature event. Support for existing venues to become more sustainable through a grant scheme	£1.5m	Delivery plan to approved by Cardiff Music Board; Grant scheme.	Aims to support activity across the music sector in the city. Aims to support existing venues, including ensuring they are more sustainable and productive.
Resilient and Sustainable Communities Programme	Energy Efficiency Programme	Programme to accelerate take-up of domestic energy efficiency measures and provide support for businesses and community groups to access advice.	£2m	Council staff, procurement, commissioning and grants.	Aims to reduce energy usage and CO2 emissions in neighbourhoods.
	Love Where You Live	New community infrastructure to encourage waste prevention, reuse and recycling.	£1m	Internally appointed staff and procurement.	Aims to reduce waste in city neighbourhoods.

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Supporting Local Business Programme

Theme	Programmes	Description / Types of Activity	Indicative Value (£m)	Proposed Delivery Mechanism	Aims and Objectives
Productive, Sustainable and Inclusive Business Programme	Cardiff Business Events Partnership	Additional support to leverage additional business events to Cardiff.	£0.2m	Internally appointed staff and procurement.	Aims to increase international business events.
	Visit Cardiff Network	Establishing a place promotion team for local areas within the city to boost local pride and local business.	£0.25m	Internally appointed staff and procurement.	Aims to increase footfall in city neighbourhoods.
	Business Grant Scheme	Direct support for businesses to improving sustainability, accessibility and productivity. The grant fund will also be used for commissioning business support	£3m	Direct grant awards / commissioning.	Aims to increase employment and productivity and improve energy efficiency.
	Business Development Capital Programme	Investment in new and more sustainable buildings linking with Economic Strategy, including visitor attractions.	£3m	Grant scheme and Council procurement.	Aims to increase jobs, productivity and footfall across the city.
City Centre Recovery Programme	City Centre Improvement Plan	Investment in city-centre Joint Enforcement Team and additional cleansing resources.	£1.5m	Direct employment and procurement.	Aims to improve cleanliness and perceptions of the city centre, as well as reducing crime to support an increase in overall footfall.
	City Centre Infrastructure and Wayfinding	Upgrading and enhancement of areas of public realm within the city centre.	£1.5m	Procurement, grant scheme.	Aims to improve cleanliness and perceptions of the city centre, as well as improving infrastructure to support an increase in footfall.

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People and Skills Programme

Theme	Programmes	Description / Types of Activity	Indicative Value (£m)	Proposed Delivery Mechanism	Aims and Objectives
People and Skills and Cardiff Commitment	Into Work Advice Service	A complete employment and skills package for citizens of Cardiff; supporting people to return.	£7m	Direct delivery with some commissioning of work	Aims to support people into work, with a focus on hard-to-reach groups and those in groups with lower levels of economic activity. Also aims to improve in work outcomes.
	Cardiff Commitment	The programme will develop Business Forums aligned to secondary schools and expand the Cardiff Commitment team.	£1m	Direct delivery	Aims to improve engagement between city businesses with schools to improve economic opportunity for young people in the city.
	Money Advice	The programme will look at surrounding issues such as Housing, Money, Debt, providing a service to address primary needs.	£1m	Direct delivery with some commissioning of work	Aims to provide direct support to vulnerable communities, with a focus on the cost-of-living crises.
	Pre & Post 16 Targeted Support	Targeted pre 16 and post 16 support for young people at risk of becoming disengaged from education, employment and training.	£1m	Cardiff Youth Service	Aims to improve economic opportunity for young people most at risk of future disengagement with the labour market.
Multiply	Multiply	Funding to address gaps in adult numeracy to be delivered by CAVC	£6.2m	CAVC	Aims to improve adult numeracy, with links specifically to financial advice.

Additional City Region Activity

Theme	Programmes	Description / Types of Activity	Indicative Value (£m)	Proposed Delivery Mechanism	Aims and Objectives
Cardiff Capital Region Projects	Place Promotion	Grows an integrated approach to the place promotion offer.	n/a	Commissioned by CCR	To increase visitor numbers across the city-region.
	Cluster Development	Establish a series of assured academies across the region supported by FE and clusters in the region.	£0.6m	Commissioned by CCR	To increase employment in high value-added sectors, and also to raise productivity in key clusters.

Initial Delivery Plan

In order to accelerate delivery of projects, a 'year one' funding profile was agreed in anticipation of funding. This enabled the continuation of some key services such as the Into Work and Advice Services, as well as ensuring that plans were in place to be able to deliver projects ahead of the confirmation of funding. This initial funding profile is outlined below:

Communities and Place	Y1 Total	Y2 Total	Y3 Total	Grand Total
Community Facilities Programme	£320,000	£100,000	£100,000	£520,000
Neighbourhood Community Regeneration	£250,000	£200,000	£200,000	£650,000
Community Safety Multi-agency problem solving	£200,000	£450,000	£450,000	£1,100,000
Child Friendly City	£70,000	£140,000	£140,000	£350,000
Community Capacity, Activity, and Volunteering Programme	£500,000	£730,000	£730,000	£1,960,000
Cardiff Third Sector Council	£50,000	£300,000	£300,000	£650,000
Community Events and Activities	£30,000	£75,000	£75,000	£180,000
Cardiff Music Strategy	£30,000	£90,000	£150,000	£270,000
Venues Grant	£30,000	£30,000	£30,000	£90,000
Love Where You Live	£100,000	£140,000	£150,000	£390,000
Communities and Place Total	£1,580,000	£2,255,000	£2,325,000	£6,160,000
Supporting Local Business				
Cardiff Business Events Partnership	£30,000	£90,000	£90,000	£210,000
Visit Cardiff Network	£30,000	£100,000	£100,000	£230,000
Business Capital & Revenue Grants	£350,000	£500,000	£1,000,000	£1,850,000
City Centre Improvement Plan	£100,000	£200,000	£200,000	£500,000
City Centre Infrastructure and Wayfinding	£150,000	£450,000	£750,000	£1,350,000
Supporting Local Business Total	£660,000	£1,340,000	£2,140,000	£4,140,000
People and Skills				
Into Work Advice Service	£1,400,000	£3,900,000	£4,000,000	£9,300,000
Cardiff Commitment	£200,000	£300,000	£300,000	£800,000
Youth Service: Pre & Post 16 Targeted Support	£125,000	£250,000	£250,000	£625,000
People and Skills Total	£1,725,000	£4,450,000	£4,550,000	£10,725,000
Core UKSPF				
Core UKSPF Total	£3,965,000	£8,045,000	£9,015,000	£21,025,000
Multiply				
CAVC Adult Learning Provision	£310,000	£1,490,000	£1,600,000	£3,400,000
Money Advice Team	£555,000	£675,000	£675,000	£1,905,000
Multiply Total	£865,000	£2,165,000	£2,275,000	£5,305,000
Grand Total	£4,830,000	£10,210,000	£11,290,000	£26,330,000

Progress to Date

The initial delivery plan has enabled early delivery of Shared Prosperity Fund projects to begin in 2022/23. An outline of some of the initial projects funded and associated impact is provided below.

Communities and Place

Community Facilities Programme and Neighbourhood Community Regeneration Scheme

The Community Buildings Grant scheme was launched that offered small scale grants of up to £10,000 to community groups to improve and enhance their buildings and ensure their future sustainability and viability. Work will start on these projects in 23/24 financial year.

The Shared Prosperity Fund has also supported a number of small-scale regeneration projects through the Neighbourhood Community Regeneration Scheme. This scheme worked with local members, as representatives of their local communities, to deliver investment in local schemes. Examples of this activity include improvements to cycle ways in St Mellons and Llanishen Park and the new 3G pitch within Splott.

Shared Prosperity Funding has also supported the completion of the refurbishment of Rhiwbina Hub bringing a new lease of life to the Hub with new and improved facilities that will benefit the local community.

Community Safety

Shared Prosperity Fund resources have been used to provide additional support to community safety activities across the city. This includes activity to support and coordinate a multi-agency/partnership approach to tackling complex local issues, such as crime, anti-social behaviour. We have seen this multi-agency/partnership approach take form in support to campaigns such as Crimestoppers, Youth Bus, Operation BANG and Gabalfafest in collaboration with South Wales Police.

In year one there has also been improvements to shelter and lighting in St Mellons Park, which has led to a reduction in antisocial behaviour within the skatepark. There has also been investment in CCTV supported by the Shared Prosperity Fund.

Child Friendly City

Shared Prosperity Fund funding is being used to open up the community assets of the city to children, young people and families, in collaboration with the Children's University, creating access to cultural, creative, recreation and leisure activities. So far in year one there has been over 100 events and activities supported and over 800 people engaged in both physical and online activities.

Community Capacity, Activity, and Volunteering Programme

The Shared Prosperity Fund has also been used to fund a number of projects that have a strong inclusive community focus in year one, including over 140 events that have been supported in Llanover Hall. This has led to a number of creative and cultural performances for those living with dementia, including theatre, opera, dance, music and art.

There have also been 30 volunteer led local activities, helping vulnerable people in the community to access services that positively impact on their wellbeing through supporting them to take an active role in managing their health through exercise and engagement. In total this funding has provided direct support to over 450 individuals.

Grant support has also been provided to Carers Wales to help towards the delivery of a co-production training programmes to better understand support needs of Cardiff residents.

Year one has seen the increase in digital connectivity with 17 additional digital points added to hubs across the city allowing greater access for the community to connect and access digital services. A high specification toilet was also installed within a local hub to support those with additional requirements making the facility more accessible.

A team of Community Inclusion Officers has been set up to support community groups, and to deliver activities and events covering the whole of Cardiff. The events are usually held in the hubs but also include off site support as well as walks in locations across the city. Activities include friendship groups, gardening clubs, dementia friendly activities, sports groups, light exercise, hobby clubs and crafts. The activities are free to attend, and the primary aim is to tackle

Shared Prosperity Fund Programme Review and Update

social isolation and increase community engagement. The first year has resulted in over 300 people engaging in the activities.

To help the vulnerable residents of Cardiff with transport support VEST have been received direct support. The grant is being used to support the service which allows for those that may not be able to get on public transport access areas such as shops and communities groups. With the increase in demand two additional volunteer drivers have been established to support the service.

Love Where You Live

Funding has been used to encourage waste prevention, reuse and recycling. In year one the introduction of 8 community recycling zones have been set up, enabling people to recycle four tonnes of ink cartridges, mixed media, small Waste Electrical and Electronic Equipment, batteries and tetra packs in their local hub, and saving over 4 tonnes of CO2. The fund has also supported over 3,000 litter picks in 2022-23 with the help of 575 volunteers and created 220 new volunteers. Feasibility study have been established in regard to reverse vending machine, trade waste and water fountains with more development on these expected in year two.

Venues Grant

Support was provided to two grassroots music venues in Cardiff, which has shaped the development of a grant scheme to be established in year two of the Shared Prosperity Fund scheme.

City Centre Infrastructure

This included investment public realm within the city centre where interventions such as decluttering, tree planting and street furniture and paving upgrading would help to enhance the character, appearance and usability of the city centre. The fund has also been used to fund aspects of the Churchill Way canal project allowing for the development of a water course and wider improvement to the public realm.

Supporting Local Business

Community Events and Activities

Funding has been used to respond to demand for events across the city communities and will help to manage that demand and enable more events to take place within our city's communities. In the first year the feasibility of running a promoter's scheme has been developed and will be launched in year two. This will help bring music events to the Cardiff area, promoting both Cardiff venues and musicians.

City Centre Improvement Plan

The funding has been used to establish a dedicated city centre warden team. The project is working towards making the city centre a place that feels safer and more welcoming to the public and business by more active management of the city centre, working with key partners and stakeholders. In the first year of funding team wide Naloxone training has been undertaken allowing the team to provide vital emergency assistance. There has also been 231 Fixed Penalty Notices issued as part of work with the Police to help address issues of anti-social behaviour and inappropriate activity within the city centre.

Cardiff Business Events Partnership

The Cardiff Business Events Partnership aims to attract more business events to the city as part of a wider partnership with Cardiff Council, Cardiff Hoteliers, Cardiff Venues and FOR Cardiff. The fund has been used to employ an International Business Events officer, for the partnership to attend international business event conferences to promote the city, and to provide additional support for local businesses to invest in virtual tours for their own premises.

Visit Cardiff Network

Additional staff members have been employed to support Visit Cardiff and the Visit Cardiff Network that has supported over 100 local businesses to promote their services and what they have to offer to Cardiff residents, businesses and visitors, this includes bespoke advice of social media post and public communications.

Business Capital & Revenue Grants

The funding has been used to give financial assistance to business in the Cardiff area allowing them to expand and develop. Four businesses were supported in year one, safeguarding over 100 jobs. A grant scheme was also developed in year one with the aim of launching in year two.

Funding has also been provided to support the development of projects that relate to bringing forward new projects that align with the Shared Prosperity Fund interventions, outputs and outcomes, specifically linking with projects relating to decarbonisation.

People and Skills

Into Work Services and Vision 21

Projects within this area have focused on supporting people to return to, access, secure and progress in employment. A grant has also been provided to Vision 21 to support life-changing opportunities for people with learning disabilities to realise their potential. This has meant over 200 individuals have been able to improve their life skills in confidence, resilience and motivation around employment.

The fund has also been used for a complete employment and skills package for residents of Cardiff looking at issues such as housing, money and debt, providing a well-rounded service to address primary needs, in order for the person to then focus on upskilling, training, education, volunteering and employment. Year one has already seen almost 400 socially excluded people accessing the support with over 140 people engaging with employment thought courses and support centred around skills needed in the Cardiff labour market.

There has also been a number of individuals taking part in work experience programmes allowing them to access on the job learning and skills. The fund has also meant that 40 people have had the opportunity to retrain allowing them to access more jobs in the labour market. Following on from year one of the fund over 100 people reported reduced structural barriers into employment through the increased understanding in interpersonal and employability skills such as confidence, motivation and behavioural issues. The scheme has also seen a number of people carry on with their education and training after receiving the initial support.

Cardiff Commitment and Youth Services

Cardiff Commitment and Youth Services have been working closer with schools in year one to successfully deliver a number of projects, focussing on some of the most vulnerable young people in the city. We have seen over 200 young people engaging with life skills around confidence or familiarise themselves with employers' expectations.

There has also been a number of successful work experience programmes run, including a catering pathway project working alongside Cardiff Council and work experience in healthcare working alongside Cardiff and Vale Health Board which has seen a number of young people complete the programmes.

Multiply

Adult Learning Provision

Funding has been used to deliver a comprehensive numeracy and family learning package for residents of Cardiff, with the aim of improving numeracy standards. Courses have a 'real life' feel and ensure learning is relevant to support with surrounding issues such as communication, money, debt and financial wellbeing. In the first year over 400 individuals have accessed support through the adult learning provision with 85 adult numeracy courses being run in 22/23.

Money Advice Team

Shared Prosperity Fund resources have been used to support residents across Cardiff manage their money, with a focus on identifying those customers who need additional help with basic skills, allowing them to improve their understanding of numeracy for use within their daily lives. In the first year of funding 150 people have engaged with the direct Multiply courses getting vital support that will have a positive impact on many areas in daily life.

Established Future Activity

The projects identified above will continue to be delivered through the programme. Additional elements will also begin in year two onwards as outlined in the initial delivery plan. These include:

Pedal Power Disability Cycling – to encourage and enable those with learning difficulties to experience the benefits of cycling.

Cardiff Music Strategy- support for the development of an action plan to deliver the relevant recommendations of the Sound Diplomacy Music Strategy, which in turn will promote Cardiff music scene. This will include the appointment of a Music Officer.

Micro Enterprises Project – funding will be used to increase the number of Micro-Enterprises operating throughout the city. Micro-enterprises will have a focus around providing care and support within the local community.

Cardiff Growth Fund – grant funding for businesses to support the city's Stronger, Fairer, Greener aspirations. The fund provides up to £10,000, match funded, for businesses to invest in ways of improving productivity or sustainability or helping to make their business more accessible and inclusive.

Grassroots Venues Fund – grant funding to support existing venues in Cardiff to become more sustainable or accessible. This includes supporting venue's financial sustainability.

Summary of Achievements

- Over 350 local activities supported, bringing people together with a strong focus on young people and those that may face isolation.
- 711 volunteering opportunities supported across all three priority areas.
- 7 feasibility studies carried out for developments around the Cardiff area.
- 295 people being supported to gain qualifications.
- 238 people in employment or job searching following on from SPF support.
- Over 140 enterprises/organisations being supported by SPF funding through direct grants or non-financial support such as advice, guidance, mentoring and training.
- An increase of over 7,000 people engaging with projects within the Communities and Place priority.
- 622 people taking part in multiply funded courses.
- 1,400 have been directly supported through the people and skill provision.

Engagement Event 29th June 2023

Cardiff Council hosted a second engagement event since the launch of the Shared Prosperity Fund. The event took place at City Hall on Thursday 29th June 2023 and featured a mix of information sharing and interactive workshops to shape and inform the priorities for delivery of the Shared Prosperity Fund in Cardiff. The workshop was attended by 45 representatives from 32 organisations across Cardiff.

Setting the Scene

Cardiff Council's Shared Prosperity Fund engagement event commenced with an overview of the Shared Prosperity Fund, providing an update on the achievements in Year 1 of the programme, and outlining the next steps for delivery in Years 2 & 3. The overview provided detail on the Council's SPF governance framework, regional investment plan, year one delivery profile, and an update on the Council's response to the previous engagement event in October 2022. The collated feedback from the engagement event was presented alongside how the Council used this to inform the year one delivery plan.

Background information was provided for all projects that received funding via SPF in 2022/23 across the three priority areas of Communities & Place, Supporting Local Business, and People & Skills (including Multiply).

Workshop

The three main aims of the workshop:

- To gather views on the focus areas and/or gaps in provision,
- To find out which outcomes should be targeted, and
- To determine how we can best work with partners to deliver the programme.

Attendees were allocated one of the three priorities (Communities & Place, Supporting Local Business, or People & Skills) and were asked to review the focus areas and outcomes. Attendees were asked three questions with the intention to:

- Gather views on what should be the focus areas and/or gaps in provision that are targeted by the unallocated funding,
- Find out which outcomes should be prioritised, and
- Determine how we can work with partners to deliver the programme.

Facilitators ran the group sessions with note takers recording feedback and suggestions for each table.

Communities & Place – Focus Areas and/or Gaps in Provision

The top ten priorities for the tables who discussed these interventions were:

- Cost of living and fuel poverty
- Community engagement
- Sustainability of local groups
- Community Safety
- Accessibility to areas
- Active travel enhancements
- Support for arts, cultural, historic and heritage institutions
- Improvements to local green spaces and clean spaces
- Improvements to play spaces in relation to protected characteristics

Communities & Place – Which Outcomes Should be Prioritised?

The key outcomes identified by workshop attendees were:

- Community Safety
- Volunteering
- Active travel
- Energy efficiency measures
- Diversity
- Jobs Safeguarded
- Accessibility and engagement
- Increased visitors/footfall
- Affordability
- Community lead art, cultural etc programmes
- Vacant units filled

Communities & Place – How Can We Work with Partners?

Ways to work better identified in the workshop were:

- Good communication and engagement
- Networking applicants/projects together
- Mapping across the city
- Support and training

Supporting Local Business – Focus Areas and/or Gaps in Provision

The top ten priorities for the tables who discussed these interventions were:

- Promotion of small businesses
- Decarbonisation/ environmental measures
- Feasibility studies
- Growing local economy
- Repurposing larger office spaces
- Enterprise infrastructures
- Entrepreneurial eco systems
- Progression of businesses
- Decarbonisation
- Feasibility studies (practical pilots)

Proposed Programme Amendments

The tables below highlight, given progress to date and the review of the Shared Prosperity Fund Programme, where amendments will be made to the overall delivery programme. The main substantive element of change however will be covered by the establishment of an overall Open Call for funding that will enable organisations to submit applications to the Cardiff Shared Prosperity Fund team. These applications will be prioritised against both gaps in provision and the overall funding profile of the Shared Prosperity Fund.

Communities and Place

Theme	Programmes	Description / Types of Activity	Amendments
Neighbourhood and Community Regeneration Programme	Community Facilities Programme	Investment in community buildings to bring them back to community use, or to improve their accessibility and use by local communities. Support for community buildings and facilities to support people through the cost-of-living crisis.	Continuation and the provision of additional funding
	Green Spaces and Places	Greening urban and local areas and providing a team to support local maintenance of urban greening projects.	Consideration through the open call.
	15 Minute City	Investment in active travel facilities such as cycling hubs. Subsidising public transport use for hard-to-reach communities (also includes city-centre)	Provision within the open call there may be small space active travel projects. Elements supported through the Neighbourhood Regeneration Scheme.
	Neighbourhood Renewal and Enhancement Programme	Capital support to enable improvements to areas such as underpasses and bridges and other gateway areas that can act as ASB hotspots.	Continuation and the provision of additional funding
Community Capacity Building Programme	Community Safety Multi-agency problem solving group	This programme of work will coordinate a multi-agency/partnership approach to tackling complex local issues, such as crime, anti-social behaviour and exploitation.	Continuation of delivery, supplemented by potential provision within the open call.
	Community engagement and research team	A dedicated community engagement team to shape regeneration activity, with dedicated communication officers within service areas.	Continuation of delivery.
	Child Friendly City	Continued support for the Child Friendly City programme	Continuation of delivery.
	Community Activity and Volunteering	A grant programme to support local projects, including projects to address the cost-of-living crisis. Includes support to establish capacity. Additional internal capacity for Cardiff Council and C3SC to support community development.	An open call has been designed for year 2 and 3 of funding with a specific amount going to C3SC in order for them to administer to third sector organisation to work towards intervention within the communities and place programme.
Growing Our Cultural Capital	Community Events and Activities	Supporting community activities and events through expansion of internal event team capacity.	Establishment of small grant schemes.
	Cardiff Music Strategy	Delivering the Music Strategy, including supporting the signature event. Support for existing venues to become more sustainable through a grant scheme	Continuation of delivery.

Shared Prosperity Fund Programme Review and Update

Theme	Programmes	Description / Types of Activity	Amendments
Resilient and Sustainable Communities Programme	Energy Efficiency Programme	Programme to accelerate take-up of domestic energy efficiency measures and provide support for small businesses and community groups to access advice.	An open call has been designed for year 2 and 3 of funding in order to get some innovative projects that can address energy efficiency measures.
	Love Where You Live	New community infrastructure to encourage waste prevention, reuse and recycling.	Continuation of delivery.

Supporting Local Business Programme

Theme	Programmes	Description / Types of Activity	Aims and Objectives	Amendments
Productive, Sustainable and Inclusive Business Programme	Cardiff Business Events Partnership	Additional support to leverage additional business events to Cardiff.	Aims to increase international business events.	Continuation of delivery.
	Visit Cardiff Network	Establishing a place promotion team for local areas within the city to boost local pride and local business.	Aims to increase footfall in city neighbourhoods.	Continuation of delivery.
	Business Grant Scheme	Direct support for businesses to improving sustainability, accessibility and productivity. The grant fund will also be used for commissioning business support	Aims to increase employment and productivity and improve energy efficiency.	Expansion of scheme, access to business to open call scheme for non-business specific purposes.
	Business Development Capital Programme	Investment in new and more sustainable buildings linking with Economic Strategy, including visitor attractions.	Aims to increase jobs, productivity and footfall across the city.	Allocations for specific city centre projects for 24/25.
City Centre Recovery Programme	City Centre Improvement Plan	Investment in city-centre Joint Enforcement Team and additional cleansing resources.	Aims to improve cleanliness and perceptions of the city centre, as well as reducing crime to support an increase in overall footfall.	Continuation of delivery.
	City Centre Infrastructure and Wayfinding	Upgrading and enhancement of areas of public realm within the city centre.	Aims to improve cleanliness and perceptions of the city centre, as well as improving infrastructure to support an increase in overall footfall.	Continuation of delivery.

People and Skills Programme

Theme	Programmes	Description / Types of Activity	Aims and Objectives	Amendments
People and Skills and Cardiff Commitment	Into Work Advice Service	A complete employment and skills package for citizens of Cardiff; supporting people to return.	Aims to support people into employment, with a focus on hard-to-reach groups and those in demographics with lower levels of economic activity. Also aims to improve in work outcomes.	Continuation of delivery.
	Cardiff Commitment	The programme will develop Business Forums aligned to secondary schools and expand the Cardiff Commitment team.	Aims to improve engagement between city businesses with schools to improve economic opportunity for young people in the city.	Continuation of delivery.

Theme	Programmes	Description / Types of Activity	Aims and Objectives	Amendments
	Money Advice	The programme will look at surrounding issues such as Housing, Money, Debt, providing a well-rounded service to address primary needs.	Aims to provide direct support to vulnerable communities, with a focus on the cost-of-living crises.	Continuation of delivery.
	Pre & Post 16 Targeted Support	Targeted pre 16 and post 16 support for young people at risk of becoming disengaged from education, employment and training.	Aims to improve economic opportunity for young people most at risk of future disengagement with the labour market.	Continuation of delivery.
Multiply	Multiply	Funding to address gaps in adult numeracy to be delivered by CAVC	Aims to improve adult numeracy, with links specifically to financial advice.	Continuation of delivery.
Cardiff Capital Region Projects	Place Promotion	Grows an integrated approach to the place promotion offer.	To increase visitor numbers across the city-region.	Continuation of delivery.
	Cluster Development	Establish a series of assured academies across the region supported by FE and clusters in the region.	To increase employment in high value-added sectors, and also to raise productivity in key clusters.	Continuation of delivery.

Funding and Delivery Strategy for July 2023 to March 2025

It is essential for financial planning for the remainder of the current and the next financial year that funding can be finalised. The approach to date has been predicated on a pragmatic process to ensure that the city’s communities and residents can benefit from the Shared Prosperity Fund. This has meant a focus on direct delivery, supported by elements of grant funding and commissioning. It is proposed that for the remainder of the programme there is a greater emphasis placed on supporting external delivery of Shared Prosperity Fund projects, albeit with a retained element of direct delivery, as well as the continuation of the projects identified in the ‘Year One’ profile outlined above.

The approach will comprise:

- An open call for projects
- An extension of existing and the establishment of new grant schemes
- Continuation of key projects identified in the Year One profile.
- Key capital projects and schemes

An open call for projects

An open call scheme that will target funding at gaps within the overall SPF Delivery Programme, and where there is a need to increase spend against the Regional Investment Plan. The scheme will open in June 2023, with assessment taking place across the summer with the aim of approving projects in September allowing projects to begin delivery in October 2023.

Open Call Scheme	23/24	24/25
Capital or Revenue	£750,000	£4,500,000

An extension of existing and the establishment of new grant schemes

In addition to the Year One delivery plan the additional funding sought for grant schemes is provided below:

Community Building Grant Programme	23/24	24/25
Capital	As Year One profile	Additional £70,000

Cardiff Growth Fund	23/24	24/25
Capital (50% target)	As Year One profile	Additional £750,000
Revenue (50% target)		

Grassroots Fund Scheme	23/24	24/25
Capital	As Year One profile	Additional £100,000

C3SC Revenue Fund	23/24	24/25
Revenue	£75,000	£75,000

Community Cohesion Fund	23/24	24/25
Revenue		£50,000

Continuation of key projects identified in the Year One profile

This reflects the Year One spending profile identified and approved by Cabinet.

Key capital projects and schemes

A specific allocation will be made to deliver the Neighbourhood Renewal Schemes that have been identified and approved as part of the initial revenue funding approved in the Year One delivery profile.

A specific allocation will also be made to support improvements in Cardiff Market.

Tudalen 140

Neighbourhood Renewal Scheme	23/24	24/25
Capital (target)	As Year One profile	£1,500,000

Cardiff Market	23/24	24/25
Capital	£0	£750,000

Appendix B: SPF Open Call Project Approval Process

1. Project proposals are submitted via the Open Call process for which the application window closes at midday on Friday 18th August.
2. An assessment panel will be formed of members of Cardiff Council's Shared Prosperity Fund Team, including the Outcome Delivery Officer, Project Commissioning Officer, and Partnership Delivery Manager.
3. The assessment panel will carry out the initial stages of assessment for all applications, including due diligence and scoring.
4. Due diligence is carried out on all applications via an initial screening process to ensure applicant eligibility by checking:
 - a. Legal status of the lead applicant
 - b. Financial standing of the lead applicant
 - c. Registered status of the lead applicant
 - d. Organisational competence of the applicant/s
5. All eligible applications are assessed using a thorough scoring process that builds on the existing process used to score projects funded as part of the Year 1 Spend Plan approved by Cabinet in November 2022.
6. The scoring process assesses proposals against seven core metrics:
 - a. Alignment with Cardiff Council's Stronger, Fairer, Greener Strategy
 - b. Alignment with the Cardiff Public Services Board Wellbeing Strategy
 - c. Alignment with UK Government Shared Prosperity Fund Criteria
 - d. Alignment with SPF Programme
 - e. Funding Detail and Value for Money Assessment
 - f. Project Deliverability and Community Capacity Building
 - g. Demonstration of Additionality relative to Existing Provision
7. Each core metric is scored between 0-10 to give a maximum score of 70 and a minimum score of 0. Proposals can score either 0, 2, 5, 7, or 10 for each metric; a project must meet all of the criteria listed for a score to achieve it. The categorisation of these totalled scores is outlined in the table below. Once projects are scored, they will be ranked according to score and will require a minimum score to progress.
8. **NOTE THAT PROJECTS WILL NEED TO FIT WITHIN THE AVAILABLE FUNDING PROFILE AND ALIGN WITH THE REGIONAL INVESTMENT PLAN. SUBSEQUENTLY, ALL APPROVALS WILL BE SUBJECT TO FUNDING.**

Maximum Score	Outcome
49 - 70	Approve bid*
35 - 48	Approve bid but with conditions*
21 – 34	Reject bid but consider if it could be held on shortlist if improvements identified
0 – 20	Reject Bid

**subject to availability of funding*

9. Applications that are approved will be subject to engagement from key partners and colleagues to ensure there is no duplication of existing provision, that the proposal will deliver additionality, and represents value for money. Any similar schemes operating in other authority areas should be identified to consider efficiencies of scale and opportunities for partnership working across local authorities and across the Cardiff Capital Region.

10. Following consultation, approved projects will then be aligned with the Shared Prosperity Fund programme spend profile. The SPF Team may contact applicants to query the funding detail at this stage and progress applications on the basis that:
 - a. Spend should fit within Cardiff's SPF local investment plan
 - b. Spend should fit within the capital and revenue allocations available
 - c. Spend should fit within the annual allocations available
11. The project team will also liaise with applicants where there is an identified opportunity to collaborate as part of the delivery of the proposed project. This will include partner organisations outlined in the Delivery Programme.
12. A recommendation will be made by the Cardiff SPF Team to the Assistant Director of Communities and Housing to allocate funding to the ratified project proposals.

SHARED PROSPERITY FUND – OPEN CALL GRANTS 2023/2025

DUE DILIGENCE SCREENING

Regarding:

Q1: Is the Bid from:

	Tick	Lead provider clearly identified:	Yes or No		
Consortium				<i>If Y go to Q2</i>	If N, need to clarify
Single Entity		<i>If Y go to Q2</i>			

Q2: Is the Bid from / Lead Provider in:

	Tick	Notes
Local authority		
Private sector		
Voluntary sector/charity		
HE Institution		
FE College		
Other Public Sector		
Other		
		<i>If yes to any, Bidder is eligible, go to Q3</i>
		Need to verify

Q3: Has the status of the Bidder/Lead Provider been verified?

	Verification	Name		Date		Date
Company Registration No.	Companies House checked by:		On:		Registered since:	
Charity Registration No.	Charities Commission checked by:		On:		Registered since:	
Website:	Checked by:		On:			

Q4: Have the accounts of the Bidder/Lead Provider been verified:

	Name		Date	Approved/Not approved
Latest set of accounts obtained by:		On:		Forwarded to accountant on:
Financial standing checked by:		On:		Outcome:
Overheads 15% checked by:		On:		Outcome:
Capital/revenue split checked by:		On:		Outcome:

	Yes or No	Details:	Notes
Q5. Is there any match funding identified?			

Q6: Any known issues from funding/working with this Bidder/Lead Provider in the past? Yes or No? <i>If Yes, detail below</i>

Applicant Information

Criteria	Assessment Y / N /NA	If Y or N/A – Pass; If N – Fail
Project proposal will be delivered by a legally constituted organisation that can receive public funds.		
If organisation has previously received funding from the Council, there were no issues with their management of funding or engagement (check SAP)		
Involvement of Councillors/officers has been identified		
Application received on time and signed/approved by Committee/Board Member or Service Director		
All required supporting documents received and approved		

1. Alignment with Cardiff Council's Stronger, Fairer, Greener Strategy		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> Full and clear alignment to the themes of Stronger, Fairer, Greener Project delivers an identified commitment
7	Good response	<ul style="list-style-type: none"> Some alignment to the themes of Stronger, Fairer, Greener Project aligned with / supports an identified commitment
5	Average response	<ul style="list-style-type: none"> Reference is made to the Strategy without further detail. Project however does generally meet the objectives of the Strategy.
2	Poor response	<ul style="list-style-type: none"> No real identification of alignment to the strategy. Project does not meet the objectives of Stronger, Fairer, Greener Strategy
0	Unacceptable response	<ul style="list-style-type: none"> No link to Stronger, Fairer, Greener Strategy

2. Alignment with the Cardiff Public Services Board Wellbeing Strategy		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> Contributes to four or more of the progress measures
7	Good response	<ul style="list-style-type: none"> Contributes to three of the progress measures
5	Average response	<ul style="list-style-type: none"> Contributes to two of the progress measures
2	Poor response	<ul style="list-style-type: none"> Contributes to one of the progress measures
0	Unacceptable response	<ul style="list-style-type: none"> Contributes to none of the progress measures

3. Alignment with UK Government Shared Prosperity Fund criteria		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> Clearly aligned with one or more of the SPF interventions. A number of relevant outputs and outcomes clearly identified. No duplication of existing delivery.
7	Good response	<ul style="list-style-type: none"> Substantially aligns with one of the SPF interventions. A few relevant outputs and outcomes identified. No duplication of existing delivery.
5	Average response	<ul style="list-style-type: none"> Generally aligns with one of the SPF interventions. At least one relevant output identified. At least one relevant outcome identified. No duplication of existing delivery.
2	Poor response	<ul style="list-style-type: none"> Does not align with any of the SPF interventions. No relevant outputs and outcomes identified. Duplicates existing delivery.
0	Unacceptable response	<ul style="list-style-type: none"> An unanswered response, or a response that is totally unacceptable and does not fulfil the requirement in any way. Project represents a duplication of existing provision.

4. Funding Detail and Value for Money Assessment		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> • Clear and detailed identification of all funding requirements including split of capital and revenue, and annual requirements. • Calculations correct with clear and evidenced value for money. • Project delivered entirely by an organisation/s external to the local authority.
7	Good response	<ul style="list-style-type: none"> • Broad funding requirements identified including split of capital and revenue, and annual requirements. • Calculations correct with value for money demonstrated. • Local authority listed as a delivery partner but project lead by an external organisation with a clear demonstration of community capacity building.
5	Average response	<ul style="list-style-type: none"> • Some identification of total funding requirements (either no split between capital/revenue or no split between years identified) • Calculations correct with value for money not evidenced but discernible. • Local authority listed as a delivery partner but project lead by an external organisation or a capital project solely delivered by the local authority with no partnership element.
2	Poor response	<ul style="list-style-type: none"> • No clarity of funding requirements; no split of capital and revenue, or annual requirements. • Value for money not evidenced and not discernible. • Project largely delivered by local authority with minimal partnership involved or a capital and revenue project solely delivered by the local authority with no partnership element.
0	Unacceptable response	<ul style="list-style-type: none"> • An unanswered response, or a response that is totally unacceptable and does not fulfil the requirement in any way. • Calculations are not correct and value for money not evidenced and not discernible. • Revenue project solely delivered by the local authority with no partnership element.

5. Funding detail and value for money assessment		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> • Clear and detailed identification of all funding requirements including split of capital and revenue, and annual requirements. • Calculations correct with clear and evidenced value for money. • Project delivered entirely by an organisation/s external to the local authority.
7	Good response	<ul style="list-style-type: none"> • Broad funding requirements identified including split of capital and revenue, and annual requirements. • Calculations correct with value for money demonstrated. • Local authority listed as a delivery partner but project lead by an external organisation with a clear demonstration of community capacity building.
5	Average response	<ul style="list-style-type: none"> • Some identification of total funding requirements (either no split between capital/revenue or no split between years identified) • Calculations correct with value for money not evidenced but discernible. • Local authority listed as a delivery partner but project lead by an external organisation or a capital project solely delivered by the local authority with no partnership element.
2	Poor response	<ul style="list-style-type: none"> • No clarity of funding requirements; no split of capital and revenue, or annual requirements. • Value for money not evidenced and not discernible. • Project largely delivered by local authority with minimal partnership involved or a capital and revenue project solely delivered by the local authority with no partnership element.
0	Unacceptable response	<ul style="list-style-type: none"> • An unanswered response, or a response that is totally unacceptable and does not fulfil the requirement in any way. • Calculations are not correct and value for money not evidenced and not discernible. • Revenue project solely delivered by the local authority with no partnership element.

6. Project deliverability and community capacity building		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> Project deliverer has experience and/or expertise in the area in which the project is concerned. Lead-in time and timetable proposed is realistic for project set-up and ongoing delivery. Project delivered entirely by an organisation/s external to the local authority.
7	Good response	<ul style="list-style-type: none"> Lead-in time and timetable proposed is realistic for project set-up and ongoing delivery. Local authority listed as a delivery partner but project lead by an external organisation with a clear demonstration of community capacity building.
5	Average response	<ul style="list-style-type: none"> Lead-in time and timetable proposed is realistic for project set-up and ongoing delivery. No identification of feasibility studies or ongoing review of delivery. Local authority listed as a delivery partner but project lead by an external organisation or a capital project solely delivered by the local authority with no partnership element.
2	Poor response	<ul style="list-style-type: none"> Lead-in time and timetable proposed is not realistic for project set-up and ongoing delivery. No identification of feasibility studies or ongoing review of delivery. Project largely delivered by local authority with minimal partnership involved or a capital and revenue project solely delivered by the local authority with no partnership element.
0	Unacceptable response	<ul style="list-style-type: none"> An unanswered response, or a response that is totally unacceptable and does not fulfil the requirement in any way. Revenue project solely delivered by the local authority with no partnership element.

7. Demonstration of additionality relative to existing provision		
Score	Classification	Supporting Definition
10	Excellent response	<ul style="list-style-type: none"> Project demonstrates clear delivery of added value that produces clear additionality in terms of new cohorts, geographies, or expansion.
7	Good response	<ul style="list-style-type: none"> Project demonstrates broad delivery of added value that produces some additionality in terms of new cohorts, geographies, or expansion.
5	Average response	<ul style="list-style-type: none"> Project demonstrates limited delivery of added value that produces limited additionality in terms of new cohorts, geographies, or expansion.
2	Poor response	<ul style="list-style-type: none"> No added value clearly identified.
0	Unacceptable response	<ul style="list-style-type: none"> An unanswered response, or a response that is totally unacceptable and does not fulfil the requirement in any way. Project represents a duplication of an existing provision.

Maximum Score	Outcome
49 - 70	Approve bid*
35 - 48	Approve bid but with conditions*
21 – 34	Reject bid but consider if it could be held on shortlist if improvements identified
0 – 20	Reject Bid

**Subject to availability of funding*

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 21 SEPTEMBER 2023****BUDGET MONITORING – MONTH 4 2023/24****FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)****AGENDA ITEM: 4****Reason for this Report**

1. To provide the Cabinet with details of the projected 2023/24 financial monitoring position as at the end of July 2023 (Month 4) adjusted for any significant amendments since that date, against the budget approved by Council on 9th March 2023.

Background

2. Council approved the 2023/24 budget on 9th March 2023 with the key sources of funding underpinning the budget being Revenue Support Grant (RSG) from Welsh Government, the amount forecast to be raised by Council Tax, contributions from earmarked reserves and other income sources including fees and various specific grants. Cardiff Aggregate External Finance increased by 9.0% (£48.165 million in cash terms after adjusting for transfers) in 2023/24 although the context was one of a period with significant uncertainty and risk evident across many areas.
3. The factors of energy, food, fuel and pay award inflation combined with increasing demand for services due to legacy of the pandemic and the cost-of-living crisis have significantly increased further the levels of risk. The Council continues to face unprecedented challenges in terms of financial resilience which will require close monitoring and management during this year and into the medium term. Within this context, this monitoring report will set 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.

Issues**Revenue Position**

4. The overall revenue position reported in the paragraphs that follow comprises of projected variances, including any shortfalls anticipated against 2023/24 budget savings proposals and any savings or efficiencies that have been identified during the year.

5. The overall monitoring position, as at Month 4, reflects a total projected net annual Council overspend of £6.457 million. This position is detailed in Appendix 1 and includes a total directorate net overspend of £7.457 million, partly offset by an underspend against the capital financing budget of £1 million.
6. The table below provides a summary of the overall position:

Directorate	Directorate Position (£000)
Corporate Management	(40)
Economic Development:	
Economic Development	1,800
Recycling & Neighbourhood	200
Education & Lifelong Learning	1,900
People & Communities:	
Housing, & Communities	0
Performance & Partnerships	(50)
Adult Services	0
Children's Services	2,975
Planning, Transport & Environment	200
Resources:	
Governance & Legal Services	537
Resources	(65)
Total Directorate Position	7,457
Capital Financing	(1,000)
General Contingency	0
Summary Revenue Account	6,457
Total Council Position	

7. The Table above indicates that there is already pressure across several service areas in terms of budgetary performance and these are contributing to a significant overall projected overspend at Month 4 that will require corrective action in the remaining months of 2023/24.
8. It is important to note that the Month 4 projections do not include any assumptions over and above the already budgeted pay award of 6% average (NJC) for 2023/24. Current pay negotiations are ongoing, and the outcome of any settlement reached will be reflected in future monitoring reports. For this reason, the £1 million general contingency has not been used and is held back in the event of any additional pressures resulting from pay award negotiations being completed.
9. The specific overspends and underspends within each directorate's position are outlined in more detail within Appendix 2. In summary, the three largest variances are noted below:

- a. **Economic Development** (+£1.800M) – Income shortfalls within Culture, Venues and Events are a significant factor including City Hall Functions and Functions Catering with the planned closure of core office buildings impacting on these services in year. There are also pressures within Property Services and Sport, Leisure and Development with variances assumed to be partly offset by a surplus for the Building Services trading unit.
 - b. **Education** (+£1.900M) – There are pressures within Home to School Transport, Out of County placements and Catering. Welsh Government have not yet determined the price for each Universal Free School Meal (UFSM). To mitigate the uncertainty for this service, a drawdown of £1 million from earmarked reserves has been assumed. This holding position of using reserves will be reviewed once the confirmation of USFM is received but that decision is not anticipated until much later in the year. School Transport pressures continue due to increasing supplier costs combined with an increase in the requirement for transport for pupils with additional learning.
 - c. **Children’s Services** (+£2.975M) – The overspend is primarily due to placement costs for the authority’s children looked after cohort with sustained demand pressures and price increases resulting in costs exceeding budget.
10. In relation to the above, mitigating actions are being put in place to reduce and offset the impact of these overspends with further detail set out in Appendix 2 (Directorate Commentaries).
11. The position at Month 4 assumes use of £2.175 million of Children’s Contingency to deal with the cost differential of agency staff versus full time staff. The success in terms of reducing the reliance on agency has resulted in decreased numbers of agency staff covering vacant posts but the variance in cost between agency and full-time staff has increased. This is being offset from contingency for 2023/24 given that the targets set in the Council’s Corporate Plan are being met.
12. The 2023/24 Budget Report outlined an overall savings target of **£17.666 million**. **£1.8 million** of this target was a reduction of the FRM budget (for one year) and **£3 million corporate savings** (£1 million reduction in General Contingency, £1m reduction in Adult Services Contingency and £1 million reduction in budgets including CTRS and Insurance). All Corporate and FRM budget savings have been fully achieved. With reference to **Efficiency savings (£10.090 million)** and **Service Change proposals (£2.776 million)** the performance of each proposal is outlined in Appendix 3. The performance against savings proposals for both efficiency and service change are below that required with Efficiency Proposals currently projecting £7.953 million being delivered (78.8%) and Service Change currently projecting at £1.705 million (61.4%) being delivered. The improvement in this position is seen as a key deliverable along with controlled spending measures over the next few months in order to improve the overall monitoring position.
13. The capital financing outturn is currently forecast to be £1 million underspent at the end of the financial year. This forecast is set having regard to assumptions

about our levels of actual external borrowing in year and timing of such for the remainder of the year; movement in bank interest rates (outside our control); levels of daily cash balance and estimates of how any capital expenditure for the Housing Revenue Account and General Fund is to be funded at the year end. Treasury management assumptions and performance will continue to be monitored closely, with the mid-year review to be reported to Council in November 2023. The forecast underspend is primarily due to delays in the timing of capital expenditure outflows and, also, new external borrowing assumed to be deferred as long as possible to the latter part of the year, in accordance with the Treasury Management Strategy set at the start of the year. The underspend also includes the impact of recent increases in Bank of England base rates to over 5%, resulting in higher interest income receivable on temporary cash balances, represented by bank deposits held. With borrowing rates currently elevated, it is recognised that any underspend is transitional and subject to the Council's overall cashflows during the year. Accordingly, subject to the Council's overall revenue budget position in 2023/24, opportunities will be considered to transfer underspend to the Treasury Management earmarked revenue reserve as a mitigation for short term treasury and capital risks across financial years.

14. 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 reporting a balanced position. At this early stage the information held is signalling an underspend (£200,000) but this needs further review in the coming months to give confidence that any underspend can be brought into the overall position.
15. 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 £0.726 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 the full available contingency of £2.175 million will be required to be drawn down, leaving no residual contingency for any further demand in Children's Services and the risk of increasing external residential placements for the remainder of this year.
16. Given the overspend position projected at Month 4, all services have been tasked to review opportunities to deliver in year efficiencies. These are being worked through currently to ensure deliverability and no front-line service impact and, where appropriate, these will be built into future monitoring reports to further mitigate the bottom-line position.
17. 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 balanced position after an assumed unbudgeted drawdown of £1.190 million from the Housing Repairs and Building Maintenance earmarked reserve. The position includes a net overspend of £1.445 million for the Housing Repairs Account largely due to responsive repairs spend above budget. Partly offsetting

this, rent and service charge income above target based on week 13 statistics indicate lower than budgeted void rent loss. The Civil Parking Enforcement position reflects an in-year surplus of £6.674 million compared to the budgeted surplus of £7.019 million reflecting income below target from resident parking permits and on-street parking fees. The Harbour Authority is projecting a balanced position with increased cost pressures for barrage maintenance offset by income above target and other managed underspends. The Asset Renewal budget is anticipated to be fully spent in line with the revised work schedule.

Capital

18. The Council on 9th March 2023 approved a new Capital Programme of £240.526 million for 2023/24 and an indicative programme to 2027/28. The budget for the General Fund and Public Housing has since been adjusted to £350.352 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards to date.
19. The sections below indicate a forecast position for 2023/24 for the General Fund and for Public Housing.

General Fund

20. The projected outturn for the year is currently £223.274 million against a total programme of £239.352 million with a variance of £16.078 million, which is predominantly slippage. Expenditure at the end of Month 4 was £46.690 million which represents circa 21% of the projected outturn, however there are a number of large expenditure items which are anticipated to progress during the latter part of the year.

Capital Schemes Update

21. Delivery of capital projects is complex, may span a number of years and is influenced by several 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.
22. The Council's capital investment programme plays an essential role in both stimulating the local economy and delivering local services. Construction cost inflation has increased significantly resulting from increased tender activity, material availability, labour shortages. This represents a delivery and an 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 and a re-assessment of whether the value of the intended outcomes continues to be met.
23. It remains important that directorates continue to allocate sufficient capacity and resource to ensuring projects progress in the timescales intended and consider opportunities to bring forward expenditure where possible but within the overall budget framework. Option appraisal, robust business cases and due diligence continue to be essential with a focus on delivery of approved schemes within the existing capital investment programme.

24. Previous years have seen a number of late external grant funding sources made available with aligned Welsh Government outcomes. This is a common theme and, whilst positive, the timescales may mean late changes in programme and projections. Utilising and making assumptions of grants bid for and awarded in approved timescales is a risk to be managed by directorates in the remainder of the year. Consideration of switching of Council resources and early discussion with grant funding bodies should be undertaken to ensure that approved grants can be used in full.
25. Further detail on progress against significant capital schemes included in the programme is included in Appendices 4 and 5 to this report.

Capital Receipts

26. Capital receipts are an important means of increasing the affordability of the capital programme. The generation of capital receipts is also consistent with the need to accelerate a reduction in the Council's asset base where this can support savings requirements or reduce maintenance liabilities.
27. The Annual Property Plan considered by Cabinet on 13 July 2023 provided a detailed update on targets set in respect of capital receipts and planned property transactions in 2023/24. Close monitoring needs to be undertaken of the overall target and a circa £3 million target of non-earmarked General Fund receipts for the current year. The value of such receipts generated in the first 4 months of the year is currently £85,000. The remaining transactions will include approved land appropriations to the HRA where due diligence determines such transactions are viable and via open market sales. Each of these transactions will need to be subject to the Council's relevant governance processes and should be progressed promptly to ensure, where required, these are completed by the end of the financial year. Where any proceeds are deemed required to be earmarked for specific purposes, this should be done having regard to the overall target and affordability of the capital programme.
28. The capital investment programme also includes several major development projects which assume that capital receipts are earmarked to pay towards expenditure incurred on those projects. Examples include the development strategy 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 risk of both abortive costs and to the level of borrowing. At its meeting in July 2023, Cabinet approved a disposal strategy for retail and commercial plots at the International Sports Village. The timing of earmarked receipts should be monitored closely to ensure site value and timing is consistent with the respective Cabinet approved business cases.

Public Housing (Housing Revenue Account)

29. The programme for the Housing Revenue Account (HRA) is £111.000 million, with expenditure of £107.875 million currently forecast for the year. Expenditure at the end of Month 4 was £25.038 million which represents circa 23% of the projected outturn.

30. Against an original allocation of £2.150 million, full expenditure is projected to be spent on estate regeneration, tackling issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Expenditure includes projects at Trowbridge Green, Caerwent Road and Penmark Green.
31. Expenditure on building improvements is projected to be £15.850 million for the year, in line with the budget. Projected spend includes ongoing upgrades to high rise flats with £2 million expected to complete cladding works on Lydstep flats. Refurbishment expenditure of £800,000 is projected for Nelson and Loudoun including bin chutes and electric doors. Survey work is currently being undertaken at Beech and Sycamore flats for an estimated cost of £630,000 to upgrade sprinklers. All of the above-mentioned works to high rise buildings will be funded from Welsh Government Social Landlord Building Fire Safety grants. Other improvements for the year include roofing works to both houses and flats (£1.960 million), central heating upgrades (£1.500 million) and kitchen and bathroom upgrades (£2.971 million). There is also projected expenditure of £900,000 on energy efficiency schemes, with a number of projects in the pipeline to be funded by Welsh Government's Optimised Retrofit Programme. Opportunities for additional grants which will support future cladding and building safety schemes in the Council's future expenditure plan are also being explored and will need to be the subject of future reports to Cabinet. It is essential that progress on developing such projects is prioritised in line with such approvals to ensure that external funding can be maximised in line with any terms and conditions of grant.
32. The budget for adaptations for disabled residents of HRA properties is £3 million for the year. Expenditure as at month 4 is £1.700 million as a result of increased applications to support independent living in the community. All future applications must be managed within the existing budget for the remainder of the year.
33. Expenditure on the development of new housing across several sites during the year is currently projected to total £86.875 million, against an initial assumption totalling £90 million. In respect of Cardiff Living, total expenditure of £19.265 million is projected this financial year. Phase 1 which includes projects such as Willowbrook West, Highfields, Briardene, Braunton and Clevedon will all be completed in 2023/24, with all remaining retentions due to be paid. Phase 2 projects due to start this financial year include Narberth Road (83 units), Llanrumney High School site (28 units), Waungron (21 temporary and 23 permanent units) and Citadel (12 units). Brookfield Drive and the Addison House element of the Eastern High site are also due to complete this year. Whilst delayed compared to initial timeframes, total expenditure projected for the Gasworks site in Grangetown this financial year is £33.300 million with phase one of the project for this temporary housing scheme due to arrive on site in August and occupied by October. Expenditure in year will be partly grant funded with £10.608 million from the Welsh Government's Transitional Accommodation Capital Programme (TACP) and £1.430 million from the Cardiff Capital Region Viability Fund, with potentially an additional £3 million to claim later in the year from the latter. It should be noted that the permanent scheme

at the Gasworks site is to be developed as part of a new partnering scheme, with the existing modular homes to be relocated to other sites to be identified.

34. Progress on other development projects outside of Cardiff Living is expected to total £24.110 million and includes projections for a recommencement on site for St. Mellons (£4.695 million) and the Maelfa independent living scheme (£2.000 million). Work paused at the end of 2022/23 as a result of the appointed contractor falling into administration, but both have either been or are in the process of being retendered to a new contractor, resulting in a significant increase in costs, which is being experienced on all housing schemes. Phase 1 of the Channel View development is currently the subject of a tender exercise and depending on the scope and affordability within budgets, is expected to start on site at the end of the financial year. The former Iorwerth Jones site is expected to be completed in March 2024 with projected expenditure of £2.445 million. Canton Community Centre and Bute Street Community Living are both expected to be on site in August 2023 with combined projected costs of £9.300 million for the year.
35. Additional external grant funding is also currently being explored for many sites, which is welcome due to significant increases in costs across all schemes. It remains essential that robust viability assessments are undertaken in line with best practice at various stages of decision making in respect to schemes before they proceed.
36. Expenditure of £10.200 million has already been committed, utilising budget allocated by the Council across two financial years for private market acquisitions in 2023/24 to meet the immediate demand for housing. Opportunities for Welsh Government grant funding to increase the volume of purchases to meet pressures is being explored, however expenditure needs to be managed and approved within the Council's budget and control framework and be the subject of the same viability assessment processes.

Reason for Recommendations

37. To consider the report and the actions therein that form part of the Council's financial monitoring process for 2023/24.

Legal Implications

38. 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

39. There are no HR imps that arise directly from this report.

Property Implications

40. There are no further specific property implications in respect of the Budget Monitoring Month 4 2023/24 Report. During the second quarter, the Strategic Estates Department will continue to assist where necessary in delivering mitigation strategies as part of the organisation's recovery and support delivery in relevant areas such as the Capital Programme, the Capital Investment Programme and Major Development Projects. The report highlights in-year financial pressures within Strategic Estates and the service area is working 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. 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

41. In summary, this report outlines a projected Council overspend of £6.457 million at Month 4 of the 2023/24 financial year. These overspends are after the use of specific contingencies and earmarked reserves.. If an overspend of 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 £7.798 million in such a circumstance but this level would be considered unsustainable. However, between Month 4 and the financial year end, every effort will be made to reduce the overspend to a balanced position or identify other sources of funding such as further use of earmarked reserves. At this time, the General contingency of £1 million has not been used because of the continued uncertainty in relation to NJC pay award.
42. Because of this risk, it is important that directorates retain a focus on their financial positions (including savings proposals reporting shortfalls) and ensure that tight financial control is in place over the remainder of this financial year to ensure that the projected financial position is reduced considerably by the year-end. In tandem, there will continue to be a review of Council-wide issues and regular monitoring of the Council's balance sheet, including the debtors' position and earmarked reserve levels.
43. In relation to the 2023/24 Capital Programme, a variance of £16.078 million is currently projected against the General Fund element, predominantly in relation to slippage against schemes. In terms of the Public Housing element of the programme, there is currently a variance of £3.125 million slippage. However, as outlined in the above report and Appendix 5 there are considerable cost pressures within the Housing Programme which are currently relying on significant grant funding and this drive continues to need to be underpinned by a robust viability assessment process in place.
44. 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. It is critical that directorates ensure that the necessary progress is made against schemes, to

ensure that cost overruns do not occur. 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..

45. 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 rest 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 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 4 2023/24.
2. Note the capital spend and projected position at Month 4 2023/24.

SENIOR RESPONSIBLE OFFICER	Christopher Lee Corporate Director Resources
	15 September 2023

The following Appendices are attached:

- Appendix 1 – Revenue Position
- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2023/24 Budget Savings Position
- Appendix 4 – Capital Programme
- Appendix 5 - General Fund Capital Schemes Update

Appendix 1

REVENUE MONITORING POSITION 2023/2024

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	29,448	(101)	29,347	29,706	(399)	29,307	258	(298)	(40)
Economic Development	49,837	(38,847)	10,990	52,705	(39,915)	12,790	2,868	(1,068)	1,800
- Recycling & Neighbourhood Services	50,053	(10,892)	39,161	51,317	(11,956)	39,361	1,264	(1,064)	200
Education & Lifelong Learning	403,312	(60,384)	342,928	415,056	(70,228)	344,828	11,744	(9,844)	1,900
People & Communities									
- Communities & Housing	240,456	(191,592)	48,864	235,729	(186,865)	48,864	(4,727)	4,727	0
- Performance & Partnerships	9,193	(6,262)	2,931	12,107	(9,226)	2,881	2,914	(2,964)	(50)
- Social Services - Children's Services	105,733	(15,828)	89,905	112,577	(19,697)	92,880	6,844	(3,869)	2,975
- Social Services - Adult Services	180,880	(33,396)	147,484	184,559	(37,075)	147,484	3,679	(3,679)	0
Planning, Transport & Environment	60,088	(50,721)	9,367	61,844	(52,277)	9,567	1,756	(1,556)	200
Resources									
- Governance & Legal Services	8,514	(1,181)	7,333	8,982	(1,113)	7,869	469	68	537
- Resources	33,486	(16,122)	17,364	36,927	(19,628)	17,299	3,441	(3,506)	(65)
Capital Financing etc.	41,534	(7,055)	34,479	41,534	(8,055)	33,479	0	(1,000)	(1,000)
General Contingency	0	0	0	0	0	0	0	0	0
Summary Revenue Account	25,863	(2,122)	23,741	25,863	(2,122)	23,741	0	0	0
Discretionary Rate Relief			0			0	0	0	0
Sub-Total	1,238,397	(434,503)	803,894	1,268,906	(458,556)	810,350	30,510	(24,053)	6,457
Council Tax Collection	0	0	0	0	0	0	0	0	0
Total	1,238,397	(434,503)	803,894	1,268,906	(458,556)	810,350	30,510	(24,053)	6,457

Mae'r dudalen hon yn wag yn fwriadol

Appendix 2 – Directorate Commentaries Month 4 2023/24

Corporate Management (£40,000)

1. The projected outturn position for Corporate Management Team at Month 4 against the net controllable budget of £29.347 million is a £40,000 underspend for Senior Management (£15,000) and Corporate Management Other Costs (£25,000).

Economic Development +£1.800 million

2. The Economic Development Directorate is forecasting a £1.800 million overspend at month 4 against the net controllable budget of £10.990 million.
3. Within this position, Culture, Venues and Events are forecasting an overall potential deficit of £1.900 million. This is made up largely of income shortfalls at St David's Hall (£850,000), Cardiff Castle (£186,000), City Hall Functions (£568,000) and Functions Catering (£316,000).
4. Whilst it is currently assumed that St David's Hall will transfer to an external operator during the financial year, a prudent position has been taken that there will be no financial savings within 2023/24 until there is certainty as to next steps in respect of this building and service.
5. Castle admissions income is projected to be circa £500,000 higher in 2023/24 (£2.65 million) than 2022/23 (£2.14 million), with £257,000 additional income generated in the first 4 months of the year. However, whilst this is an improvement on 2022/23 actuals, income generation has still not returned to pre-Covid levels and remains short of the 2023/24 budgeted income targets. The increased deficits forecast for Functions Hire at City Hall / County Hall and reduced Functions Catering income are a direct result of the core office programme changes in November 2023, where it is assumed that City Hall will be closed for events from November until the end of the financial year.
6. Property Services are projecting an overspend of £512,000. This includes a shortfall of £103,000 in relation to the Capital Receipts fee target, a £167,000 shortfall for the Investment and Non-operational Estate income as well as the Tennis Centre (£154,000).
7. The Youth Foods division is reporting an overspend of £170,000, primarily relating to increased agency costs and income shortfalls and reflecting a similar trend to 2022/23.
8. City Centre Management is projecting an £80,000 overspend, mainly due to Activity Site income projection falling short of target.
9. Sport, Leisure and Development is reporting a potential £184,000 overspend. Energy price increases at the Cardiff International White Water (CIWW) are impacting on this location with electricity prices doubling after the previous fixed price contract ended in March 2023. Whilst income generation is

projected to be higher than in 2022/23, it still remains lower than pre pandemic levels.

10. Facilities Management is forecasting an overall underspend of £1.056 million. This position includes a surplus for the Building Services trading unit of £922,000, derived from estimated fees based on higher volumes and contract values. FM buildings is reporting an underspend of £87,000 despite significant pressures estimated to be in the region of £831,000. These are assumed to be mitigated by savings from the planned changes at the three core office buildings but dependent on these being implemented on the scheduled dates. Based on the previous year's usage it is estimated savings of £756,000 could be achieved on energy. In addition, the planned termination of the lease at Wilcox House on 31 December should deliver further savings of £135,000 on rent and cleaning. Both the Cleaning and Security Services are currently anticipated to recover their costs and achieve balanced positions, whilst Pest Control is reporting an income shortfall of £66,000. Staff resources for this service are now at full complement so the position should improve as the year progresses.
11. Shared Regulatory Services is reporting a £17,000 overspend linked to the new SLA for out of hours calls handling by C2C.
12. Major Projects are projecting a £225,000 overspend at month 4 linked to unbudgeted holding costs (NNDR rates, security etc) at the Toys R Us building with potential lease discussions ongoing for an interim tenant.
13. All other divisions within Economic Development are projecting balanced or underspend positions for 2022/23.
14. The 2023/24 efficiency savings target for Economic Development was £1.204 million. At month 4, £905,000 of these efficiency savings are projected to be achieved (circa 75%), with the remaining £299,000 (£25%) considered unachievable in 2023/24. The service change savings target for Economic Development was £582,000. At month 4, only £32,000 of these service change savings are projected to be achieved. The remaining £550,000 linked to the proposed transfer of St David's Hall and CIWW to external operators are not assumed to be achieved at this stage. Whilst it is currently assumed that St David's Hall will transfer to AMG during the course of the financial year, a decision has been taken for monitoring purposes to remain prudent and assume no financial saving within 23-24 until timelines of the transfer are confirmed, and the subsequent financial reconciliations have been completed. It is not currently assumed that CIWW will transfer to a third party in 2023/24.
15. A total of £600,000 was allocated for specific FRM items in 2023/24. At month 4 it is projected that full spend will be incurred against these items.

Recycling & Neighbourhood Services +£0.200 million

16. Recycling & Neighbourhood Services are projecting a net overspend of £0.200 million against the net controllable budget of £39.161 million, after assuming a drawdown from the Waste earmarked reserves, grant maximisation and curtailment of expenditure as appropriate.
17. The Collection Service is projecting an overspend of £390,000, reflecting the further expansion of the segregated collection scheme scheduled for November and includes recurring operational and one-off set up costs.
18. The Street Cleansing service is projecting an overspend of £521,000 which predominantly reflects higher vehicle charges, estimated at £490,000 over budget. Increased staff costs, due to secondments and short-term trials into the service to provide experience of a supervisory role to officers from within the service amount to £56,000. The weed control contract, transferred from the Parks Service in 2022/23, brought with it an historical £36,000 budget deficit. Increased income of £61,000 from events and ad-hoc work has partly mitigated the pressures.
19. Recycling Treatment is projecting an overspend of £347,000. This includes increased staff costs of £211,000 at the Recycling Centres and MRF due to staff cover for sickness, suspensions, and overtime, plus a delayed saving against planned operational changes. There are further pressures of £169,000 from higher vehicle charges and a shortfall of £74,000 from the sale of recycling materials reflecting market prices. The pressures are partly mitigated by anticipated savings of £107,000 on external processing costs.
20. The Environmental Enforcement division is forecasting an overspend of £12,000 caused by an income shortfall of £63,000 partially offset by a £51,000 saving against staffing because of not filling vacant posts pending the Neighbourhood Services restructure. The cost of trialling covert CCTV cameras for fly tipping is £52,000 and it is proposed to fund these from reserves.
21. Waste Disposal is projecting an underspend of £151,000. This includes a saving of £215,000 from the contractual arrangement with Project Gwyrdd (PG) in relation to tonnage banding and the Performance Measurement Framework. A further saving of £10,000 is anticipated against Cardiff's contribution to the PG Contract Team. Processing costs are projecting a £59,000 overspend and income from the sale of landfill gas is projecting a shortfall of £15,000.
22. There is a small underspend of £4,000 in Management & Support whilst the Waste Strategy team is projecting a balanced position.

23. The Trade Service is reporting a balanced position after assuming a drawdown of £170,000 from the Waste Management reserve. Income projections are showing a shortfall of £389,000, caused by the reduction in rates to incentivise existing customers to separate their waste streams in readiness for changes to legislation due in January 2024. There has also been a re-focus of the service to prioritise and maximise recycling rates which has resulted in a loss of a key customer and a downsizing of the skip hire service. Expenditure projections are showing an underspend of £219,000 primarily due to staffing and disposal costs.
24. The FRM allocation of £60,000 to fund cleansing initiatives is projecting to be fully spent.
25. Budgeted efficiency savings totalled £291,000 and are forecast to be achieved. However, the service change saving of £60,000, in respect of reduced opening times at the Recycling Centres, is unlikely to be achieved until the proposed service restructure has been approved.

Education and Lifelong Learning +£1.900 million

26. The outturn position for the Education & Lifelong Learning Directorate reflects an overspend of £1.900 million. Schools Transport is projecting an overspend of £0.551 million reflecting the full year effect of 2022/23 new routes and price increases, along with known and anticipated increases in ALN routes in 2023/24, and the extraordinary contractor price increases expected. The position is net of a £700,000 contribution from earmarked reserve to meet the continuing demand and cost pressures within the service.
27. Services to Schools includes an overspend of £0.2 million overspend in Schools Catering. A projected increase in food expenditure due to price inflation and staff costs to implement Universal Free School meals in primary schools is not offset by income contributions from paid and Universal Free School meals and requires a drawdown from reserve of £1 million. Due to service changes, price inflation and uncertainty on income recoupment the accounts monitoring position could change materially over the course of the year.
28. Out of Maintained Schools educational placements is £714,000 overspent due to an increase in the provision requirement from 276 to 293 pupils in total. The increase in placements is due to the continuing trend of ALN placements demand outstripping the authorities educational setting provision, despite significant investment to increase capacity.
29. Budgeted savings in Education Services for 2023/24 totalled £1.419 million and it is currently projected that £0.806 million of these will be delivered in the current financial year.

Housing and Communities - Balanced

30. Housing & Communities is reporting a balanced position against the net controllable budget of £48.864 million after assuming budgeted drawdowns estimated at £2.776 million from Housing and Communities reserves. In addition, a further unbudgeted drawdown of £384,000 is assumed to address pressures within Homelessness.
31. The position comprises overspends totalling £716,000 across Homelessness (£293,000), Hubs and Community services (£269,000), Business Support (£134,000) and Housing Strategy (£20,000). These are partly offset by underspends of £716,000 across all other areas of the service.
32. Homelessness and Hostels are reporting an overspend of £293,000 largely due to storage costs for Homeless person's furniture and utility costs at the Gypsy and Traveller sites. These are partly offset by grant maximisation, leasing income and savings within temporary accommodation voids. All associated costs linked to the unprecedented demand on Homeless services are expected to be met from Welsh Government No one Left Out and Discretionary Homeless Prevention grants and a drawdown from the Homelessness reserve.
33. Hubs and Community services are reporting an overspend of £269,000 across the divisions. Overspends of £151,000 within Day centres are attributable to unachieved vacancy provisions and an overspend of £119,000 within Learning for Life is linked to a shortfall in projected tuition fee income at Llanover Hall. These are partly offset by employee savings and grant maximisation across the service.
34. The Business Performance and Support overspend of £134,000 relates to unbudgeted PPE distribution costs across the authority. PPE continues to be provided free of charge by Welsh Government but the Directorate does not have related budget for the administration and delivery of the service. Work is ongoing to reduce related expenditure.
35. Housing Strategy overspend of £20,000 is linked to overtime and supplies and services above budget.
36. Underspends of £221,000 within Neighbourhood Regeneration relate to additional grant income across the service.
37. Housing Projects are reporting an underspend of £112,000 due to vacancy savings within the division.

Performance & Partnerships (£50,000)

38. An underspend of £50,000 is reported at Month 4 which relates mostly to an anticipated overachievement of external income in Bilingual Cardiff.

Children's Services +£2.975 million

39. Children's Services is currently projecting a £2.975 million overspend, following full utilisation of the Children Services contingency of £2.175 million, and a drawdown of £3.248 million from reserve. The reserve drawdown is to fund ongoing cost pressures from cost differential between agency staff and establishment staff and high-cost support and placement packages.
40. The overspend is primarily due to placement costs for the authority's children looked after cohort as sustained demand pressures and price increases are resulting in costs exceeding budget.
41. Placements costs include a £6.353 million overspend relating to residential placements. Ongoing placement numbers have increased over the year from 106 active placements at the start of the year to 122 current active placements, with also average price uplift request of 8% on 30 placements. The external fostering budgets are reporting a £1.475 million underspend as placement numbers are less than planned and decreasing from 306 at the start of the year to 286 currently. The underspend has been partially eroded as price uplifts for fostering arrangements has seen 223 price uplifts at an average of 8%.
42. Children's Services are required to commission additional bespoke placement and support packages due to the complexity of needs and a shortage of placements spaces available. These costly arrangements are included in the position as an overspend against budget of £2.2 million, which is being offset by an earmarked reserve contribution of £2.1 million. During the financial year, there have been 51 of these packages to date, of which 21 are currently active.
43. A national trend of a challenging recruitment market, with difficulties in recruiting permanent qualified social workers and care workers is resulting in a reliance on external employment agency to fulfil statutory duties. The cost differential between permanent staff and agency staff led to a staffing overspend of £1.1 million within Assessment and Care Planning division, which is currently being funded from earmarked reserves in its entirety. Service redesign steps have been taken by the division and there is a reduction in the number of external agency workers.
44. Budgeted savings in Children Services for 2023/24 totalled £1.925 million and it is currently projected that £1.254 million of these will be delivered in the current financial year.

Adult Services (Balanced)

45. Adult Services is projecting a balanced position, after a £771,000 contribution from the Adult Services contingency budget. The underlying overspend of £771,000 comprises a £2.662 million overspend on commissioned care, offset by a £1.891 million underspend on internal services.

46. The position on commissioned care comprises overspends in Older People (£1.351 million), Physical Disabilities (£1.030 million) and Learning Disabilities (£0.361 million). These are partially offset by projected underspends of £69,000 and £11,000 respectively in commissioned care for Mental Health and for Substance Misuse.
47. The largest contributory factor to the position on Older Peoples' Services are overspends on domiciliary care (£0.703 million) and residential and nursing budgets (£0.721 million). These, together with smaller overspends on respite and other areas of care, are offset by an underspend on direct payments. The overspend on domiciliary care reflects a significant increase in weekly domiciliary care hours over recent weeks (c£750 per week). The overspend on residential and nursing reflects an increase in placement numbers in general, together with a significant shift in existing placements from general residential to more costly residential dementia placements.
48. The largest contributory factors to the position on Physical Disabilities commissioned care are similar, with overspends on domiciliary care (£0.497 million), residential and nursing care (£0.325 million) and supported living arrangements (£0.187 million). The domiciliary care position reflects a significant increase in hours of care while the residential, nursing and supported living overspends reflect placements numbers. Residential and nursing placements are around 30% (9-10 places) higher than the average of the last three years; many in the 60+ age category.
49. The overspend on Learning Disabilities is mainly due to residential and nursing placements (£0.741 million) and this is partially offset by underspends in other areas, including the Adult Placement Scheme and Direct Payments. The overspend on residential and nursing reflects placements numbers as well as the impact of delayed delivery of a 2023/24 budget saving proposal.
50. The underspend on Internal Services is a combination of Assessment and Care Management (£618,000), Reablement and Independent Living (£528,000), Support & Performance Management (£685,000) and Internal Day Care (£120,000). These are offset by an overspend of £60,000 on Internal Supported Living Services linked to the delayed delivery of a 2023/24 savings proposal.
51. The underspends in all other areas of Internal Services reflect a level of vacancies and the fact that funds allocated for restructures are only estimated to be partly used in the current financial year.
52. Budgeted savings in Adult Services for 2023/24 totalled £1.669 million and it is currently projected that £1.021 million of these will be delivered in the current financial year. Further detail is included in Appendix 2.

Planning, Transport & Environment +£200,000

53. Planning, Transport and Environment are forecasting an overspend of £200,000 after assumptions of accelerated use of Commuted Sums, maximisation of grant drawdown and curtailment of spend as appropriate.

Significant pressures are evident across the directorate particularly within Highway Infrastructure, Transport, Planning and Building Control and Civil Parking Enforcement. These are partly mitigated by a large surplus in Energy Management.

54. Transport is forecasting an overspend of £439,000 reflecting contract increases on the CCTV and Intelligent Transport Systems. There are increased operational costs at the Traffic Control Room and unbudgeted costs for the Traffic Management of sporting events where costs are borne by the Authority.
55. Highway Infrastructure is forecasting an overspend of £271,000 reflecting a funding shortfall for the Winter Maintenance programme partly due to the increased cost of salt, vehicle charges and the impact of the 20 mph zones requiring 2 extra vehicles and addition staffing for redesigned gritting routes.
56. An anticipated shortfall in planning fees is forecast to result in an overspend of £313,000 caused by the general economic impact on major planning applications.
57. A reduction in the income from residents parking permits is considered likely to generate a shortfall of £345,000 against the target within Civil Parking Enforcement. The fees were increased as part of the 2023/24 budget but current data indicates this will not be achieved.
58. The Bereavement, Registration & Dogs Home services are reporting an overall deficit of £26,000 reflecting increased operational costs in Bereavement and the Dogs Home, partly mitigated an increase in Registration income.
59. Energy Management are forecasting a surplus of £469,000 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 employee savings whilst the recruitment process takes place.
60. Further savings of £9,000 are forecast in Management and Support Services from increased recharges to various grants and income funded activities.
61. The FRM allocations, to assist with the delivery of One Planet Cardiff objectives are projected to be fully committed.
62. The efficiency, income, and service change savings target are £1.857 million. It is currently forecast £1.518 million will be achieved leaving a shortfall of £339,000. This includes income from residents parking permits and Business Support restructure due to a short delay in the voluntary severance.

Governance & Legal Services +£537,000

63. The Governance and Legal Services forecast overspend of £537,000 relates to unbudgeted locum solicitor costs of £439,000 and an overspend of £99,000 within Electoral Services for printing and postages. These variances are offset by an underspend within Democratic Services due to delays in backfilling of vacant posts.

Resources (£65,000)

64. An overall underspend of £65,000 is projected at month 4 with underspends within Human Resources, Commissioning Procurement and Finance partly offset by an overspend within the Chief Digital Officer division.
65. Vacant posts are the primary contributors to the underspends within Finance and Procurement, £90,000 and £97,000 respectively, while surplus income within Occupational Health and linked to the Additional Voluntary Contributions to Pensions and Cycle to Work schemes is the reason for the £200,000 underspend within Human Resources.
66. The Chief Digital Officer overspend of £323,000 relates to increased licensing and software costs within ICT which is partly offset by an underspend in Customer Services due to vacant posts.
67. The Central Transport Service is reporting a balanced position which includes a contribution to reserve.

Cardiff Harbour Authority

68. For the current year, the Council worked with the Welsh Government to identify budget pressures around increases in material costs, contractors and energy prices as well as historical shortfalls in service level agreement budgets. In addition, work has been carried out to identify future obsolescence and compatibility issues with existing systems and equipment requiring upgrades or replacement. These budget pressures are partly offset by savings due to increased income streams and reduced accommodation costs against the approved Fixed Costs budget of £5.621 million. This allocation includes the 2022/23 pay award shortfall, any employee incremental pay progression and the 2023/24 pay award yet to be agreed. The Asset Renewal funding requirement for non-critical assets is £457,000, giving an overall budget for the Cardiff Harbour Authority (CHA) of £6.078 million, which is an increase of 2.6% on the final award total for the 2022/23 financial year.
69. The forecast at the end of quarter one indicates a funding requirement of £6.078 million, representing a full spend of budget.

Heading	Budget £'000	Projected Out-turn £'000	Variance £'000
Expenditure	6,786	6,853	67
Income	(1,165)	(1,232)	(67)
Fixed Costs	5,621	5,621	0
Asset Renewal	457	457	0
TOTAL	6,078	6,078	0

70. The position includes increased costs on building overheads and barrage maintenance, largely due to further significant cost price pressures on contractor supplies and works, offset by reduced expenditure on facilities management and environmental areas. Increased income against target is projected on car parking and harbour dues. This forecast will be updated as more information becomes available over the coming months.
71. The Asset Renewal budget is currently indicating a full spend in line with the revised approved schedule of work, including barrage sails decking, water quality sondes and cables, graving docks boardwalk, Roald Dahl Plas post and rail replacement, plus additional scheme to complete the Senedd boardwalk.
72. The CHA maintains a Project and Contingency 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 Cost budget. The balance on 31 March 2023 was £130,000 and this is in line with the amendments to the Deed of Variation as agreed in May 2023.

Civil Parking Enforcement

73. 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.
74. The budget was set using various assumptions and scenarios. The table below provides a summary of the budget and projected outturn position.

	Budget £'000	Projected Outturn £'000	Variance £'000
Income			
On street car parking fees	4,956	4,850	106
Off street car parking fees	1,428	1,464	(36)
Resident's parking permits	911	511	400
Penalty charge notices	2,350	2,350	0
Moving Traffic Offences (MTO's)	3,687	3,687	0
Camera Car	708	708	0
Other Income	20	39	(19)
Total Income	14,060	13,609	451
Expenditure			
Operational costs, parking & permits	634	648	14
Enforcement service including TRO	6,437	6,317	(120)
Total Expenditure	7,071	6,965	(106)
Annual Surplus / (Deficit)	7,019	6,674	345

75. The current projection indicates an annual trading surplus of £6.674 million. This is £345,000 lower than the budget reflecting lower than anticipated income from residents parking permits and on-street parking fees partly offset by reduced operating costs.
76. Income is forecast at £13.609 million which is £451,000 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.
77. Expenditure is forecasting a variance of £106,000 reflecting the reduction in loan repayments for invest to save schemes following full repayment in the previous financial year.
78. The surplus of £6.674 million is transferred to the Parking and Enforcement Reserve and available to support highway, transport and environmental improvements.
79. The table below illustrates the forecast position in the reserve:

Parking & Enforcement Reserve	£'000
Balance 1st April 2022	1,022
Contribution from CPE	6,674
Total Available	7,696
Contribution to support revenue budget	(6,418)
Project support and initiatives	(600)
Balance 31st March 2024	678

80. The brought forward balance in the reserve is £1.022 million. The CPE forecast indicates a surplus of £6,674 million. The contribution to the revenue budget to fund infrastructure maintenance and improvements is £6.418 million. A further £600,000 will support various initiatives such as Active Travel, LDP transport monitoring and a provision for various transport scoping works such as the Metro. The year-end balance is forecast at £678,000.

Housing Revenue Account - Balanced

82. The Housing Revenue Account (HRA) is projecting a balanced position after an assumed drawdown from the Housing Repairs and Building Maintenance earmarked reserve of £1.191 million.
81. Within this position, the Housing Repairs Account is forecasting a £1.445 million overspend made up of responsive repairs overspends estimated at £1.691 million due to the current backlog of works, void property repair overspends of £300,000 and overspends within management and administration of £145,000. These variances are partly offset by underspends of £385,000 for external painting and £306,000 for electrical testing. The Disabled Facilities grant budgets indicate balanced budgets at this time.
84. An anticipated £52,000 underspend on capital financing costs is due to lower than anticipated interest charges. Employee savings across the functions of £47,000 are also included within the overall position.
85. Based on week 13 statistics, standard rent and service charge income are forecasted at £115,000 above target. This is mainly in relation to a lower than budgeted void rent loss. Hostels and other accommodation income are forecasted at £235,000 above target. This is due to a number of factors including lower than budgeted void rent loss, the availability of additional units/bed spaces at some projects and an assumed extension to the period of time that service charges will be received for food services at Ty Ephraim.
86. The balance of the overall variance is mainly due to premises overspends in relation to tipping charges, hostels security and Council Tax charges.

87. The Month 4 position includes a 6% pay award assumption in line with the budget. The outcome of the settlement in relation to the current pay negotiations will be reflected in future monitoring reports.
88. There are other forecasts which due to the nature of the spend and income and the number of variables are subject to change and will need to be reviewed in detail over the coming months.

Mae'r dudalen hon yn wag yn fwriadol

Directorate Efficiency Saving Proposals - 2023/24

Dir	Report Ref	Description	Efficiency Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
CMT	CMTE1	Expressions Of Interest/Senior Management Saving Reflects savings generated from Expressions of Interest in Voluntary Redundancy over and above those included in proposals.	239	0	0	239	0	120	(120)	Assuming half will be achieved.
Corporate Management Total			239	0	0	239	0	120	(120)	
Economic Development	ECDE1	Full review of Play Services To create efficiencies including consideration of utilisation of grant income where appropriate.	0	0	57	57	0	57	0	Currently forecasted to be fully achieved.
	ECDE2	Increase In Workshop Income Past performance indicates that current occupation of the workshops yields income greater than the current target.	0	0	30	30	8	30	0	On target to be fully achieved.
	ECDE3	Increase in City Centre Management Income The team's capacity for work has increased creating greater opportunities to generate income.	0	0	30	30	0	0	(30)	Income target considered unachievable.
	ECDE4	Delete post in Economic Development Deletion of a Grade 6 support post within Economic Development.	40	0	0	40	40	40	0	This has been achieved through a reversal of the 2022/23 growth bid allowing the post to be retained.
	ECDE5	Recharge Costs for Legionella - Health & Safety Budget The proposal is to charge future Legionella testing to Education's statutory maintenance budget.	0	50	0	50	50	50	0	This saving has been achieved and the charged to Education actioned.
	ECDE6	Strategic Estates (Transaction) Increased Rental Income from Ipswich Road site through re-gear lease and part surrender of site to existing tenant.	0	0	40	40	0	20	(20)	Delays in completion of the lease re-gear transaction considered likely to result in saving only being partially achieved.
	ECDE7	Cardiff Market Service Recharge Cardiff Market service recharge - additional market manager's staff cost (increase from 1 day to 2.5 days). Average increase is £158 per stall holder, a 3.6% increase in current charge.	0	0	10	10	10	10	0	Increased recharge is included within Service Charge and projected to fully achieved.
	ECDE8	Brindley Road Vacate prior to the end of lease in 2024, this will achieve savings of £147k. Early vacation can be achieved with the relocation of Building Services staff from the CTS Depot to County Hall (hybrid working) making space for Highways and Cleansing Services to locate to the CTS Depot footprint. This move is already being planned but can be accelerated to vacate in 2023.	0	147	0	147	0	0	(147)	This proposal will not be achieved following the operational delay to the planned closure of Brindley Rd offices. This is now likely to occur next year when a clearer position emerges.
	ECDE9	Replace the static security provision at Cardiff Castle with a remote provision The Alarm Receiving Centre (ARC) is currently upgrading existing, and implementing new, technology to improve the level of security at the Castle. The ARC will then manage security at the Castle by remote means. An on-site presence of Security Officers out of normal working hours will not then be required. Assumed full year saving against the budget will be £67k (£50k reflects implementation of 1st July 2023).	50	0	0	50	0	40	(10)	There has been a short delay to the commencement of the new arrangement therefore a shortfall is likely to occur.
	ECDE10	Facilities Management Building Support Consolidation In line with the proposed changes to Core office footprint and relinquishment of Brindley Road Depot, its proposed to realign FM support with operational needs. This will result in a reduction of six posts which can be achieved through Voluntary Redundancy. This is a part year saving, with full year effect in 2024/25.	79	0	0	79	79	79	0	Achieved.

Dir	Report Ref	Description	Efficiency Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
Economic Development	ECDE11	Consolidation of Business Administration Function Across County Estates Merge and streamline administration roles into one support team and allocate resources to priority work. All staff are able to work remotely, with supervision in place. This will allow administration support to be provided to other areas of the Directorate or across the Council based on priority need.	25	0	0	25	25	25	0	Achieved.
	ECDE12	Subsume Brindley Road Stores into Lamby Way Stores The store at Lamby Way has been transformed into warehousing, where digital requests for PPE and equipment enable delivery of items the following working day. This supports better management of PPE and equipment and a reduction in storage requirement/staff. This proposal is to close the Facility Management led stores at Brindley Road with the loss of the two stores related posts.	43	0	0	43	43	43	0	Operational delays to the closure of Brindley Road offices and stores has meant that only one post has been deleted following VS. Further consideration is required for the longer term plan of the existing stores.. Alternative staff savings have been achieved within FM through the deletion of posts in the City Hall Boiler Team so this saving is achieved.
	ECDE13	Grant Maximisation Utilise external grant funding to support services within Culture, Parks & Events.	0	0	105	105	5	105	0	On target to be fully achieved.
	ECDE14	Grant Maximisation Utilise external grant funding to support services within Investment & Development.	0	0	222	222	62	222	0	Projected to be fully achieved with £62k grant claimed in Q1.
	ECDE15	Event Management - Minimum Service This proposal would reduce the establishment by deleting the vacant Exhibitions Officer Grade 9 (£38k) and remove the Cardiff Council Associated Events Budget of £10k.	38	10	0	48	48	48	0	Vacant posts have been deleted and saving fully achieved.
	ECDE16	Restructure of Strategic Estates Department Proposal is to delete a vacant part time Grade 10 post, and a vacant Grade 5 post in the Disposals team and to create a single Grade 7 Surveyor post to support the non-Operational/Major Projects group.	25	0	0	25	25	25	0	Vacant posts have been deleted and saving fully achieved.
	ECDE17	Further Restructure of Strategic Estates Department Deletion of two posts through Voluntary Redundancy/Retirement in addition to ECDE16 above. Remodelling the service would involve a reduction in officer capacity over the medium term.	80	0	0	80	0	40	(40)	Delays in relevant staff leaving the authority is to result in saving only being partially achieved.
	ECDE18	Business, Investment & Tourism – Reduction of Service to Make it Cost Neutral to the Council Removal of 4 posts, which will reduce the level of service provision. These posts relate to unfilled/vacant posts across the service area with no impact on existing employed staff. Grant funding will also be increasingly used to maintain levels of service delivery across Business, Investment and Tourism.	281	20	(182)	119	119	119	0	This has been achieved through a reversal of the 2022/23 growth bid.
	ECDE19	Cardiff Castle Deletion of 1 FTE Grade 6 Post and 0.68 FTE Grade 3 post via Voluntary Redundancy.	61	0	0	61	57	57	(4)	£57k achieved with VR taking place in March and June 23. £4k unachieved is due to slight delay in release of second post.
Economic Development Total			722	227	312	1,261	571	1,010	(251)	
Food Services	RNSE1	Removal of Bespoke (striped) Bag Delivery This has been effective since July 2022. Properties without black wheeled bins were previously supplied with red-striped bags for general waste. The change reduces procurement of single use plastic. Cardiff was the only Local Authority in Wales to provide bags.	0	50	0	50	50	50	0	Achieved.

Dir	Report Ref	Description	Efficiency Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
Recycling & Neighbourhood Services	RNSE2	Review of Internal Recharges into the Trade Waste Service Increased recharge to Trade Waste Service that more accurately reflects the use of infrastructure at Lamby Way.	0	0	70	70	70	0	Achieved.	
	RNSE3	Round Balancing Rebalancing the recycling rounds to reduce their number. Monitoring the completion of rounds indicates that a reduction in rounds is feasible. The proposed saving reflects voluntary redundancy. It does not include potential vehicle savings which would need to be worked through.	100	0	0	100	33	100	0	On target to be fully achieved.
	RNSE4	Grant Maximisation Utilise external grant funding to support Neighbourhood Services.	0	0	40	40	13	40	0	On target to be fully achieved.
	RNSE5	Distribution of Recycling Bags A reduction in delivery of single-use plastics (green recycling bags) and a move towards reusable sacks places less demand on this function, allowing for the deletion of 1 FTE Grade 4 Distribution Operative Post via Voluntary Redundancy.	31	0	0	31	31	31	0	Achieved.
Recycling and Neighbourhood Services Total			131	50	110	291	197	291	0	
Education	EDUE1	Transfer responsibility for annual Capita One licence fee to Schools ICT Investment programme The annual Capita One licence is currently paid from central Education budgets. It is proposed that the cost of the licence will instead be borne by the School ICT Investment Programme (a pooled schools' budget), going forwards.	0	133	0	133	133	133	0	Achieved.
	EDUE2	Fund a proportion of Education Welfare Officer (EWO) costs from the Local Authority Education Grant (LAEG) The LAEG contains an element of funding for improving school attendance. The proposal is to utilise this funding to offset some of the costs of the EWO team.	0	0	50	50	50	50	0	Achieved.
	EDUE3	Restructure the Business Support function within Services to Schools Restructure of the Business Support team that supports Services to Schools in order to more effectively manage the impact of Universal Primary Free School Meals and the National Plan for Music Education.	35	0	0	35	35	35	0	Achieved.
	EDUE4	Increase contribution from Post 16 grant towards Research and Information The Research and Information team is currently part-funded by the Post-16 grant. The proposal is to utilise a further £20k of the grant to offset the costs of this team.	0	0	20	20	20	20	0	Achieved.
	EDUE5	Facilitate the move of all schools telephony system to digital This saving would be generated by moving all schools to digital telephony systems, rather than the costly analogue systems currently in place at a majority of schools. In the 2019/20 financial year schools spent £568k on telephone systems and charges. A recent procurement exercise has identified that savings in the region of £200k may be possible.	0	200	0	200		200	0	Schools transferring onto new contract incrementally and budget will be taken from Schools as transfer takes place.
	EDUE6	Additional contribution from capital funding towards SOP staffing costs Further increase the level of contribution from capital funding for salary costs associated with the SOP programme.	0	0	200	200	200	200	0	Achieved.
	EDUE7	Education Consortia - Increase use of WG Grants and deletion of posts Proposal is to delete 2 x 0.8 FTE posts within Achievement/Looked After Children teams, and to increase the proportion of grant being channelled directly to the Council (rather than Consortium) to offset other existing costs including training.	70	0	50	120	120	120	0	Staffing release has occurred - funding streams now reduce base budget spend.
	EDUE8	Identify and reduce duplication of activity and provision in School Improvement The Council has developed a Curriculum team within the Education Directorate which assists schools in their development of the curriculum in their schools. This proposal will explore whether there is any duplication of provision with the Central South Consortium and identify efficiencies.	124	0	0	124	124	124	0	Staffing release has occurred and SOP funding still at same level.

Dir	Report Ref	Description	Efficiency Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
	EDUE9	Align the budgets of the Youth Service, Cardiff Commitment and Child Friendly Cities Teams and increase the use of external funding sources The net revenue budget for the Youth Service has been increased incrementally over the past few years following a significant reduction six years ago. The Council has also provided additional funds to create and sustain the Child Friendly Cities and Cardiff Commitment provision and teams. This proposal would explore the potential to align the budgets held for the Youth Service , the Child Friendly City and Cardiff Commitment teams and to increase the use of external grant funding to sustain these programmes of work.	0	0	400	400	0	200	(200)	No evidence to support achievability at this stage and will require review at month 6.
	EDUE10	Further efficiencies from the 'Team around the School' approach to working The move to a 'Team around the School' approach to working has identified some benefits in reducing meetings between the school and different teams of the Council together with a greater ability to focus on solutions to identified issues. This suggestion would mean the further exploration of this to include all Council teams involved with schools together with further exploration of teams being accommodated in schools.	0	100	0	100	0	0	(100)	Plans progressing but unlikely to result in savings materialise in 23/24.
	EDUE11	Introduce contract arrangements for all Out of County placements Introduce a contractual procurement process for all Out of County placements of pupils with Additional Learning Needs. Block booking of provision would lead to economies of scale in procuring these places.	0	50	0	50	0	0	(50)	Currently OOC is significantly overspent despite budget realignment. Procurement efficiencies yet to be detailed.
Education Total			229	483	720	1,432	682	1,082	(350)	
Transport and Environment	PTEE1	Transport Teams - Review basis of recharging to Capital Schemes Maximising opportunities for recharging for services to WG grants and capital schemes within Transport Policy, Programme & Active Travel teams.	0	0	50	50	0	50	0	The position will emerge later in the year. Risk of grant reductions given WG financial announcement.
	PTEE2	Energy: Review existing business cases The proposal is to re-evaluate all business cases (Lamby Way Solar Farm/Radyr Weir/PV schemes) against existing performance and targets across the entire energy portfolio, and balance this with indications around future income. The energy sold price (Lamby Way) is reflective of the current market conditions - this may increase from 2023/24 onwards but figures are not yet confirmed - they will be negotiated in readiness for April 2023. For 2023/24, the price increase received for energy will be reviewed as part of this overall process. Review will take account of previous shortfalls to income targets.	0	0	100	100	45	100	0	On target to be fully achieved.
	PTEE3	Smart Parking - Parking Sensors The proposal is to not renew the Smart Parking contract as parking sensors are not utilised fully at present. The contract with the installation company has expired and the company is not able to offer renewal or maintenance support.	0	180	0	180	180	180	0	Achieved with non renewal of the contract.
	PTEE4	Schools Crossing Patrols Underspend and Vacant Posts The saving reflects an underspend in the current year which can be maintained without impacting current crossing patrols, through the deletion of vacant posts (1.94 FTE).	38	0	0	38	38	38	0	On target to be fully achieved.
	PTEE5	Street Lighting Energy Initiatives Review the wattage requirements and dimming regime across the entire Street Lighting network with the aim of decreasing energy usage. Achievability rating relates to staff resource to complete this whilst also rolling out LED and the potential for complaints which may require reverting back to previous levels.	0	60	0	60	0	60	0	On target to be fully achieved.
	PTEE6	Reshaping to identify Voluntary Redundancy and alternative funding opportunities across PTE	24	0	121	145	45	145	0	On target to be fully achieved.

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			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
Planning, T	PTEE7	Fees & Charges - PTE Generate additional income through increases to a number of fees & charges in respect of highways and transportation.	0	0	10	10	9	10	0	On target to be fully achieved.
	PTEE8	Review Business Support service, streamline and restructure	80	0	0	80	24	47	(33)	Probable shortfall due to timing of VS.
	PTEE9	Clamping Additional Income being generated from camera car dual operation.	0	0	50	50	6	50	0	On target to be fully achieved.
	PTEE10	S278/38 Charges Change charging basis of linear rate.	0	0	50	50	32	50	0	On target to be fully achieved.
	PTEE11	Road Safety / Transport Team - Reshaping Deletion of one vacant post with no service impact together with increased income through maximising recharges to external grants.	18	0	52	70	7	70	0	On target to be fully achieved.
	PTEE12	Deletion of vacant Support Post (Grade 4) in PTE £416k growth was put into the base budget for 2022/23 to support One Planet initiatives and work. This is the deletion of a vacant Grade 4 support post.	27	0	0	27	27	27	0	Achieved.
	PTEE13	Grant Maximisation Utilise external grant funding to support Highways.	0	0	120	120	120	120	0	Achieved.
	PTEE14	Drainage - Sustainable Drainage Approval Body substantial price increase to Pre Application Discretionary charge to be increased taking into account benchmarking with other Local Authorities. Only possible on pre-application as this is the discretionary charge. There is a risk that increasing the charge may result in reduction in the take up of the service but benchmarking gives some confidence on this point.	0	0	30	30	11	30	0	On target to be fully achieved.
Planning, Transport and Environment Total			187	240	583	1,010	544	977	(33)	
Performance & Partnerships	P&PE1	Ukraine Refugees and Asylum Seeker support Recovering costs for staff time associated with managing the local response to the Ukraine Refugee crisis.	0	0	70	70	23	70	0	On target to be fully achieved.
	P&PE2	Cardiff Engagement Team The proposal seeks to strengthen engagement practices and deliver efficiencies in the Cardiff engagement team. The proposal includes investment in technology to reduce staff workload, unlock capacity and improve productivity which may impact staff, and further detail will be brought forward following a review of the technology.	0	0	32	32	11	32	0	On target to be fully achieved.
	P&PE3	Reduce Policy Initiatives Budget	0	15	0	15	15	15	0	Achieved.
	P&PE4	Efficiency Savings in Communications, Media and Design Reduction in subscriptions budget in corporate communications (£15k), increase income for Design Team (£19k) and reduction in Campaigns budget (£5k).	0	20	19	39	20	39	0	On target to be fully achieved.
	P&PE5	Reduction in Staffing in Cabinet Office Deletion of two vacant posts: Policy Officer (Grade 6) and Cabinet Administrative Support officer (Grade 3).	65	0	0	65	65	65	0	Achieved.
	P&PE6	Integration of Corporate, Contextual and Regional Safeguarding teams The integration of three teams and use of external funding will generate efficiency savings.	0	0	23	23	8	23	0	On target to be fully achieved.

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Perfo	P&PE7	Community Safety Problem Solving team - Grant funding Utilise external grant funding to support the expansion of the Community Safety problem solving team.	0	0	171	171	57	171	0	On target to be fully achieved.
	P&PE8	Increased income & productivity in Bilingual Cardiff. Bilingual Cardiff already provides full translation services for two neighbouring local authorities as well as two regional health boards through contractual agreements or SLAs. Bilingual Cardiff is currently going through a restructure which is designed to provide more capacity to tender for further external translation contracts. The increased income target reflects this, with the intention of securing further contracts over the years to come.	0	0	45	45	15	45	0	On target to be fully achieved.
	P&PE9	Grant Maximisation Utilise external grant funding to support Cardiff Research Centre and Community Safety.	0	0	94	94	31	94	0	On target to be fully achieved.
People and Communities - Performance and Partnerships Total			65	35	454	554	245	554	0	
Housing & Communities	HACE1	Benefits Rollout of Universal Credit and the migration of legacy claims to Universal Credit reduces the caseload of Housing Benefit thus allowing the release of staff. Savings are generated by deleting vacant posts and voluntary redundancy.	90	0	0	90	82	82	(8)	The unachieved £8k relates to a 2 month delay to the VS planned leaving date.
	HACE2	Advice: Management Costs The proposal is to utilise external grant funding to support an element of management costs.	0	0	38	38	38	38	0	Achieved.
	HACE3	Delete Skills for Work & Life Team (2 posts) Efficiencies in providing digital support and training for Council staff.	64	0	0	64	64	64	0	Achieved.
	HACE4	Hub Staff Reduction Deletion of 2 vacant Grade 3 Posts and 1 Voluntary Redundancy.	96	0	0	96	96	96	0	Achieved.
	HACE5	Into Work Gateway Posts Utilise external grant funding to support the Into Work Gateway.	0	0	46	46	46	46	0	Achieved.
	HACE6	Book Fund The Book Fund is used to provide new book stock to Hubs and Libraries. Collection HQ software will allow the service to use borrowing trends to identify where stock can be best used within the city and tailor movement of stock around demand. There is capacity for a smarter approach to stock provision within individual locations, enabling the service to take a more dynamic approach to our book stock. This approach will ensure increased circulation of stock across the city, thereby supporting a reduction in the book fund of £50k.	0	50	0	50	50	50	0	Achieved - Budget reduced and spend plan adjusted accordingly.
	HACE7	Quality and Appeals Deletion of Grade 9 post when it becomes vacant in October. The work will be absorbed by the wider team.	27	0	0	27	27	27	0	Achieved.
	HACE8	Gypsy/ Traveller Site Grant Income Maximising grant income from Housing Support Grant and Children and Communities Grant.	0	0	20	20	20	20	0	Achieved.
	HACE9	Advice Team - Grant Maximisation Opportunities Utilise external grant funding to support the Advice Team.	0	0	99	99	99	99	0	Achieved.
	HACE10	Grants to third sector Grant to the Huggard for Day Centre/Bond Officer will transfer into the Housing Support Grant from April 2022.	0	0	25	25	25	25	0	Achieved.
	HACE11	Early Help Vacancy Provision It is proposed to build in an 8% vacancy provision within the Children and Family Advice Service element of Early Help budget - this would release 117k base budget. The service is funded by both base budget and Children and Communities Grant. Due to the temporary nature of the roles its deemed that this is achievable as there is a consistent level of vacancies.	117	0	0	117	39	117	0	On target to be fully achieved.

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	HACE12	Community Inclusion Posts It is proposed to cover the base budget element for the Community Inclusion Officer Posts via grant funding which is currently confirmed for two years. The posts in question are funded 50% from the General Fund and 50% from the HRA.	0	0	67	67	67	67	0	Achieved.
	HACE13	Cathays Heritage Library Employee Savings Deletion of a vacant post.	11	0	0	11	11	11	0	Achieved.
	HACE14	Reduction in Training and IT budgets Reduction in training budget (£12k) and IT budget (£20k).	0	32	0	32	11	32	0	On target to be fully achieved.
	HACE15	Estate Management Local Action Team - Deletion of Grade 6 post In 2022/23 policy growth of £500k was awarded to fund team expansion. Delays in appointments and successive unsuccessful recruitment efforts have led to vacant posts. This proposal would delete the vacant Grade 6 Local Action Team Supervisor.	34	0	0	34	34	34	0	Achieved.
	HACE16	Grant Maximisation Utilise external grant funding to support services within Housing & Communities.	0	0	160	160	160	160	0	Achieved.
	HACE17	Mobile Services Deletion of 1 FTE Grade 4 Senior Assistant - Housebound Post via Voluntary Redundancy.	31	0	0	31	31	31	0	Achieved.
People & Communities - Housing and Communities Total			470	82	455	1,007	900	999	(8)	
Adults' Services	ADUE1	Older Persons - Use of Occupational Therapist to review double handed care packages The increased use of aids and equipment can reduce the need for domiciliary care and in particular double handed care. Funding has already been set aside for this and for further investment in older persons services.	0	170	0	170	0	0	(170)	No evidence to support achievability at this stage and will require review at month 6.
	ADUE2	Increase Health Contribution to Care Ensuring appropriate contribution from the Health Board towards the cost of care packages.	0	0	450	450	113	450	0	Estimated income from Health above budget.
	ADUE3	Review of Respite Provision The proposal is to commission a block of respite beds to achieve better value for money, to better plan respite so this is not a crisis response and to use other forms of respite such as live in carers, greater use of direct payments and supported holiday placements.	0	75	0	75	0	0	(75)	No evidence to support achievability at this stage and will require review at month 6.
	ADUE4	Review of Direct Payments The use of direct payment personal assistants (PAs) is a more cost effective way of delivering care, while also giving more choice to our service users. While not suitable for all types of care provision, this could replace low level care from agencies and also help to meet non-care needs such as shopping, which the service user could self-fund. It is proposed to review direct payment arrangements and to consider encouraging the growth of micro- enterprises to grow the number of PAs.	0	98	0	98	0	50	(48)	Micro-Enterprises initiative to commence from 1st October.
	ADUE5	Development of Additional Accommodation and Support Options To support independence and allow step down from residential care.	0	235	0	235	0	0	(235)	No evidence to support achievability at this stage and will require review at month 6.
	ADUE6	Greater alignment across the Adults Housing and Communities Directorate Adult Services and Housing and Communities have recently been brought together into one directorate and there are opportunities for greater joint working and reducing duplication.	80	0	0	80	0	20	(60)	Savings linked with Older People re-structure which has been delayed. Anticipated savings for final quarter of 2023 24 only.
	ADUE7	Maximisation of grant funding opportunities Maximisation of grant funding opportunities to fund eligible expenditure.	0	0	261	261	261	261	0	Use of Grant Income confirmed and savings achieved.
People & Communities - Adults' Services Total			80	578	711	1,369	374	781	(588)	

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Children's Services	CHDE1	Review business support Deletion of business support posts in line with service changes and amalgamation of policy posts.	40	0	0	40	0	20	(20)	Review yet to be completed. Projecting saving of £20k in Q4.
	CHDE2	Review the Management Structures within Training and Development and Direct Service Provision The recent reshaping of the senior management team in Children's Services has aligned all the care planning under one OM1 and all internal and central services under the other OM1. This next stage would be to bring together all the direct interventions teams under one senior manager.	40	0	0	40		0	(40)	No evidence to support achievability at this stage and will require review at month 6.
	CHDE3	Use of Ty Storrie to support bespoke packages Increasing bed occupancy in the respite unit to allow reduction of 1 x Child Health and Disability (CHAD) bespoke placement for 40 weeks of the year savings £10k per week. We would need to ensure additional support was available to increase the staffing capacity to meet the high level of needs of these young people.	0	400	0	400	0	200	(200)	Half year saving projected from september onwards.
	CHDE4	Review packages of support for children with disabilities in line with legislation and eligibility criteria The Children with Disabilities team have a significant number of high-cost packages (many of which were established during the covid period) that could be reviewed, ensuring that partners are supporting children where appropriate and whether the support best meets the needs of the child.	0	200	0	200	0	75	(125)	Chad Support costs are increasing but review is to take place, project 75% of half year saving.
	CHDE5	Remove 3 Parent Support posts within Localities Proposal is to delete 3 agency posts. The expansion of the interventions hub is best placed to provide holistic family support in the new model.	210	0	0	210	70	140	(70)	Posts have been deleted.
	CHDE6	Court redaction for rolling disclosures – spend to save Currently this service is commissioned via private legal firms. The proposal is that it is brought in house and becomes part of the wider team that deal with all court redaction work.	(40)	60	0	20	5	15	(5)	Post in place and reduction in costs.
	CHDE7	Review commissioning of external assessments. Currently several types of specialist assessments are outsourced due to time constraints and lack of expertise. A business case would be required to do a cost benefit analysis.	0	45	0	45			(45)	Expenditure remains high and saving not considered achievable.
	CHDE8	Special Guardianship Orders conversions from Independent Fostering Agencies Review care plans of Children & Young People in Independent Fostering Agencies to consider transfer to Special Guardianship Orders.	0	60	0	60			(60)	SGO numbers have fallen.
	CHDE9	Integration of Child Health & Disability (CHAD) into the locality working model Consideration could be given to merging the CHAD teams into the locality teams and reducing the number of managers required.	65	0	0	65	11	55	(10)	Service redesign and staff changes implemented.
	CHDE10	Business case for Interventions Hub - out of hours support. Children's Services have recently brought together all the disparate interventions under one service manager and are proposing to increase this team which already works outside of office hours to support families in crisis and children on the edge of care.	0	200	0	200	0	100	(100)	OOH team not yet operational. Half year saving to be achieved.
People & Communities - Children's Services Total			315	965	0	1,280	86	605	(675)	
	RESE1	To maintain and improve the collection rate for Council Tax To reduce the number of staff in Revenues would put at risk the current level of Council Tax collected, therefore the focus of the proposal is maintaining and potentially surpassing the increase in Council Tax income suggested here.	0	0	350	350	350	350	0	Achieved.

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Resources	RESE2	Accountancy Efficiencies The saving is predicated on redefining exactly what accountants should do and what the team should expect from their customers in order to maintain a service at a reduced cost level base. This, combined with improvements in receiving information in a ready to use format and the use of Power BI as a monitoring and financial advice tool, will assist in delivering the efficiencies.	170	0	0	170	170	170	0	Achieved.
	RESE3	Audit efficiencies Reduce the Audit team budget by £40,000 through flexible retirement and use of vacant posts.	40	0	0	40	40	40	0	Achieved.
	RESE4	Transactional Finance Savings Reviewing processes to deliver two full time post savings.	55	0	0	55	0	55	0	Projected to be fully achieved.
	RESE5	Information governance Efficiencies Reducing the IG staffing structure.	65	0	0	65	65	65	0	Achieved.
	RESE6	Revenues Efficiencies Efficiencies in terms of Accounts Receivable and postages and printing. This is a precursor to service change review of processes, systems and external spend and the reduction of one post.	45	25	0	70	10	70	0	On target to be fully achieved.
	RESE7	HR Efficiencies Spend efficiencies in 2023/24.	0	15	0	15	0	15	0	Projected to be fully achieved.
	RESE8	Customer & Digital Services Reduction in Posts Reduction in posts through deletion of vacancies and voluntary redundancy.	136	0	0	136	136	136	0	Achieved through VS and deletion of vacant posts.
	RESE9	Mobile Phone Contract - Procurement Savings Changing how the service is managed will result in savings during corporate contract renewal.	0	300	0	300	300	300	0	Achieved.
	RESE10	Review of Directorate PA posts Delete one vacant 0.5 FTE post and one Grade 4 post through Voluntary Redundancy.	45	0	0	45	45	45	0	Achieved.
	RESE11	Phasing of HR Restructure Saving is available through the delayed implementation of the proposed HR restructure.	200	0	0	200	200	200	0	Achieved.
	RESE12	Reduce External Spend within Finance External spend budgets have been reviewed and a £10k saving is realisable.	0	10	0	10	0	10	0	Projected to be fully achieved.
	RESE13	Central Transport Services Deletion of vacant OM2 post as part of wider service restructure.	78	0	0	78	78	78	0	Achieved.
	Resources Total			834	350	350	1,534	1,394	1,534	0
Council Total			3,272	3,010	3,695	9,977	4,992	7,953	(2,025)	

Service Change Proposals - 2023/24

Dir	Report Ref	Description	Service Change Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
Economic Development	ECDSC1	Event Management - Reduce Support for Events Reduce support for external events including Cardiff 10k (£10k) and New Year Winter Wonderland (£15k).	0	25	0	25	25	25	0	Achieved - Budget reduced and spend plan adjusted accordingly.
	ECDSC2	St David's Hall – Alternative Operating Model 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	0	0	(500)	Currently assuming no financial savings within 2023/24 until timelines of the transfer to AMG is confirmed, and the subsequent financial reconciliations have been completed.
	ECDSC3	Cardiff International White Water 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		0	(50)	Transfer to third party operator is considered unlikely to be concluded in 23-24 to realise any savings.
	ECDSC4	Increase Charges for Municipal Sports Pitch and Facility Provision in Parks Under this proposal fees and charges would be increased by 10%. The individual fees and charges will be dependant on the particular sport. Current charges: 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	2	7	0	Anticipated to be achieved in full.
Economic Development Total			1,979	5,241	(6,638)	582	27	32	(550)	
Recycling & Neighbourhood Services	RNSSC1	Recycling centres – Reduce Operating Hours 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	(60)	Changes will be implemented to working hours at HWRC's as part of the 24/25 restructure currently progressing.
Recycling & Neighbourhood Services Total			60	0	0	60	0	0	(60)	

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Education	EDUSC1	Further exploration of regional services 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	25	(25)	Work progressing with CSC.7
Education Total			0	0	50	50	0	25	(25)	
Planning, Transport & Environment	PTESC1	Bereavement - Fees & Charges 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	11	90	0	On target but weighted to Winter months
	PTESC2	CPE - Review of Tariffs across City 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	98	377	(70)	Possible shortfall due to delays in introducing new charges.
	PTESC3	Increase residents permits cost 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	(306)	Current position suggests this will not be achieved.
Planning, Transport & Environment Total			0	0	843	843	109	467	(376)	
Performance & Partnerships	P&PSC1	Reform of Third Sector Infrastructure Grant 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	65	0	Anticipated to be fully achieved.
People and Communities - Performance and Partnerships Total			0	0	65	65	0	65	0	
Housing & Communities	HACSC1	Volunteers in Hubs and Libraries 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	62	90	0	Anticipated to be fully achieved.
People and Communities - Housing & Communities Total			90	0	0	90	62	90	0	

Dir	Report Ref	Description	Service Change Savings 2023/24				Savings Progress			
			Employees £000	External/ Other £000	Income £000	Total Proposed £000	Achieved £'000	Projected £'000	Unachieved £'000	NOTES
Adults' Services	ADUSC1	Internal Supported Living - transition to third sector 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	0	240	(60)	Annual Savings estimated to be £480k. New Structure to be in place from 1st October. Savings realised in 2023/24 estimated at £240k.
People and Communities - Adults' Services Total			1,165	(752)	(113)	300	0	240	(60)	
Children's Services	CHDSC1	New Trusted Adult Model 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.	100	0	0	100	25	100	0	Restructures in Assessment and Care Planning have resulted in a service redesign that will achieve saving.
	CHDSC2	Future development of model to deliver residential – to manage the market and increased demand 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.	0	549	0	549	0	549	0	Saving is From Q3 onwards. Progress is on schedule to achieve saving.
People and Communities - Children's Services Total			100	549	0	649	25	649	0	
Pay Award Saving	PASSC1	Pay Award Saving Reflects the budgeted pay award no longer required as a result of the above savings.	137	0	0	137		137	0	Projected to be fully achieved.
Pay Award Saving Total			137	0	0	137	0	137	0	
Council Total			3,531	5,038	(5,793)	2,776	223	1,705	(1,071)	

<u>DIRECTORATE & SCHEME</u>	2023-2024 Programme £000	2022-23 Slippage £000	Budget Revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2023-24 £000	Projected Outturn £000	Slippage £000	(Underspend)/ Overspend £000	Total Variance £000
<u>ECONOMIC DEVELOPMENT</u>										
<u>Business & Investment</u>										
1	0	0	0	0	950	950	950	0	0	0
2	0	0	0	0	120	120	120	0	0	0
3	118	54	(54)	0	0	118	91	(27)	0	(27)
Total Business & Investment	118	54	(54)	0	1,070	1,188	1,161	(27)	0	(27)
<u>City Development & Major Projects</u>										
4	7,877	1,930	0	0	0	9,807	9,807	0	0	0
5	(24,558)	33,408	0	0	0	8,850	0	(8,850)	0	(8,850)
6	0	1,840	0	0	0	1,840	1,000	(840)	0	(840)
7	0	342	0	0	0	342	342	0	0	0
8	(247)	0	247	0	0	0	0	0	0	0
9	470	0	0	0	321	791	791	0	0	0
10	150	0	0	0	0	150	150	0	0	0
11	150	0	0	0	0	150	150	0	0	0
12	0	58	0	0	80	138	138	0	0	0
Total City Development & Major Projects	(16,158)	37,578	247	0	401	22,068	12,378	(9,690)	0	(9,690)
<u>Parks & Green Spaces</u>										
13	140	74	0	0	201	415	415	0	0	0
14	290	(151)	0	0	0	139	139	0	0	0
15	200	329	0	0	0	529	400	(129)	0	(129)
16	0	0	0	0	379	379	379	0	0	0
17	100	67	0	0	0	167	167	0	0	0
18	(772)	1,067	0	0	0	295	480	185	0	185
19	(165)	400	0	0	0	235	50	(185)	0	(185)
20	1,655	0	0	0	0	1,655	1,087	(568)	0	(568)
Total Parks & Green Spaces	1,448	1,786	0	0	580	3,814	3,117	(697)	0	(697)
<u>Leisure</u>										
21	216	0	0	0	0	216	216	0	0	0
22	(1,394)	1,400	0	0	0	6	200	194	0	194
Total Leisure	(1,178)	1,400	0	0	0	222	416	194	0	194
<u>Venues & Cultural Facilities</u>										
23	70	0	0	0	0	70	70	0	0	0
Total Venues & Cultural Facilities	70	0	0	0	0	70	70	0	0	0
<u>Property & Asset Management</u>										
24	1,569	1,256	0	0	0	2,825	2,000	(825)	0	(825)
25	0	25	0	0	0	25	0	(25)	0	(25)
26	0	0	0	0	430	430	430	0	0	0
27	0	40	0	0	62	102	102	0	0	0
28	0	4,196	0	0	0	4,196	2,147	(2,049)	0	(2,049)
29	1,500	0	0	0	0	1,500	300	(1,200)	0	(1,200)
Total Property & Asset Management	3,069	5,517	0	0	492	9,078	4,979	(4,099)	0	(4,099)
<u>Harbour Authority</u>										

DIRECTORATE & SCHEME		2023-2024 Programme £000	2022-23 Slippage £000	Budget Revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2023-24 £000	Projected Outturn £000	Slippage £000	(Underspend)/ Overspend £000	Total Variance £000
30	Harbour Asset Renewal	220	0	0	0	237	457	457	0	0	0
	Total Harbour Authority	220	0	0	0	237	457	457	0	0	0
Recycling Waste Management Services											
31	Property Asset Renewal	0	66	0	0	0	66	66	0	0	0
32	Waste Recycling and Collection Review	400	0	0	0	0	400	290	(110)	0	(110)
33	Waste Recycling and Depot Site Infrastructure	140	(12)	0	0	0	128	128	0	0	0
34	Material Recycling Facility	45	(7)	0	0	0	38	38	0	0	0
35	Waste Grants Match Funding	0	100	0	0	0	100	0	(100)	0	(100)
36	Circular Economy Fund Grant	800	0	0	0	(800)	0	0	0	0	0
37	WG ULEVTF Rapid Charging Infrastructure	0	0	0	0	161	161	161	0	0	0
	Total Recycling Waste Management Services	1,385	147	0	0	(639)	893	683	(210)	0	(210)
TOTAL ECONOMIC DEVELOPMENT		(11,026)	46,482	193	0	2,141	37,790	23,261	(14,529)	0	(14,529)
EDUCATION & LIFELONG LEARNING											
Schools - General Planning & Development											
38	Asset Renewal Buildings	7,815	0	0	(344)	0	7,471	14,004	6,533	0	6,533
39	Asset Renewal Invest to Save	9,000	(9,344)	0	344	0	0	0	0	0	0
40	Suitability / Sufficiency	2,720	2,024	0	0	3,284	8,028	31,630	13,887	9,715	23,602
41	WG Capital: Universal Free School Meals	0	926	0	0	0	926	926	0	0	0
42	S106 Funded Schemes	2,101	2,275	(2,275)	0	2,240	4,341	4,341	0	0	0
	Total General Planning & Development	21,636	(4,119)	(2,275)	0	5,524	20,766	50,901	20,420	9,715	30,135
Schools Organisation Planning											
43	21st Century Schools - Band B	43,420	21,484	0	0	0	64,904	52,471	(12,433)	0	(12,433)
44	Site Acquisition and Enabling Works	13,038	0	0	0	1,082	14,120	14,120	0	0	0
	Total Schools Organisation Planning	56,458	21,484	0	0	1,082	79,024	66,591	(12,433)	0	(12,433)
TOTAL EDUCATION & LIFELONG LEARNING		78,094	17,365	(2,275)	(0)	6,606	99,790	117,492	7,987	9,715	17,702
PEOPLE & COMMUNITIES											
COMMUNITIES & HOUSING											
Neighbourhood Regeneration											
45	Neighbourhood Renewal Schemes	100	522	0	0	200	822	402	(420)	0	(420)
46	District Local Centres	40	233	0	0	0	273	40	(233)	0	(233)
47	Alleygating	0	(46)	0	0	0	(46)	127	173	0	173
48	Transforming Towns Placemaking (WG)	435	0	0	0	0	435	120	0	(315)	(315)
49	Rhiwbina Hub	0	20	0	0	0	20	20	0	0	0
50	Canton Community Hub	1,100	0	0	0	0	1,100	350	(750)	0	(750)
51	City Centre Youth Hub	0	119	0	0	0	119	92	(27)	0	(27)
52	SPF - Buildings at Risk	20	0	0	0	0	20	20	0	0	0
53	SPF - Community Building Grants	70	0	0	0	0	70	70	0	0	0
54	Youth Zone - Cowbridge Road West Regeneration	0	76	0	0	0	76	0	(76)	0	(76)
55	S106 Funded Projects	750	255	(255)	0	0	750	367	(383)	0	(383)
	Total Neighbourhood Regeneration	2,515	1,179	(255)	0	200	3,639	1,608	(1,716)	(315)	(2,031)
Housing (General Fund)											
56	Disabled Facilities Service	5,000	(275)	0	0	0	4,725	4,725	0	0	0
57	Enable Grant	655	0	0	0	0	655	655	0	0	0

DIRECTORATE & SCHEME		2023-2024 Programme £000	2022-23 Slippage £000	Budget Revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2023-24 £000	Projected Outturn £000	Slippage £000	(Underspend)/ Overspend £000	Total Variance £000
58	Independent Living Wellbeing Hub - Displacement	(1,101)	4,601	(3,500)	0	0	0	0	0	0	0
59	British Iron and Steel Federation Properties (BISF) - Energy Efficiency Retrofit (WG)	1,150	0	0	0	0	1,150	400	(750)	0	(750)
60	Disbursed Accommodation VAWDASV	0	0	0	0	602	602	602	0	0	0
61	Traveller Site Expansion	0	0	0	0	62	62	62	0	0	0
62	Estate Environmental Improvements	240	83	0	0	0	323	163	(160)	0	(160)
	Total Housing	5,944	4,409	(3,500)	0	664	7,517	6,607	(910)	0	(910)
	Flying Start										
63	Flying Start	2,550	20	0	0	0	2,570	2,570	0	0	0
64	Moorland Primary	0	3,050	0	0	2,679	5,729	5,729	0	0	0
65	Childcare	850	0	0	0	0	850	850	0	0	0
	Total Flying Start	3,400	3,070	0	0	2,679	9,149	9,149	0	0	0
	Total Communities & Housing	11,859	8,658	(3,755)	0	3,543	20,305	17,364	(2,626)	(315)	(2,941)
	SOCIAL SERVICES										
	Adult Services										
66	Tremorfa Day Services	0	20	0	0	(15)	5	0	0	(5)	(5)
	Total Adult Services	0	20	0	0	(15)	5	0	0	(5)	(5)
	Children's Services										
67	Young Persons Gateway Accommodation	(100)	248	0	0	0	148	120	(28)	0	(28)
68	Respite - Learning Disabilities Behaviour That Challenges (Ty Storrie) - Displacement	(835)	1,235	0	0	65	465	0	(465)	0	(465)
69	Residential Provision for Children - Matchfunding	250	500	0	(30)	0	720	0	(720)	0	(720)
70	Property Acquisition	0	1,605	0	30	2,029	3,664	3,664	0	0	0
	Total Children's Services	(685)	3,588	0	0	2,094	4,997	3,784	(1,213)	0	(1,213)
	Total Social Care	(685)	3,608	0	0	2,079	5,002	3,784	(1,213)	(5)	(1,218)
	TOTAL PEOPLE & COMMUNITIES	11,174	12,266	(3,755)	0	5,622	25,307	21,148	(3,839)	(320)	(4,159)
	PLANNING, TRANSPORT & ENVIRONMENT										
	Energy Projects & Sustainability										
71	Cardiff Heat Network	6,592	2,000	0	0	42	8,634	8,000	(634)	0	(634)
72	Lamby Way Solar Farm	0	0	0	0	35	35	35	0	0	0
73	One Planet Strategy Small Schemes & Matchfunding	500	597	0	0	0	1,097	1,097	0	0	0
	Total Energy Projects & Sustainability	7,092	2,597	0	0	77	9,766	9,132	(634)	0	(634)
	Bereavement & Registration Services										
74	Asset Renewal Buildings	0	0	0	0	0	0	0	0	0	0
75	Bereavement Asset Renewal	135	22	0	0	0	157	223	66	0	66
76	Bereavement IT System	0	0	0	99	0	99	99	0	0	0
	Total Bereavement & Registration Services	135	22	0	99	0	256	322	66	0	66
	Highway Infrastructure										
77	Highway Resurfacing	7,050	(761)	0	0	0	6,289	5,689	(600)	0	(600)
78	Footpaths	755	0	0	0	0	755	755	0	0	0
79	Footway Improvements Around Highway Trees	125	0	0	0	0	125	125	0	0	0

DIRECTORATE & SCHEME		2023-2024 Programme £000	2022-23 Slippage £000	Budget Revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2023-24 £000	Projected Outturn £000	Slippage £000	(Underspend)/ Overspend £000	Total Variance £000
80	Bridges & Structures	225	911	0	0	0	1,136	536	(600)	0	(600)
81	Street Lighting Renewals	100	1,013	0	0	0	1,113	213	(900)	0	(900)
82	LED Lighting Residential	1,100	(373)	0	0	0	727	727	0	0	0
83	Coastal Erosion Scheme Rover Way to Lamby Way	4,804	4,196	0	0	0	9,000	7,000	(2,000)	0	(2,000)
84	Flood Prevention Schemes	840	458	0	0	348	1,646	1,218	(428)	0	(428)
	Total Highway Maintenance	14,999	5,444	0	0	348	20,791	16,263	(4,528)	0	(4,528)
	Traffic & Transportation										
85	Asset Renewal Telematics / Butetown Tunnel	600	436	0	0	0	1,036	1,036	0	0	0
86	Cycling Development	1,500	470	0	0	0	1,970	970	(1,000)	0	(1,000)
87	Road Safety Schemes	335	194	0	0	0	529	529	0	0	0
88	WG Grant Matchfunding	375	466	0	0	0	841	500	(341)	0	(341)
89	WG (Local Transport Fund)	2,500	0	0	0	(596)	1,904	1,904	0	0	0
90	WG (Safe Routes in Communities)	75	0	0	0	0	75	75	0	0	0
91	WG (Active Travel Fund)	4,000	0	0	0	(614)	3,386	3,386	0	0	0
92	WG (20mph Core Allocation)	3,750	0	0	0	(1,709)	2,041	2,041	0	0	0
94	WG (ULEVTF)	0	0	0	0	94	94	94	0	0	0
93	WG (Bus Infrastructure Fund)	0	1,508	0	0	0	1,508	1,508	0	0	0
95	Bus Corridor Improvements	335	167	0	0	0	502	502	0	0	0
94	Cardiff West Interchange	0	201	0	0	0	201	101	(100)	0	(100)
96	Cardiff Crossrail	0	0	0	0	2,500	2,500	2,500	0	0	0
95	Metro Plus (Northern Bus Corridor)	0	0	0	0	250	250	250	0	0	0
97	City Centre Eastside and Canal Phase 1	0	2,597	0	0	0	2,597	2,597	0	0	0
96	City Centre Transport Schemes Matchfunding	250	1,162	0	0	0	1,412	1,412	0	0	0
98	City Centre Transport Impact - Enabling works	250	926	0	0	0	1,176	700	(476)	0	(476)
97	S106 Funded Schemes	680	806	(806)	0	0	680	537	(143)	0	(143)
	Total Traffic & Transportation	14,650	8,933	(806)	0	(75)	22,702	20,642	(2,060)	0	(2,060)
	Strategic Planning & Regulatory										
98	S106 Projects	2,388	681	(681)	0	0	2,388	476	(1,912)	0	(1,912)
	Total Strategic Planning & Regulatory	2,388	681	(681)	0	0	2,388	476	(1,912)	0	(1,912)
	TOTAL PLANNING, TRANSPORT & ENVIRONMENT	39,264	17,677	(1,487)	99	350	55,903	46,835	(9,068)	0	(9,068)
	RESOURCES										
	Technology										
99	Modernising ICT to improve Business Processes	350	(148)	0	0	0	202	130	(72)	0	(72)
100	ICT Refresh	300	635	0	(15)	0	920	750	(170)	0	(170)
101	Local Broadband Fund - Improving Connectivity	3,000	0	0	0	0	3,000	616	(2,384)	0	(2,384)
	Total Technology	3,650	487	0	(15)	0	4,122	1,496	(2,626)	0	(2,626)
	Central Transport Services										
102	Vehicle Replacement - Lease or Buy	2,000	0	0	0	0	2,000	272	(1,728)	0	(1,728)
103	Vehicle Replacement - Trade Waste	0	0	0	0	570	570	570	0	0	0
	Total Central Transport Services	2,000	0	0	0	570	2,570	842	(1,728)	0	(1,728)
	Corporate										
104	Contingency	200	0	0	0	0	200	200	0	0	0
105	Invest to Save - Small Schemes	500	0	0	(84)	(416)	0	0	0	0	0
106	City Deal Wider Investment Fund Contribution	4,000	0	0	0	0	4,000	4,000	0	0	0
107	Additional Match Funding for Grant Bids	1,670	0	0	0	0	1,670	0	(1,670)	0	(1,670)

	2023-2024 Programme £000	2022-23 Slippage £000	Budget Revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2023-24 £000	Projected Outturn £000	Slippage £000	(Underspend)/ Overspend £000	Total Variance £000
DIRECTORATE & SCHEME										
108 Electric Bus and Infrastructure Grant Scheme	0	7,949	0	0	51	8,000	8,000	0	0	0
Total Corporate	6,370	7,949	0	(84)	(365)	13,870	12,200	(1,670)	0	(1,670)
TOTAL RESOURCES	12,020	8,436	0	(99)	205	20,562	14,538	(6,024)	0	(6,024)
TOTAL GENERAL FUND	129,526	102,226	(7,324)	(0)	14,924	239,352	223,274	(25,473)	9,395	(16,078)
PUBLIC HOUSING (HRA)										
109 Estate Regeneration and Stock Remodelling	2,150	(1,227)	1,227	0	0	2,150	2,150	0	0	0
110 External and Internal Improvements to buildings	15,850	(8,606)	8,606	0	0	15,850	15,850	0	0	0
111 Disabled Facilities Service	3,000	(342)	342	0	0	3,000	3,000	0	0	0
112 Housing - New Builds & Acquisitions	90,000	8,687	(8,687)	0	0	90,000	86,875	(3,125)	0	(3,125)
TOTAL PUBLIC HOUSING	111,000	(1,488)	1,488	0	0	111,000	107,875	(3,125)	0	(3,125)
TOTAL	240,526	100,738	(5,836)	(0)	14,924	350,352	331,149	(28,598)	9,395	(19,203)

Mae'r dudalen hon yn wag yn fwriadol

Appendix 5 – General Fund Capital Schemes Update

In February 2023 the Council approved a new General Fund Capital Programme of £129.526 million for 2023/24 and an indicative programme to 2027/28. The budget for the General Fund has since been adjusted to £239.352 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 2023/24 is £37.790 million with projected expenditure of £23.261 million. The variance of £14.529 million is largely attributable to changes in timescales for the Indoor Arena project and the Core Office strategy.

Business and Investment

2. The Council has drawn down repayable loan funding of £6.015 million from Welsh Government for the implementation of town centre regeneration schemes to bring back vacant, underutilised or redundant buildings into beneficial use. As at 31 March 2023, loans provided total £4.878 million with applications currently being reviewed for 2023/24 as part of a due diligence process and any new loans approved will be reported later in the financial year. A loan to the value of £950,000 has been agreed in principle, subject to terms and conditions. It should be noted that all risk in respect to repayable loans remains with the Council so robust security for loans is sought.
3. Following a robust due diligence exercise, an in year approval has resulted in a budget of £120,000 being made available for Business Grants to external small and medium sized businesses (SMEs). Funded by earmarked capital receipts, a grant of £72,000 and loan of £48,000 has been provided to Jajems Technology Limited as a contribution towards equipment required to establish a new research and development facility. The facility, which creates modified wood products, will create new jobs and attract inward investment to the city whilst also contributing significantly to the Council's sustainability targets in the One Planet Strategy.
4. A final business case for the delivery of an Indoor Arena was approved by Cabinet in September 2021. In July 2023, Cabinet approved the final terms of the Development Fund Agreement (DFA) and agreed an extension and variation of the Pre-Contract Service Agreement (PCSA). The signing of DFA documents remain subject to approval of the funding strategy at a future meeting of Cabinet, expected to be in Winter 2023, with enabling works on site due to commence in early 2024. As at month 4, the budget of £9.807 million is projected to be utilised in full. This total includes £5 million to start the multistorey car park, £3 million for enabling works expected in year and £1.800 million for land assembly and project costs.
5. There is also a budget of £8.850 million in 2023/24 to fund main construction works of the Indoor Arena. This expenditure is funded on an invest to save basis with costs recovered from annual lease income receivable from the

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Arena operator over the term of the lease. Enabling works are due to commence on site in early 2024, with main construction works expected to begin circa six months later once the Development and Funding Agreement is signed and has become unconditional. Accordingly, no expenditure on main construction works is therefore anticipated in 2023/24 with full slippage projected into 2024/25.

6. In respect to the International Sports Village (ISV), land acquisition and associated costs of £19.312m have been incurred between 2021/22 and 2022/23. Expenditure on land acquisition is assumed to be recovered from sales of land, with a land disposal strategy considered by Cabinet in July 2023. There is a budget of £1.840 million for phase 2 of the ISV for the development of leisure attractions such as the Velodrome and Closed Loop Circuit, however an update was provided to Cabinet in July 2023 outlining that due to the current financial challenges relating to rising interest rates and construction inflation, the business case for investment in the leisure attractions has not been concluded. Presentation of the full business case is therefore delayed whilst the Council continues to review the proposals to ensure they are affordable. A decision is expected from Cabinet this Winter, and pending this, expenditure of £1 million is assumed with slippage of £0.840 million.
7. A sum of £342,000 is payable in the year towards the completion of paving works by Welsh Government at Central Square, which was best deemed undertaken as part of the development of the Interchange.
8. The Shared Prosperity Fund (SPF) forms part of the UK Government's Levelling Up agenda and is a framework to provide £2.600 billion of both capital and revenue funding for local investment by March 2025. Cardiff Council, together with other Southeast Wales local authorities, submitted a regional investment plan to the UK Government and was awarded just under £42 million to invest over three years, £34.500 million of which was allocated to Cardiff. The investment programme covers three priorities: community and place, and supporting local businesses, people and skills. Funding of up to £1.321 million in total is available for capital schemes in 2023/24 and of this, £530,000 has been allocated to deliver specific projects, providing the outcomes meet the criteria of SPF conditions, including expenditure incurred by the end of the year and that the schemes are delivering additionality to planned Council expenditure. Of those confirmed, £150,000 has been approved to be used towards business capital grants this financial year. Applications are currently being received for the business grants to be scored and awarded accordingly in August. A further £150,000 has been earmarked for major projects, to be identified for projects that deliver SPF outcomes as the year progresses. Of the total, £791,000 is yet to be allocated for specific projects but will be monitored throughout the year and spent in its entirety to ensure that the Council meet their obligation towards the SPF.
9. A new statue has been erected in Cardiff Bay celebrating the Rugby Codebreakers, with grant support from Welsh Government, private and public donations and funds raised through fundraising events, as well as a £50,000 contribution from the Council. Total expenditure for 2023/24 is

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£138,000 including installation of the statue and plinth as well as steel panels with lettering and the unveiling ceremony took place on 19th July 2023.

Parks & Green Spaces

10. The Parks Asset Renewal Infrastructure budget for 2023/24 including slippage is £214,000 and is to be used for footpath reconstruction at Grange Gardens, Waterloo Gardens, Crystal Glen and entrance improvements at Brachdy Lane. In addition, a bridge replacement at Hendre Lake is to be undertaken with funding identified from Council earmarked reserves towards this purpose with an estimated cost of £201,000.
11. As well as completion of several projects started in the previous year, design and upgrade works for several play area sites will be undertaken using developer's 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. Any schemes undertaken need to be managed and prioritised within existing allocated budgets.
12. A budget of £529,000 including slippage of £329,000 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 expenditure proposed in the year is towards a destination skate park proposed in Llanrumney, with a tender exercise currently being prepared in order to complete construction this year.
13. Tennis Wales has approached the Council seeking to invest in 6 Council owned park tennis court sites across the city to improve the quality of the courts and to introduce their Club Spark management system. As highlighted in a Cabinet report in June 2023, a stage one application was submitted to the Lawn Tennis Association (LTA) to secure an "in principle" agreement for a funding package. Subject to due diligence and confirmation of sites as well as management and operating agreements, it is anticipated that the total level of investment will be in the region of £750,000. As at month 4, the Council has successfully obtained funding of £379,000 to be used towards renovation of three confirmed tennis court sites subject to terms and conditions of the grant agreement.
14. The Green Flag Infrastructure Renewal budget is £167,000 including slippage and is allocated to support the replacement of signage and infrastructure in existing Green Flag parks. A detailed list of priorities is still to be determined.
15. Expenditure of £480,000 is forecast during 2023/24 in relation to Roath Park Dam, requiring budget of £185,000 to be brought forward from future years. Investigatory modelling works continue, focusing on the detailed design of the scheme to obtain a clearer understanding of cost implications to support a Cabinet report and a recommendation as to a way forward, subject to affordability. The risk of abortive costs will need to be considered as part of the approach.

16. In June 2021, the Flat Holm Partnership comprising Cardiff Council, Royal Society for Protection of Birds, Flat Holm Society and other partners secured a £1.2 million project with £645,200 National Lottery Heritage Fund (NHLF) grant, £200k Cardiff Council investment and additional in kind value, over a three year period ending in July 2024. Following an initial review of costs, capital works estimates are projected to be significantly in excess of initial advice. The next steps are to include reviewing the scope of the project and exploring other funding sources, the impact of this meaning delay in the project pending confirmation of an updated business case.

Leisure

17. The Leisure Asset Renewal Works budget totals £216,000. This is being used to complete significant roof works and remedial works, such as the replacement of the mechanical ventilation system at Cardiff International White Water Centre. These costs will be updated as the year progresses.

18. The redevelopment of Pentwyn Leisure Centre is subject to confirmation of scope and then completion of final design works to inform a tender exercise in respect to the building works and external pitches. Subject to this and approval of the business case proposed to be self-financing from existing budgets and additional revenue income, expenditure for the year is projected to be circa £200,000 meaning budget will need to be brought forward from 2024/25.

Venues and Cultural Facilities

19. Property Asset Renewal works (£70,000) for St David's Hall include garage roller shutter doors, legionella works and the completion of the fire alarm installation. Costings are also being determined for any works to be undertaken by the Council prior to transfer. Subject to a feasibility report, the Council is also working with the New Theatre operator to address boiler upgrades and the programme will be updated with any agreed costs in future monitoring reports.

Property & Asset Management

20. Property Asset Renewal works for non-school buildings will continue to be developed over the year and works to date and in progress include, Norwegian Church, CCTV and lift shaft works at Cardiff Castle and Central Market alarm upgrade. Slippage of £825,000 has been assumed into 2024/25 primarily due to work on the school's estate being prioritised.

21. 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 2023/24, so the unspent budget will continue to be reprofiled into future years for review as part of the 2024/25 budget process.

22. 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 considered for acquisition with a view to onward disposal or to benefit from regearing of sites. These will be subject to completion terms, but an estimate of £430,000 is assumed as this stage for the year towards the acquisition of the long leasehold investment of Unit 10 Ipswich Road and a simultaneously negotiated new lease of the acquired site to a new occupier.

23. In respect of Central Market, subject to successful grant funding, the Council has allocated funding over four years to invest in the fabric of the building; improving the appearance, tackling structural issues and enhancing the commercial attractiveness. The estimated expenditure in year of £102,000 is primarily professional fees, with these assumed to be paid for by the National Heritage Lottery Fund (NHLF) development grant in part. The balance will be funded from a Council contribution. A final grant submission was submitted to NHLF in May 2023 and an application for both a grant and loan was submitted to Welsh Government in July 2023. Cabinet in Autumn 2023 will consider the latest position in respect to the scheme including financial impacts, next steps and obligations arising on the Council from any approved external funding.
24. The Core Office Strategy has an overall allocation of £9.750 million towards smarter working, digital infrastructure and building adaptations to allow consolidation into alternative council buildings. An amount of £4.054 million spent by 31 March 2023, with a further estimate of £2.147 million in 2023/24. Oak House was purchased in 2020/21 initially for the relocation of the Alarm Receiving Centre (ARC). However, the cost of refurbishment of Oak House to the required standard escalated following the pandemic due to inflationary pressures and rising material and specialist equipment costs. Delivery of the project significantly exceeded the assigned budget and consequently the ARC and Telecare Services have moved to County Hall in August 2023, permitting relinquishment of the lease for Willcox House. Subject to an appropriate business case, Oak House is currently being reviewed by Education and Estates as a potential provision for additional learning needs (ALN) accommodation. Drawdown of this allocation is subject to any expenditure being repaid on an invest to save basis and slippage of £2.049 million into 2024/25 is anticipated.
25. Phase one of the City Hall mechanical and electrical components refurbishment, is subject to a tender process, works to replace heating systems are expected to start next financial year, with initial costs being surveys and design costs. Projected expenditure during the year subject to receipt of a final cashflow is £300,000 of the £4.200 million budget made available from Earmarked Reserves. No funding is available for future phases which will be subject to consideration of all options as part of final business case development.

Harbour Authority

26. The Harbour Asset Renewal budget approved for 2023/24 is £457,000, to be spent on installation of the graving docks boardwalk, sails decking and

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completing the installation of the Senedd boardwalk scheme and water quality monitoring equipment.

Recycling Waste Management Services

27. 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 to be considered for approval by Cabinet. Subject to the implementation costs of the strategy over the period and availability of grant funding, this budget has been carried into 2023/24 and £290,000 is forecast to be spent as part of the new recycling strategy segregation roll out planned for October/November this year.
28. The Waste Recycling and Depot Site Infrastructure budget of £128,000 is to be used for a range of infrastructure improvements at depot and recycling sites and specifically for changes to accommodate additional vehicle parking, essential to facilitate the Recycling Strategy Segregation roll out.
29. The Materials Recycling Facility (MRF) budget of £38,000 will be used for enhancements to equipment to keep the facility operational.
30. A sum of £100,000 Council match funding was requested and approved in previous to help secure a range of Welsh Government grants such as from the Circular Economy Fund to be bid for during the year. Pending confirmation as to whether external grant funding may be available, the budget continues to be carried over into future years, to be reviewed when setting the 2024/25 capital investment programme.
31. A budget of £800,000 was set for the year for the Circular Economy Fund on the basis that the grant funding source would be available and subject to a bid process. As at month 4 however, the grant has not been confirmed and therefore the budget has been removed on this basis.
32. The Welsh Government Ultra Low Emission Vehicle (ULEV) Transformation grant approval is £255,000, which will promote Electric Vehicle (EV) charging infrastructure projects in alignment with the Welsh Government's EV Charging Strategy. Of this award, £94,000 has been allocated to deliver charge points for public use and the balance of £161,000 will be used for charge points for Council owned vehicles at Lamby Way. A further allocation of £408,000 for continued roll out of electric charge points is expected in future years.

Education and Lifelong Learning

33. The Directorate Programme for 2023/24 is £99.790 million, with a projected outturn of £117.492 million. Consequently, £7.987 million has been brought forward from future years and the Directorate has an overspend of £9.715 million.

Schools - General

Asset Renewal - Buildings

34. The Council's asset renewal allocation of £7.471 million in 2023/24 was budgeted for works across the estate, including roof and boiler replacements, fire precaution works and safeguarding of lobbies. However, projected expenditure for the year is £14.004 million and £6.533 million is projected to be brought forward from future years to address the condition of the estate.

Asset Renewal – Suitability and Sufficiency

35. The projected expenditure for suitability and sufficiency is £31.630 million against a budget allocation for 2023/24 of £8.028 million. This has necessitated bringing forward budgets from future years in their entirety, of £13.887 million, and recognising a projected overspend of £9.175 million. A significant increase in Additional Learning Need (ALN) provision and distributing it more evenly across the County to meet demand, is the primary driver for these works. Other works undertaken include security and safeguarding works on boundaries and receptions across the schools' estate, as well as priority Disability Discrimination Act (DDA) adaptations. Current mitigations are being explored such as the possibility of acquiring match funding for schemes that align with Welsh Government priorities.

36. Slippage of £926,000 has been brought forward from 2022/23 to enable kitchen improvements to facilitate the introduction of universal free school meals across Cardiff.

Schools Organisation Plan – 21st Century Schools

37. Band B of the 21st Century Schools Programme is underway with a funding envelope of £298 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.

38. The Fitzalan High School scheme has a Welsh Government approved overall budget of £64.300 million. Expenditure on the project in 2023/24 is estimated to be £11.140 million and the scheme is estimated to be completed at a total cost of £67.443 million.

39. The Fairwater Campus scheme includes three schools (Cantonian, Riverbank and Woodlands) relocated onto one shared campus. A full business case is due to be submitted to Welsh Government in September, and expenditure to date includes surveys, professional fees and enabling works. On the proviso of a full business case being accepted, in-year costs are projected to be £27million with an overall project cost of £134 million.

40. Linked to Band B expenditure is the projected cost connected to enabling works, linked to a site in North Cardiff, to prepare the site for future schemes linked to education at a cost of £14 million.

People & Communities

41. The Directorate Programme for 2023/24 is £25.307 million and projected expenditure for the year is £21.148 million with a variance of £4.159 million identified.

Communities & Housing

Neighbourhood Regeneration

42. The Neighbourhood Renewal Schemes budget is £822,000 which includes a £200,000 financial resilience mechanism as well as a Shared Prosperity Fund (SPF) grant allocation of £100,000. Projected expenditure at this early stage of the year is £402,000. This will allow completion of environmental improvements at Louisa Place and Llanishen Park. Planned expenditure on a new programme will be dependent on design and consultation processes and these schemes include, Llanrumney play area, Splott Park, Clare Gardens, Maria Street and Insole Court shops. Slippage of £420,000 is assumed as at month 4.

43. A budget allocation was requested and approved in 2021/22 towards District and Local Centres. Due to availability of grant funding, budgets continue to be carried forward, with £233,000 slipped into the current financial year together with an approved allocation in the year of £40,000 from Social Prosperity Fund grant. Due to the need to design future priorities, only the grant element of the budget is expected to be utilised during the financial year.

44. During 2022/23, expenditure exceeded the budget allocated for alleygating in that year due to increased contractor prices within the framework. When setting the 2023/24 budget, the forecast for expenditure on this scheme was limited due to delays in previous years in respect to legal and consultation requirements. However, a programme of locations has now been approved, with forecast expenditure of £127,000. This requires budget to be brought forward from future years, with any expenditure across the programme to be managed within the overall budget made available. As a result, there will be a need to review the number of alleygating schemes that can realistically be completed within approved budget frameworks and/or additional funding may need to be obtained from external sources. It should also be noted that once the gates are installed, any ongoing management and maintenance costs will need to be funded from the revenue budgets.

45. There is budget of £435,000 for Transforming Towns (Placemaking) whereby priorities are identified across the city as part of the placemaking plans for priority areas. Expenditure for the year is projected to be £120,000 with £40,000 to be spent on the former Transport Club and £3,000 to be spent on Tudor Street artwork. Additional projects are currently being scoped and designed.

46. Rhiwbina Hub refurbishment was completed in 2022/23 and a balance of £20,000 was carried forward into 2023/24 for the final retention payment on the construction contract.
47. Following the land appropriation of the Canton Community Centre and car park site to the Housing Revenue Account (HRA) agreed by Cabinet in March 2023, £1.100 million, deemed to be the value of the site, is to be re-invested in a new community facility as part of the new housing development. This will be spread over the term of the development, with costs estimated to be £350,000 during 2023/24.
48. The Council budget remaining to develop a Multi-Agency City Centre Youth Hub totals £2.019 million over a number of years. Further design and survey costs are being undertaken to support a review of alternative options and sites by Cabinet to deliver a viable project. Expenditure of £92,000 is assumed to take place in the year and subject to the agreed approach, there remains a risk of abortive costs.
49. Shared Prosperity Funding (SPF) of £20,000 is to be used towards refurbishment of historic, complex buildings for community use. Full expenditure is expected in year for feasibility work on a grade II listed building at the Parade to potentially be used as a city centre youth hub.
50. An allocation of £70,000 SPF is also to be used to support a community small capital scheme grant. The successful applicants have been determined following an application and assessment process. Grant awards will be limited to amounts available to the Council and paid only after confirmation of any match funding committed. Post grant assessment will be undertaken as part of the grant terms and conditions to ensure that the benefits, as outlined in bidding for such funds, are crystallised including impact on the existing and new users benefiting from the investment.
51. 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. The Council aims to secure land to determine regeneration opportunities via a youth community-based facility. This is subject to a business case, working with external partners and a future business case to Cabinet having considered all options. There is no projected spend for 2023/24 and therefore slippage of £76,000 is carried forward into 2024/25.

Housing (General Fund)

52. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.725 million. Based on current approved grant awards, full expenditure is forecast for the year, with a review to take place at the end of the calendar year as to the level of commitments and risk to exceeding budget allocated for the year because of additional pressures in demand, changes in regulations and costs.

53. As well as the above, an Enable Grant totalling £654,535 has been awarded by Welsh Government and will be 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.
54. The Council approved a budget of £5 million on a self-financing basis, to develop an independent wellbeing hub. At the end of 2021/22, a grant was received from Welsh Government of £1.101 million to support independent living solutions and allocated for this purpose as well. Following an options appraisal exercise, the preferred option is to build a bespoke equipment store, wellbeing hub and associated facilities such as a smart house. However, this is subject to review of costing, due diligence, and approval of external partners in line with their own processes and the Joint Agreement, as well as agreed contributions towards costs. Opportunities for external funding are also being sought with recommendations for a way forward then to be considered by Cabinet as part of the affordability and outcomes of the scheme.
55. A cabinet report of 23 March 2023 considered the approach to deliver a mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties in Llandaff North and Rumney. This was following notification of a capital grant award of £4.650 million to be used towards owner occupier properties and to be spent by 31 March 2025. The approach and outcome of tender exercises are to be discussed with Welsh Government prior to proceeding with any project and managing costs within funding available and at this stage, expenditure of £400,000 is assumed during 2023/24.
56. The Council has received confirmation of two successful grant applications from Welsh Government for the prevention of Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) totalling £602,000 to be utilised by the end of March 2024. Expenditure will include an update of community alarms to ensure contact with the emergency control room as well as the acquisition and refurbishment of two additional properties.
57. Following initial design, ground condition and design works, the extent of any expansion to the Shirenewton Traveller site has been reviewed with further design works in progress. Additional costs of £62,000 are expected during this year with risk of abortive costs, prior to any confirmation of costs and Welsh Government grant approval towards the costs of the project.
58. A budget of £323,000 is in place for owner occupier costs towards housing estate improvement schemes and as at month 4, expenditure is projected to be £163,000, including works at Trowbridge Green and Caerwent Road subject to their progress on site, specification and affordability within overall budgets. Slippage of £160,000 into 2024/25 is assumed.

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Flying Start

59. The budget for Flying Start Capital schemes for the year totals £2.570 million. This comprises of ongoing projects from previous years in relation to allocations for furniture and ICT at five nursery sites across Cardiff, alongside schemes to fund ventilation upgrades, canopies, replacement boilers and refurbishment across 19 sites. Work is ongoing at Moorland Primary School, and grant allocation of £5.729 million will be utilised in funding the project to increase sufficiency of placements in the primary school.

Childcare Capital Grant

60. Expenditure of £850,000 relates to grants provided to nurseries as part of additional funding awarded by Welsh Government.

Social Services

Children's Services

61. 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 (16-18 years) to help them live independently whilst still providing intensive 24-hour support. A framework agreement is currently in progress allowing the Council to access additional properties and the budget for 2023/24 is £148,000 with projected expenditure of £120,000 which will be repaid on an invest to save basis. As at month 4, four housing association properties have been sourced with refurbishment costs shared between the association and the Council.

62. Feasibility studies for the 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 are currently being undertaken, to inform a business case and potentially external grant funding applications. The Council has allocated £2.885 million over a number of years to support a viable project, with £65,000 Intermediate Care Fund (ICF) grant also available towards the scheme. Slippage in the year is assumed to be £465,000.

63. As part of the Right Home, Right Support Children Looked After Commissioning Strategy (2019-2022) and the Children's Services Accommodation Strategy, a number of properties were proposed to be acquired refurbished where necessary. Options to be considered included open market purchase, new build as well as re-purposing and upgrading existing Council assets and a sum of £750,000 was allocated by the Council in year as match funding towards grant bids and repayable from service and financial efficiency gains. At month 4, slippage of £720,000 is assumed, subject to legal completion and success or otherwise of grant applications.

64. A number of properties to cover mainstream residential provision, emergency provision and emotional wellbeing services are to be acquired. Based on

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current forecasts, the value of current commitments is circa £3.664 million, with numerous funding sources identified including Welsh Government Housing with Care Fund (HCF) grant, Intermediate Care Fund grant displacement in previous years and a Council match funding budget allocation over multiple years, which is repayable on an invest to save basis. Subject to the timing of legal completions of property and the grant bidding process, further updates will be included in future monitoring reports. As part of the commissioning strategy, it remains essential that post project appraisal of the positive financial and service outcomes are monitored to input into future schemes and an assessment of the impact of the strategy.

Planning, Transport & Environment

65. The Directorate Programme for 2023/24 is £55.903 million with projected expenditure of £46.835 million and a variance of £9.068 million identified.

Energy Projects & Sustainability

66. 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 Salix 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 and therefore it is essential that check points are in place to ensure continued affordability as any loan is given. As at month 4, £4 million has been spent with a further projected £4 million expenditure in November for groundworks and infrastructure ready for the installation of the heat network to primary customers.

67. 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. The allocation for 2023/24 is £1.097 million including slippage of £597,000 and as at month 4, full expenditure is projected. Projects approved include installation of recycling infrastructure, carbon zero carriageway surfacing, Bute Park Nursery rainwater collection and a healthy playground programme across Cardiff schools.

Bereavement & Registration Services

68. The segregated capital asset renewal allocation for bereavement services totals £157,000 for 2023/24, including £22,000 of slippage from 2022/23. Expenditure in year is forecast to be £223,000 meaning that funds will have to be brought forward from future years. Included within the expenditure is a dumper truck (£19,000) and electric ride on mower (£25,000) as well as £95,000 for tarmac and paving block works at both Cathays and Thornhill cemeteries. There is also work scheduled for the two chapels at Thornhill

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Crematorium including works to the cremators and works to the exits to improve the flow for people leaving services.

69. A budget of £99,000 has also been created to replace the current Burial and Cremation Administration System (BACAS), a specialist IT package managing bookings and records in relation to cremations, burial and grave ownerships. The current system is built on outdated server software which will become unsupported by October 2023 and therefore a new system is urgently required to ensure that legal and operational requirements can be met by the Service Area. The budget includes a £15,000 contribution from the overall ICT Refresh budget and expenditure will be funded on an invest to save basis and repaid over 7 years.

Highway Maintenance

70. 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 2023/24 is £7.169 million. Of this budget, £338,000 has segregated for works primarily within the city centre and a prioritised listing of capital works to be undertaken is to be determined. Where this is done, any works should have regard to the overall asset management plan. In March 2023, Cabinet considered the status of the Highway Asset Management Plan. It noted that the report will inform Cabinet's recommendations to Council for the Revenue and Capital 2024/25 and Medium-Term budget setting process and approved the release of £2 million identified in the 2023/24 budget for carriageway works. Slippage of £600,000 is assumed in respect of safety fencing to ensure alignment with electrical upgrade works on the A48 carriageway.
71. The bridges and structures budget for the year is £1.136 million and includes slippage from previous years. Works planned over multiple years include River Rhymney bridge, Fairwater and Llandennis Road culverts, North Road flyover and Cathedral Bridge refurbishment. A significant spend for the strengthening of a retaining wall at 599 Newport Road has been delayed due to buildability issues raised by the appointed contractor. Although works are ongoing to reach a solution, delays to expenditure have been unavoidable. Projects identified are primarily at design stage and subject to a construction tender exercise, slippage of £600,000 is assumed. Capacity and the programme will be reviewed to ensure effective use of budgets made available so that any required capital works to enhance structures are undertaken.
72. 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 Eastern Avenue. Implementation continues to be delayed with the design still in progress with a view to combining any works with upgrading the central reservation to

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ensure better value. A tender exercise remains to be undertaken and pending this, slippage of £900,000 into 2024/25 is currently assumed.

73. Cabinet approved in May 2019, a £5.200 million invest to save business case for all remaining residential columns to be converted to LED. The project has been delayed due to internal capacity as well as restricted supply of lanterns resulting from shortages of semi-conductor components, however it is to be completed by December 2023, with projected expenditure of £727,000.
74. As part of the Welsh Government Flood and Coastal Risk Management Programme (CRMP), a scheme has been developed to improve the flood defences at the foreshore along Rover Way. The scheme was subject to a further Cabinet report setting out scope, risks, mitigations and procurement process to be undertaken. A construction contract has been awarded and is due to commence on site in quarter three of 2023/24. The estimated total cost of the scheme is £35.937 million including professional fees and a risk allowance. It should be noted that this excludes works in respect to the Lamby Way Landfill Site. The funding approach to the Coastal Risk Management Programme is that 85% of the total cost is to be funded by Welsh Government (WG), with 15% to be identified by the Council. The Welsh Government funding approach is not a cash grant towards the expenditure, but to reimburse the Council for the costs of servicing borrowing that would need to be taken by the Council, over a period of twenty-five years. In 2023/24 this will be a specific revenue grant, but from 2024/25 as part of the annual Revenue Support Grant (RSG). The WG will provide no additional funding in the event of costs exceeding the above, so robust contract management will need to be in place to manage the outcomes and costs of the scheme. Although works will commence on site, much of this will be enabling works, including investigations and set-up. It is a multiple year construction scheme with more significant spend forecast in future years. Subject to this, slippage of £2 million is currently assumed.
75. A sum of £458,000 Council match funding has been allocated towards the implementation of flood prevention measures together with Welsh Government grant funding of £1.188 million approved to date in the year. This is for small scale and post storm schemes with only £30,000 match funding likely to be utilised this year.

Traffic & Transportation

76. The asset renewal telematics budget, including slippage, is £1,036 million and will be used for the replacement of obsolete analogue CCTV cameras at various locations with high-definition digital cameras. It will also be used to complete the replacement of the electronic signage/control system for the North Road tidal flow lane, the Bute Tunnel entrance and overall electronic signage for lane control across the city.
77. The total Council budget for cycling development in 2023/24, including slippage from the prior year, is £1.970 million. This will be used as well as Welsh Government grant funded schemes for primary cycleways and slippage of £1 million is assumed at this stage.

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78. The Council Road Safety Schemes budget of £529,000 together with a sum of £841,000 Council match funding, will secure a range of grants where match funding is required. This includes schemes for local transport, safe routes in communities and road safety as described below. Slippage of £341,000 is currently projected in year, however this may increase where there is a requirement to ensure that grant funding is utilised first.
79. The Welsh Government revised allocation to Cardiff for the Local Transport Fund is £1.904 million and supports development of integrated, accessible, and sustainable transport systems. Schemes bid for and approved include £1.006 million towards improving sustainable transport and active travel measures in the city centre, and £606,000 towards the A4119 strategic bus corridor scheme phase 2D with the balance to be used for bus stop enhancements, including real time information display.
80. The Welsh Government allocation to Cardiff for Safe Routes in Communities Grant of £75,000 aims to improve accessibility and encourage walking and cycling in communities. The allocation is for the School Streets scheme, part of a wider programme working with schools to increase the use of active modes of travel for school journeys, through targeted interventions and behaviour change support to improve safety outside school gates.
81. The Welsh Government allocation to Cardiff for Active Travel is £3.386 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 Cycleway 2 - Newport Road Transport Corridor Link A (£408,000), active travel to schools (£711,000), Roath Park Cycleway (£787,000) and various improvements to the integrated cycle network plan (£1.480 million).
82. A new Welsh Government grant allocation of £2.041 million has been awarded to continue the roll out of a 20mph default speed limit on restricted roads across Wales coming into force in September 2023. Following any tender process, the level of funding in place will need to be reviewed to ensure that all costs are covered by external grant funding.
83. The Welsh Government Ultra Low Emission Vehicle Transformation (ULEVT) grant approval is £255,000, which will promote electric vehicle (EV) charging infrastructure projects in alignment with the Welsh Government's EV Charging Strategy. Of this, £94,000 has been allocated to deliver charge points for public use and the balance of £161,000 will be used for charge points for Council owned vehicles at Lamby Way. There is expected to be further provision of £408,000 for electric charge points available in future years.
84. The slippage of £1.508 million was carried into 2023/24 in respect of a Welsh Government Grant to undertake bus stop infrastructure improvements including real time information systems. Delays with a new Transport for Wales (TfW) framework resulted in very little expenditure last financial year, however, the contract was awarded in March 2023, with works to be implemented in 2023/24.

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85. The Council Bus Corridor enhancements budget of £502,0000 will be used for match funding towards the Welsh Government Local Transport improvement scheme (A4119 Corridor Phase 2D) and to partially fund Eastern Corridor (CW2 Newport Road).
86. Budget of £201,000 is carried forward from 2022/23 towards development of the bus 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. The start on site, subject to tender is anticipated in the new calendar year. and pending this, slippage of £100,000 is assumed.
87. Following approval of the Levelling Up Fund Cardiff Crossrail Phase One bid, further discussions have taken place with the UK Government to progress the scheme. As outlined in the Cabinet report of March 2023, a Full Business Case is required to unlock the full £50 million funding of the scheme in addition to the £50 million to be provided by Welsh Government towards the scheme. Up to 10% of the Levelling up allocation can be used to develop the scheme and in 2023/24 costs of circa £2.500 million are anticipated. This includes an update of the outline business case and confirmation of final business case, which is being informed by highway and rail design and survey work, the latter being undertaken on behalf of the Council by Transport for Wales as part of established governance arrangements.
88. The next stage of the Northern Bus Corridor will focus on completing the outline business case WeITAG 2 for the scheme. This work will involve surveys, modelling, concept design for schemes and further work on the installation of technological survey and bus priority measures following engagement work with key stakeholders and bus operators.
89. In April 2023, the Cabinet considered a report on delivering a permanent improvement in air quality on Castle Street in the context of citywide sustainable transport proposals. Any detailed design and implementation will be subject to Welsh Government confirmation of grant funding to meet estimated costs of the scheme. Accordingly, no budget is included in the current capital programme, but will be subject to further updates as the year progresses.
90. Following completion of works at Wood Street and Central Square, the first phase of the Canal Quarter regeneration scheme and road traffic infrastructure works scheme remains on site. The former is expected to open on a phased basis from the Autumn of 2023, with the Transport elements to be completed in the last quarter of the financial year. Following finalisation of all design packages and other unforeseen costs, the overall construction contract is estimated to cost approximately £11 million, with the overall total cost including professional fees being approximately £13 million. The balance of Council capital funding allocated towards the canal element of the scheme of £1.767 million will be used to pay towards costs in the year, with the balance assumed from external grant funding applications to Welsh Government Capital Cardiff City Deal. The ongoing risks of cost variations and resources available for the project will need to be managed closely as the project continues to ensure this can be managed within the overall

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funding available to the directorate. This may impact adversely on other planned projects, where this may be the case.

91. To mitigate against the impact of the City Centre works in neighbouring areas, the Council has allocated a sum of £4 million and including slippage, the amount allocated in 2023/24 is £1.176 million. This will support the completion projects such as Tudor Street transport and green infrastructure and improvements and mitigations at Pendyris Street and Clare Road junction.

Resources

92. The Directorate Programme for 2023/24 is £20.562 million with a projected outturn of £14.538 million and a variance of £6.024 million identified.

Technology

93. The Modernising ICT budget aims to support digitisation of business processes. The estimated costs of £130,000 during the year relate to projects to secure robotic process automation.
94. A total of £920,000 is available for ICT Refresh schemes this year, including £635,000 of slippage from 2022/23 and a virement of £15,000 to Bereavement as a contribution towards a replacing a dated system to manage bookings, burial and cremation records. Subject to delivery of equipment, expenditure of £750,000 is projected in year with projects including switch replacements (£370,000) and updates to the servers (£290,000). This budget also covers a range of projects to support ICT resilience, capacity and capability including direct access and hardware replacement. Slippage of £170,000 is projected into 2024/25.
95. Following a successful application process, funding of £7.700 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. Expenditure of £13,000 took place on scheme development in 2022/23, with planned expenditure of £616,000 during 2023/24. Whilst slippage is significant for this financial year, WG have confirmed that funding will be awarded in stages throughout 2024/25, once works have been completed, in order to mitigate against the risk of contractors falling into administration or being unable to undertake the work due to unforeseen circumstances.

Central Transport Services

96. Cabinet on 13 July 2023, approved the procurement of replacement waste collection fleet between 2023 and 2025. The value of vehicles totals circa £9.700 million, with payment on delivery. Subject to lead in times, this is likely to be in the spring of 2024, accordingly no payments are currently forecast to be made this year in respect to this procurement.

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97. The acquisition of vehicles using this budget will be via additional Council borrowing, with the directorate commitment to repay any acquisition costs over a 7-year period from existing revenue budgets held. To ensure the financial sustainability of this policy approach to acquisition of vehicles, any variations to this should be made in exceptional circumstances only, with the reasons and rationale for this reported by the S151 as part of budget monitoring reports to Cabinet.
98. Planned Expenditure during the year includes two segregated trade waste collection vehicles and two replacement co-mingled refuse collection vehicles, the latter to be paid for from earmarked reserves. Based on projected expenditure, slippage of the invest to save budget of £2 million allocated in year is £1.728 million. Further opportunities for grant funding will be considered during the year to support infrastructure and to increase the number of ultra-low emission vehicles.

Corporate

99. In respect of the contingency budget of £200,000, given that it is early in the financial year, this is projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
100. The £500,000 Invest to Save budget is in place for small schemes capital identified during the year that would pay for themselves. Of this, £84,000 has been used towards the instalment of the new Bereavement ICT system. The budget will be reviewed and adjusted in future monitoring reports if schemes are approved during the year.
101. The Council's total commitment of £28.400 million over a number of years is based on its share of £120 million to the Wider Investment Fund. The budgeted drawdown for Cardiff's contribution is £4 million and full expenditure is currently projected for the year although this change subject to progress on City Deal Projects and timing of HM Treasury Grant awards as part of the financial model. City Deal expenditure is forecast on projects including the Housing Viability Gap Fund, Premises Fund, Innovation and Investment Fund, Metro Plus transport projects and Aberthaw Powerstation.
102. As part of the budget process, an allocation was made to support grant funded expenditure where there was a gap arising following completion of a business case or following the outcome of tender exercises. A number of projects are still being developed and so this funding is assumed to be carried forward into 2024/25 at this stage.
103. Following an assessment process, a total grant of £8 million has been awarded to expand electric bus fleet use in the city. Grant of £2.470 million has been paid to date as a deposit for new vehicles, with the balance payable by the end of the financial year, subject to completion and delivery of the vehicles and charging infrastructure.

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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 a revised projection as at month 4:

	Budget	Projection at Month 4	Variance
	£000	£000	£000
Parks & Green Spaces	1,655	1,087	(568)
Traffic & Transportation	680	537	(143)
Strategic Planning & Regulatory	2,388	476	(1,912)
Neighbourhood Regeneration	750	367	(383)
Economic Development	118	91	(27)
Education & Lifelong Learning	2,101	4,741	2,640
Public Housing (HRA)	3,525	2,687	(838)
Total	11,217	9,986	(1,231)

Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of 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. Capacity to deliver schemes continues to be reviewed.
- 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 – Further enhancements in respect of Central Square public realm assumed to be completed in 2024/25.
- Neighborhood Regeneration – Improvements and grants towards various community facilities, subject to consultation.
- Economic Development – Support for small to medium size enterprises in Llanishen and development works at the International Sports Village.
- Education & Lifelong Learning – Additional use of contributions in year towards various school projects where in accordance with the agreements.
- Public Housing – Development of new Council housing.

Mae'r dudalen hon yn wag yn fwriadol

CORPORATE RISK MANAGEMENT - QUARTER FOUR 2022/23**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)****AGENDA ITEM: 4**

Reason for this Report

1. To update Cabinet on the risk management position at quarter four 2022/23 and to highlight any changes from the quarter two 2022/23 report.

Background

2. Cabinet receives a risk management update on a biannual basis with the opportunity to make comments.
3. Each Directorate holds a Directorate Risk Register (DRR) and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to SMT for collective ownership and review.
5. This reporting process allows SMT to determine if any changes are required to the CRR each quarter. The remaining escalated risks continue to be held on DRRs and are reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate.

Issues

6. Each Director has worked with their Risk Champion(s) to undertake their quarter four risk management review. The Risk Management Team has also provided advice and guidance on the measurement and reporting of risks. The quarter four risk assessments are presented on the Corporate Risk Register Summary Snapshot (Appendix A) and the Detailed Corporate Risk Register (Appendix B).

7. Governance & Audit Committee receives a risk management update each financial quarter with the opportunity to make comments. The last Governance & Audit Committee review was on the 11th of July 2023, at which time the risk management position at quarter four 2022/23 was presented.
8. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter four are detailed as follows.

Directorate Risks

9. At the quarter four position, 242 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on the 29th of June 2023.
10. It was agreed that seventeen Directorate risks would be carried forward as SMT escalated risks at quarter four. Where a risk has been escalated it is primarily due to either mitigations being required from other directorates or a need to monitor the position so prompt corporate action is undertaken as and when required. Updates on the escalated risks are reported to Senior Management Team throughout the quarter and they are formally considered as part of the Quarterly review process.

Directorate	Directorate Risks	Risks at SMT Escalation Point
Economic Development (inc Waste)	37	2
Education	22	0
Housing & Communities	23*	4
Performance & Partnerships	14	1
Social Services	12**	9 (1 Shared)
Planning, Transport & Environment	24	0
Resources	96	1
Governance & Legal Services	17	1 (Shared)
Total	245	17*

* Includes 1 shared

** The H&C and Adults Services number of DRR risks is significantly different as they have conducted a full review of their risks this quarter.

Corporate Risks

11. SMT collectively reviewed the escalated directorate risks and corporate risk updates at the end of quarter four.
12. For quarter four, the Budget Monitoring corporate risk was discussed at SMT, as its residual risk has changed from B2 to D2. The reason for this change was the improving financial position arising out of quarter four to a final outturn balanced position and the Budget being set for 2023/24 in March 2023. The Budget setting process having considered any financial pressures arising from 2023/24 and where appropriate allocating financial resource to address those issues going forward.

13. SMT considered that the Welfare Reform corporate risk is removed from the Corporate Risk Register. The rationale being that the Welfare Reform Act was introduced in 2012 and since then, many of the mitigations put in place to achieve the residual risk rating have become business as usual for services within Housing & Communities. Housing & Communities also have a new escalated risk on their Directorate Risk Register that monitors the support residents of the city are receiving during the Cost-of-Living crisis which is more relevant in addressing current economic pressures. There is also an escalated risk on Temporary Accommodation which mitigates against many of the risks previously covered in the Welfare Reform risk. It is proposed that the Welfare Reform Corporate Risk is removed from the Corporate Risk Register but with the proviso that the escalated risks of resident support and temporary accommodations continue to be reported and monitored at the corporate level for the next few months at least.

Reason for Recommendation

14. To enable the Cabinet to monitor risk management activity and consider the Risk Management Review – quarter four 2022/23.

Legal Implications

15. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether or reduced.

Financial Implications

16. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council’s resource planning processes and forms an important part of the governance arrangements for the Council.

RECOMMENDATION

Cabinet is recommended to note the content and changes proposed going forward in the Corporate Risk Register.

SENIOR RESPONSIBLE OFFICER	Christopher Lee Corporate Director Resources
	15 September 2023

The following appendices are attached:

- Appendix A** - Corporate Risk Register Summary Snapshot – Q4 2022/23
- Appendix B** - Detailed Corporate Risk Register – Q4 2022/23

Mae'r dudalen hon yn wag yn fwriadol

Corporate Risk Register Summary Snapshot Quarter 4 2022/23

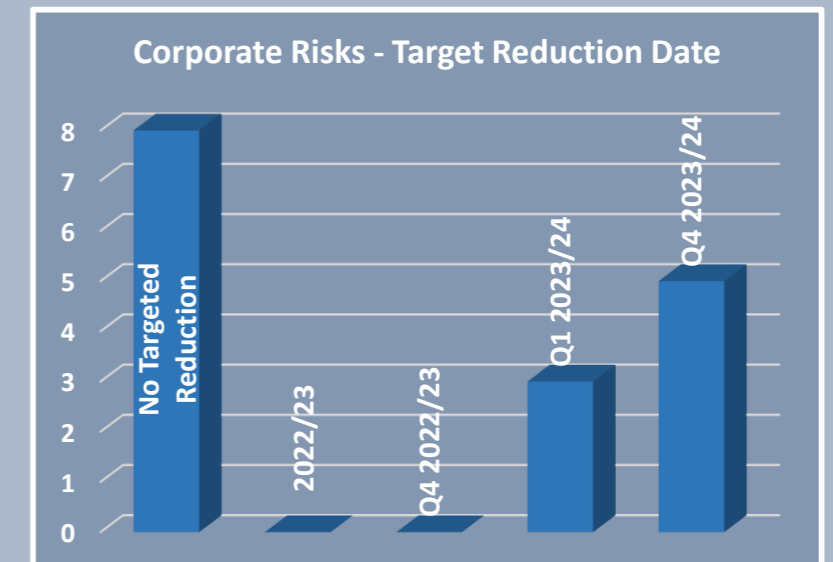
Appendix A

Number of Risks by Inherent Risk Rating						
Likelihood	A		B		C	
	A1	A2	B1	B2	C1	C2
A	11	0				
B	6	4				
C						
D						
E						
	1	2	3	4		
	Impact					

Number of Risks by Residual Risk Rating						
Likelihood	A		B		C	
	A1	A2	B1	B2	C1	C2
A		1				
B	1	4	1			
C	2	4				
D	3	4	1			
E						
	1	2	3	4		
	Impact					

Number of Risks by Target Risk Rating						
Likelihood	A		B		C	
	A1	A2	B1	B2	C1	C2
A						
B	1	0	1			
C		5	2			
D	4	5	2			
E			1			
	1	2	3	4		
	Impact					

Inherent Risk Rating	Corporate Risk Title	Residual Risk		Target Risk	
		Rating	Movement from Q3	Rating	Movement from Q3
A1	Climate Change (Aggregated)	B2	↔	C2	↔
	City Security	B1	↔	B1	↔
	Air Quality & Clean Air Strategy	B2	↔	C3	↔
	Cyber Security	C1	↔	D1	↔
	Budget Monitoring (Control)	D2	↓	D2	↔
	Financial Resilience	C2	↔	C2	↔
	Schools Organisation Programme (Band B)	C2	↔	E3	↔
	Health and Safety	D3	↔	D3	↔
	Non-completion of Stat Building Eqpt Maintenance	C2	↔		↔
	Information Governance	D1	↔	D2	↔
	Ensuring Access	A2	↔	B3	↔
B1	Coastal Erosion	B2	↔	C2	↔
	Waste Management		↔		↔
	Increase in Demand (Children's Services)	C1	↔	D1	↔
	Education – Schools Delegated Budgets	D2	↔	D2	↔
	Business Continuity	D1	↔	D1	↔
B2	Safeguarding		↔		↔
	Education Consortium & Attainment	B3	↔	C3	↔
	Legal Compliance	C2	↔	C2	↔
	Performance Management	D2	↔	D2	↔
	Fraud, Bribery and Corruption		↔		↔

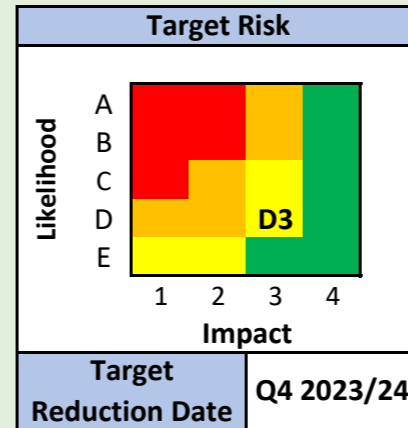
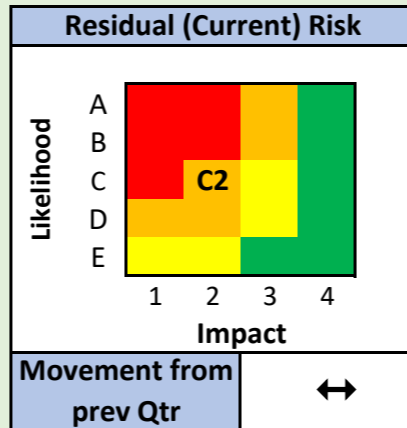
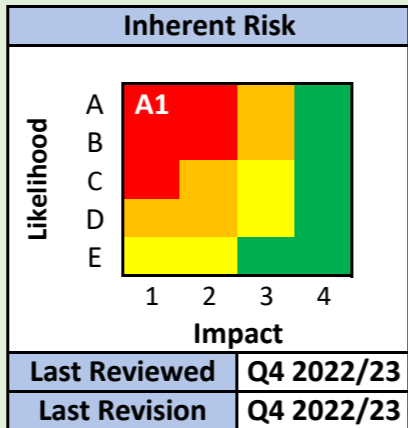


Key	
High (Red)	Medium (Red-Amber)
Medium (Amber-Green)	Low (Green)
↓	Decrease from previous quarter
↔	No change from previous quarter
↑	Increase from previous quarter

Mae'r dudalen hon yn wag yn fwiadol

Non-completion of Statutory Building Equipment Maintenance

Description
 Non completion of cyclical statutory inspections or the remedial works arising out of the inspections, required to maintain the premises and related installations in a safe and legally compliant condition.



Risk Owner(s)

Neil Hanratty (Donna Jones) Councillor Russell Goodway Investment & Development

What we've done/are currently doing to achieve the Residual Risk Rating

- Contractor**
- Consequential remedial work identified on test certificates.
 - Statutory maintenance contracting arrangements in place as specification for statutory obligations testing and new risk based specification for legionella management supported by RAMIS.
 - Internal resource reviews review all test certificates, remedial work captured and communicated to client as necessary/applicable
 - Statutory Obligations Team continues to provide monitoring and supervision of statutory obligations contractor including contractor training arrangements on Council system. Incorporating latest advice from bodies such as HSE.
- RAMIS IT Software**
- Bi-monthly reporting on statistics to SMT for all to consider any issues / mitigations.
 - Continue to ensure the number of Building Managers with training remains appropriate in terms of number and coverage.
 - Compliance ratings target set at 80% minimum
 - Condition surveys have been completed to maintain our understanding /knowledge of all the Council's land and property holdings.

What we plan to do to meet target

- Statutory Obligation Compliance
- Continue to commission investigations / work to complete required compliance testing (and works required) in respect of 'gaps' in compliance identified by reports from RAMIS. **ONGOING**
 - Complete a review of arrangements in place to contract statutory inspections/maintenance for non-domestic Council premises, which are currently not being commissioned through the Statutory Maintech Team - move to SED pending restructure. (now moved to **Q4, 2023/24** to align with restructuring critical teams). Q4, 2022/23 update - Commencement of new Framework partner to deliver statutory compliance work. Under new Framework, tighter controls established within the new contract to ensure good performance. Enhanced governance with Building Managers to ensure essential works are progressed to ensure compliance.

Potential Impact(s)

Potential consequences of non-compliance with statutory maintenance:

- Fatalities or serious injuries
- Closure of part or whole of facilities with major disruption to service delivery
- HSE interventions and consequential actions including fines and prosecution;
- Significant additional expenditure requiring realignment of Corporate budgets;
- Temporary relocation of staff
- Temporary loss of operational service
- Invalidation of insurance policy
- Serious adverse impact on reputation
- Damage to fabric of building or other equipment

Type(s) of Impact

• Service Delivery	• Health & Safety
• Reputational	• Partnership
• Legal	• Community & Environment
• Financial	• Stakeholder

Linked Risks

Health & Safety

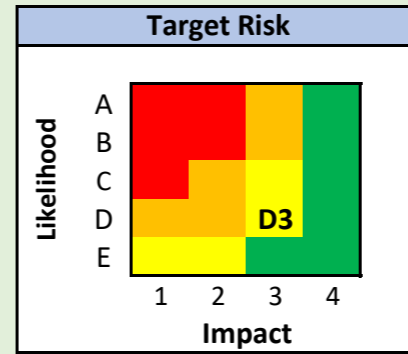
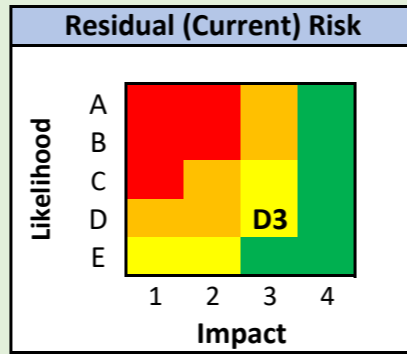
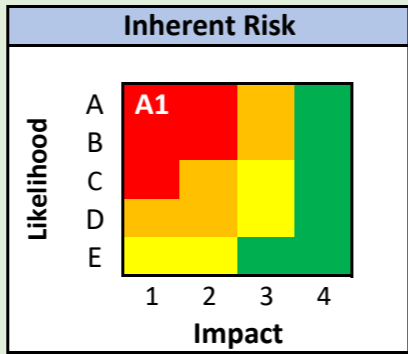
Key Indicators / Measures used to monitor the risk

Compliance stats from the Corporate Health & Safety Team.

Tudalen 217

Health & Safety

Description
 Non Compliance with corporate Health and Safety arrangements to control key risks across the Council in line with statutory requirements.



Risk Owner(s)

Neil Hanratty (Donna Jones)	Councillor Chris Weaver Finance, Modernisation and Performance
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Last Reviewed	Q4 2022/23
Last Revision	Q4 2022/23

Movement from prev Qtr	↔
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Target Reduction Date	N/A
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What we've done/are currently doing to achieve the Residual Risk Rating

- RAMIS -Reports submitted to Corporate Health & Safety Forum and Senior Management Team. Based on Current HSE National Advice
- Condition Surveys School Buildings - Shared with Schools .
- Insurance fire safety improvements actioned. Including safe operation of the fire suppression system in Lamby Way MRF and Fire Risk Assessment updated.
- Continue Asbestos Training - Online and face to face taking place. Briefing sessions for technical departments and Building Managers to ensure they understand their responsibilities under the Corporate Asbestos Management (CAM) Plan.

What we plan to do to meet target

- Continue to monitor embedding of current controls to reduce the overall risk **ONGOING**

Potential Impact(s)

- Fatalities
- Serious injuries
- Prosecution – fines for corporate body and/or fines/imprisonment for individual
- Civil Claims
- Negative Publicity

Type(s) of Impact

- Service Delivery
- Reputational
- Legal
- Financial

Linked Risks

Non-completion of Statutory Building Equipment Maintenance

Key Indicators / Measures used to monitor the risk

RAMIS is used to monitor statutory risk in relation to premises safety, bi-monthly reporting to SMT, quarterly reporting to Health and Safety Forum.
 Compliance against annual Corporate H&S Objectives, used to monitor improvement secured in Service Areas, reported to Health and Safety Forum.

Judalen 218

Recycling Performance

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)
<p>Failure to meet statutory recycling performance targets within the Waste (Wales) Measure 2010</p> <p>Failure to meet target may lead to Welsh Government imposing fiscal penalty</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">Last Reviewed Q4 2022/23</p> <p style="text-align: center;">Last Revision Q4 2022/23</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">Movement from prev Qtr ↔</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> <p style="text-align: center;">Target Reduction Date Q4 2023/24</p>	<p style="text-align: center;">Neil Hanratty (Matt Wakelam)</p> <p style="text-align: center;">Councillor Caro Wild Climate Change</p>

Potential Impact(s)
<p>Financial</p> <ul style="list-style-type: none"> Penalties Financial costs to improve recycling performance <p>Strategic/ Reputational</p> <ul style="list-style-type: none"> Reputational consequence with citizens and key stakeholders

What we've done/are currently doing to achieve the Residual Risk Rating
<p>Cardiff's Recycling Strategy 2022-2025 Cleaner and Greener</p> <ul style="list-style-type: none"> Recycling Strategy for Cardiff sets out the Council's long-term objectives over the next 3 years and considers economic, social and environmental aspirations, to ensure Cardiff is one of the leading cities in the world for recycling. Strategy was approved at September 22nd 2022 Cabinet meeting; Agreement in principle be given to the programme of change set out in the Recycling Strategy 2022-25: 'Greener and Cleaner' and this report and delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Climate Change to roll-out the phased implementation of the programme including: Agreement in principle be given to the programme of change set out in the Recycling Strategy 2022-25: 'Greener and Cleaner' and this report and delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Climate Change to roll-out the phased implementation of the programme including: <ul style="list-style-type: none"> The phased roll-out of segregated recycling as set out in this report across household properties in Cardiff. The review of residual waste provision to support introduction of measures to increase participation in food waste recycling Undertake further pilot work in relation to Houses of Multiple Occupancy and Flats to improve recycling performance including the testing of communal segregated recycling bins. Review the expansion of kerbside collection services to cover items currently not collected at the kerbside. Enhance and strengthen education and enforcement to deliver improved recycling compliance across household properties in Cardiff. Develop the business case to move from a Material Recovery Facility to a Material Handling Facility required to manage segregated recycling Improvements to the trade / business waste model to improve recycling and meet new legislative requirements. Identification of wider Council / service area change to value resources and minimise the Council's impact on climate change. <ul style="list-style-type: none"> the plans to enhance the cleansing service, including the move balanced resourcing and 'same day cleanse' following collections for inner wards be noted. the development of a business case for a future repair and re-use 'superstore' be noted. A further report will be brought regarding the business case. Pilot for segregated recycling commenced 24th Jan 2022 - participation 10,000 properties and is now complete. <p>Wider Governance & Compliance</p> <ul style="list-style-type: none"> Working in partnership with WG, WRAP & WLGA to deliver the actions within the new Recycling Strategy, Implementation Plan & individual business cases <ul style="list-style-type: none"> segregated recycling modelling and business case material recovery facility to material handling facility, outline design and business case. development of blueprint model for flats, working in partnership with Swansea council trade business waste recycling review in preparation of new legislation A project team of Cardiff Council, WRAP and Welsh Government meet monthly to discuss business cases and implementation programme Update provided to Welsh Government Officers on current position in terms of recycling performance and programme for improvements as part of the delivery of the Recycling Strategy 2022-25 - complete

What we plan to do to meet target
<p>Cardiff's Recycling Strategy</p> <ul style="list-style-type: none"> The pilot data is informing the development of the business case for the phased citywide roll out - this needs to be re-evaluated using data from the expansion, due to the impact of the cost of implementation on the MTFP evaluation ongoing - Q1 2023/24 Outline business case to be developed for a future repair and re-use 'superstore' - No outline business plan developed to date. Meeting and information on Manchester re-use and repair hub obtained - Q3/Q4 2023/24. Recycling Performance Targets set within the Strategy are: <ul style="list-style-type: none"> 2021/22 = 64% - final validated performance for year is 58.19% 2022/23 = 64% - final unvalidated performance for year is 61.58% 2023/24 = 66% 2024/25 = 70% <p>Wider Governance & Compliance</p> <ul style="list-style-type: none"> Senior Management to have ongoing regular engagement and discussions with WG and WRAP on Cardiff's Recycling Strategy and collaborative working model - fortnightly meetings ONGOING Quarterly meetings with Julie James MS, Minister for Climate Change, and WG to monitor actions to improve recycling performance ONGOING Response to Minister re 2020/21 recycling performance - Meeting Minister on February 27th 2023 to discuss below target recycling performance (58.19% against target 64%) - complete, awaiting Ministerial response

Type(s) of Impact
<ul style="list-style-type: none"> Reputational Legal & Regulatory Financial

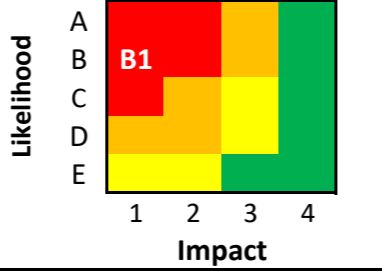
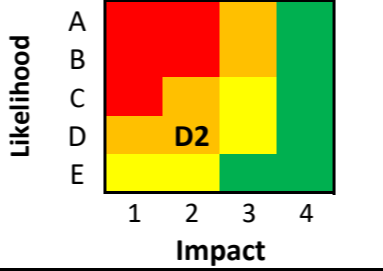
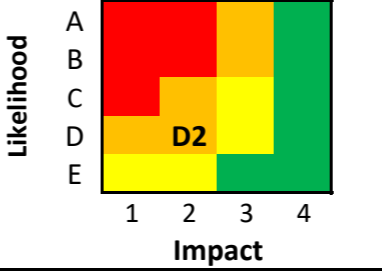
Linked Risks
<p>Workforce & supply chain issues - Directorate Risk Register risks:</p> <p>RNS7 - Rising Fuel Costs</p> <p>RNS8 - Extreme Global External Factors</p>

Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Quarterly monitoring recycling % from waste data flow - 21/22: <ul style="list-style-type: none"> Q1= 59.14% Q2= 57.71% Q3= 57.38% Q4= 58.47% Total final validated 21/22= 58.19% Monthly tonnage monitoring Monthly financial monitoring in each area of waste

Schools Organisation Programme (Band B)

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Failure to deliver on aspects of the School Organisation Programme, which is significant in value and complex. The programme consists of Band B (£284m) 21st Century Schools, asset management improvement work, ICT and sufficiency projects. The programme of work spans across a number of directorates, requires significant capacity and has significant capital spend.</p>					<p>Mel Godfrey (Richard Portas)</p>	<p>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</p>								
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Target Reduction Date	Q4 2023/24													
Potential Impact(s)		What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
<ul style="list-style-type: none"> Opportunities to enhance the school estate, and transform education will be missed Insufficient secondary places in some central and north east areas of the city Insufficient places in ALN settings across the city, leading to costly placement in out of county & private settings School buildings that are not suitable for teaching and learning Further degeneration of school buildings & rise in asset management backlog Project cost and time overruns Risk that school ICT infrastructure fails in the short to medium term and does not support the new curriculum Risk that in the current situation, learners do not have access to ICT equipment to support distance learning 		<ul style="list-style-type: none"> 21st Century Schools Band B funding continues to be reviewed and revised for deliverability with any schemes no longer able to be funded by the £284m approved then they will be reviewed and reprofile. Work is ongoing to make sure that all learners have access to digital devices, network and infrastructure to support mobile and distance learning. Robust governance models in place and is supporting consistent decision making. Finance have re-profiled the capital and revenue budgets to assess the required budgets for each scheme. There are ongoing discussions with Welsh Government to assess the affordability of the programme in light of the current programme. The Council is considering additional asset funding in light of the pressing needs. Implementing more robust management and monitoring processes for the asset improvement programme, including the three "D" category High Schools, Fitzalan, Cantonian and Willows. 			<ul style="list-style-type: none"> Open a new purpose-built Pupil Referral Unit and Carnegie Centre. Q2 2023/24 Engage with providers and scope of partnerships across the city to incrementally increase places: PRU = 48 places and Carnegie = 48 Places Q2 2023/24 Long term vision - Establish basic Budget Plan for operational capacity and Establish basic long term Management Board plan. Q1 2023/24 Develop New post – to include scope of role and vision, structure, costs and benefits within the role. Q2 2023/24 									
Type(s) of Impact		Linked Risks			Key Indicators / Measures used to monitor the risk									
<ul style="list-style-type: none"> Reputational Legal Financial Social 		<ul style="list-style-type: none"> Health & Safety Stakeholder Health and Wellbeing Sustainability 			<ul style="list-style-type: none"> Spend against the asset programme in financial year, in accordance with the responsibilities of schools and corporate landlord (Corporate Plan).. Timelines to deliver projects within the SOP programme. New key performance measures which are being developed as part of the overarching SOP Strategy. 									

Education - Schools' Delegated Budgets

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>The number of schools with deficit budgets and/or the overall value of deficit budgets increases, or that those schools (particularly in the Secondary sector) with existing deficit budgets do not deliver agreed deficit recovery plans.</p>	 <p>B1</p>	 <p>D2</p>	 <p>D2</p>	<p>Mel Godfrey (Neil Hardee)</p>	<p>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</p>								
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		What we've done/are currently doing to achieve the Residual Risk Rating		What we plan to do to meet target									
<p>Potential Impact(s)</p> <ul style="list-style-type: none"> An overall deficit arising from schools budgets would count against the funding available for the Council Schools with deficit budgets may struggle to adequately fund the resources required to achieve the desired levels of educational attainment Schools with deficit budgets may struggle to adequately fund maintenance of school buildings creating an issue for other budgets, e.g. Capital/SOP Band B Schools that continually fail to address deficit budgets may ultimately require LA intervention, with a corresponding increase required in centralised resources 		<ul style="list-style-type: none"> As at Q4 42 schools have a deficit balance. Schools have long term plans to emerge from deficit. For the 2023/24 financial year, 42 schools applied to set deficit budgets There has been an increase in the number of schools with deficit budgets. This is currently 42 schools. The Directorate will continue to work with schools that have projected a deficit following the LFMS exercise in Q4 2022/23. We will continue to work with Financial Services to explore whether the LA is able to make a contribution to schools towards the higher than budgeted for pay award costs The Education Directorate receives regular detailed budget monitoring reports from the LA Financial Services team and manages its budgets within the parameters set by the LA. There is good engagement with schools on financial issues through the well established School Budget Forum arrangements with all papers and meeting agenda and minutes made available on the Council's website. There is an agreed protocol for dealing with schools in deficit and the LA has agreed local parameters for managing schools surplus balances. Officers from Education and Financial Services work with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible. Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure. A working group was established to examine the impact of the 2021/22 budget settlement for schools, with the aim of reviewing the formula used to distribute school funding and the assumptions underpinning the medium term financial planning process. A report on the conclusions and recommendations for the task groups has been presented to the School Budget Forum. The LFMS team have undertaken an exercise to project from each schools Month 7 position an estimated year end balance. Given the higher than expected pay awards for both teaching and non teaching staff initial projections indicate that there may be as many as 31 schools ending the financial year in deficit and a significant proportion of schools would reduce their unallocated balance . 		<p>There has been a significant reduction in the number of schools with deficit budgets. This is currently two schools. The Directorate will:</p> <ul style="list-style-type: none"> Continue to work with schools projecting a deficit following the LFMS exercise in Q4 2022/23 Q1 23/24 Work with Financial Services to explore whether the LA is able to make a contribution to schools towards the higher than budgeted for pay award costs Q1 23/24 									
Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk									
<ul style="list-style-type: none"> Reputational Legal Financial 		<p>Linked risk to Covid 19 issues particularly with regard to decrease in income, impact on grants and inability to manage staffing changes.</p>		<ul style="list-style-type: none"> School budget monitoring position Number of schools setting deficit budgets Final budget balances 									

Education - School Improvement & Attainment

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>The risk that school improvement is not delivered as planned, in light of changing accountability and assessment arrangements and National Reforms (Curriculum and Additional Learning Needs).</p>				<p>Mel Godfrey</p>	<p>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</p>								
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	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
	<ul style="list-style-type: none"> There have been 7 Primary and Secondary Schools inspected by Estyn in this academic year. 4 Schools are pending review. 5 Schools are in an Estyn Category, 4 in Estyn Review and 1 in Significant Improvement. Education and Lifelong Learning is supporting schools across the city in returning 'back to normal' operations where possible, moving forward with the new processes that have been embedded over the past two years. The LA is providing continued support to schools to ensure that pupils sitting summer exams have the best possible environment to achieve their best. The LA and CSC are supporting schools to prepare to introduce Curriculum for Wales 2022. There is flexibility in implementing the curriculum considering challenges faced as we continue to manage the pandemic and with ongoing operational issues faced by schools. Estyn concluded in their full inspection of Cardiff Education Services in February 2022 that there has been a sustained and incremental improvement in Cardiff Education in recent years. Inspection outcomes are strong, especially in the primary sector. Outcomes for pupils across key stage 4 have been above or well above expectations in the majority of schools in the three years up to the pandemic. Outcomes for pupils that are eligible for free-school meals (efsm) has generally been above that of the same group nationally. Estyn noted that the LA has established strong working relationships with the regional consortium and there are robust processes for the support and challenge to schools causing concern. School inspections have resumed in Q4, with a number already under way, these include school inspections that were delayed as a result of COVID-19, with additional schools scheduled for May and June of this year. 			<ul style="list-style-type: none"> Following the November '21 Inspection, Estyn recommended that the LA ensures that the work of the regional consortium (CSC) is focused appropriately on Cardiff's strategic priorities. Actions to align the work of the LA and CSC more closely will be carried forward into the new Directorate Delivery Plan. Q1 2023/24 Closely monitor school exclusions and school attendance, paying particular attention to investigating alternatives to exclusions on a case-by-case basis; also by providing further support to families as well as making sure they are more involved in the process. ONGOING Work with CSC to provide support to schools to develop teaching and learning approaches in line with Curriculum for Wales 2022 and prepare for new assessment arrangements. ONGOING Continue to support schools to prepare for ALN Reform including developing effective systems for quality assuring IDPs and IDP reviews. Q1 2023/24 Enhance processes for All Schools Risk monitoring and Schools Causing Concern. Enhanced governance of ASR and SCC processes reporting each half term to Cabinet Member and CEX. Q1 2023/24 Develop the Team Around the School approach, which is currently being piloted in the East and West of the city, to ensure that integrated support is offered to schools where there are specific concerns. Q1 2023/24 									
	Potential Impact(s)	Type(s) of Impact		Linked Risks									
	<ul style="list-style-type: none"> Learners do not reach their full potential Schools are not supported to improve Schools are not able to deliver the new curriculum Impact on Estyn judgements Value for money - CSC 	<ul style="list-style-type: none"> Reputational Legal Financial 		<p>KS4 2018/19 School Performance, Outcomes from Estyn Inspections up to 2020.</p>									

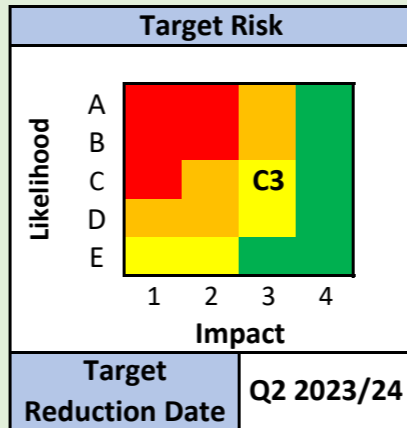
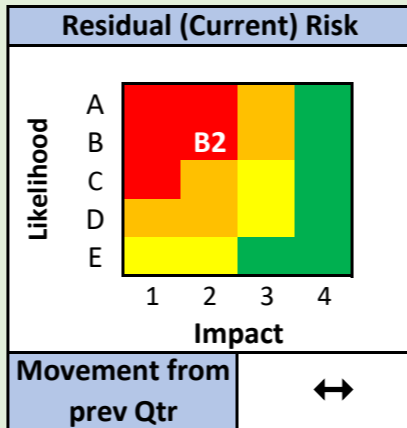
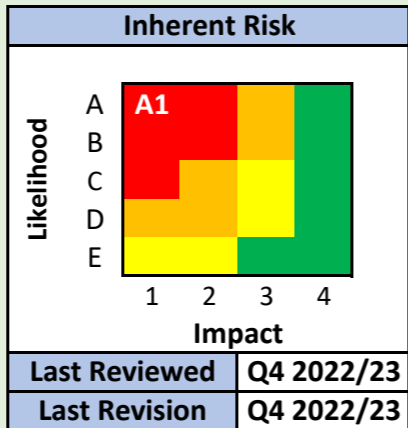
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Ensuring Access

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner									
<p>Failure to meet our statutory requirements to provide education to all learners of statutory school age, in particular those with Additional Learning Needs associated with Emotional Health and Wellbeing. Associated safeguarding risks due to vulnerable children not being at school, financial risks due to escalating costs of placements and reputational risk to the Council, evidenced by increasing volume of complaints.</p>					<p>Mel Godfrey</p>	<p>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</p>								
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Potential Impact(s)		What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target									
<p>Increase in OOC spend. Children not in education pending identification of suitable ALN provision. Children and young people who are not in an environment where they can be safeguarded could be at risk of significant harm. Outcomes for young people who requiring provision for their ALN related to EHW do not improve and face difficulties in making a positive transition Post 16. Young people with complex mental health needs do not receive psychological support. Children not in education whilst parents attempt to secure places of choice. Financial impact of providing temporary accommodation. Reputational risk due to public interest groups protesting about available places.</p>		<ul style="list-style-type: none"> Emergency plan (Phase 1) for increasing capacity in the short term developed and implemented. Initially spot purchasing of places with Horizon to provide enhanced tuition. Review of in-house tuition offer to ensure stronger programme for children not in placement providing greater value for money. Identified primary schools with scope to provide places at Baden Powell and Pen Y Bryn. Extended number of places in our Specialist Resource Bases (SRBs) in schools for September 2023 as well as developing extra places in Special schools including Woodlands, Ty Gwyn, Hollies and Riverbank. Extended Pupil Referral Provision (PRU) has been developed, staff appointed, building works commenced with opening proposed for January 2024. Permantet site for extended PRU identified case for investment being developed. Secured additional classes at ACT provision. Monitoring of progress and impact against short term to long term solutions are monitored monthly to the senior education team. Proposal to develop additional ALN across the city to increase places agreed by Cabinet. Maintaining continuous review of pupils who are not in provision to identify specialist provision to accommodate their needs. 			<p>Phase 1: Urgent Initial Steps</p> <ul style="list-style-type: none"> Step 1: Spot purchasing – Horizon Begin scope and purchase of places to appoint places to those most in immediate need. Begin making use of 'Collective decision making' when moving to Panel. Q1 23/24 Step 2: LA Capacity Model – Basic Plan Put together a basic plan for building our own capacity taking into consideration the Horizon Model. Plan to include Scope, Staff, Timescales, Location and Management. Q1 23/24 Step 3: Complex Learning Needs Confirm extra capacity for September 2023. Q4 2023/24 Update on current places and review predicted numbers for next Academic Year. Q4 2023/24 Step 4: Identify Appropriate Primary locations with EHWB for 2 classes (7/8 pupils each) Q1 23/24 Hold discussion with Headteachers at Baden Powell, Pen Y Bryn and provide feedback and next steps. Q1 23/24 <p>Phase 2: Parallel Process</p> <ul style="list-style-type: none"> Step 1: Work with External Providers Begin conversation and process with Procurement to specify how to correctly progress with utilising external providers. (ID providers) Q1 23/24 Establish a 'Best Approach' by testing the market, scope the current provision. Ongoing Establish a list of possible sites, buildings and areas that will meet appropriate need, to lease for the next 5 years at least. Step 2: Building our Capacity Open a new purpose-built Pupil Referral Unit and Carnegie Centre. Q2 2023/24 Engage with providers and scope of partnerships across the city to incrementally increase places: PRU = 48 places and Carnegie = 48 Places Q2 2023/24 Long term vision - Establish basic Budget Plan for operational capacity and Establish basic long term Management Board plan. Q1 2023/24 Develop New post – to include scope of role and vision, structure, costs and benefits within the role. Q2 2023/24 Look to use the Executive Head Model with 2 Heads of Centre and 1 joint Management Board. Q4 2023/24 <p>Phase 3: Approval</p> <ul style="list-style-type: none"> Agreed Actions - Reporting on progress to EMT - Breakdown - Lead officer(s) Step 1: Link to Greenhill Paper Highlighting COVID implications, stresses on the system and gaps in provision, also highlighting long term cost implications as things stand. Q4 2023/24 Step 2: Link to COVID Impact Paper Highlight the added stresses to these school places as a result of COVID, general state of heightened anxiety for young pupil and dangers of Young People not in provision at all. Q4 2023/24 Step 3: Prepare Cabinet Briefing Paper – Lead to political Engagement Add date Prepare a paper to outline the vision for Special School Places and provision long term Q4 2023/24 									
Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk										
<p>Safeguarding Legal Financial Social Reputational</p>		<p>Risk to relocation of vulnerable children to Cardiff as part of Children's Service</p>		<p>Numbers of Children Not In Education Provision Out of County Placement Spend</p>										

Air Quality & Clean Air Strategy

Description
 Air quality in Cardiff does not meet statutory requirements set by legislation and continues to have a detrimental impact on health for residents and visitors to Cardiff.



Risk Owner(s)

Andrew Gregory (Jason Bale)	Councillor Caro Wild Climate Change
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What we've done/are currently doing to achieve the Residual Risk Rating

RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - B2 = LIKELY/ SIGNIFICANT

- Non-automatic nitrogen dioxide (NO2) monitoring sites at 136 locations.
- Data includes monitoring at schools as part of the TRO pilot projects at schools
- There are three live 24/7 monitoring stations:
 - Cardiff Frederick Street: measuring levels of NO2, PM10 & PM2.5, SO2, CO and O3
 - Richard's Terrace, Newport Road: measuring levels of NO2 & PM10
 - Castle Street measuring levels of NO2 PM10 and PM2.5
- 7 near real time indicative automatic analysers located predominantly in Cardiff's City Centre (5), one in Llandaff within the established AQMA and one in Canton on Lansdowne Road. These sites measure on a 24/7 basis, continuously monitoring for Nitric Oxide, Nitrogen Dioxide, Ozone, PM10 & PM2.5, and does so every 15 minutes
- Additional 47 real time monitors installed across Cardiff, with support of One Planet Funding. This will be a 2 year pilot to assist the Council in improving collection of data including PM2.5 and PM10. Data will be used to assess any additional areas of concern and trends in pollutant levels in existing AQMAs, to help identify and target further interventions.

Air Quality Management Areas (AQMA's)

- Cardiff has 4 existing declared Air Quality Management Areas (AQMA's) all as a result of elevated NO2 concentrations from road traffic emissions.

Clean Air Plan

- Provisional annual average for Castle Street was is 33.8 µg/m3 for NO2 for 2022.
- Interim Castle Street Option still being implemented
- Mitigation measures to be detailed to WG if annualised results exceed agreed two threshold values of 35 µg/m3 and 38 µg/m3.
- Construction of Ph1 City Centre West scheme (Wood St & Central Square) – ongoing due completion Q4 22/23.
- Completion of Bus Retrofitting Programme of 49 buses – buses have been fitted with exhaust technology which reduces NOx emissions from the buses by 90%
- Further assessment works for permanent scheme for Castle Street are progressing. Transportation modelling completed end of December. This will allow updated detailed air quality modelling to be completed in January 2023. Ongoing discussions with WG on Castle Street Options in terms of agreement for timescales / funding.

Taxi Scheme

- 5 WAV EV taxis - Concession agreement contract with Days Hire Limited to facilitate leasing of vehicles. Welsh Gov has agreed to establish a T&F group to assess how better the taxi lease scheme can be taken up due to failure of uptake. Still not leases taken up as of end of Dec 22

Clean Air Strategy and Action Plan - A wider Clean Air Strategy and Action Plan has been developed to satisfy the requirements of LAQM. The strategy includes measures that will likely provide further AQ improvements including AQMAs.

What we plan to do to meet target

TARGET RISK RATING AFTER ACTIONS BELOW - C3 = POSSIBLE/ MODERATE

'Implement Clean Air Plan

- Package of measures as detailed in Final Plan:
- Further assessment on Castle Street completed in February/ March and report will be presented to Cabinet meeting in April . Results show that Option 1 for all traffic still achieved compliance and owing to wider network impacts will be recommended as preferred option for Cabinet to approve. WG have indicated there is a risk that they may not have full funding available in 23/24. Decision due **Q1 23/24**.
- If decision made on funding and approval of final plan the revised programme is anticipated;
 - Q1 Commence tender process
 - Q3 Complete tender process an New Cabinet Paper to award tender
 - Q4 On site (with the road closed - this will be achieving compliance)
 - 2025 Completion

Clean Air Strategy and Action Plan

- Roll out of measures (subject to grant bids/ funding)
 - Pilot project Non Idling Zones – Work with WG and Active travel team on potential, targeted around schools – Q2 2023/24 - Due to resource issues this project has not been fulfilled and potentially picked up in **23/24** subject to resources
 - Living Walls and other Green Infrastructure – this project has been completed and will be reported in the 2023 APR **Q1 2023/24**
 - Progression of EV Infrastructure - **Q2 2023/24** subject to WG funding award
 - Update Air Quality Planning Guidance
 - Schools Active Travel - Continued support on TRO projects and expansion of project has been completed in 22/23 and will be reported in the Q1 2023 APR **Q1 2023/24**
 - Behavioural Change Promotion, Consolidation of a dedicated Behavioural Change Programme linked to the Behavioural Change Strategy to be developed for One Planet Cardiff.

Review of Clean Air Strategy and Action Plan in **Q4 2023/2024**

Potential Impact(s)

Health & Safety

- No improvement to health
- Increased burden on health care
- Further deterioration of related health conditions

Legal & Regulatory / Financial

- Breach of legal / statutory requirements
- Potential significant financial penalty

Type(s) of Impact

<ul style="list-style-type: none"> • Health • Regulatory • Financial • Strategic 	<ul style="list-style-type: none"> • Reputational
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Linked Risks

Key Indicators / Measures used to monitor the risk

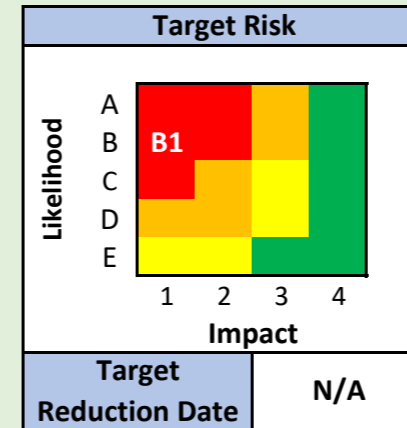
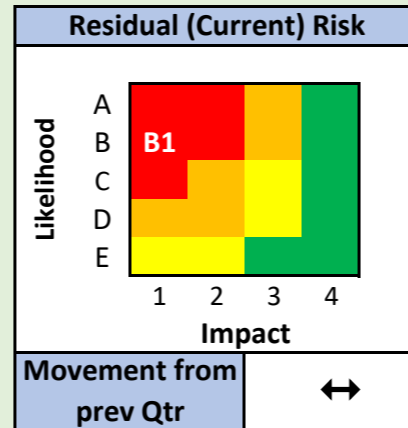
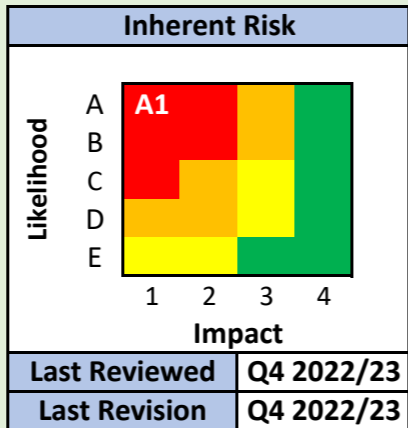
- Implementation Plan for measures (funding dependent)
- Monitoring and Evaluation Plan for Clean Air Plan
- Ongoing monitoring and reporting under LAQM

Judalen 224

City Security

Description

Major security-related incident in 'crowded places' as a result of international or domestic terrorism.



Risk Owner(s)

Chris Lee
(Gavin Macho)

Andrew Gregory

Councillor Huw Thomas
Leader

What we've done/are currently doing to achieve the Residual Risk Rating

- All existing identified high-risk, crowded places have been formally assessed
- Some crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge
- CONTEST Protect/Prepare Task & Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'
- The work done in the city to address security concerns has been predominantly focused on the provision of physical assets to mitigate against the threat of hostile vehicles
- Areas protected against the threat of hostile vehicles include the Principality Stadium, St Mary Street, Queen Street, St David's Dewi Sant and Cardiff Bay.
- The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters
- The Government announced in May the Protect Act (Martyn's Law) had finally been adopted as a white paper and as such will begin its journey through Parliament.
- Subsequently Cardiff Council Officers have attended National briefing sessions with the Home Office so as best be able to brief our many City partners and avoid any confusion as unscrupulous companies seek to exploit the confusion surrounding the new act.
- The first of these briefings occurred on the 15th May 2022 where a selected group of delegates from Central Square took part in an interactive workshop to consider the challenges of managing the unique location.
- The Security Partnership training and awareness products for City Centre Partners is under way.

What we plan to do to meet target

- The PSPG Chair has commissioned a Director led review across all relevant Service areas to assess current operational and tactical arrangements for City Security to see if they are effective. All opportunities for improvement to captured and costed. **ONGOING**
- The PSPG is broadening its remit by taking on a more comprehensive portfolio of security issues inclusive of Cyber Security ,Insider threat and personal security. Training and development being planned, projects managed at director level. **ONGOING**
- Consideration to be given to incorporating structured and strategic conversations about security and counter terrorism into pre application stage of major developments. **ONGOING**
- The PSPG will try to engage with Government to find funding to improve and develop Cardiff's security arrangement. Shovel ready projects ready to go. **ONGOING**

Potential Impact(s)

Immediate / Short-Term

- Large numbers of fatalities, injuries to public
- Extensive structural damage and/or collapse of buildings
- Closure of roads having impact on transport network and access to businesses and properties.
- Damage/disruption to utilities (gas, electricity, water etc.)
- Immediate impact to core business, retail and sporting district in the centre of Cardiff

Ongoing / Longer Term

- Reputational risk due to a public perception Cardiff is an unsafe place
- Area viewed as a risk for potential future business investment.
- Inability to attract major future national and international events (political, sporting etc.)
- Increase in demand for Council services/support for all affected.
- Current economic climate to reduce the effectiveness of any recovery/regeneration of the area.

Type(s) of Impact

<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Health & Safety Partnership Community & Environment Stakeholder
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Linked Risks

Key Indicators / Measures used to monitor the risk

- National Threat Level and period at level
- No of 'Crowded Places' not protected to PAS 68/69 level

Iudalen 225

Climate Change - Biodiversity

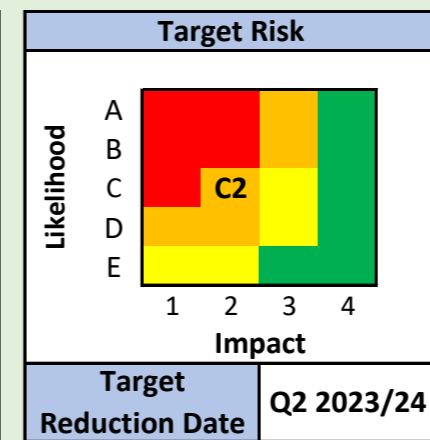
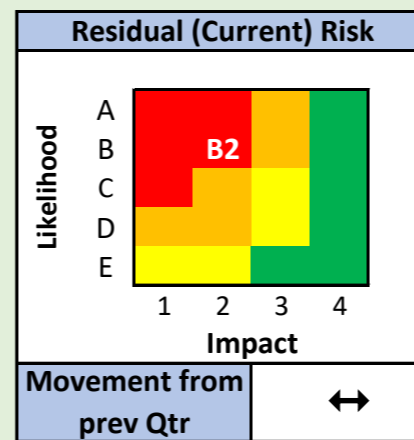
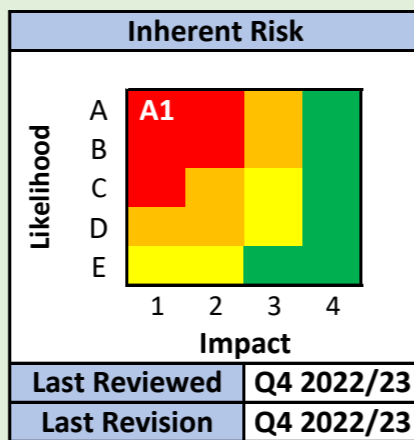
Description

Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

Potential Impact(s)

- Loss of biodiversity leads to reduction in ecosystem resilience, and reduction in ecosystem resilience will compromise the provision of ecosystem services. These are the services or benefits which we gain from the natural environment.
- Ecosystem services include climate change mitigation and adaptation.
- Climate change mitigation includes the sequestration and storage of carbon by plants, especially long-lived species such as trees. Reduction of this ecosystem service makes it harder to reduce net carbon emissions. Annually Cardiff's trees (not including other aspects of green infrastructure) provide ecosystem services worth £3.31 million, of which £1.9 million is in carbon storage and sequestration (iTree Study, Sept 2018).
- Climate change adaptation services include storm water attenuation by vegetation and reduction of surface water volume through evapotranspiration
- Trees, green walls and green roofs allow cooling and shading, thereby mitigating the urban heat island effect which may become more prevalent with a warmer climate.
- Hotter summers also increase risk of aerial pollution through air stagnation, and green infrastructure can remove certain pollutants from the air as well as having a cooling effect.
- The National Priorities of the WG Natural Resources Policy include 'Delivering Nature-based Solutions'. Failure to ensure protection of biodiversity and ecosystem resilience risks failure to deliver these nature-based solutions, which include climate change mitigation and adaptation.

- Type(s) of Impact**
- Service Delivery
 - Reputational
 - Legal
 - Financial
 - Health & Safety
 - Partnership
 - Community & Environment
 - Stakeholder



Risk Owner(s)

Andrew Gregory
(Simon Gilbert/ Jon Maidment)

Councillor Caro Wild
Climate Change

What we've done/are currently doing to achieve the Residual Risk Rating

- Developed a Biodiversity and Resilience of Ecosystems Duty Forward Plan, to implement the statutory duty to seek to maintain and enhance biodiversity and in doing so to promote ecosystem resilience.
- Undertaken an 'tree-Eco' study to look at the value of trees in terms of the ecosystem services that they provide.
- Working with neighbouring Local Authorities through the Local Nature Partnership Cymru project to share ideas and best practise for enhancing biodiversity across the City and identifying opportunities for cross-boundary projects to improve habitat and species connectivity and increase ecosystem resilience.
- Contributed to the Central South Wales Area Statement recently published by Natural Resources Wales. Objective 10 is: "To ensure the resilience of ecosystems by protecting and enhancing Cardiff's Green and blue Infrastructure, its biodiversity and other natural assets."
- The Coed Caerdydd Project has also resulted in further officer resource to support volunteer activity relating to tree planting and maintenance / aftercare and whereby grant funding has enabled the appointment of a Volunteer Co-ordinator on a fixed term contract up until July 2023.
- Successful appointment of Principal Planner (Ecology) in Q4 2022/23
- Regular meetings of Council "Green Infrastructure Officer Group" including colleagues from Planning, Parks, Drainage, and Public Rights of Way - re-commenced in Q4 2022/23 following appointment of Principal Ecologist post and ongoing
- Further funding has been obtained which has resulted in the LNP Co-ordinator post being extended and a creation of Community ranger to 31/03/23
- An enhanced tree planting programme of 31,000 trees and hedging plants completed by 31/03/23. exceeding target .

What we plan to do to meet target

- A Habitat Regulations Screening Assessment has been commissioned as part of "Integrated Sustainability Appraisal" of the Replacement LDP. This is being prepared to inform the next consultation stage (LDP Preferred Strategy) in Q2 2023/24
- Update the Cardiff Biodiversity and Resilience of Ecosystems Duty Forward Plan, including the Action Plan, in 2022 in line with legislative requirements - Q2 2023/24
- Recruitment of vacant Planner (Ecology) post and consideration of additional resources to enhance the Planning (Green Infrastructure) functions, subject to available candidates and resources.
- Officer attendance at all Wales Planning and Diversity Forum - Q1, Q2, Q3, Q4 2023/24
- Seek opportunities for partnership working under the 5 main themes of the South Wales Area Statement (building resilient ecosystems, working with water, connecting people with nature, improving our health, improving our air quality). - ONGOING
- Develop the local Nature Recovery Action Plan through the Local Nature Partnership (LNP) - ONGOING - work is progressing well in partnership with the LNP steering group partners e.g. NRW, RSPB, WTSWW. Consultation workshops with the public and interest groups are planned for this summer to feed into the NRAP.
- Discussions between the Council, Welsh Government and the Wales Council for Voluntary Action concerning LNP grant funding for a further 2 years is ongoing. -- We have had indication of a further 2 years funding but WG have delayed issuing the formal confirmation for this due to the all Wales roll of WCVA being advertised. This has now been awarded to WCVA and we are awaiting the formal letter of the award for funding. They have indicated that there is likely to be a further 2-3 years funding following this period but this is ongoing. Q1 2023/24

- Linked Risks**
- Coastal Erosion
 - Air Quality
 - Business Continuity
 - Energy decarbonisation

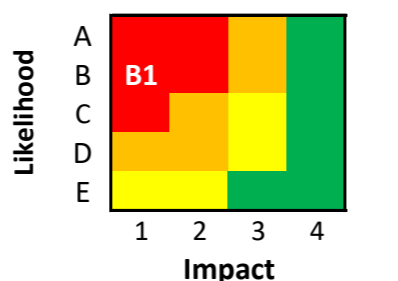
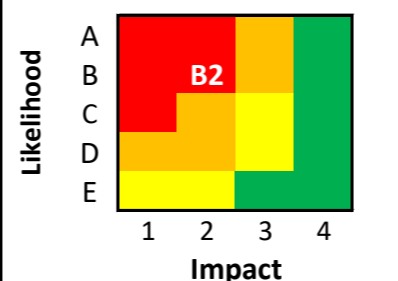
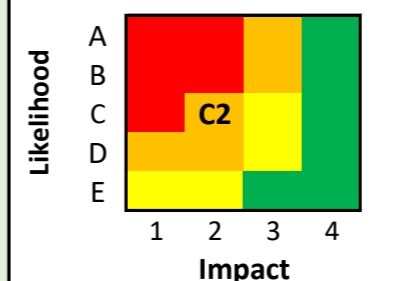
- Linked Documents**
- <https://www.evaccardiff.co.uk/>
 - <https://www.cdp.net/en>

Key Indicators / Measures used to monitor the risk

Extent of Green Infrastructure in the City.

Updated 22/6

Climate Change - Energy Security & Decarbonisation

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)		
<p>Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.</p>					<p>Andrew Gregory (Gareth Harcombe/ Liz Lambert)</p>	<p>Councillor Caro Wild Climate Change</p>	
Potential Impact(s)		Last Reviewed		Target Reduction Date	What we plan to do to meet target		
<p>Energy security (energy efficiency & decarbonisation of supply)</p> <ul style="list-style-type: none"> Inconsistent energy supply Increased costs Inability to deliver public services Decrease in economic output Disruption to the supply of utilities Increased transport costs Increased costs for heating / providing services to buildings Increased fuel poverty 		<p>Q4 2022/23</p>	<p>Q4 2022/23</p>	<p>Q2 2023/24</p>	<p>Energy security (energy efficiency & decarbonisation of supply)</p> <ul style="list-style-type: none"> Implement and monitor the One Planet Cardiff Strategy with carbon reduction targets and associated action plan for delivery over the to 2030 - Overall target March 2030 with specific project based targets stated in the detailed action plan ONGOING Implement schemes to secure low/zero carbon development and retrofit in the Council's Estate - (Strategic Estates/ Schools/ Housing) by 2030 Promote and implement the approved policy position to guide new private sector development in the city - Ongoing - Relates to the Planning/development control process ONGOING Complete Phase 1 of the Cardiff District Heat Network – by Q4 2023/24 Develop a pipeline of new renewable generation assets for cabinet approval in 22/23 - by Q4 2023/24 Deliver Steel Frame Retrofit scheme by Q4 24/25 and work with CCR to finalise arrangements for "LA Flex" Energy Company Obligation funded works and small measures retrofit initiatives by Q4 23/24 Electric Vehicle strategy - Proposals to convert council fleet to electric being reviewed/ assessed to allow for impact of Covid-19 and changes to requirements/ working practices ONGOING Funding secured from Innovate UK to recruit a new post focussed on integrating Climate Change and Carbon reduction into Council's decision making and budget processes. Aim to recruit by Q2 23/24 with programme of action developed by end Q4 23/24 		
Type(s) of Impact		What we've done/are currently doing to achieve the Residual Risk Rating		Linked Risks		Linked Documents	
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Health & Safety Partnership Community & Environment Stakeholder 	<p>Energy security (energy efficiency & decarbonisation of supply)</p> <ul style="list-style-type: none"> Climate Emergency Declared by Council Council approved a pathway to a carbon neutral Council by 2030. Established internal and external partnership and governance boards to steer our response to the climate emergency. Energy efficiency measures being installed through Re-Fit and Salix projects - Now managed by FM Phase 2 of Re-Fit project finalised and going through due diligence with Salix funding organisations - Schools focus for this tranche NPS Consortium approach to purchasing energy to secure best prices - continuing by Economic Development Lamby Way solar farm complete including the private wire connection to the Welsh Water Waste Treatment Works. District Heat Network - Construction commenced on site in Jan 22 with a 3 year programme to completion / viability continues to be reviewed Carbon baselining and impact modelling reported to Welsh Govt and included in One Planet Cardiff. This has been used to inform the priorities in the action plan and progress will be monitored and reported annually. Scoping additional carbon reduction projects for future action as part of the One Planet Cardiff project with key target areas confirmed in the One Planet Cardiff Action Plan - Funding secured to develop final business case for two major ne renewables schemes Delivering Low Emission Transport Strategy - first tranche and second phases of residential chargers delivered, and further phases in Council car parks and other residential areas underway - over 70 now installed <ul style="list-style-type: none"> WG funding secured to install EV chargers at council buildings for small fleet vehicles ULEVTF funding secured to install charging infrastructure in car parks and additional in-year funding awarded to implement Rapid charging infrastructure at Lamby Way depot for 12 electric refuse collection vehicles, and to engage consultant/ specialist to scope/design & specification for renewable connection & switch gear to produce green energy from landfill gas and/or the solar farm. Working with the Cardiff City Region to develop a new domestic retrofit grant scheme using Energy Company Obligation funding. Plans for a major energy retrofit of council owned low-rise domestic blocks also in preparation and Welsh Government ARBED grant funding being targeted at "Hard to Treat" steel framed properties for implementation later this year. Outline of options to accelerate Domestic Retrofit presented to OPC Cex meeting April 23 OPC commits to a long term strategy for public engagement and behaviour change to build public resilience and positive action through advice and guidance and based on best practice and observed impact of initiatives elsewhere. This work is guided by advice from the Centre for Climate Change & Social Transformations (CAST) . 		<p>Coastal Erosion</p> <p>Air Quality</p> <p>Business Continuity</p>	<p>https://www.evaccardiff.co.uk/</p> <p>https://www.cdp.net/en</p>	<p>Key Indicators / Measures used to monitor the risk</p> <p>Energy use / renewable energy production of Cardiff Council</p>	
Type(s) of Impact		Last Revision		Movement from prev Qtr		Key Indicators / Measures used to monitor the risk	
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 		<p>Q4 2022/23</p>	<p>Q4 2022/23</p>	<p>↔</p>	<p>Key Indicators / Measures used to monitor the risk</p> <p>Energy use / renewable energy production of Cardiff Council</p>		

Tudalen 227

Climate Change - Extreme Weather

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)													
<p>Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.</p>		<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Last Reviewed</th><td>Q4 2022/23</td></tr> <tr><th colspan="2">Last Revision</th><td>Q4 2022/23</td></tr> </table>	Last Reviewed		Q4 2022/23	Last Revision		Q4 2022/23	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Movement from prev Qtr</th><td>↔</td></tr> </table>	Movement from prev Qtr		↔	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Target Reduction Date</th><td>Q2 2023/24</td></tr> </table>	Target Reduction Date		Q2 2023/24	<p style="text-align: center;">Andrew Gregory (EMU/Gary Brown)</p> <p style="text-align: center;">Councillor Caro Wild Climate Change</p>	
Last Reviewed		Q4 2022/23																
Last Revision		Q4 2022/23																
Movement from prev Qtr		↔																
Target Reduction Date		Q2 2023/24																
Potential Impact(s)		What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target													
<ul style="list-style-type: none"> Loss of life and risk to life Damage to infrastructure & utilities Service delivery Increase in health related issues including air quality Blight of development Migration of ecosystems 		<p>The Council has declared a Climate Emergency</p> <p>Extreme Heat</p> <ul style="list-style-type: none"> Working with Partners in the LRF to warn them of anticipated heatwave impacts upon vulnerable groups and support response to such a risk Supporting the enhancement of the public's own resilience through advice and guidance available from the EVAC Cardiff Website <p>Extreme Cold/ Snow</p> <ul style="list-style-type: none"> Implementation of Council's Cold Weather Response Plans Winter Service review undertaken <ul style="list-style-type: none"> - concentration made to build resilience into Winter Service as high risk to staff resource due to illness and the requirements of isolation - required training and staff rotas put in place, however there is a limited available resource with the required skillsets within the authority - investigations into feasibility/ availability of external assistance - Winter Service 22/23 delivered in line with statutory requirements 			<p>Extreme Heat</p> <ul style="list-style-type: none"> Develop a 20 year heat mitigation strategy for the city. Working with partner agencies and commercial stakeholders to support development of heat reduction programmes.- 2023/24 Engage with Welsh Government with in WLGA, and PSB to ensure consistent support in managing this risk ensuring the planning process works for all stakeholders to ensure we develop sustainable planning strategy's for future developments, planning the management of this risk (WG Technical Advice Note (TAN) 15) - a new updated Technical Advice Note TAN 15 is due to be published in June 2023 Q1 2023/24 <p>Extreme Cold/ Snow</p> <ul style="list-style-type: none"> Investigate further whether external assistance can be utilised/is available to build future resilience - risk remains for disruption to the service next winter if the current pandemic continues/ other new external factors emerge - 2023/24 													
Type(s) of Impact		Linked Risks	Linked Documents		Key Indicators / Measures used to monitor the risk													
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 		<ul style="list-style-type: none"> Health & Safety Partnership Community & Environment Stakeholder 	<ul style="list-style-type: none"> Coastal Erosion Air Quality Business Continuity 		<ul style="list-style-type: none"> https://www.evaccardiff.co.uk/ https://www.cdp.net/en 													

Tudalen 228

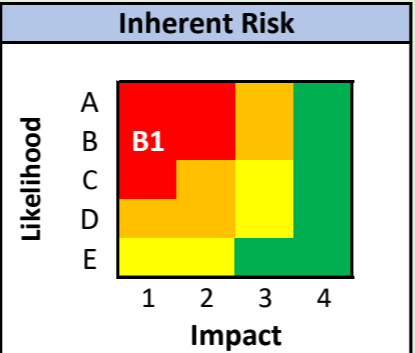
Climate Change - Flooding

Description
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

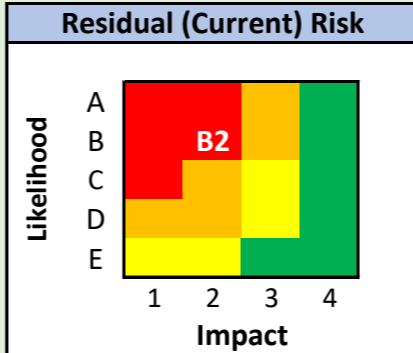
Potential Impact(s)

- Flood & Storm**
- Loss of life and risk to life
 - Direct damage to property, utilities and critical infrastructure
 - Blight of Land and Development
 - Disruption to service delivery
 - Contamination and disease from flood and sewer water and flood on contaminated land
 - Increase in health issues
 - Break up of community and social cohesion
 - Increase cost of insurance
 - Migration of ecosystems
 - Associated impacts of river flooding not owned by NRW

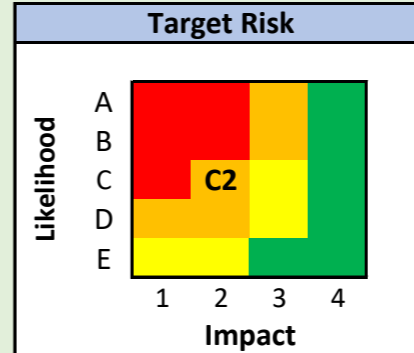
- Type(s) of Impact**
- | | |
|--------------------|---------------------------|
| • Service Delivery | • Health & Safety |
| • Reputational | • Partnership |
| • Legal | • Community & Environment |
| • Financial | • Stakeholder |



Last Reviewed Q4 2022/23
Last Revision Q4 2022/23



Movement from prev Qtr ↔



Target Reduction Date Q2 2023/24

Risk Owner(s)

Andrew Gregory (Gary Brown/ Simon Dooley Simon Gilbert/ Stuart Williams)	Councillor Caro Wild Climate Change
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What we've done/are currently doing to achieve the Residual Risk Rating

The Council has declared a Climate Emergency

Flood & Storm

- Working with partners within the Local Resilience Forum (LRF) to support the management of this risk including supporting the emergency response to this risk
- Supporting the enhancement of the public's own resilience through advice and guidance available from the EVAC Cardiff Website
- Implementation of Schedule 3 of the Flood and Water Management Act 2010 requires all new development over 100m2 to implement sustainable drainage, resilient to flooding
- We have introduced Flood Incident Management software to provide better understanding of spatial distribution of flood events filtered by source, and determine priority areas for future flood alleviation schemes to be implemented (subject to WG funding bid opportunities).
- Ongoing CCTV and asset capture work taking place in drainage networks to review high risk areas.
- Asset management - Delivery of Flood Management and Coastal Improvement Schemes and rationalise/prioritise gully maintenance schedule based on the outputs of the Flood Incident Management software - Phase 1 of new gully maintenance schedule completed.

What we plan to do to meet target

Flood & Storm

The following actions are ongoing :

- Completion by October 2023 of a draft combined Flood Risk Management Strategy and Flood Risk Management Plan as required by The Flood and Water Management Act (2010) and The Flood Risk Regulations (2009) respectively. The final strategy must be submitted to Welsh Government and published by March 2024 **Q4 2023/24**
- Develop enhanced engagement programme with partners supporting the public in enhancing their own resilience - this will be a key aspect of the above Plan - initial discussions with Dwr Cymru/Welsh Water and Natural Resources Wales (NRW) have taken place, work is ongoing - Target **Q3 2023/24**
- Improve communication on what to do in a flood and raise awareness of risk - as above - initial talks underway to produce a role & responsibilities video, as well as flood safety guidance in co-operation with Dwr Cymru/Welsh Water, NRW and Blue Light organisations **ONGOING**
- Improve the service provided by the SuDS Approval Body (SAB) - ongoing - improvements planned with additional resource Recruitment process commenced and due to be implemented in Q3/4 2022/23. Recruitment has been unsuccessful to date, review of grades ongoing, target date **Q1 2023/24**
- Deliver guidance to increase standards and ease of development - in development **Q2 2023/24**
- Asset management - The Highway Asset Management Plan (HAMP) is due to go to Cabinet in May 2023. This captures the asset types, responsibilities and financial challenges. **Q1 2023/24**
- Develop Flood Risk Management Strategy - Phase 2 of new gully maintenance schedule delivered by **Q3 2023/24**

The Flood Risk Management Team have been successful in achieving Welsh Government funding to undertake full business case development to identified flood risk areas in the City in **2023/24**.

- Linked Risks**
- Coastal Erosion
 - Air Quality
 - Business Continuity

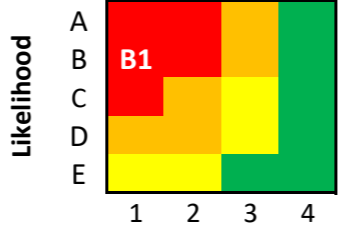
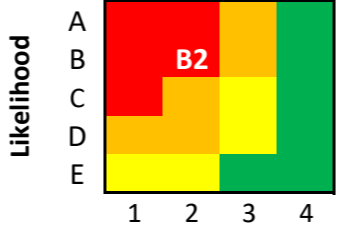
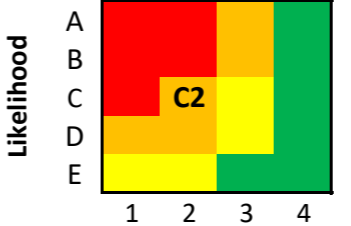
- Linked Documents**
- <https://www.evaccardiff.co.uk/>
 - <https://www.cdp.net/en>

- Key Indicators / Measures used to monitor the risk**
- Storm Events that meet silver & gold emergency intervention
 - Annual number of flooded properties and severity (statutory reporting)
 - Energy use / renewable energy production of Cardiff Council

Tudalen 229

Coastal Erosion

Judalen 230

Coastal Erosion													
Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>Breach of current defences resulting in widespread flooding (current defences are ad hoc and are in a very poor condition)</p>				<p style="text-align: center;">Risk Owner(s)</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Andrew Gregory (Matt Wakelam/ Gary Brown/ Simon Dooley)</p> </div> <div style="text-align: center;"> <p>Councillor Caro Wild Climate Change</p> </div> </div>									
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Last Reviewed</td><td>Q4 2022/23</td></tr> <tr><td style="background-color: #d9e1f2;">Last Revision</td><td>Q4 2022/23</td></tr> </table>	Last Reviewed	Q4 2022/23	Last Revision	Q4 2022/23	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Movement from prev Qtr</td><td style="text-align: center;">↔</td></tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Target Reduction Date</td><td>Q2 2023/24</td></tr> </table>	Target Reduction Date	Q2 2023/24		
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Target Reduction Date	Q2 2023/24												
What we've done/are currently doing to achieve the Residual Risk Rating													
<ul style="list-style-type: none"> Incident management arrangements are in place, which whilst not preventative, represent a level of emergency management for a flood and coastal erosion risk event occurring in a significant storm event. Coastal Defence Scheme: <ul style="list-style-type: none"> The Flood Risk Management Team are undertaking detailed design for the coastal defence scheme - the necessary works are holistic and cannot be phased, therefore residual risk rating cannot be lowered until the completed construction of the coastal defence scheme in its entirety. The inundation risk will be improved by implementing the coastal defence scheme, which will provide defence for a 1 in 200 year severe weather event, plus an allowance for climate change influence of 40%. The total costs associated with the Design, Early Contractor Engagement and Construction phases were originally estimated at £10.9m (Welsh Government 75% funding = £8.2m and CCC 25% funding = £2.7m) Formal application was submitted to Welsh Government (WG) under the WG Coastal Risk Management Programme and development of the Detailed Design and Full Business Case (FBC) was programmed for completion in May 2020, however was impacted by Covid-19. Work ongoing with Emergency Management to formulate interim measures. <p>Scheme Delivery Progress update:</p> <ul style="list-style-type: none"> Tenders returned in Feb 2022 and although clarifications, advice and extensions of time were granted, only one contractor made a submission. The estimated costs of circa £30M, that included risk and optimism bias, was far exceeded and an estimated cost, including risk, of circa £40 - £45M was received. The Cabinet report to seek approval to award the contract to the successful contractor and commit to the 15% Council contribution was due to be entered into the March 2022 cabinet - due to the necessity to fully analyse and understand the submission and establish reasons for the significant increase, the March Cabinet Report was withdrawn. Further meetings with WG have taken place, they expressed concerns over the price increase and explanations have been presented. The funding for the east side would present an additional cost of circa £7 to 9M for Cardiff Council if it chose to protect the tip from erosion and coastal inundation. Cabinet report taken to September 22 Cabinet to seek approval to go to tender with the reduced scheme Funding pressure bid submitted in October 2022 as part of the capital programme submission for 2023/24 Planning committee target date November/ December 2022 - planning consent achieved Q3 2022/23 Tender analysis completed Jan 2023 Submission of the Final Business Case (FBC) to Welsh Government for approval Q4 2022/23 													
What we plan to do to meet target													
<p>We will be designing & delivering an effective coastal flood protection scheme as a matter of priority - Anticipated construction starting 2023, with completion 2025/26.</p> <p>Due to the costs of funding the East side (Lamby Way), that WG will not fund, it has been removed from the scheme. Scheme commencement now not forecast until Q1 2023/24</p> <p>Following completion of scheme the risk to properties will be addressed, however, a risk to significant infrastructure including Lamby Way landfill will remain in place, and will be dealt with as a directorate based risk.</p> <p>Key steps:</p> <ul style="list-style-type: none"> Approval by Welsh Government of the FBC and funding allocation Award tender and start construction - anticipated to commence in Q1 2023/24, following WG extension of funding programme due to various challenges. 													
Potential Impact(s)		Type(s) of Impact		Linked Risks									
<ul style="list-style-type: none"> Continued coastal erosion along the coast threatening the Rover Way Traveller site and critical infrastructure including Rover Way and the Rover Way/Lamby Way roundabout Erosion to two decommissioned landfill sites, with risk of releasing landfill material into the Severn Estuary and having significant environmental impacts Flood risk to 1,116 residential and 72 non-residential properties over 100 years, including risk to life, property, infrastructure and services N.B. the predicted rates of erosion threaten the Rover Way Travellers Site and the adjacent electrical substation within 5 years, and further release of large volumes of unknown tip material from the Frag Tip into the Severn Estuary. 		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Health & Safety</td><td>• Strategic</td></tr> <tr><td style="background-color: #d9e1f2;">Health</td><td>• Service Delivery</td></tr> <tr><td style="background-color: #d9e1f2;">Reputational</td><td></td></tr> <tr><td style="background-color: #d9e1f2;">Financial</td><td></td></tr> </table>		Health & Safety	• Strategic	Health	• Service Delivery	Reputational		Financial		<p>Climate Change risks</p>	
Health & Safety	• Strategic												
Health	• Service Delivery												
Reputational													
Financial													
Key Indicators / Measures used to monitor the risk													
<ul style="list-style-type: none"> Award of contract for detailed design and Full Business Case - achieved Completion of detailed design and Full Business Case by May 2020 & submitted to WG Delivery programme of coastal protection scheme 													

Performance Management

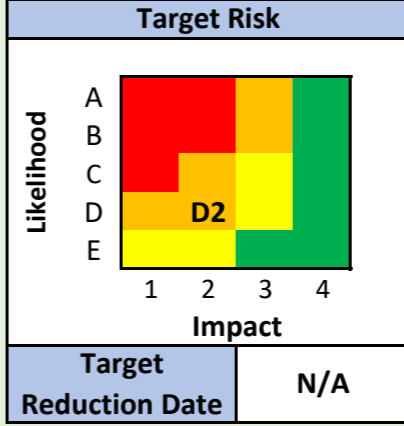
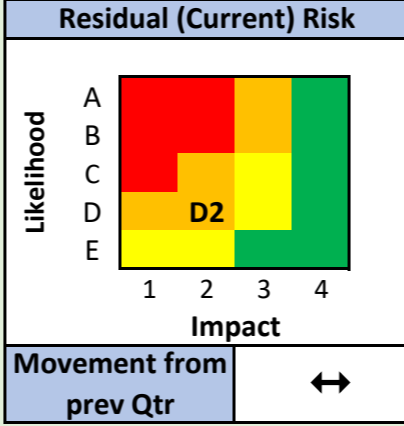
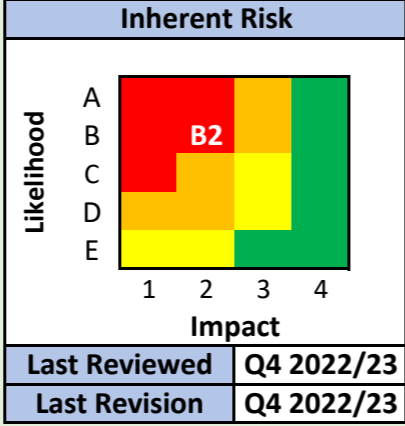
Description

The risk that the Council's Performance Management arrangements do not provide timely performance information to allow the Council's political and managerial leadership to effectively deliver corporate priorities, statutory services or performance improvement

Performance Management arrangements are essential for discharging statutory requirements, delivering the administration's priorities and ensuring Council core business is delivered effectively. Weak corporate performance management arrangements heighten the risk of poor performance, service failure, financial overspend or legal non-compliance going unidentified, unchallenged and unresolved.

The Council must therefore maintain a focus on the Key Performance Indicators it has identified within the Corporate Plan as a pointer to overall organisational success. The Council must also ensure that more granular indicators of performance- the Council's Core Data which is managed by individual Directorates- are established and monitored to provide more detailed insight into the drivers of corporate performance.

Changes to the Statutory Performance Requirements have been set out in Local Government & Elections Act, and new processes have been put in place within the Council to embed these requirements in the performance management framework.



Risk Owner(s)

Sarah McGill
(Gareth Newell)

Councillor Chris Weaver
Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

The Council's Mid-Year Performance Assessment was formally considered in January by the Performance Panel (which brings together all Scrutiny Chairs), PRAP Scrutiny Committee and Cabinet. This ensured that the Council's political governance formally considered the Council's performance, recognise areas of progress, make recommendations for improvement in areas of challenge help shape the Corporate Plan 2023/26.

The Council's Corporate Plan for 2023-26 has been adopted following formal consideration by:

- the Performance Panel, which brings together all Scrutiny Chairs, on 9th February 2023
- PRAP Scrutiny Committee on 1st March 2023
- Cabinet on 2nd March 2023
- Council on 9th March 2023

A joint regulatory assessment was provided to the Council's Senior Management Team on 14 February 2023. Q4 22/23 This assessment was consistent with the Council's own self-assessment of performance. Audit Wales also considered that the Council has made good progress in putting in place arrangements to meet the requirements of the Local Government and Elections (Wales) Act 2021.

Audit Wales have undertaken an assessment of the Council's process for setting of well-being objectives while developing the Corporate Plan, and the links to the partnership Well-Being Plan. The Audit Wales report is due in June 2023.

What we plan to do to meet target

As part of the Council's Audit Programme, an audit of performance management will be undertaken across all Directorates during Quarter 1 2023/24. That audit will provide assurance that:

- There are robust performance management arrangements and systems at the Directorate level.
- Directorate performance management arrangements are effectively applied at all stages of planning, monitoring, review and reporting.
- There are effective Directorate oversight, escalation and improvement arrangements in place. **Q1 23/24**

The overall purpose of the audit is to provide assurances that there is a sound system of internal control within the area under review. Where it is considered that improvements to the internal control environment can be made, these will be highlighted and discussed with you, so that controls can be enhanced.

To inform the Council's annual performance report (it's Well-Being Report), a series of assurance sessions with the CEX will be scheduled where directors will present their directorate self-assessment exercises, all of which will be considered in the end-of-year report to be considered by PRAP, Performance Panel, and Governance & Audit Committee before going to Cabinet and full Council.

Parallel to the development of the Corporate Plan, Performance & Partnerships have been developing the Corporate Performance Dashboard, which displays quarterly updates on steps and KPIs for officers and members.

Potential Impact(s)

- Council unable to effectively deliver corporate priorities, statutory services or performance improvement
- Failure to comply with performance duties set out in the Wellbeing of Future Generations Act and Local Government and Elections Act.
- Compliance failure leading to external sanctions and reputational damage.

Linked Risks

Key Indicators / Measures used to monitor the risk

Quarterly monitoring of corporate plan indicators (159) provide a pointer to organisational health and corporate performance. Corporate Plan indicators are also risk assessed as part of the performance monitoring process.

Type(s) of Impact

- Service Delivery
- Reputational
- Stakeholder

Iudalen 231

Budget Monitoring (Control)

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)												
<p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the unplanned drawdown of reserves.</p>	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Last Reviewed</th><td>Q4 2022/23</td></tr> <tr><th colspan="2">Last Revision</th><td>Q4 2022/23</td></tr> </table>	Last Reviewed		Q4 2022/23	Last Revision		Q4 2022/23	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Movement from prev Qtr</th><td>↓</td></tr> </table>	Movement from prev Qtr		↓	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th>Target Reduction Date</th><th>Achieved</th></tr> </table>	Target Reduction Date	Achieved	<p>Chris Lee (Ian Allwood)</p> <p>Councillor Chris Weaver Finance, Modernisation and Performance</p>	
Last Reviewed		Q4 2022/23														
Last Revision		Q4 2022/23														
Movement from prev Qtr		↓														
Target Reduction Date	Achieved															
	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target												
	<ul style="list-style-type: none"> Clear financial procedure rules that reduce the level of risk of financial commitments being identified late in the financial year. The rules clearly set out the roles and responsibilities for budget management and are an area of interest for internal audit. Month 9 Monitoring report indicated a reduction in the projected overspend but with further work required until the end of the year to achieve a balanced position. Management controls have been put in place which include reviews on all vacant posts as well as controls on spend. The Corporate Director of Resources and Chief Executive continued to hold challenge meetings with each individual Director in order to ensure joint understanding of financial matters and any mitigations to be put in place. Regular meetings held in respect to key overspend areas in Children's Services and Education (Home to School Transport). These meetings were used to both manage current year position and inform the budget setting process for 2023/24. Maintained oversight on work undertaken so that short and medium term impacts of price inflation were built into both in year monitoring reports and the 2023/24 budget report. Close working with Service areas in order to identify cost pressures and compensating mitigation strategies that impact on delivery of Capital Programme and repair schedules to ensure works remain within budget. Where those budgets cannot be maintained then consideration of delays / reprofiling of programme are undertaken. Regular review and refresh of key matters / risks in order to ensure focus is maintained in areas of high uncertainty and cost impact as a result of exceptional inflationary pressures that arise 			<p>2022/23 and the Medium Term</p> <ul style="list-style-type: none"> Outturn Report to be presented to Cabinet in June 2023 Q1 2023/24 2023/24 Month 4 monitoring report scheduled for September 2023 Q2 2023/24 												
Potential Impact(s)	Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk											
<ul style="list-style-type: none"> Inability to balance spend against budget, for the financial year Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet Corporate Plan objectives Requirement to draw down from General Reserves at the year end 	<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 		<p>Financial Resilience</p>		<ul style="list-style-type: none"> Monthly Directorate Monitoring reports detailing likely outturn position and performance against savings accepted Review of use of earmarked reserves and balances - Half Yearly Amount of Hardship Support claimed successfully 											

1 Judalen 232

Financial Resilience

Description

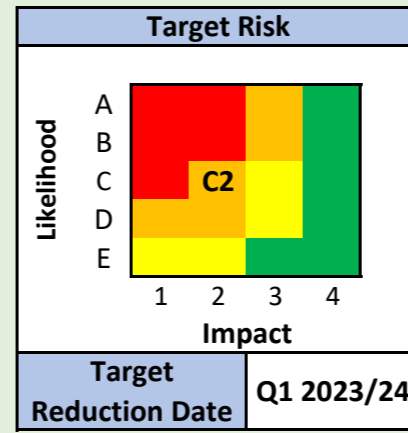
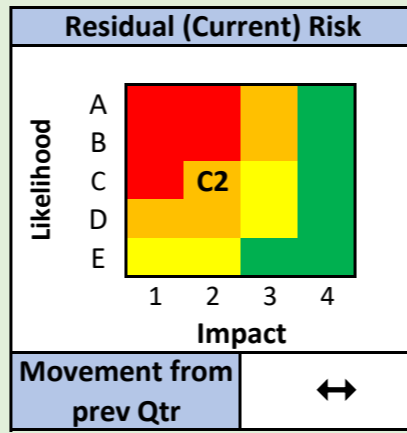
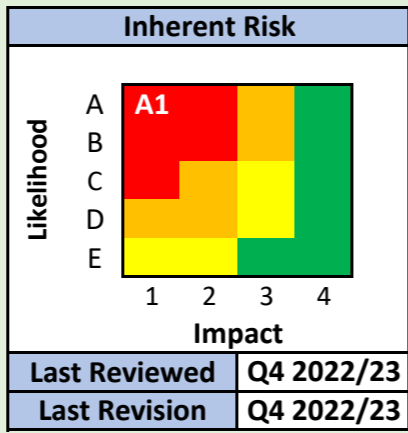
- Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan.
- Lack of appropriate mechanisms to identify and manage unexpected financial liabilities.
- The current outlook is that there is a Budget Gap of £113 million for the period 2024/25 to 2027/28.

Potential Impact(s)

Failing to meet statutory obligations and potential for service delivery to be adversely affected.

- Reputational damage to the Council.
- Needing to draw down significant unplanned amounts from reserves.
- Inability to progress policy initiatives through incomplete Full Business Cases and no forthcoming external funding to bridge any affordability gap
- Inability to manage adverse external factors - e.g. adverse settlements, WG rent policy etc.
- Financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety.
- Requirement for significant savings at short notice that are therefore not identified in a coherent, strategic way and which impact on service delivery.
- Level of borrowing limits the ability of future generations to take forward new priorities.
- Reaching the point where a s114 notice is required to be issued by the S151 Officer.

Type(s) of Impact	
<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Stakeholder



Risk Owner(s)

Chris Lee (Ian Allwood)	Councillor Chris Weaver Finance, Modernisation and Performance
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What we've done/are currently doing to achieve the Residual Risk Rating

2022/23 and Medium Term

- Regular monitoring to understand the in-year position and gain early insight into emerging risks that need to be factored into the MTFP work. 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.
- Engaging and working in partnership with directorates during the budget process to ensure that budget proposals and services are deliverable within timescales and quantum (revenue and capital)
- Mechanisms in place such as Treasury Management Reserve and Financial Resilience Mechanism in order to dampen the impact of a worse than anticipated financial climate / settlements.
- Preparation of Prudential Indicators to help assess the affordability, prudence and sustainability of the capital programme and associated levels of borrowing
- Close alignment with Corporate Plan objectives, to ensure resources are allocated appropriately, and that longer term financial savings are developed in enough time to be realised.
- Annual review of contingent assets and liabilities, and provisions to ensure the Council has adequate cover for emerging liabilities.
- 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.
- A Major Projects accountancy function supporting the identification of key risks / financial issues in relation to large schemes. Targeted accountancy support to Children's Services, VAT and Outside Bodies.
- Maintaining approach to robust financial control mechanisms and strengthening complex / areas of risk through training e.g. VAT.
- Undertaken initial assessment against CIPFA FM code with high level findings. There will be a future need to review and refresh.
- 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. This assisted in achieving a balanced outturn position for 2022/23 and provided capacity to facilitate more permanent realignments as part of the 2023/24 Budget Process.
- 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.

What we plan to do to meet target

2023/24 and the Medium Term

- Strengthening links between financial planning and asset management strategies, which consider the current condition of assets and future requirements. **Q2 2023/24**
- Work with Property Service to ensure clear, detailed plans and timescale for delivery of capital receipts targets. **Q2 2023/24**
- Enhance focus on a multi-year position (recognising limitations where settlement information is for one year only.) **Q2 2023/24**
- 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**
- 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**
- Confirm approach and reporting of commercial investments as part of standard monitoring processes and reports. **Q3 2023/24**
- Continue to work within current structures to ensure appropriate governance is undertaken. **ONGOING**

Linked Risks

Budget Monitoring (Control)

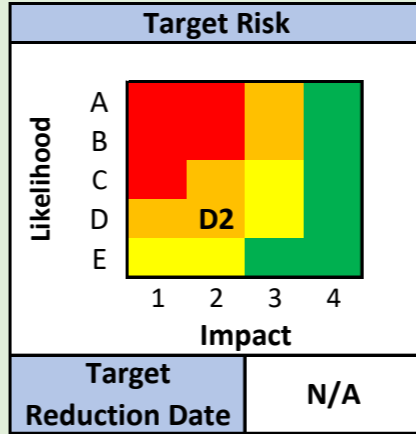
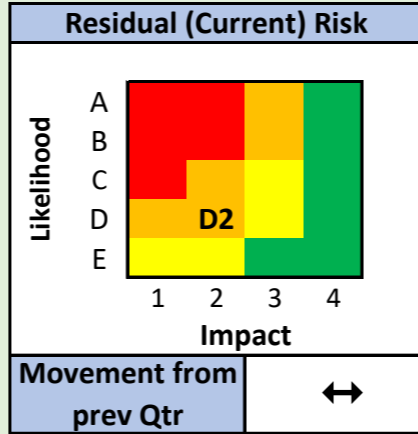
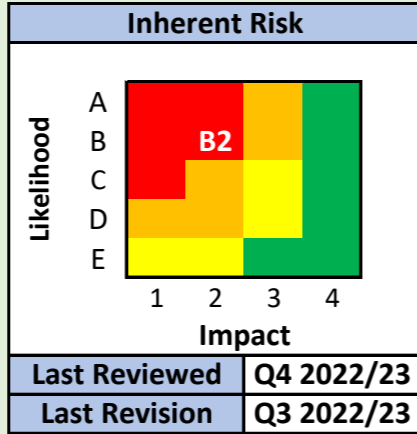
Key Indicators / Measures used to monitor the risk

- Financial Snapshot which highlights historical & current performance with regards budget monitoring, achievability of savings, levels of borrowing, and financial ratios.
- Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure.
- Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings.
- Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB.
- Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual).
- Borrowing: 1) Total commercial investment income as % of total net general fund budget, 2) Total (£) commercial investments and (£ plus%) amount funded from borrowing, 3) Borrowing related to commercial investments as % of General Fund total borrowing, 4) Capital interest costs and MRP as a proportion of NRB.
- Performance against Budget Timetable.
- Frequency / timeliness of engagement with SMT/Cabinet.
- Proportion of Savings Proposals in Realised or at Delivering stage.
- Section 151 Officer Statement in respect of capital strategy, adequacy of reserves and other statutory commentary.
- Consider usefulness of benchmarking data re: financial resilience produced by External Audit Bodies - e.g. Audit Wales

Fraud, Bribery & Corruption

Description

Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.



Risk Owner(s)

Chris Lee
(Ian Allwood)

Councillor Chris Weaver
Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

- The Council communicates a zero-tolerance approach to fraud, bribery and corruption.
- Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy, Anti-Money Laundering Policy and Disciplinary Policy.
- Financial Procedure Rules and Contract Standing Orders and Procurement Rules and training.
- National Fraud Initiative data matching exercises in collaboration with the Cabinet Office and Audit Wales.
- Receipt and dissemination of fraud intelligence alerts from law enforcement agencies.
- Regular counter-fraud updates to the Section 151 Officer, Governance and Audit Committee, Portfolio Cabinet Member and the Chief Executive.
- Governance and Audit Committee review of the risk management, internal control and corporate governance arrangements of the authority.
- Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control.
- Mandatory disciplinary e-learning module for all managers to complete and a programme of mandatory e-learning modules and training for Disciplinary Hearing Chairs, Investigating Officers and Presenting Officers.
- Fraud Publicity Strategy, to publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties.
- Counter-Fraud and Corruption Strategy, with associated Fraud Awareness eLearning and face-to-face training rolled out.
- Annual participation in International Fraud Awareness week.
- Investigation Team provision of investigation and counter-fraud advice, guidance and support.
- SMT annual participation in CIPFA fraud tracker assessment and response.
- Revised 'Anti-Money Laundering Policy' approved by Cabinet in Q3 2020/21 and eLearning rolled out to officers with key roles and those working in high-risk areas.
- 'Authorisation and Protocol Requirements for Review of Work Activities' approved by Cabinet in Q4 2020/21.

What we plan to do to meet target

- Review the suite of Counter-Fraud Operational Policies alongside the review of the Council's Disciplinary Policy underway. Targeted to conclude during **2023/24**.
- Monitoring and reporting completion rates of mandatory fraud awareness training and anti-money laundering training. **Ongoing**

Potential Impact(s)

- Increase in frauds and losses to the Council
- Reputational risk as more frauds are reported
- Increased time investigating suspected fraud cases impacting on capacity

Key Indicators / Measures used to monitor the risk

- Mandatory Fraud Awareness eLearning completion and face-to-face attendance rates
- Anti-Money Laundering eLearning completion rates
- Delivery of Fraud Awareness week campaign annually
- Delivery of Policy updates in accordance with associated targets
- Delivery of mandatory investigating officer training and the note taker training
- Timely completion of casework and investigations
- Provision of timely investigation and counter-fraud advice, guidance and support to Directorates
- Adherence to the NFI Security Policy and annual completion of compliance forms

Type(s) of Impact

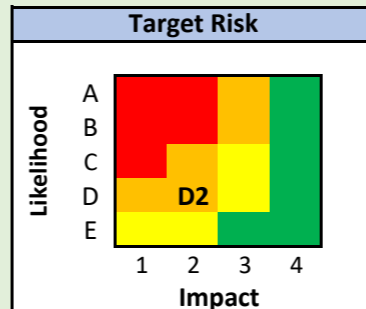
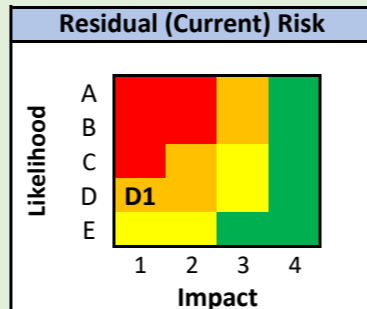
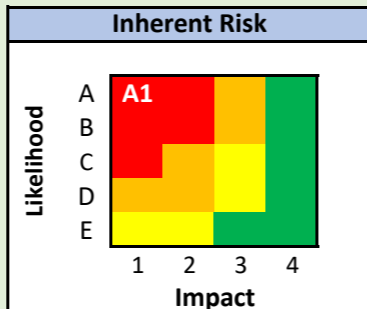
- Service Delivery
 - Reputational
 - Legal
 - Financial
- Stakeholder

Linked Risks

Tudalen 234

Information Governance

Description
 Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.



Last Reviewed **Q4 2022/23**
 Last Revision **Q4 2022/23**

Movement from prev Qtr **↔**

Target Reduction Date **Q2 2023/24**

Risk Owner(s)

Chris Lee
(Dean Thomas)

Councillor Chris Weaver
Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating

- Gold level assurance has been achieved through the annual Cyber Security Plus ISAME Accreditation in September 2022, the next annual accreditation of this process will take place in September 2023
- A quarterly Information Governance Report and briefings of decisions or recommendations are provided on a quarterly basis to the Information Governance & Security Board, along with any concerns and risks from IG risk registers.
- A corporate Information Asset Register is held which details personal data assets held by each Council directorate. The next review scheduled for August 2023.
- Service Level Agreements in place for Schools Information Governance Support (All Cardiff Schools) and where Cardiff Council is the Data Controller for regional services, including Rent Smart Wales, National Adoption Service and Cardiff Capital City Deal.
- Corporate Retention schedule is in place and updated annually in line with any legislative changes or in line with any requests from services to update.
- Information Governance Maturity Model established to monitor risks against areas of information governance to feed into corporate risk status.
- The Digitisation of Paper Records Strategy and associated business process changes are in place with alternative delivery contracts in place to support increased paper storage demands, with processes established to support corporate programmes.
- Data Protection e-learning training available for Council staff to complete. Managers are able to monitor compliance with information provided as part of the Information Governance Board Report.
- National and Regional Information Governance Agreements in place in respect of covid-19 data processes
- An Information Governance Champions Group has been established.
- The Data Protection Officer has established a Data Protection Impact Assessment Panel to ensure that all changes to data processing activities are considered and any risks documented and escalated where necessary.
- Corporate escalation processes have been agreed to improve directorates failure demand with answering and providing information in respect of FOI requests .
- Support is being provided to Legal Services and HR with ensuring that an appropriate agreement is put in place to manage data protection risks associated with employee information data transfers and handling with TCS.
- Continue working with Childrens Services to finalise the new service delivery model for management of social services requests to improve compliance, accountability and processes.
- Continue to review data breach claim processes and reports and determine support models for future claim handling.
- Released training and education communications to support schools with their Information Governance responsibilities.
- All Directors have received a copy of the Record of Processing Activity (RoPA) and have been asked to prioritise this review for their respective directorates supported by Information Governance. The ROPA return will be used to support ICT with gathering information on non personal data systems and a review of security and protection linked with Cloud Impact Assessment processes
- A process has been established with procurement to identify new tenders involving personal data. Results from the Pre Tender Reports are then provided to ISB to enable Information Governance & Security Board to have oversight of DPIA's completed against Procurement Contract Awards
- A paper was taken to ISB in relation to compliance with the 12 principles of the Surveillance Camera Code of Practice, A response has also been issued to the Surveillance Camera Code of Practice Annual survey and action plan for improvements will be initiated to improve accountability and compliance with CCTV operations when a response is received

What we plan to do to meet target

- Take forward, with support of an external supplier, options for alternative service delivery models for the Council's Records Centre. **Q2 2023/24**
- Develop an online Publication Scheme taking onward recommendations from the Information Governance & Security Board. **Q1 2023/24**
- An Information Governance Framework will be developed to help provide assurance of IG processes within Directorates. Development to take place during **Q2 2023/24**
- A new FOI e-learning module is being designed and will be made available via Cardiff Academy. Training options will be presented to IGSB to decide who the training will be available to **Q1 2023/24**
- A review of training options to Schools will be undertaken to ensure suitable refresher training on FOI and Data Protection will be available to all school staff **Q1 2023/24**

Potential Impact(s)

Leads to the Information Commissioner issuing notices of non-compliance

These could consist of:

- A "Stop Now" Order which would mean that no personal data could be processed by the Council in its entirety
- An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery
- A Decision Notice could be issued as a result of non compliance with an FOI/EIR request which would require information disclosure
- Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit
- Enforcement Notice requires immediate improvement action to be put in place
- Financial Penalty up to £17.5 million for Higher Level Tier and £8 million for Lower Level Tier breaches of the Data Protection Act.
- Compensation unlimited liability claims for damages as a result of a data breach from individuals.

Type(s) of Impact

- | | |
|--|---|
| <ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial | <ul style="list-style-type: none"> • Stakeholder |
|--|---|

Linked Risks

Cyber Security

Key Indicators / Measures used to monitor the risk

- Suite of IG Indicators/Service Metrics
- No. of ICO complaints
- No. of FOI /EIR SAR Requests
- No. of individuals trained on Data Protection
- No of Data Protection Impact Assessments being undertaken
- No of data protection breach complaints/claims

Cyber Security

Description

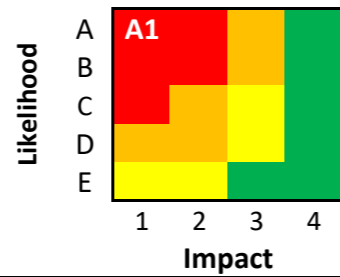
There are 10 areas of potential risk identified within the National Cyber Security Centre cyber risk model. These cover :-

- Risk management
- Engagement and training
- Asset management
- Architecture and configuration
- Vulnerability management
- Identity and access management
- Data security
- Logging and monitoring
- Incident management
- & Supply chain security

<https://www.ncsc.gov.uk/collection/10-steps>

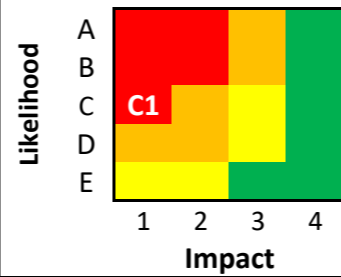
Cardiff uses this framework to continually assess our cyber security maturity level and improve both proactive measures to prevent attacks, and reactive measures to deal with potential incidents

Inherent Risk



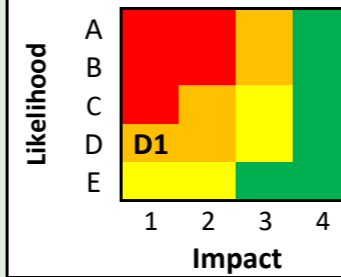
Last Reviewed	Q4 2022/23
Last Revision	Q4 2022/23

Residual (Current) Risk



Movement from prev Qtr	↔
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Target Risk



Target Reduction Date	Q1 2023/24
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Risk Owner(s)

Chris Lee
(Phil Bear)

Councillor
Chris Weaver
Finance, Modernisation and
Performance

What we've done/are currently doing to achieve the Residual Risk Rating

The principal controls for the high risk areas are as follows:

- Cybersecurity risk assessments
- Audits and remediation of identified issues
- Network access controls
- Implementing cyber security systems & tools to prevent attack
- Active patch management
- Network traffic monitoring
- Incident response planning
- Links to physical security measures
- Attack surface minimisation
- Employee education on cybersecurity best practices and policies
- Supply chain management

What we plan to do to meet target

- A continuing focus on improving cyber security processes within the council
- Threat intelligence reporting which will inform any required changes to our cyber security processes and policies
- Liaison with key cyber security agencies to both receive and share information and guidance on best practice
- Monitoring of progress on cyber security improvement actions
- Reporting to relevant internal governance boards on cyber compliance status, threats and risks

Potential Impact(s)

The intent of cyber attackers includes, but is not limited to:

- financial fraud;
- information theft or misuse,
- activist causes to render computer systems intolerable and to disrupt critical infrastructure and vital services.

The impact of a cyber-attack / incident has the potential to involve the realisation of the risks associated with:

- An information governance breach (i.e. Stop Now Order, Information Notice, Enforcement Notice, Financial Penalty etc.)
- A business continuity incident – with a potential for major loss of service and legal, health and safety and financial implications.
- A financial / fraud related attack.

A malicious attack could result in loss of confidence from those transacting with the Council (reputation), as well as legal, asset, system, operational and financial implications.

Linked Risks

Information Governance

Key Indicators / Measures used to monitor the risk

- Threat intelligence from National Cyber Security Centre (NCSC), including national posture and guidance via the National Cyber Security Strategy/Programme
- Threats and risks highlighted by NCSC Cyber Security Information Sharing Partnership (CiSP), Cymru WARP (Warning, Advice and Reporting Point) and Welsh Government/WLGA
- General UK posture and issues raised in national and local media
- Number of compromises - breaches are monitored, investigated and reported back via Information Security Board and where applicable the ICO
- Monthly reporting of number of virus attacks via email blocked

Type(s) of Impact

- | | |
|--|--|
| <ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial | <ul style="list-style-type: none"> • Health & Safety • Stakeholder |
|--|--|

Business Continuity

Description

Large scale incident/loss affecting the delivery of services.

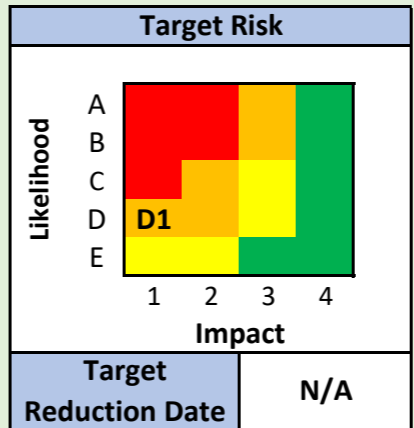
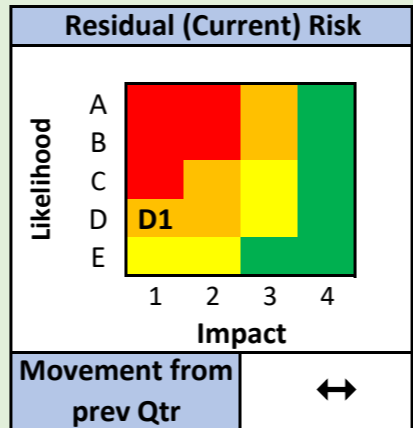
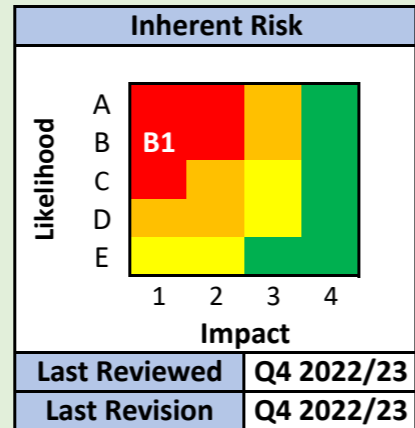
The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident management structure, used in response to internal incidents and external emergencies, also fails in response to an incident.

Potential Impact(s)

- **Health and Safety** – potential impact on staff and on the public relying on our most, time sensitive, critical services
- **Legal action** -Failure of key services could lead to Legal action against the council
- **Financial** - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies, as well as individual legal action against the corporate body where service failure leads to legal action against us from private claimants
- **Reputational** - Impact on key services to the public could lead to significant reputational damage to the organisation
- **Stakeholder** – Impact on key stakeholders as result of failure
- **Service delivery** – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services

Type(s) of Impact

<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Health & Safety • Stakeholder
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Risk Owner(s)

Chris Lee	Councillor Huw Thomas Leader
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What we've done/are currently doing to achieve the Residual Risk Rating

- The Council has a BCM Champion who sponsors BCM at a strategic level
- We have an approved Business Continuity Policy which is aligned to ISO22301
- BCM toolkit is available on CIS or by contacting the Resilience Unit, as the organisation continues its transition to SharePoint.
- The Council employs a Business Continuity Officer who is a qualified ISO22301 lead auditor.
- The Council has a 24 hour Incident Management structure for Gold and Silver Officers.
- Cardiff Council is a member of the Core Cities Business Continuity Group
- Q2 of 2022/2023 saw the council undertake a full review and update of the activities delivered across the council allowing us to focus on the resilient delivery of key activities. This was carried out by Each Directorate Management Team.
- As a result of the Covid-19 pandemic areas were forced to change to a far more agile way of operating with our core ICT requirements changing to support far more agile/home working. The mode of delivery worked exceptionally well and provides the potential for longer-term resilient agile working in, in addition to positively supporting other aims and corporate risks, as long as the ICT that supports this mode of working can be delivered resiliently.
- The Emergency Management Unit has developed an Incident Management Plan (Cardiff Council's Emergency Management Plan) to ensure alignment with ISO22301. This was fully reviewed and updated in 2021
- Internal Audit completed an audit of the Business Continuity Risk in Q4 of 2021/2022 and the assurance statement was "Effective with opportunity for improvement".
- The Resilience Unit supported directorates in looking at supply chain risks following the tragic war in Ukraine, this work will be on going as the risk horizon changes as a result of the conflict.
- The Business Continuity Programme recommenced in Q1 of 2022/2023.
- In Quarter 2 the Resilience Unit initiated a Horizon Scan on energy security and potential issues for the security of gas and electricity provision for Winter of 2022/2023 and how the UK position could impact on key service delivery.
- The Resilience Unit delivered a briefing to the SMT on the emerging risks around the security of energy supplies for winter 2022/2023. As a result SMT asked the Resilience Unit, to carry out targeted work to supporting the wider organisation in some targeted risk and resilience work around this potential risk. This work continued into Q3 to support the resilient deliver of key services should the UK experience risks to energy supply.
- In Q4 2022/23 the Resilience Unit engaged with ICT around future enhancements to delivery of key ICT services this engagement will be ongoing.

What we plan to do to meet target

- The BC Officer is working to develop and enhance individual Directorate response capability to ensure Directorates are in a stronger position to respond to incidents which could impact on the Council and our most time sensitive activities this work is ongoing. This work is on going and cyclical and will be reviewed again in **Q3 2023-24**.
- The BC officer is continuing a review of 4x4 resources across the council to support our response capability to deal with the potential of winter storms. The next updated review will be carried out in **Q3 of 2023/24**.
- The Business Continuity Officer will support areas in identifying key learning from the pandemic and ensure that key risks/lessons/processes that feed into the councils resilience capability are incorporated into our ongoing planning to support us in being ready for ongoing risks. This will, where appropriate, involve a review and update of individual BC plans by Directorates and also a review and update of the councils Emergency Management Plan. **Q1 2023/24**
- The Business Continuity Officer will support areas in undertaking targeted work around the emerging Energy security Risk focussed on key Red activities delivered by the council. This work remains on going and under review as the UK risk around energy resilience remains for 2023/2024, targeted work with key service areas remains ongoing with target of **Q3 2023/2024**.
- The Business Continuity Officer is to engage with ICT to look at the existing ICT resilience in delivery of core services and look at how services will be delivered in 2023/2024 and beyond.
- The Resilience Unit is looking to engage with internal stakeholders around current agile working and management of the corporate estate to ensure future workplace office solutions consider resilience as a key factor for supporting delivery of key services as we move into a period of change.
- The Resilience Unit is working with ICT around the cyber risk and ensuring we continue to manage this risk effectively. We will review work around this risk in **Q4 2023/2024**.

Linked Risks

Brexit Risk

Key Indicators / Measures used to monitor the risk

The Red activity BC plan status is reviewed via a report to SMT . Additionally the risk is managed as part of the Corporate Risk Management process via the CRR returns and the BC risk is also audited by Internal Audit . The last Internal Audit of the Business Continuity Risk was in in 2021/2022.

Judalen 237

Increase in Demand (Children's Services)

Description

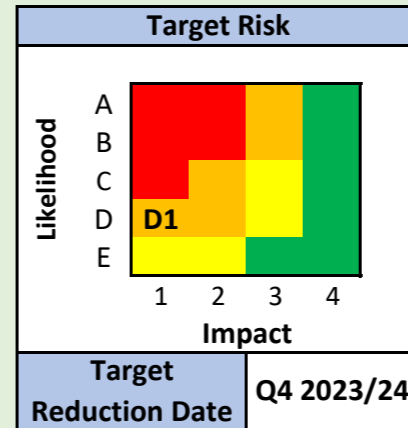
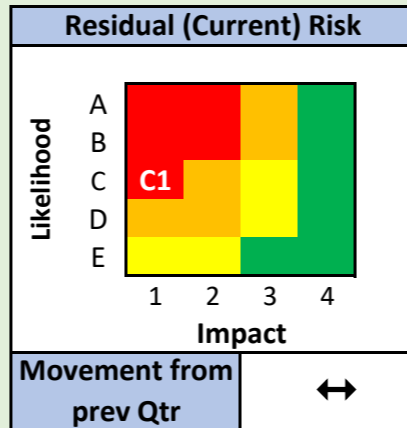
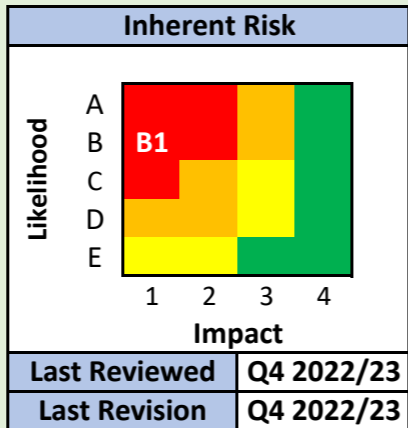
Failure to effectively manage demand (and respond to increasing demand due to Covid-19), resulting in increase in number of children requiring services and financial pressures this presents.

Potential Impact(s)

- Family breakdown leading to children becoming looked after.
- Growth in the number of children entering the looked after system and associated costs for the Authority.
- Insufficient placements to meet need resulting in increase in numbers living outside Cardiff.
- Challenges in improving outcomes for children leading to children being less likely to achieve their potential and to be fully participating citizens.
- Delays in issuing care proceedings because of existing capacity in Children's Services and consequential impact on budgets if work needs to be outsourced.
- Challenges in effectively managing service and financial pressures.
- Impact of high caseloads on staff and potential increase in social worker turnover.
- Reliance on newly qualified social workers and non qualified social care practitioners to deal with complex cases and statutory work.
- Welsh Government programme of work to eliminate profit from the care sector and potential impact on destabilisation of placements.
- Increase in use of unregulated placements.
- Inability of Interventions Hub to meet demand for family support leading to delays in response times and / or the need to outsource the service.

N.B. All demand risks carry safeguarding implications.

Type(s) of Impact	
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Community & Environment Stakeholder



Risk Owner(s)

Sarah McGill (Deborah Driffield)	Councillor Ashley Lister Childrens Services
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What we've done/are currently doing to achieve the Residual Risk Rating

- Early Help - Cardiff Family Advice and Support Services for families who do not require statutory services.
- Interventions Hub - additional resource agreed to manage waiting list and to extend Family Support Service to include out of hours family support.
- Referrals to services such as Safe Families and Ymbarel made as required to provide support to families.
- Dedicated worker to focus on young carers in post.
- Increased in house residential provision, including emergency pop up / pop down provision.
- Option for families to use Direct Payments available (review being undertaken and will consider potential use for children other than children with disabilities).
- Shifting the balance of care and associated workstreams being progressed - new operating model (prudent social work) and new practice model (trauma informed and strength based) under development.
- Children's Services Strategy reviewed and supported by Workforce Strategy, Accommodation Strategy and Commissioning Strategy to address recruitment and accommodation sufficiency issues and manage the market.
- 4th team implemented in each locality to increase management capacity.
- OM1 posts provide strategic overview of case management and support services.
- Working hours are flexible to meet service and personal needs.
- Provision and analysis of performance information is tailored to meet arising issues.
- Temporary Resource Assistants recruited for OMs and social workers to test proof of concept.
- Vulnerability Change Project is reviewing the police mechanism for referrals to Children's Services - with the aim of reducing PPNs on low level cases.
- Resource Panel in place to oversee decisions regarding placements.
- Family Drug and Alcohol Court pilot ongoing to better support parents with drug and alcohol issues through the care proceedings process.
- 2 urgent projects launched to address demand and accommodation sufficiency issues - one to specifically focus on services for children with disabilities and another to consider the wider cohort of children looked after.
- Consideration being given to Rapid Response workers being reintegrated into locality teams in response to feedback from staff.
- Reviewing Hub in place to ensure cases are stepped down (or up) appropriately.

What we plan to do to meet target

- Business processes to be reviewed as part of implementation of Eclipse system 2023 - Autumn.
- Work with judiciary re: planned changes to private and public law **Q4 2023/24**.
- Review the Early Help offer and consider how this dovetails with the Interventions Hub to ensure that interventions are not being duplicated **Q1 2023/24**.
- Implementation of Accommodation Strategy **2023-26**.
- Implementation of Workforce Action Plan **Q4 2023-24**.
- Review Direct Payments Policy and implement uplift **Q1 2023-24**.

Linked Risks

- Workforce Planning (Social Services)
- Safeguarding

Key Indicators / Measures used to monitor the risk

Children's Services:

- Early Help 3 - Number of people supported by the Family Support Team
- Contacts 1 - Number of Contacts / Referrals Received
- CH/012 - Percentage of assessments completed for children within statutory timescales
- CS LAC 3e - Number of children looked after

Corporate Safeguarding

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)								
Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.				<p style="text-align: center;">Sarah McGill (Deborah Driffield)</p> <p style="text-align: center;">Councillor Huw Thomas Leader</p> <p style="text-align: center;">Councillor Norma Mackie Adult Services</p> <p style="text-align: center;">Councillor Ashley Lister Childrens Services</p> <p style="text-align: center;">Councillor Chris Weaver Finance, Modernisation and Performance</p>								
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>Last Reviewed</td> <td>Q4 2022/23</td> </tr> <tr> <td>Last Revision</td> <td>Q4 2022/23</td> </tr> </table>	Last Reviewed	Q4 2022/23	Last Revision	Q4 2022/23	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>Movement from prev Qtr</td> <td>↔</td> </tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>Target Reduction Date</td> <td>N/A</td> </tr> </table>	Target Reduction Date	N/A	
Last Reviewed	Q4 2022/23											
Last Revision	Q4 2022/23											
Movement from prev Qtr	↔											
Target Reduction Date	N/A											

Potential Impact(s)
<ul style="list-style-type: none"> • A child(ren) or adult(s) suffer(s) preventable abuse or neglect which may result in harm or death • Reputation of Council and partners <ul style="list-style-type: none"> • Severe adverse publicity • Potential regulator intervention • Loss of confidence by community in safety of children and adults • Loss of confidence of staff in the overall "safety" of the service, impacting on morale, recruitment and retention • Potential litigation with associated financial penalties • Significant financial implications of formal intervention

What we've done/are currently doing to achieve the Residual Risk Rating
<p>Regional</p> <ul style="list-style-type: none"> • Regional Safeguarding Board oversee the safety and well-being of children and young people across the partnership. <p>Corporate</p> <ul style="list-style-type: none"> • Annual report 2022/23 has been published and the annual plan 2023/24 has been developed and ratified • Governance arrangements are under review with the hope to streamline the current structure in order to build capacity within the team to progress the workstreams outlined in the Annual Plan • Corporate Safeguarding Board strengthened with development of Steering Group and appointment of Directorate Lead Officers • Improved data capture and reporting on training compliance allowing targeted action by managers. • New self-assessment form and process introduced, with identified improvement actions built into Directorate Delivery Plan. • Initial Analysis of referral data completed, with further work underway to enable a more granular breakdown. • Recruitment and Selection Policy updated, including additional information on safeguarding • Recommendations of Audit Wales review actioned. • Output of self-assessments have been quality assured and is included and tracked through Directorate Delivery Plans. • Training compliance rates now at 82% across the Council with pilots underway in areas of low compliance. • Work commenced with Procurement team to strengthen safeguarding arrangements in contract award and management. • Positive feedback reviewed from initial paper based pilot - Will roll out to all staff by May 2023 <p>Contextual Safeguarding</p> <ul style="list-style-type: none"> • Safeguarding Adolescents from Exploitation model developed, SAFE partnership in place and working effectively. <p>Children's Services (Summary Position)</p> <ul style="list-style-type: none"> • Child protection procedures continue to take precedence and children at the highest risk will be prioritised. Operating model is review regularly. • Systems in place to learn lessons from Child Practice Reviews, Adult Practice Reviews and multi agency practitioner forums. • Safeguarding Adolescents From Exploitation (SAFE) approach reframed in light of experience and being implemented city wide. • Quality Assurance Framework in place; learning workshops introduced to complete feedback loop. Action plan in placed. • High Risk Panel facilitates robust and timely multi-agency decision making at senior management level for our highest risk young people. • Practice development group set up with leads allocated to workstreams to shape good practice. • Children's Services and Education working closely, including in the development of locality working. • Close partnership working in relation to serious youth violence, including with Violence Prevention Unit and Community Safety is ongoing. • Revised Supervision process launched following feedback from pilot and a new recording mechanism now in place • Child Sexual Abuse practice leads training programme with Centre of Excellence in place. • Review of escalating concerns process underway to strengthen arrangements and interface with safeguarding procedures and large scale enquiries. • Practice leads appointed in locality teams to support newly qualified staff and improve quality and consistency of practice. • MISPER co-ordinator in post and working with the Police to ensure a consistent approach to missing young people. <p>Adult Safeguarding (Summary Position)</p> <ul style="list-style-type: none"> • Review of escalating concerns process underway to strengthen arrangements and interface with safeguarding procedures and large-scale enquiries. • QA process includes monitoring visits undertaken by social workers for café homes in addition to Contracts staff • Advice / guidance has been produced for family members re: choosing, visiting or concerns about a loved one in a care home • Quality Assurance Frameworks have been included with the DAPL and DPS Framework and this has been implemented. • Contributing to and supporting the regional review of MARACs (domestic abuse MARAC, SWOT MARAC and Human Trafficking MARAC). Learning being taken into practice. • Supporting people who hoard and self-neglect and developing sustainable and holistic approaches- Phase 2 commenced.

What we plan to do to meet target
<p>Corporate</p> <ul style="list-style-type: none"> • Targeted training work in front facing services with low take up Q2 2023/24 • Data development work on cross council referrals Q3 2023/24 • Work to ensure safeguarding messages are accessible by wider partner organisations <p>December 2024</p> <ul style="list-style-type: none"> • Additional training and support for DSPs to build confidence in their responsibilities. <p>September 2024</p> <p>Children's Services</p> <ul style="list-style-type: none"> • Strengthen contractual arrangements in relation to safeguarding (March 2024). <p>Adult Services</p> <ul style="list-style-type: none"> • Develop whole home large scale enquiry process - to be completed 09/2023 (this is now to be completed regionally not locally) • Partnership development activity between Learning Disabilities Team, third sector services and Adult Safeguarding to better address incidents of Service User on Service User abuse in supported living services setting - target removed as project on hold due to current work pressures. Develop and improve our public facing Safeguarding communications to build trust and confidence with the public. Ensure there is consistency in external and internal reporting of Safeguarding referrals - Target April 2023.

Type(s) of Impact	Linked Risks	Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 	<ul style="list-style-type: none"> • Partnership • Community & Environment • Stakeholder 	<ul style="list-style-type: none"> • SCC.014 Percentage of initial child protection conferences carried out within statutory timescales during the year • SCC.034 Percentage of child protection reviews carried out within statutory timescales during the year • SSWB 27 Percentage of re-registrations of children on local authority Child Protection Registers • SSWB 28 Average length of time for all children who were on the CPR during the year • Res 15 - Percentage of Council staff completing Safeguarding Awareness Training

Legal Compliance

Description

Changes in services and staff roles across the Council resulting in:

- gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;
- inability to deliver the services in accordance with all duties and responsibilities due to lack of resource:

In each case leading to increased risk of challenges.

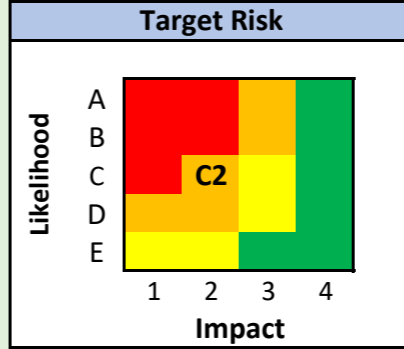
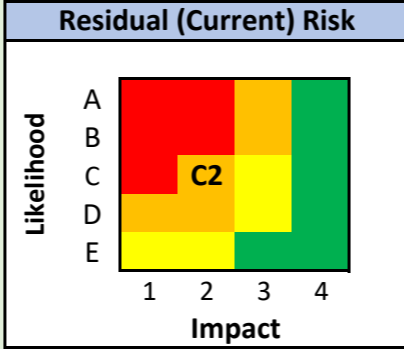
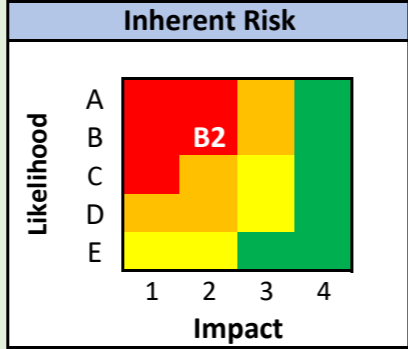
Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.

Potential Impact(s)

- Increase in number of challenges and complaints with consequences in terms of already stretched resources and impact of adverse decisions
- Implementation of decisions delayed due to challenges and potentially fatally disrupted
- Impact on projects if reputation for sound management and implementation of projects is damaged
- Major incident
- Adverse press/media reaction
- Involvement from Welsh Government in terms of performance standards or measures
- Increased costs
- Impact on capacity to deal with proactive legal work

Type(s) of Impact

- Service Delivery
- Reputational
- Legal
- Financial



Last Reviewed Q4 2022/23
Last Revision Q4 2022/23

Movement from prev Qtr ↔

Target Reduction Date N/A

What we've done/are currently doing to achieve the Residual Risk Rating

- Professional internal legal and financial advice provided to a high standard.
- Maintaining robust decision-making process by providing legal implications on all Council, Cabinet and Committee reports and Officer Decision Reports at Director level
- Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience where it is necessary to outsource legal work
- Dedicated Corporate teams in specialist areas e.g., equalities, FOI / DPA
- Sharing training/publications received internally to the legal department and when necessary to client departments
- Encourage Directorates to ensure Committee and Cabinet reports are discussed at preliminary stage in development to ensure all legal issues are addressed early through client department relationships
- Pre and Post the Local Election briefings given to the Senior Managers Forum and the Cardiff Managers Forum in January 2022
- Decision making training provided to Councillors and Cabinet as part of induction training.

Linked Risks

Risk Owner(s)

Davina Fiore

Councillor Huw Thomas
Leader

What we plan to do to meet target

- Where identified, provide guidance based on standard precedents for use in cases of low value/low risk/repetitive matters to minimise the gaps in Council wide knowledge **ONGOING**
- Provide, if requested, ad-hoc legal training to Directorates to develop knowledge within Directorates of specific statutory functions. **ONGOING**

Key Indicators / Measures used to monitor the risk

Number of Judicial Reviews and Number of Successful Challenges

Judalen 240

**CARDIFF COUNCIL
CYNGOR CAERDYDD**

CABINET MEETING: 21 SEPTEMBER 2023



**UPDATE ON THE PROCUREMENT OF A DEVELOPER PARTNER
FOR THE CHANNEL VIEW REGENERATION PROJECT**

HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)

AGENDA ITEM: 6

Appendices 2a and 2b,3 and 4 are not for publication as they contain exempt information of the description contained in paragraph 14, 16 and 21 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To update Cabinet on the procurement process for the appointment of a developing partner for the Channel View regeneration project.
2. To detail the outcome of the tender evaluation exercise, identify the preferred Bidder and set out the required next steps.
3. To seek approval to delegate authority to the Corporate Director People & Communities in consultation with the Cabinet Member Housing and Communities and Cabinet Member for Finance, Modernisation and Performance and Director of Governance and Legal Services and Monitoring Officer and the Section 151 Officer, to appoint the preferred bidder, including:
 - a. Delegating all such matters arising from this report required to conclude the appointment, including matters referenced within the exempt legal advice set out at Appendix 4;
 - b. Approve the final contract wording and enter into the Umbrella Agreement for the whole programme with the preferred bidder;
 - c. Enter into a Joint Construction Tribunal (JCT) 2016 Design & Build contract for Phase 1 following all necessary post tender due diligence and confirmation that the scheme is within viability parameters; and
 - d. Entering into Pre-Contract Services Agreement's (PCSA) for future phases.

Background

4. The Channel View project represents the largest and most holistic estate redevelopment proposal so far in the council's housing development programme. The project will replace 180 existing properties on Channel View road, including a 13 storey tower block, with around 319 new mixed tenure homes for the existing community. The project will be delivered across various phases.
5. The first phase scheme delivers 81 accessible and adaptable older person apartments to replace the existing tower block. Every property will comply with the Welsh Government WDQR 2021 standards. The new homes will promote independent living and reduce the need for future adaptations. Phase 1 also includes a range of communal facilities and a café, all of which will provide services and support to the wider older person population within the local community.
6. Overall, the project will deliver a high quality, highly energy efficient, low-carbon homes, better connectivity for the estate and for the wider community, improvements to the public open space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.
7. The council has been consulting with residents on this estate since 2016 when an estate improvement scheme and the refurbishment of the existing tower block was being proposed. During the development of both proposals it was discovered that much of the low-rise houses and blocks of flats on the estate were suffering from significant structural movement. Many blocks seemingly beyond economic repair and the costs to retain and refurbish the tower block, dealing with the external and internal issues the block faces were becoming increasingly unviable.
8. In 2017 the council put on hold the plans and undertook detailed consultation with all residents affected by the proposals to instead bring forward a holistic redevelopment of the estate. A master-planning design team was appointed to develop a high-level masterplan and residents were consulted on these proposals.
9. A hybrid planning application was approved at Committee in December 2021 for the overall masterplan and the detail of phase 1.
10. In March 2022 Cabinet approved a report (Appendix 1) seeking authority to:
 - approve the progression of the Channel View redevelopment scheme and agree that a procurement exercise be implemented to identify and appoint a Contracting Partner to deliver the entire project including phase 1, the design development, consultation and planning of future phases, the demolition of the existing housing stock and the construction of future phases (subject to viability).
 - approve the use of the Crown Commercial Services Framework (RM6088: Construction Works and Associated Services) to procure the

Contracting partner.

- delegate authority to the Corporate Director People & Communities, in consultation with the Cabinet Member for Housing & Communities and the Corporate Director Resources to approve the evaluation criteria and tender documents and manage the procurement process to the stage of identifying the preferred bidder. *Approved in ODR reference COM729* .
11. Blake Morgan Cost Consultants and Employers Agent have been appointed to evaluate the pricing element of the submitted tenders and to advise on the post tender due diligence, through to the signing of a JCT Design & Build contract for Phase 1, and the entering into an Umbrella Agreement for all future phases.
 12. Hugh James have been appointed as external legal advisors and have advised on the procurement route, have provided the Umbrella Agreement, drafted the JCT D&B 2016 form of contract and drafted the Pre-Contract Services Agreements to be used for all design and planning work for future phases of the masterplan. Hugh James will continue to provide advice when concluding the contract award process. Hugh James have provided external legal advice on the procurement process and highlighted any risks in appendix 4.
 13. The overall scheme costs for Phase 1 are to be met by the HRA Capital Programme, Section 106 contributions, and Social Housing Grant. Phase 1 consists of 100% council properties and will replace the older person housing scheme in the existing high-rise block. The existing tenants of the high-rise block will be decanted into the new buildings in phase 1, allowing us to demolish the high-rise tower.

Issues

14. Since the scheme achieved planning consent in December 2021, there have been a number of legislative changes that will need to be addressed to ensure compliance, particularly with reference to the emerging Building at Height requirements. This will be addressed through the JCT D&B contract for Phase 1.
15. To encourage strong competition for the project from the Crown Commercial Services framework, it was decided that Lot 5: CWAS 2 would be utilised to issue the tender pack rather than RM6088 Lot 6.3, of the Construction Works and associated Services section as detailed in the previous Cabinet report. We have received confirmation that the CCS framework was advertised at a value of £30 billion and the current spend to date on CWAS 2 is £26M.
16. All 3 contractors named within Lot 6.3 were also named on Lot 5: CWAS 2 with 20 named contractors on Lot 5 in total. All 20 named contractors were directly contacted to ensure they were aware that the Channel View project tender pack was being issued. All contractors were also invited to an on-

line presentation setting out the tender opportunity and to detail the tender pack details and process to be followed. Hugh James have provided external legal advice on the procurement process and highlighted any risks in appendix 4.

17. A deadline was set for the 24th August 2023 for all tender returns to be submitted. It is likely to be a reflection of current market conditions that despite the steps taken to increase participation 1 bid has been received.
18. In line with the tender process, which enables the evaluation of sole bids, as confirmed by Hugh James in their advice notes (appendix 4) the tender has been reviewed for accuracy and evaluated using the agreed scoring criteria as set out in the tender documents:
 - a. **Pricing (phase 1) 35%**
assessed by Blake Morgan. Report available in Appendix 2a
 - b. **Quality 50%**
questions evaluated by Housing Development and Procurement and commissioning. Scoring matrix available in Appendix 3
 - c. **Social value 15%**
questions evaluated by Housing Development and Procurement and commissioning. Scoring matrix available in Appendix 3
19. The Quality and Social value aspects of the tender return are both very good/excellent and as such the evaluation team have no areas of concern. The tender return not only meets all the requirements set out for the quality and social value sections of the tender but also, in some areas, exceeds the minimum requirements.
20. As a sole bid was received, the pricing element for Phase 1 of the bid submission was evaluated and benchmarked against other similar schemes that have been recently tendered within the last 2 years. The tender price received for Phase 1 is provided in Appendix 2a. It is higher than the pre-tender cost estimate due to a very challenging market and bespoke high quality specification. Abnormal costs have also been identified within the cost report. Post bid due diligence will be undertaken before the final CSA for the JCT is approved. The tender sum for phase 1 as shown in appendix 2a, is the maximum contract sum expected for phase 1.
21. Furthermore, as part of the Quality submission, all bidders were requested to identify their approach to adding value, analyses the current design/specification, identify any opportunities to introduce innovation that may result in cost savings, improvements to safety, speed of delivery, better the low-carbon requirements or reduce the on-going future maintenance requirements. As noted in paragraph 12, the preferred bidder has identified design changes that are required due to changes in Fire legislation and Building Regulations, but has also proposed opportunities to deliver innovation and added value, the project team would like to explore these options once in contract.

22. Whilst the tendered price is higher than anticipated, there are a number of factors that have impacted on overall costs. However, the project can still be delivered within the existing budget framework subject to post tender due diligence which may result in future projects being put on hold. The Post bid due diligence process will enable the project team to work through added value and cost saving options. This work will be completed to ensure viability parameters are met before entering into the JCT Construction contract.
23. Appendix 2b also provides confirmation of the budget allocated to Phase 1 to provide confidence that the maximum contract sum is budgeted for.
24. Hugh James have provided external legal advice on the risks associated with post bid discussions which are highlighted in appendix 4.
25. On appointment the preferred bidder will be required to review the following before a substantial start on site can be achieved:
 - a. Review of phase 1 designs due to new fire regulations and building regulation.
 - b. SAB and Welsh Water approvals
 - c. Discharge of pre commencement Planning conditions
26. The Umbrella Agreement states that A Pre Contract Service Agreement will be required on future phases. An outline of the process is as follows:
 1. The Developer shall engage a design team to work in partnership with the Council to develop a design and specification for the applicable Phase up to RIBA Stage 2;
 2. The Developer shall provide the Council with an indicative works cost (in a Contract Sum Analysis format for all the Developer's Works) to enable the Council to undertake a viability exercise and make a Welsh Government technical submission;
 3. If viable and or technical approval is received from the Welsh Government, the Developer shall work with the design team to develop the design and specification up to RIBA Stage 4 to finalise costs and to enable the Council to carry out pre-contract viability;
 4. The Developer shall also obtain SAB Approval and Reserved Matter application for the Phase (alongside any other statutory agreement required on that particular phase) and both the Developer and the Council will comply with the provisions in Schedule 2; and
 5. An updated Social Value Delivery Pan for the applicable Phase;
 6. The final Contract Sum Analysis and the Developer's proposals for the Developer's Works shall be presented to the Council for formal approval to enable both parties to enter into the Building Contract for the Phase.
27. Each phase will need to be assessed and return a positive financial viability position prior to being approved. The Umbrella Agreement ensures that approval for future phases is dependent on financial viability and additional approvals.

28. The housing mix for each subsequent phase of the project, which will provide some homes for sale, will be determined through the detailed design and planning process and will be dependent of development costs, market conditions and likely sales values.
29. It is noted later phases may be subject to property transactions. In such cases the Council will need to have regard to advice from a qualified valuer as part of any appraisal to ensure compliance with the Council's Property Procedure Rules and s.123 of the Legal Government Act 1972.
30. Phase 1 of the project, benefitting from detailed planning consent, includes a proposal for a café. An operator for this facility will need to be identified during the construction stage. An award of a lease will be subject to a separate decision by Strategic Estates in accordance with Council's Property Procedure Rules.

Local Member consultation

31. Local members have been fully consulted regarding the Channel View project and wider public consultation is currently underway.

Reason for Recommendations

32. To enable the council to move to the delivery stage of the Channel View redevelopment project.

Financial Implications

33. The report highlights the significant increase in costs of developing the first phase of the project compared to that envisaged as part of the original Cabinet approval and subsequent pre tender estimates. Independent advice project and cost management advice in the assessment of tenders highlights some of the disproportionate costs seen in the tender submission compared to comparable projects. This is identified as a result of disproportionately high rates for some elements and works packages, current design and high specification concerns, wider economic factors, and lack of competition in the tender exercise. Appendix 2b sets out some of the actions proposed to be taken prior to any contract award that would be considered, however it is not clear at this stage whether any efficiencies are deliverable and whether the additional changes such as Fire Regulation and Building Regulations, which are not currently considered, may offset or increase potential costs. It is not proposed to undertake a further tender exercise, but to work with the single bidder to determine options to take the scheme forward.
34. The appendix 4 set out the legal implications and risk of procurement challenge. Cabinet should be assured that any mitigations to the conclusions set out in that advice have been put in place by the Council. This includes compliance with any grant terms and conditions and the financial implications of any challenge and abortive costs.

35. No viability assessment is attached to the report for consideration. Any agreed approach to the scheme will need to meet the viability parameters set to support the long term viability, affordability and sustainability of the overall HRA business plan. Where a viability assessment is in excess of the parameters, this does not necessarily mean a scheme should not proceed but the rationale and financial impact of doing so should be clearly articulated. There are a number of additional funding options that are being considered to meet the cost of the scheme. The values of these and associated terms and conditions are not confirmed. To allow this report to be considered at Cabinet a number of future housing schemes have been identified to be put on hold pending the outcome of the next steps, this is to ensure the project can remain within the existing budgetary framework. Any decision to delegate a decision to enter into a construction contract should be done having regard to clear parameters or targets to be set by Council beyond which any decision should be reconsidered by Cabinet. Any Officer decision needs to be within the budgetary framework and be approved only after receipt and consideration of all confirmation of grant approvals and associated terms and conditions. These are not currently deemed to be in place as part of this report.
36. The report highlights community and wider investment to be undertaken as part providing services to the wider population e.g. community facilities, cafe. No business case is presented as part of any viability assessment or the cost of this or the net operating cost of the facilities identified within this report. These costings and approach to operation should be clearly identified as part of the decision making in respect to the immediate costs to be assured that immediate and ongoing costs can be met from the Housing Revenue Account.
37. The feedback from this and other tender exercises in respect to housing schemes in the year will need to be considered in the updated Housing Revenue Account Medium Term Financial Plan and Business plan, to ensure that development costs currently assumed are reflective of the current market and housing standards being designed. This is to ensure that any borrowing undertaken by the Council and schemes proposed remain affordable and sustainable over a prudent period.

Legal implications

38. The report seeks approval to delegate authority to the Corporate Director People & Communities to conclude the post tender due diligence and appoint the preferred bidder in relation to a procurement of the project off the Crown Commercial Services framework (Construction Works and Associated Services 2 (CWAS2)).
39. The value of the project is such that the Public Contracts Regulations 2015 (PCR 2015) apply. The Council must therefore comply with the requirements of the PCR 2015 when procuring and awarding this contract.
40. Procurement via a framework agreement is permitted under PCR 2015 provided:

- the framework is compliant with the procurement regulations;
 - the Council is a participating local authority able to rely upon the framework agreement;
 - the works to be undertaken fall within the nature and scope of the works covered by the framework, or lot relied upon;
 - the procedure set out in the framework agreement for awarding the contract is followed;
 - the terms and conditions of contract as set out in the framework agreement are used; and
 - the term of the framework covers the period of the proposed works contract.
41. Legal Services has not reviewed the specific framework or the tender documents issued for this procurement and note that external legal advice has been obtained as to the procurement route and tender process to date as set out in exempt Appendix 4.
42. The decision maker should have regard to the advice provided and the risks and rewards that might be a consequence of proceeding as proposed. It is noted that conclusion of the process and the award of contract to the preferred bidder will be subject to a further decision by the Corporate Director People & Communities whereby further legal advice will be obtained and provided on the proposed contract award as required.
43. In the event a contract award is made, it is noted later phases may be subject to property transactions. In such cases the Council will need to have regard to advice from a qualified valuer as part of any appraisal to ensure compliance with the Council's Property Procedure Rules and s.123 of the Legal Government Act 1972.
44. Before entering into the JCT Design and Build Contract for Phase 1, all property, planning and SAB approval issues for Phase 1 should also be addressed to ensure access to the site can be given to the contractor and works commenced following site access.
45. It is understood that the project is to be partially funded via Social Housing Grant and consideration should therefore be given to any funding conditions to ensure all grant conditions can be complied with.

Equality Duty

46. 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.

47. 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.
48. 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 where required.

Well Being of Future Generations (Wales) Act 2015

49. 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.
- (a) 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 2023-26. 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.
- (b) 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
- (c) 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->

General

50. The decision maker should be satisfied that the procurement is in accordance within the financial and budgetary policy and represents value for money for the Council.
51. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
52. 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) 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

Policy and Budget Framework

53. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

HR Implications

54. There are no HR implications for this report.

Property Implications.

55. The Strategic Estates Department (SED) has been providing advice and assistance on certain property matters in respect of the procurement of a contracting partner to deliver the Channel View Redevelopment Project and acquisition of a new build opportunity.
56. Specifically, the Estates team has been involved with the assessment and agreement of an in principle redline plan to define the area available for development. The Estates team will also instruct and advise on an independent valuation to inform any land transfers and financial appraisal. Any property transactions or valuations required to deliver any proposals should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.
57. In regard to the appropriation of land required for this scheme to proceed, it is important to note the principles of value relate to the re-provision of Public Open Space and associated community amenity. SED has, and will continue

to, work closely with Council colleagues in the relevant departments to ensure clarity around the detail of this process.

58. There are no other specific property implications to be reported at this stage, though it should be noted that the Corporate Property Strategy 2021-26 (CPS) was approved at Cabinet in December 2021. The CPS sets out in detail on the Council's wider property strategy going forwards, including relevant targets over the next five years such as on carbon reduction, which may have a bearing how the proposals are developed.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the conclusion of the tender award process for the Channel View regeneration project.
2. delegate authority to the Corporate Director People & Communities in consultation with the Cabinet Member Housing and Communities and Cabinet Member for Finance, Modernisation and Performance and Director of Governance and Legal Services / Monitoring Officer and the Section 151 Officer, to appoint the preferred bidder, including:
 - a. Delegating all such matters arising from this report required to conclude the appointment, including matters referenced within the exempt legal advice set out at Appendix 4;
 - b. Approve the final contract wording and enter into the Umbrella Agreement for the whole programme with the preferred bidder;
 - c. Enter into a Joint Construction Tribunal (JCT) 2016 Design & Build contract for Phase 1 following all necessary post tender due diligence and confirmation that the scheme is within viability parameters; and
 - d. Entering into Pre-Contract Services Agreement's (PCSA) for future phases.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	15 September 2023

The following appendices are attached:

Appendix 1 – Cabinet Report March 2022.
Confidential Appendix 2a – Blake Morgan Tender Report
Confidential Appendix 2b - Summary of costs and budget
Confidential Appendix 3 - Tender evaluation Scoring matrix
Confidential Appendix 4 – External Legal Advice
Appendix 5 – Single Impact Assessment.

Mae'r dudalen hon yn wag yn fwriadol

**PROCUREMENT OF A CONTRACTING PARTNER TO DELIVER
THE CHANNEL VIEW REDEVELOPMENT PROJECT &
ACQUISITION OF A NEW BUILD OPPORTUNITY**

**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)
AGENDA ITEM: 14**

Appendices 3 and 5 are not for publication as they contain exempt information of the description contained in paragraph 14 of Schedule 12A of the Local Government Act 1972

Reason for this Report

1. To provide an update to Cabinet regarding the progress to date of the council's house building programme
2. To approve the Council entering into a legal agreement with Ventura properties (Cardiff) Ltd for the acquisition of land comprising new flats to be built at Wyndham Crescent, Riverside for an agreed contract sum, subject to the satisfactory completion of due diligence, a robust financial viability assessment and the proposed scheme achieving a planning consent.
3. To approve the Council undertaking a procurement process to appoint a Contracting Partner via an approved framework to deliver all phases of the Channel View Redevelopment project.

Background

4. Cardiff Council is delivering an exciting and ambitious housing development programme which will provide more than 4,000 new homes of the highest quality in a wide range of locations across the City. At least 2,800 of these will be new council homes and 1,200 homes for sale.
5. The programme will deliver new homes of different size and design, but all built to meet key quality requirements, regardless of tenure, that will meet a wide range of identified housing needs.
6. A number of new-build delivery routes have been implemented. These include the Cardiff Living Programme, an additional build programme, the purchase of property from the market and developer led package deals.

7. A key aspiration is to build new low carbon homes at scale and pace directly complements the Welsh Governments house building and enhanced quality targets.

Progress to Date

8. As of February 2022 the new build programme has delivered 806 homes of all tenures which includes 613 council homes and 193 homes for sale. A further 522 homes are currently being built on site, 506 homes with planning consent in place and a further 1,729 homes in the pipeline.
9. The programme currently includes 59 confirmed sites which combined have the capability of delivering around 3,600 new homes in total. We continue to assess new sites to be added into the pipeline to ensure that the longer-term target of 4,000 new homes can be achieved.

Progress to date:



10. Although general progress is still hampered by the pandemic and on-going issues with the supply of materials and labour caused by the Pandemic and Brexit, progress is still good with notable achievements in the year including;
 - The approval of planning consent for a number of our large projects;
 - Bute Street, Community Living Project
 - Channel View regeneration scheme

- Riverside/Canton Community Centre redevelopment
- Waungron Road transport hub and supported housing scheme
- We have also achieved a start on site for our new community living buildings at Maelfa and on the former Community Centre at St. Mellons – these two schemes will deliver over 100 new older person flats, agile working spaces and a wide range of community facilities to provide services to the new residents and wider community.
- A start on site at Wakehurst Place, St. Mellons and Iorwerth Jones in Llanishen, both schemes delivering sustainable, low-carbon family homes. These will be completed and handed over in 2023.
- Our Passivhaus scheme at Highfields will be completed and handover over this summer and we have completed our first Net-Zero carbon modular build at Crofts Street in Plasnewydd.
- We will complete the first phase of energy efficient, low-carbon homes at the former Eastern High school site in Rumney this Spring. The interest in properties to buy on this site has been very impressive with over 500 buyers having registered to buy a new home. The first release of 20 homes for sale was extremely successful with all of the homes being reserved. This proves that the appetite to purchase new low-carbon, high quality, sustainable homes is very much there which bodes well for our new build aspirations.

Acquisition Opportunity

- 11 The council has been approached by developer Ventura properties (Cardiff) Ltd to consider an acquisition of new flats once built on the former Seal & Co building site on Wyndham Crescent, Cardiff. The scheme will deliver new flats suitable for older people that will meet a strategic housing need in an area of the city in which we have a very high demand for new council housing but scarce existing stock and extremely limited opportunities to build ourselves.
- 12 The site is very well located in terms of access to the city centre and to nearby amenities along Cowbridge Road. A bus stop is located directly outside of the site and a doctor's surgery adjoins the site.
- 13 The proposed scheme will deliver 30 x 1 bed older person apartments, all with access to private outdoor space. Indicative elevations of the proposed scheme are provided in appendix 1.
- 14 Pre-application planning advice has been sought by the contractor. This advice has led to the scheme being scaled back from the original proposal of 35 apartments and reorientated in order to improve access into the car park. The design process is on-going and entering into an agreement to purchase the property is conditional on the developer

obtaining a planning consent and securing the ownership of all of the land required to deliver the project.

- 15 The properties will be designed to be fully compliant with Welsh Government's Design Quality Requirements (DQR).
- 16 An in-principle agreement at this stage will enable the council to have an option on the acquisition opportunity whilst the scheme detail is developed and we are then able to undertake all necessary due diligence to determine if this opportunity is viable for us. This includes a robust review of the proposed fixed price.

Issues

- 17 Costs – the scheme is being offered to the Council under a 'package deal' arrangement. 'Package deals' are where a contractor takes the lead in procuring the acquisition, design and construction of a project. In such arrangements this must be an opportunity that only the developer can deliver to the council.
- 18 The Council will enter into an appropriate form of agreement to purchase the development only once the total schemes costs have been independently reviewed by Chartered Quantity Surveyors on behalf of Cardiff Council and confirmed to be consistent with current build costs and once a positive viability assessment is undertaken.
- 19 Procurement due diligence has been undertaken to ensure the council proposed acquisition/is compliant with the Public Contracts Regulations (2015). External Legal advice has been sought on this and contained in Exempt Appendix 5.
- 20 There are a number of conditions that must be discharged by the developer before the council can enter into a legal agreement. These are listed below:
 - a. A satisfactory planning permission being granted for a 30 unit scheme including for any Section 106 Agreement;
 - b. The developer owning the land within the project redline
 - c. A satisfactory review of the proposed scheme costs
 - d. A positive financial viability assessment of the total scheme costs using the Proval viability tool.
 - e. Formal approval of the SAB proposal for the scheme
 - f. Completion of due diligence of the developer to ensure ability to deliver the project
 - g. Satisfactory completion of the procurement due diligence as detailed in legal advice at Appendix [4]
- 21 The conditions relating to formal planning approval and SAB approval must be satisfied before completion of the acquisition but may not prevent an exchange of contract.
- 22 The scheme is accounted for within the current HRA Business Plan and within the current Housing development programme

Channel View Redevelopment Scheme

- 23 This project represents the largest and most exciting holistic estate redevelopment proposal in the council's development programme. Proposing the redevelopment of around 180 existing properties on Channel View road including a council owned 13 storey tower block, replacing these with the construction of around 360 new mixed tenure homes for the existing community across various phases. Objectives include low-carbon development, delivering highly energy efficient homes, better connectivity for the estate and for the wider community, improvements to the public open Space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.
- 24 The council has been consulting with residents on this estate since 2016 when an estate improvement scheme and the refurbishment of the existing tower block was being proposed. During the development of both proposals it was discovered that much of the low-rise houses and blocks of flats on the estate were suffering from significant structural movement. Many blocks seemingly beyond economic repair and the costs to retain and refurbish the tower block, dealing with the external and internal issues the block faces were becoming increasingly unviable.
- 25 In 2017 the council put on hold the plans and undertook detailed consultation with all residents affected by the proposals to instead bring forward a holistic redevelopment of the estate. A master-planning design team was appointed to develop a high-level masterplan and residents were consulted on these proposals.
- 26 In December 2021 full planning consent was granted for the Overall Masterplan and the detail of Phase 1 and the Development team have recommissioned the design team to develop the tender documents needed to procure a Contractor.

Issues

- 27 The Channel View project is now at a critical stage with Planning consent in place, residents living within Phase 1 being relocated to enable the first phase of development taking place and a team appointed to develop the tender pack and undertake procurement.
- 28 Initially Cabinet gave approval to procure a contractor to build out phase 1. However, as the scheme has been developed further and we have undertaken more detailed resident engagement it has become obvious that a different approach to procuring a partner is needed. Appointing contractors separately for each phase of development will be a piecemeal approach, it will make the scheme longer to deliver and could be more costly in the longer term and this will not be a satisfactory approach for residents. It will also be very resource intensive for the council's Development team as we would need to manage a separate tender process for each phase of development and potentially have different consultants designing each subsequent phase.

- 29 Instead, Cabinet is being asked to approve the principle of tendering for a partner contractor to deliver the entire project as opposed to just phase 1.
- 30 The scope of the commission would include:
- The construction of Phase 1
 - The design development and planning for all future phases
 - Resident engagement
 - Demolition of existing homes
 - Construction of all future phases.
- 31 This approach mirrors many aspects of the Cardiff Living partnership and the successful bidder would need a core project team of staff and consultants capable of delivering a project of this scale, including a design team to develop options, plans and submit planning applications for all future phases, manage the pre-development process to discharge planning conditions and undertake all necessary work to start on site and manage the construction of each phase. This approach would ensure that there is better co-ordination between all phases, ensure better engagement with residents, provide better value for money, consistency of quality and ensure that the redevelopment can move forward at pace by removing the gap between phases of development.
- 32 Furthermore, Cabinet is being asked to approve the principle of using the UK Governments Crown Commercial Framework to procure a partner contractor. This UK Government Framework includes a Residential Construction Lot for Wales with contractors with a proven track record of delivering a redevelopment projects on the scale of Channel View. This would offer a sensible and robust route to market with identified contractors capable of delivering the scheme.
- 33 The gross costs of delivering the entire scheme are estimated to be in the region of £85 million and Phase 1 is currently estimated to be in the region of £16 million due to the early infrastructure work required. A sum of £41 million has been assumed in the current HRA capital programme, to deliver the Council homes after making assumptions for income in the form of property sold on the open market and new homes sold through the Council's Assisted Home Ownership Scheme. It is important that a new development of this scale retains a mix of tenure.
- 34 A detailed cost assessment is currently underway, so the figures identified above are estimated, however a robust viability assessment for phase 1 and the remaining phases will be undertaken prior to a procurement process commencing.

Local Member consultation

- 35 Local members have been fully consulted regarding the Channel View project and wider public consultation is currently underway.
- 36 Local members have been consulted regarding the updated proposals for Wyndham Crescent

Reason for Recommendations

- 37 Firstly, to enable the council to take an opportunity to acquire new build scheme in a Ward of very high demand, particularly for accessible and adaptable older person flats.
- 38 Secondly, to enable the council to move to the delivery stage of the Channel View redevelopment scheme by tendering for a contractor partner to help deliver all phases of the project.

Financial Implications

- 39 The report proposes delegating the entering into a package deal for Housing. A sum of £5 million is included in the Housing Capital Programme as part of the budget proposals.
- 40 The report highlights a number of significant conditions and uncertainties still required to be met. The heads of terms includes estimated costs and values which are subject to independent valuation and are based on cost estimates from September 2020. Supply chain impacts and costs increases since that date may impact on any updated heads of terms.
- 41 Having regard to an updated viability assessment is essential in determining the affordability and sustainability of the HRA business plan and will this will need to be undertaken as part of the due diligence in the exercise of any approved delegation by Cabinet for the project.
- 42 The report also sets out an approach to undertake a procurement to secure a development partner in respect to Channel View redevelopment.
- 43 A report previously considered by cabinet in November 2020 highlighted the wider financial implications of the overall proposal. It is essential that prior to enter into any agreements to proceed with phased developments, a full business case and approved viability is agreed by Cabinet highlighting the gross costs, income streams, timing and risks that are consistent with the amounts included in the budget framework for the development of new housing. This will also need to include the cost of any wider community facilities to be included as part of the redevelopment.

Legal Implications

Legal Property Implications

- 44 Section 120 of the Local Government Act 1972 enables the Council to acquire land for either (a) the benefit, improvement or development of its area or (b) for any of its functions under any enactment. Specific power under Section 17 Housing Act 1985 enables the Council as local housing authority to acquire properties or land for housing accommodation.

- 45 Section 123 of the Local Government Act 1972 enables the Council to dispose of land in any manner it may wish.
- 46 The Council's Disposal and Acquisition of Land Procedure Rules requires the decision maker to have regard to advice from a qualified valuer, to ensure value for money.
- 47 External legal advice has been obtained in connection with the proposal at Wyndham as set out in Confidential Appendix [5], which Legal Services have been informed has been implemented and minimises risk to the satisfaction of the legal advisors. Due to the passage of time since the actions were taken, it is recommended that confirmation be obtained from that the position has not changed prior to proceeding . It is noted this matter is delegated to the Corporate Director for Housing and Communities, who will need to consider all the property and procurement legal implication relating to this matter before proceeding.

Procurement Legal Implications

- 48 The report recommends (in recommendation 3) that approval to commence procurement off a framework. Any Call off contract must be carried out in accordance with the Call off Process set out in the Framework Agreement. It should be noted that the terms and conditions will be those as set down by the Framework Agreement and the client department should satisfy themselves as to whether they are suitable for their requirements. “

Equalities & Welsh Language

- 49 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.
- 50 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.
- 51 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 a Equalities Impact Assessment.

- 52 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

- 53 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.

- 54 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.

- 55 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

- 56 The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Policy and Budget Framework

- 57 The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

HR Implications

- 58 There are no HR implications for this report.

Property Implications

- 59 The Strategic Estates Department has been providing advice and assistance on certain property matters in respect of the procurement of a contracting partner to deliver the Channel View Redevelopment Project and acquisition of a new build opportunity.
- 60 Specifically, the Estates team has been involved with the assessment and agreement of an in principle redline plan to define the area available for development. The Estates team will also instruct and advise on an independent valuation to inform any land transfers and financial appraisal. Any property transactions or valuations required to deliver any proposals should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.
- 61 There are no further specific property implications to be reported at this stage, though it should be noted that the Corporate Property Strategy 2021-26 (CPS) was approved at Cabinet in December 2021. The CPS sets out in detail on the Council's wider property strategy going forwards, including relevant targets over the next five years such as on carbon reduction, which may have a bearing how the proposals are developed.

RECOMMENDATIONS

Cabinet is recommended to

1. Note the progress made to date on the council's new build housing programme and the ambition to deliver at least 4,000 low-carbon homes in the longer term.
2. delegate authority to the Corporate Director for People & Communities, in consultation with the Cabinet Member for Housing & Communities and Head of Estates to enter into a legal agreement (following satisfaction of the conditions highlighted in this report) with Ventura properties (Cardiff) Ltd for the acquisition of 30 new apartments on land at Wyndham Crescent, Cardiff in accordance with the Heads of Terms substantially in the form contained in at Appendix 3
3. approve the progression of the Channel View redevelopment scheme and agree that procurement commence for a Contracting Partner to deliver the entire project including phase 1, the design development,

consultation and planning of future phases, the demolition of the existing housing stock and the construction of future phases (subject to viability).

4. approve the use of the Crown Commercial Services Framework (RM6088: Construction Works and Associated Services, Lot 6.3: Residential - Wales) to procure the Contracting partner.
5. delegate authority to the Corporate Director People & Communities, in consultation with the Cabinet Member for Housing & Communities and the Corporate Director Resources to approve the evaluation criteria and tender documents and manage the procurement process to the stage of identifying the preferred bidder.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	4 March 2022

The following appendices are attached:

Appendix 1 – Plans for Wyndham Crescent

Appendix 2 – Masterplan for the Channel View redevelopment scheme & consultation material.

Appendix 3 – Draft Heads of Terms for Wyndham Crescent (confidential)

Appendix 4 – Crown Commercial Framework, Lot 6.3 Residential Wales

Appendix 5 – Confidential legal advice

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 14, 16, 21 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 14, 16, 21 Rhan (nau) 4 a 5 o Atodlen 12A
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Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol

Single Impact Assessment

Cardiff Council



1. Details of the Proposal

What is the proposal?

Title:	Update on the procurement of a Developer Partner for the Channel View regeneration project.
--------	--

Is this a new proposal or are you amending an existing policy, strategy, project, procedure or service?

New	<input type="checkbox"/>
Existing	<input checked="" type="checkbox"/>

Directorate/Service Area:

Housing and Communities, Development and Regeneration

Who is developing the proposal?

Name:	Teresa Barnes
Job Title:	OM Major Projects – Channel View

Responsible Lead Officer (Director or Assistant Director):

David Jaques – Assistant Director

Cabinet Portfolio:

Housing and Communities

Authorisation	
Completed By:	Gina Tindall
Job Title:	Project manager
Date:	07/09/2023
Approved By:	Teresa Barnes
Job Title:	OM Major Projects – Channel View

Document History – do not edit

The Single Impact Assessment (SIA) can be strengthened as time progresses, helping shape the proposal. Version control will provide a useful audit trail of how the SIA has developed. Draft versions of the assessment should be retained for completeness, however only the final version will be publicly available. Draft versions may be provided to regulators if appropriate.

Version	Author	Job Title	Date
1	Fiona Gibson	Senior Corporate Policy Officer	12/10/2022
2	Fiona Gibson	Senior Corporate Policy Officer	12/04/2023

2. Overview of the Proposal

What action is the Council considering and why?

Please provide a detailed outline of the proposal. This information will support your findings in the impact assessments.

The Channel view project forms part of the Council's additional build programme.

The project represents the largest and most holistic estate redevelopment proposal so far in the council's housing development programme. The project will replace 180 existing properties on Channel View road, including a 13 storey tower block, with around 360 new mixed tenure homes for the existing community. The project will be delivered across various phases.

The first phase scheme delivers 81 accessible and adaptable older person apartments to replace the existing tower block. Every property will comply with the Welsh Government WDQR 2021 standards. The new homes will promote independent living and reduce the need for future adaptations. Phase 1 also includes a range of communal facilities and a café, all of which will provide services and support to the wider older person population within the local community.

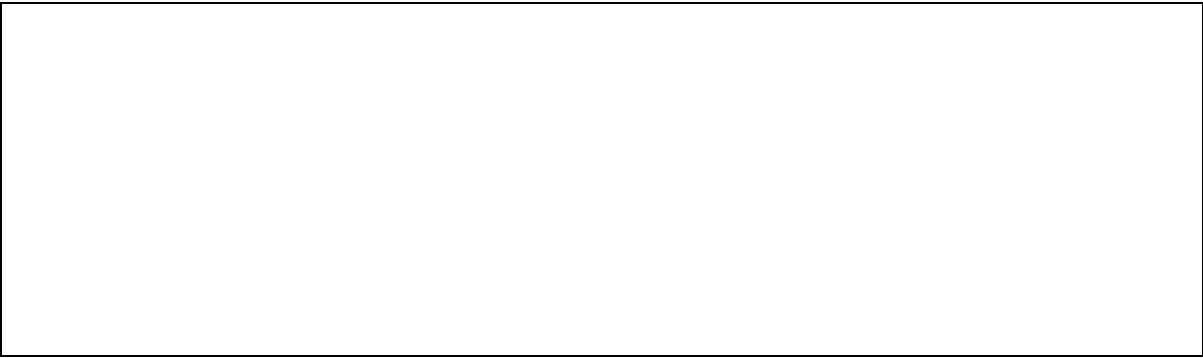
Overall, the project will deliver a high quality, highly energy efficient, low-carbon homes, better connectivity for the estate and for the wider community, improvements to the public open space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.

A hybrid planning application was approved at Committee in December 2021 for the overall masterplan and the detail of phase 1.

Local Members have been fully consulted throughout the process and several public consultations with existing residents of the estate and the wider area have been undertaken.

The scheme went out to tender through the Crown Commercial Services Framework and a sole bid was received on the 24th August 2023.

Cabinet are being updated on the preferred bidder in Sept 2023, and being asked to delegate to final approval to the Corporate Director People & Communities of contract documents and appoint the preferred bidder following post tender due diligence,



What are the costs and/or savings?

What will the proposal cost and how will it be funded?

How might costs be reduced through involvement and collaboration, across Cardiff Council and/or with external stakeholders?

Are there savings and how will these be realised?

The overall scheme costs for Phase 1 are to be met by the HRA Capital Programme, Section 106 contributions, and Social Housing Grant. Phase 1 consists of 100% council properties and will replace the older person housing scheme in the existing high-rise block. The existing tenants of the high-rise block will be decanted into the new buildings in phase 1, allowing us to demolish the high-rise tower.

Initial feasibility was done on the recladding of the Channel View tower block. However, this was not considered value for money due to the condition of the building, and a decision was made to progress with the regeneration of the Channel view estate instead.

Cabinet previously approved progressing to Planning stage and entering into a procurement process.

We have received a tender sum from the preferred bidder which is currently being accessed.

The final contract sum will be determined following post tender due diligence and value engineering and will meet the Council's viability parameters.

3. Impact Assessments

Which impact assessments do you need to complete to support your proposal?

Further information is included about each assessment at the start of the relevant section.

The [Impact Assessment Screening Tool](#) provides advice tailored to your proposed policy, strategy or project regarding which impact assessments may be required and who to contact to find out more.

The screening tool is an online form with mainly multiple-choice questions which should take less than 10 minutes to complete.

Once the answers have been submitted, an automated email will be sent to you with the recommended next steps and details of who to contact for expert advice.

Put Yes or No next to each of the impact assessments listed below to indicate which ones are being carried out. For assessments which are not being carried out, please delete the relevant sections on the subsequent pages.

Impact Assessment	Completed: Y/N
A. Equality Impact Assessment	Y
B. Child Rights Impact Assessment	N
C. Welsh Language Impact Assessment	N
D. Habitats Regulations Assessment	N
E. Strategic Environmental Assessment	N
F. Data Protection Impact Assessment	N
G. Health Impact Assessment	N

For further information on all the above impact assessments including who to contact for advice, please visit the [Policy Portal](#).

A: Equality Impact Assessment

Guidance in completing this assessment can be accessed [here](#). Please consult the Equality Team for any further assistance with completing this assessment EqualityTeam@cardiff.gov.uk

Under the Equality Act 2010, “differential impact” means that people of a particular protected characteristic (e.g. people of a particular age) will be significantly more affected by the change than other groups.

Impact on the Protected Characteristics

Age

Will this proposal have a **differential impact [positive]** on different age groups?

	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.

The Council’s house building programme intends to have a positive impact on all ages providing new homes for those in general need as well as specific homes such as adapted/accessible properties, older persons accommodation and hostel and temporary homes. Our build programme will also include homes for sale as well as LCHO.

The Channel View Phase 1 Development is specifically aimed at providing older persons accommodation and will significantly improve quality of life, accessibility and safety of Older residents.

What action(s) can you take to address the differential impact?

No action required.

Disability

Will this proposal have a **differential impact [positive]** on disabled people?

	Yes	No	N/A
Hearing Impairment			X
Learning Disability			X

Long-Standing Illness or Health Condition	X		
Mental Health	X		
Neurodiversity	X		
Physical Impairment	X		
Substance Misuse	X		
Visual Impairment	X		
Other	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Channel view project intends to have a positive impact on any household with disabilities by ensuring that our new homes are in accordance with Welsh Government's Design Quality Requirements, including also Lifetime Homes and RNIB standards. Where there is specific housing need, this will be considered and incorporated into new homes in the form of accessible or adapted properties. The properties provided on Channel view will be flexible enough to deal with any changing needs.

What action(s) can you take to address the differential impact?

No action required.

Gender Reassignment

Will this proposal have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (Transgender people are people whose gender identity or gender expression is different from the gender they were assigned at birth.)		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact

What action(s) can you take to address the differential impact?

No action required

Marriage and Civil Partnership

Will this proposal 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.

No differential impact

What action(s) can you take to address the differential impact?

No action required

Pregnancy and Maternity

Will this proposal 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.

No differential impact

What action(s) can you take to address the differential impact?

No action required

Race

Will this proposal 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.

No differential impact

What action(s) can you take to address the differential impact?

No action required. We would however point out that as part of any consultation on delivering new homes, we liaise fully with the local community and will provide translation services for any consultation literature if this is requested.

Religion, Belief or Non-Belief

Will this proposal 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 belief		X	
No belief		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact.

What action(s) can you take to address the differential impact?

No action required.

Sex

Will this proposal have a **differential impact [positive/negative]** on male, female or non-binary persons?

	Yes	No	N/A
Male persons		x	
Female persons		x	
Non-binary persons		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact.

What action(s) can you take to address the differential impact?

No action required.

Sexual Orientation

Will this proposal have a **differential impact [positive/negative]** on people with different sexual orientations?

	Yes	No	N/A
Bi		X	
Gay		X	
Lesbian		X	
Heterosexual		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact.

What action(s) can you take to address the differential impact?

No action required.

Socio-economic Duty

Is the change anticipated to reduce or contribute to inequality of outcome as a result of socio-economic disadvantage? (e.g. will the change negatively impact on those on low-incomes or those living in deprived areas?)

	Yes	No	N/A
Socio-economic impact	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

There will be a positive impact to socio-economic duty as the driving factor behind the Council’s housebuilding programme is to increase the number of affordable, sustainable and energy efficient homes across the city. Our developments will have positive impacts and enhance the communities in which they are situated and the new

homes will be built to Welsh Government’s DQR standards as a minimum whilst also embodying sustainable infrastructure and highly energy efficient homes that will help reduce fuel poverty.

The Channel View Project also has a robust and tailored Social value Contract as part of the main contractors duties which will see significant benefit to the community in terms of training, jobs and inclusion.

What action(s) can you take to address the differential impact?

We will adhere to the Socio Economic Duty guidance and:

- Take account of evidence and potential impact
- Consult and engage
- Understand the views and needs of those impacted by the decision, particularly those who suffer socio-economic disadvantage
- Welcome challenge and scrutiny
- Drive a change in the way that decisions are made and the way that decision makers operate

Our processes and procedures already embody these principles and we will continue to monitor and review the same.

We will ensure the Social Value contract is adhered to and carried out to benefit the local community.

Welsh Language

Will this proposal have a **differential impact [positive/negative]** on the Welsh language?

	Yes	No	N/A
Welsh language		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact.

What action(s) can you take to address the differential impact?

We will ensure that all literature produced for consultation events and signboards have both English and Welsh text and the Welsh language standards are adhered to.

Consultation and Engagement

What arrangements have been made to consult/engage with equality/ community organisations, especially those who are representative of those you have identified as being likely to be affected?

Consultation has been ongoing since 2017 with the residents of channel view and the wider area.

We have worked closely with them to ensure the development works for the existing community as well as provides much needed additional council homes in the area for citizens wishing to live in the area.

Engagement with local residents, especially existing tenants, and working with wider stakeholders is vital to ensure the Channel view project is a success.

The preferred bidder has set out a robust community engagement plan as part of the tender submission and we will ensure this is delivered as promised. This will include setting up a community working groups, appointing a community liaison officer, regular community events and ongoing engagement about housing need, and consultation of how The Marl can be improved as part of the regeneration.

We also continue to consult internally and externally with the following:-

- Tenancy management
- Housing Strategy
- Allocations and voids
- Strategic Estates
- Valuers
- Adult Service and Physiotherapy on design of adaption properties
- Planning Consultancy
- Civil, Structural and Drainage Engineer
- Architect
- Mechanical and Electrical (M&E) Engineer
- Cost Consultant / Employer's Agent
- CDM Principal Designer
- Acoustic Consultant
- Arboriculturist
- Ecologist
- Drainage and utilities services
- Legal services
- Specialist technical advice
- Members of the public and Religious/community groups within the Grangetown area
- Parks and Harbour Authority

Summary of Actions (Listed in the sections above)

	Actions
Age	n/a

Disability	n/a
Gender Reassignment	n/a
Marriage & Civil Partnership	n/a
Pregnancy & Maternity	n/a
Race	No action required. We would however point out that as part of any consultation on delivering new homes, we liaise fully with the local community and will provide translation services for any consultation literature if this is requested.
Religion/Belief	n/a
Sex	n/a
Sexual Orientation	n/a
Socio-economic Impact	<p>We will adhere to the Socio Economic Duty guidance and:</p> <ul style="list-style-type: none"> • Take account of evidence and potential impact • Consult and engage • Understand the views and needs of those impacted by the decision, particularly those who suffer socio-economic disadvantage • Welcome challenge and scrutiny • Drive a change in the way that decisions are made and the way that decision makers operate <p>Our processes and procedures already embody these principles and we will continue to monitor and review the same.</p> <p>We will ensure the Social Value contract is adhered to and carried out to benefit the local community.</p>
Welsh Language	We will ensure that all literature produced for consultation events and signboards have both English and Welsh text and the Welsh language standards are adhered to.
Generic/ Over-Arching (applicable to all the above groups)	Constant and active engagement and consultation with all groups above to ensure they are involved in the regeneration scheme and benefit from it. Ensuring hard to reach groups are a key part of the process is vital . Ensure all opportunities made available through the social value element of the project are accessible to all.

Next Steps

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.

Where the Equality Impact Assessment shows negative impacts, you must append the form to the Cabinet or Officer Decision Report.

On completion of this Assessment, please ensure that the whole 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

B: Child Rights Impact Assessment

The aim of a Child Rights Impact Assessment is to put children and young people at the forefront of decision-making. The assessment helps officers to consider how the rights of children and young people may be affected by a proposed policy or project.

Click [here](#) to start a Child Rights Impact Assessment.

You will receive an automated email containing a link to your Child Rights Impact Assessment template and the Child Friendly Cardiff Team will be in contact to support you.

Guidance for Local Government prepared by Unicef is available here:
[Child Rights Impact Assessment - Child Friendly Cities & Communities \(unicef.org.uk\)](https://www.unicef.org.uk/child-rights-impact-assessment-child-friendly-cities-communities)

For further information or assistance in completing the Child Rights Impact Assessment, please contact the Child Friendly Cardiff Team ChildFriendlyCardiff@cardiff.gov.uk

Next Steps

Where it is considered that a Child Rights Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

C: Welsh Language Impact Assessment

Please consult with Bilingual Cardiff for any assistance with completing this assessment
Bilingualcardiff@cardiff.gov.uk

Welsh Language Standards 88-97

Standard 88

Will this proposal have a **differential impact [positive/negative]** on:

	Yes	No	N/A
The opportunities for persons to use the Welsh language?			
Treating the Welsh language no less favourably than the English language?			

Please give details/ consequences of the differential impact, and provide supporting evidence, if any.

Standard 89

Could this proposal be formulated or re-formulated, so that it would have positive effects, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 90

Could this proposal be formulated or re-formulated to ensure that it does not have adverse effects, or a decreased adverse effect, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 91

When consulting on the proposal, were views considered, and sought, on the effects (both positive and negative) that it would have on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 92

Did the consultation seek and give consideration to views on how the proposal could have positive, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 93

Did the consultation seek and give consideration to views on how the proposal could have no adverse effects, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 94

If the proposal includes the awarding of grants, has consideration been given to the guidance presented in Cardiff Council’s Policy on Awarding Grants in Compliance with the Welsh Language Standards with regard to:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 95

If research was undertaken or commissioned to assist with the development of the proposal, did it give consideration to whether it would have a **differential impact [positive/negative]** on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 96

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have a positive effect, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 97

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have no adverse effect, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Material and Services

In addition to the impact assessment to ensure that the proposal meets the requirements of the Welsh Language Standards, consideration must also be given to the supporting materials and services that may be required.

These include (please click on the hyperlinks to view detailed information about the requirements under the Welsh Language Standards):

- [Correspondence](#) - receiving and replying (emails, letters, online communication).
- [Telephone](#) – receiving and answering calls.
- [Meetings & Public Events](#) – public meetings or events, group meetings, consultation, individual meetings.
- [Public Messages – electronic – video](#)
- [Signs, Notices & Display Material](#)
- [Publicity & Advertising](#)
- [Producing Public Documents](#) - policies, strategies, annual reports, corporate plans, guidelines, notices, codes of practice, consultation papers, licences, certificates, rules, brochures, leaflets, pamphlets or cards, ticket/vouchers.
- [Producing Forms](#)

- [Reception Services](#)
- [Websites, Apps and Online Services](#)
- [Social Media](#)
- [Self Service Machines](#)
- [Education Training Courses](#)
- [Public Address Announcements](#)

Are all supporting materials and services compliant with the requirements of the Welsh language standards?

--

Cardiff Council’s Welsh Language Skills Strategy

This strategy may be viewed here and additional guidance documents have been produced to support its implementation:

- [Assessing Welsh Language Skills and Identifying Welsh Essential Roles](#)
- [Recruitment, Selection, and Interview Procedures and the Welsh Language](#)

Do you have access to sufficient Welsh speaking staff to support the delivery of the proposal in compliance with the requirements of the Welsh language standards?

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Next Steps

Where it is considered that a Welsh Language Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

A copy must also be emailed to Bilingual Cardiff Bilingualcardiff@cardiff.gov.uk

D: Habitats Regulations Assessment

	Yes	No
Will the proposal affect a European site designated for its nature conservation interest*, or steer development towards an area that includes a European site, or indirectly affect a European site?	<input type="checkbox"/>	<input type="checkbox"/>

** Only two European sites designated for nature conservation interest lie within Cardiff's boundaries – the Severn Estuary and Cardiff Beech Woods, but be aware if your project affects an area close to a neighbouring authority.*

If the answer is 'Yes', then a screening exercise may need to be conducted to determine if a Habitats Regulations Assessment is required or not.

Contact the [Biodiversity Team](#) who will guide you through the process.

E: Strategic Environmental Assessment

	Yes	No
Does the strategy, policy or activity set the framework for future development consent?	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Is the strategy, policy or activity likely to have significant environmental effects (positive or negative)?	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered 'Yes' to both of the above questions, then a full Strategic Environmental Assessment Screening is needed.

Contact the [Sustainable Development Unit](#) who will guide you through the process.

F: Data Protection Impact Assessment

	Yes	No
Will the proposal involve processing information that could be used to identify individuals?	<input type="checkbox"/>	<input type="checkbox"/>

If the answer is 'Yes', then a Data Protection Impact Assessment may be required.

Click [here](#) to read the guidance and start the Data Protection Impact Assessment process if needed.

For further information, contact the [Data Protection Service](#).

G: Health Impact Assessment

A Health Impact Assessment helps to develop policies and projects that consider the mental, physical and social health and well-being of a population during planning and development. Considering health inequalities and their impacts on local communities is an essential part of any Health Impact Assessment.

Health Impact Assessments will become a statutory requirement for public bodies in specific circumstances in the future. These circumstances have yet to be published by Welsh Government.

For further information and advice, please contact the Wales HIA Support Unit.

Website: [Home - Wales Health Impact Assessment Support Unit \(phwwhocc.co.uk\)](http://phwwhocc.co.uk)

Email: WHIASU.PublicHealthWales@wales.nhs.uk

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 21 SEPTEMBER 2023**

CARDIFF MARKET RESTORATION PROJECT**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL
GOODWAY)****AGENDA ITEM: 7**

Appendices 1, 3, 4, 5, 6 and 7 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14, 16 and 21 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To update the Cabinet on the proposals for Cardiff Market and to propose the funding strategy for delivering the proposals.

Background

2. Cardiff Central Market is located on a large site in the heart of Cardiff city centre. It is a well-loved and popular destination in the capital and is a representation of the continuation of Cardiff's trading heritage from the town's foundation in the late 11th or early 12th century. The market consists of two shopping levels, a ground floor and a balcony level which wraps around the market exterior walls on the interior. Entrances to the market are located at St. Mary Street, Trinity Street and from an alleyway off Church Street.
3. The market is a Grade II* listed late Victorian cast iron and glass roofed market hall which opened on 8th May 1891. The market is essentially made up of a large rectangular hall fitted within an irregular site. This approach has created a brightly lit, substantially glazed market hall with fine yet simple detailing. The market has stood the test of time substantially unaltered and takes its place amongst the last of the great market halls to have been built in the late Victorian period. A number of traders in the market have also been operating for over 100 years.
4. Cardiff Market is owned and managed by Cardiff Council and currently houses over sixty businesses covering a range of commercial activities. The Market provides affordable space for small businesses within the city centre, whilst also being an iconic heritage destination for visitors in its own right. For many businesses, the market provides an opportunity to start their business in the city centre on terms that would be otherwise

difficult to access from private sector provision. Some businesses choose to remain whilst others move onto bigger premises within the city and beyond.

5. Given the importance of Cardiff Market to both local business and the city centre generally, it has been identified as a key element of the city's placemaking plan and is included in the city's Recovery and Renewal Strategy as a key component of the city centre's post Covid regeneration strategy.
6. The strategy specifically identified the need to consider the city centre, its role in supporting the Welsh economy, and the jobs it supports and creates. This included supporting existing businesses to grow and become more productive; take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors; and making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds. The strategy identified a key project in delivering this ambition as "deliver[ing] further investment in Cardiff Market as a leading destination for local produce."
7. Subsequently the City Centre Recovery Action Plan, which sets out in more detail the city centre aspects of the Recovery and Renewal Strategy includes a number of key commitments relating to Cardiff Market, notably the need to:
 - Regenerate Cardiff Market as a great destination linked to the network of historic arcades; and
 - Promote the city centre's unique assets including Cardiff Castle, Cardiff Market, its Victorian arcades and sports/cultural venues.
8. The Council's Corporate Plan, which outlines the Council's objectives between 2023-26 includes a commitment to work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown, including progressing proposals for investment in Cardiff Market.
9. This approach is embedded in the 'town centre first' principles adopted by the Welsh Government. Notably the market's location in the heart of Cardiff city centre means that it supports footfall and activity across the city centre, whilst also being accessible by sustainable transport options.

Issues

Cardiff's Post-Covid Recovery Plan

10. The Market provides both accessible space for local businesses, whilst also maintaining a city centre market presence that both attracts visitors and provides useful services such as the sale of fresh produce, street food, clothing, footwear, jewellery & watch repairs along with a vast array of other offerings for local residents. The market attracts over two million visitors annually, making it among the more popular markets within the

UK. In addition, it has seen significant increases in patronage as the city has emerged from the pandemic.

11. Cardiff Market not only plays a vital role in providing easy to access commercial space, but it also acts as an attraction in its own right, and links directly with the ethos of the city's Recovery and Renewal strategy that outlines the need to support more 'local and authentic' product to attract visitors to the city.
12. Tenants pay a rent and an associated service charge to cover the operating costs of the building, but the majority of stalls do not attract business rates. The Council seeks to minimise costs for traders and has kept rent levels below market level for comparable space within Cardiff city centre. The market, therefore, provides an opportunity for small and local businesses to operate. All the tenants in the market are also independent local businesses, with no chains or national multiples operating from the market.
13. Reflecting this, it is recognised that Cardiff Market plays a role that is more than simply a commercial market operation within Cardiff city centre.

Securing a long-term future for Cardiff Market

14. Whilst the Market remains a popular attraction within the city centre, the building is over 130 years old and needs significant improvements in order to ensure its effective ongoing operation. An approach to keeping service charges and rents low has supported local businesses, however it has also restricted the amount of investment in the Market, and as a result there has been no major renovation or restoration work on the building for over 30 years.
15. This has had an impact on operational and maintenance costs within the building, and the need for continued ongoing maintenance. In addition, however it also raises significant risks in the future of the building, with a number of specific elements in the building in need of replacement or renovation if the building is to remain operational.
16. The Grade II* listed building has reached a stage where it requires restoration to prevent further deterioration of the heritage asset. Internally the building has become run down in appearance and natural lighting within the two main entrances and main hall is currently masked. Many original external and internal features remain hidden and modern additions to doorways are unsympathetic and outdated.
17. In particular, the flat roofs and glazing on the main dome have a limited life left before placing the building at risk. This work will require substantial investment to maintain the functioning of the market. In addition, the drainage systems are well over 100 years old, and are already collapsed in some places. These issues will ultimately need to be resolved, regardless of whether a major restoration takes place.

18. Whilst there are a number of major issues that require resolution, the slow physical deterioration of the listed building, along with piecemeal alterations, has increased its vulnerability to the extent that it now requires a comprehensive programme of restoration to prevent further deterioration and risks to its heritage.
19. Given concerns over the state of the building, Cardiff Council applied in 2019 to the Heritage Lottery Fund for funding to develop a detailed assessment of the condition of the building, highlighting the areas in need of improvement, and to develop options for investment for the restoration of Cardiff Market. The outcome of this confirmed the defects noted above and suggested additional issues in need of attention:
- An urgent need to restore the roof coverings and associated glazing on the main dome;
 - The drains are the original 1800's system and are collapsed in places;
 - The publicly accessible toilets require complete refurbishment;
 - Lighting system is old, expensive to run and provides substandard lighting in the winter months;
 - Natural ventilation needs addressing to deal with extraction;
 - Continued water ingress that is leading to further decay in other elements of the building;
 - Roof areas are hazardous to access and restrict access for maintenance;
 - Significant amount of timber is decayed;
 - Cleaning is restricted in some areas due to the condition the building.
20. In addition, a number of observations were made around the expectation of a modern and up-to-date facility being offered in a heritage property, namely:
- The current inability to host visits or meetings on site due to a lack of appropriate space;
 - No means of promoting or showcasing the building's history;
 - Improvements to meet current standards of health and safety;
 - The need to invest to meet the needs of the building's listed status;
 - No ground floor seating area for customers, especially important in the context of current food operators within the market.
21. As a result, a business plan was commissioned to look at how these issues can be addressed to ensure the long-term viability of Cardiff Market, ensuring that its iconic status as a heritage asset is preserved, and to support the existing businesses within the market. The business plan is attached as **Confidential Appendix 1**.

Cardiff Market Restoration Project - Proposed Business Plan

22. The business plan proposed a thorough restoration of the market to address the maintenance and operational issues, as well as to enhance the market's heritage status through both the renovation work and also by establishing a conservation management plan for the building and an associated activity programme.

23. The overall Cardiff Market Restoration Project vision is to provide the capital city with:

“A bustling market which will secure a viable future for the building and improve the infrastructure for the visitor economy; provide a model for the sustainable enjoyment of its heritage environments and engage local communities, visitors and traders in the understanding of the shared heritage that the Market represents.”

24. To do this, the project proposes:

- To repair the market building, revitalising its structure, historic features and improving its general condition;
- To make the market operation more resilient and sustainable through lower energy costs and reduced environmental footprint;
- To work with market traders to better present and care for their stalls;
- To better present and share the historic buildings significance and the stories around its people, products and place in the city through a range of media and methods;
- To generate new and a more diverse range of audiences to visit and be engaged with the heritage of the market through the variety of activities and retail interest; and
- To increase the positive perception of the market and awareness of its heritage as a vibrant destination within the city Castle Cultural Quarter.

25. The key objective is to preserve and restore the Grade II* listed building and remove all previous unsuitable interventions and return the building to its original design concept. This will include creating a new ground floor eating area and learning suite to meet the modern retailing needs of its users and its communities. Enhanced interpretation, events, stakeholder working, and audience and community participation will also be undertaken.

26. Both the condition survey commissioned in 2019 and subsequent business plan identified a number of areas in need of intervention, as well as investment that would support the future sustainability of the operation of the market including:

- Repair and restoration of the roof structure;
- Investment in the drainage system;
- Undertaking structural works to ensure the future of the building;

- Investing in heritage improvements to cement the market's heritage status;
 - Operational improvements to support tenants;
 - Energy improvements to reduce energy costs and make the building more sustainable;
 - Investing in the interpretation of the market – reflecting its iconic status in the city's history.
27. This work has culminated in the concept drawings outlined in **Appendix 2** which has been granted Listed Building Consent.

Tenant Engagement

28. Initial tenant engagement was undertaken during the inception phase of the project which involved a survey taking place seeking tenants' views and input on what they would like to see included in the restoration project. Following the initial response, further consultations were carried out to gather feedback on the proposed plans. This exercise took place at the market with drop-in sessions across the day. Tenants were asked to complete further feedback forms on the developed plans based on the drop-in sessions. A summary of these responses is attached as **Confidential Appendix 3**.
29. General feedback from tenants was positive on the proposed plan – specifically most respondents supporting the need for restoration of the market building and the need to protect the heritage aspects of the building. Tenants were also keen to ensure that the restoration does not impact the mix of tenants at the market. In addition, traders were also concerned about ensuring that any consideration of a phased relocation was to be undertaken in a timely manner and that any disruption is minimised.
30. Some traders were also concerned about the potential for them to be relocated permanently due to the proposals for a new ground floor eating area space being included in the concept drawings and that no trader should see themselves negatively impacted as a result of the restoration work.

Potential Tenant Relocation

31. In order to put in place the new ground floor eating area it has been proposed to remove part of the northern block of the central aisle. To do this it is proposed that any vacant units from now until restoration will be reserved for potentially displaced tenants, this will include reserving the stalls of those tenants who have expressed an interest to surrender their current lease.
32. It is the Council's intention to relocate all displaced tenants within the Market who wish to remain trading beyond the restoration project and that any vacant plots will be retained for that purpose.

Proposed Phasing of the Works

33. The Council appointed independent experts to advise on how to deliver the works and a number of options were presented to the Council ranging from total closure to a phased approach thereby allowing traders to remain at the market at all times. The report, attached as **Confidential Appendix 4**, recommended four options:
- **Option 1** – Undertake all works with the Market Fully Occupied and Open.
 - **Option 2** - Undertake the works in two phases: – Phase 1 - Roof and external works, traders to remain. Phase 2 - Internal works (drainage, water, electrical & general refurbishment works) traders to be relocated for the duration of phase 2.
 - **Option 3** – Undertake the works with the market fully vacated and closed
 - **Option 4** - Undertake the works in two phases: – Phase 1 - Roof and external works, traders to remain. Phase 2 - Internal works (drainage, water, electrical & general refurbishment works) traders to be relocated temporarily during multiple smaller sub phases.
34. The project team have engaged with other market projects across the UK to obtain advice and lessons learnt from similar projects in order to consider which of the above options would be best suited to Cardiff Market. Tenants have also been part of the engagement process as outlined above and were keen to see the market remain open and the works phased. It was concluded that option 4 would provide the best option given the ability to minimise disruption for tenants.
35. This will include temporarily relocating tenants on the Hayes for a period of no more than 12 weeks at a time. A temporary relocations options report is attached as **Confidential Appendix 5** that outlines the options considered and the preferred option chosen.

Proposals between now and commencement of works

36. In 2017, the Council agreed a standardised lease format for all market tenants. The lease is effectively for a period of 5 years, and at lease renewal, a rent review was due to take place in 2022.
37. With the recovery from Covid and the restoration project being worked through, the Council have not exercised the lease review and instead have allowed the traders to remain on the same terms and conditions until the project is completed. This has, in effect, reduced rents in real terms for all traders in the market as rents have been kept at 2017 levels.
38. In order to inform the business plan, a report was commissioned on the potential rental levels that could be achieved post restoration, ensuring that the rents are in line with comparable offers elsewhere, but also reflecting the public benefit purpose of the market. This report is attached as **Confidential Appendix 6**. Any future changes in rent would also be introduced in a phased manner across three years. In addition the

proposed restoration of the building also aims at reducing the service charge for all tenants.

39. Whilst any changes in rent as part of this review post restoration will be informed by a market value analysis, it is also proposed to minimise the potential impact of the rent review on any current tenant in the market. As part of this any rent increase will be implemented on a stepped basis over three years.

Funding Strategy

40. As part of the preparing the business case and making the full application to various sources, the works outlined in Appendix 1 have been fully costed and it is anticipated that the works will be in excess of £6m.
41. The funding strategy for delivering the project is included in **Confidential Appendix 7**. This includes a reserved contribution from Cardiff Council, and funding and finance, as a mix of grant and loan, sought from Welsh Government, the Heritage Lottery Fund and the Shared Prosperity Fund. This funding is subject to the necessary approvals from each relevant organisation.

Local Member consultation

42. Consultation has taken place with Cathays ward members in June 2023. The ward members raised the need to ensure that no current tenants would be displaced as part of the development. This will be mitigated via the approach outlined in this report.

Reason for Recommendations

43. Cabinet will be asked to approve the plans for the redevelopment and the associated funding strategy and to delegate all matter to the project to the Director of Economic Development.

Financial Implications

44. The estimated capital cost of the proposal is currently estimated to be £6.2million including all professional costs. The estimate of costs has increased since initial inception as a result of cost inflation, refinement of costs following surveys and additional works to address current condition of the property. A number of funding sources are approved in principal and awaiting confirmation as part of the relevant funders' due diligence and governance processes. This includes Welsh Government and the National Heritage Lottery Fund. Details are included in confidential Appendix 6. The Council will allocate its own funding as part of its annual Property Asset Renewal Budget over a three-year period as well as the previous match funding allocated by the Council towards the project. Over the period of the development, other external grant funding will be sought where eligible to reduce the level of any loan exposure to ensure

the project remains sustainable and to manage any cost risk during the project.

45. Subject to the outcome of tender exercises, the levels of funding and project scope may need to be reviewed to ensure at any contract award that funding is in place to meet the expected costs and project monitoring processes are in place over the term of the project. In taking forward the project, the respective terms and conditions of any funders will need to be considered by the Council including timing and process for claims, but also any conditions in respect to clawback periods, requirements place on the Council in respect of future maintenance standards, alternative use and repayment of any loan funding. Such conditions will need to be considered in future maintenance regimes and the operation of the market and are likely to require formal confirmation from the council as a commitment to obligations prior to funding being released.
46. The proposal also highlights the key revenue implications of the project. This includes:
 - the need to manage a loss of income and additional costs of supplying alternative accommodation during the construction phase. The impact of this will need to be factored into the medium-term financial process or managed within existing budgets. The impact of doing this will need to be considered along with other priorities and pressures;
 - increased income from rental assumed following commercial property advice in respect to current levels of rent and also resulting from future tenants as a result of an improved asset when completed;
47. Whilst the above are specific impacts, as highlighted above there are specific grant and loan terms that need to be adhered to and for NHLF these cover a twenty-year period. A management and maintenance plan will need to be in place to ensure that improvements committed to are sustained and loan repayments will need to be the first call on any external additional external grant received or revenue income received. Similar to previous NHLF projects, this would necessitate the ringfencing of the £64,000 landlord revenue budget over a ten-year period and also to keep the current income target for the market at existing levels which is £157,000. Subject to performance in future years this can be reviewed, with the key criteria being to ensure any loan outstanding is repaid. These commitments will assist in securing the additional capital funding and minimise any investment the Council it would otherwise have to incur in retaining the property. The Council will itself need to ensure appropriate skills and resources are in place to manage the build period, to effectively manage the market operations over the grant and loan periods and also ensure rent and service charges that make the market financial sustainable are effectively managed.
48. The NHLF grant proposal also includes an amount £238,000 to support revenue activities of the market in terms of activity space and interpretation over a three-year period. An exit strategy will need to be in

place following the ceasing of any grant to ensure no additional impact on the Council's revenue budget after that period.

Legal Implications

Legal Property

49. The market is subject to a number of leases granted to stall holders. The service area will need to ensure that any areas of the market subject to leases are determined in so far as it is necessary to regain control and possession of the premises to undertake any works.

Grant Funding

50. It is noted that the proposal is subject to grant funding. Accordingly, the Service Area will need to be satisfied that the Council can comply with any grant conditions attached to the funding.

Procurement

51. In respect of any procurement, the Council should comply with the Contract Procedure Rules. The Service Area should seek further legal advice before proceeding.

General Legal Implications

Equality

52. The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.
53. 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.
54. 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.

Well Being of Future Generations

55. 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.
56. In discharging its duties under the Act, the Council has set and published wellbeing objectives designed to maximise its contribution to achieving the national wellbeing goals. The wellbeing objectives are set out in Cardiff’s Corporate Plan 2018-21:
<http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf>
57. The wellbeing duty also requires the Council to act in accordance with ‘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 comprising 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 integrates 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
58. 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>

Welsh Language

59. 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 Guidance (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

HR Implications

60. There are no HR implications arising directly from this report.

Property Implications

61. The project team essentially consists of members of the Council's Estates team as the property is currently managed by the Estates team,
62. The main objective of the Estates team is to manage the programme and keep an open dialogue with the Market Tenants throughout the process.

RECOMMENDATIONS

The Cabinet is recommended to:

1. approve the proposals for the redevelopment of Cardiff Market and the funding strategy as set out in the appendices to this report.
2. delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment & Development, Section 151 Officer and Director Governance and Legal Services / Monitoring Officer, to deal with all matters relating to the redevelopment proposal including the funding application, procurements, and grants in relation to Cardiff market (and any ancillary agreements) as required in relation to this matter.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director Economic Development
	15 September 2023

The following appendices are attached:

- Confidential Appendix 1: Business Plan - Overview
- Appendix 2: Historic, Current and Future Designs Visuals
- Confidential Appendix 3: Tenant Consultation Feedback
- Confidential Appendix 4: Phasing Options
- Confidential Appendix 5: Relocation Options
- Confidential Appendix 6: Market Rent Report
- Confidential Appendix 7: Business Plan - Funding Strategy

Yn rhinwedd paragraff (au) 14, 16, 21 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol



CARDIFF CENTRAL MARKET

Visual Aids

May 2023

ALWYN
JONES

CONTENTS

- 1.0 CONTEXT PHOTOGRAPHS
- 2.0 HISTORIC PHOTOGRAPHS
- 3.0 VISUALS OF PROPOSALS

1.0 CONTEXT PHOTOGRAPHS OF CARDIFF CENTRAL MARKET

Tudalen 445



Trinity Street with St John's beyond. The Market's only street elevation.



Trinity Street entrance with fine cast iron work tracery not given the prominence it deserves



Entrance doors. Recently applied Welsh signage is a distraction from the cast iron tracery. Doors to be replaced and ironwork above refurbished.



New purpose made Welsh language signage is proposed to be installed above the inner door. Inner doors to be replaced. Current stall installations conceal many of the buildings fine features eg pilasters



Market hall interior with fine ironwork columns and gallery structure but not shown To its full potential.



Butcher's row



St Mary Street entrance beneath the arch to Market Buildings



The phoenix carved into the arch of Market Buildings signifying its re-construction following the fire of 1885.



St Mary Street entrance with H Samuel neon clock – to be refurbished.
New signage to be provided to entrance and passage to be refurbished generally.



The fine sliding steel gates to the St Mary Street entrance.



Fine Victorian engineering to the Market roof with lattice trusses.



The Market viewed from the gallery. The closest row of stalls have been constructed ad-hoc in place of an original table-top stall arrangement and are of poor quality. These stalls are to be replaced with new enclosures based on the design of the original centre aisle stalls.



The market manager's office, still in use today.
Note also the goods and various accretions hung in front of the stalls in the foreground that detracts from the designed uniformity of the stalls.



View from gallery. Note that the stalls to the left and centre aisles have been refurbished (2010) with improved roof arrangements, although numerous buckets have been placed on the roof of the left aisle to catch drips from the roof above.



The fish market stall has been much adapted with a new mezzanine floor added (believed to be during 1960's) which conceals much of its original fine character. It is proposed to remove this intervention and refurbish the area.



View of the added mezzanine first floor structure and screen which is to be removed. Note the visible elements of the finely detailed roof structure of the original fish market above.

2.0 HISTORIC PHOTOGRAPHS OF CARDIFF CENTRAL MARKET

Tudalen 453



Central Market Hall circa 1895

Note darker colour scheme and also table top stores to the side aisles

Tudalen 454

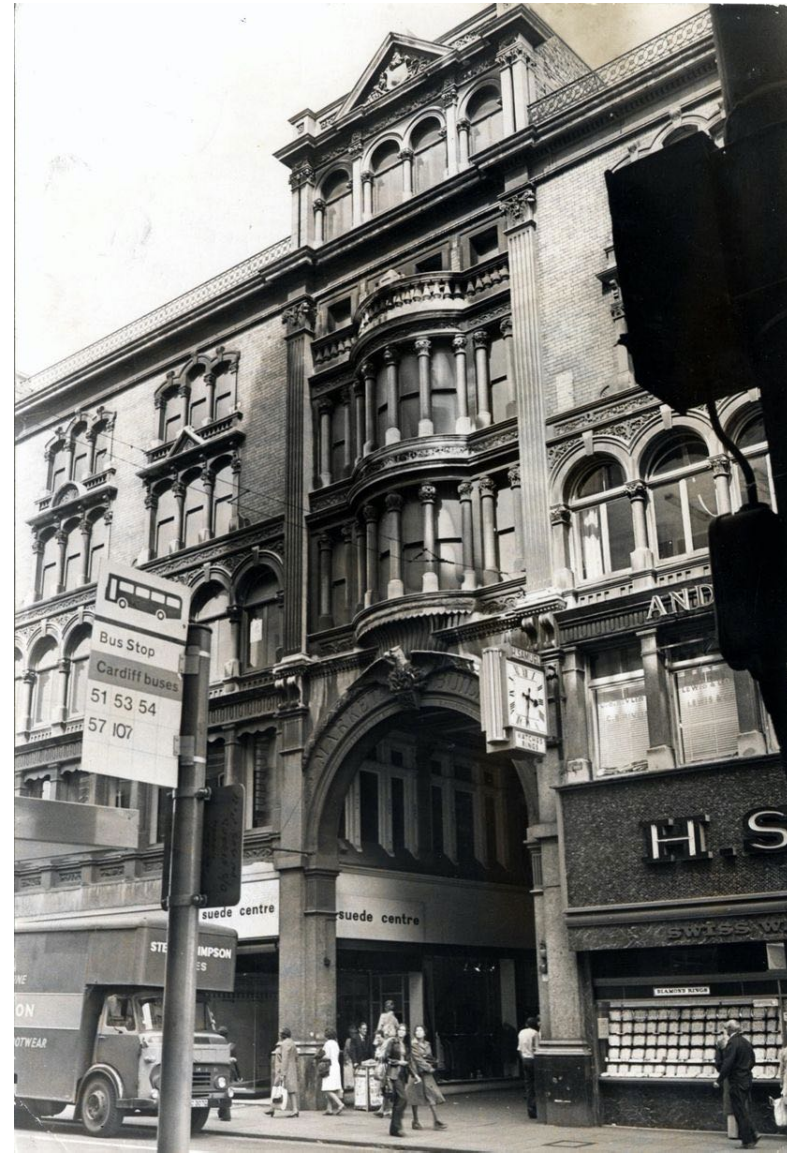


Marks & Spencers Penny Bazaar believed to be circa 1895 – note the many store details that survive today, and the numerous gas lamps that don't. Copyright: The M&S Company Archive.

Tudalen 455



St Mary Street Entrance circa 1895 and 1975





Ashtons, fishmongers circa 1900 and 1985



General view of the market 1969



Flower Stall 1965



The Market in full swing - Christmas Eve 1967

3.0 VISUALS OF PROPOSALS

Tudalen 458



CGI View of Trinity Street elevation.

Modern Accretions removed, elevation cleaned and refurbished with new entrance doors and gates to side opening.



CGI of New arrangement to Fish Market.
Modern mezzanine floor removed, original form of market reintroduced and fish stall refurbished.



CGI of New arrangement to Fish Market.
New market hall entrance doors and first floor Education Suite above Bin Store.

Tudalen 461



CGI View of Market Hall from gallery.
Modern paint finishes stripped off key components, refurbished interior and ground floor stalls.

Tudalen 462



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CGI of Ground Floor of Market Hall with new seating enclosure to centre section of north aisle. Enclosure design based on known details of original centre aisle stalls.

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o Ddeddf Llywodraeth Leol 1972.

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Mae'r dudalen hon yn wag yn fwriadol

**LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2022/23,
SOCIAL SERVICES (COUNCILLOR ASH LISTER / COUNCILLOR
NORMA MACKIE)**

AGENDA ITEM: 8

Reason for this Report

1. To enable Cabinet to consider the 14th Local Authority Social Services Annual Report as required under Part 8 of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act).

Background

2. From 2009/10, each Director of Social Services in Wales has been required to produce and publish an Annual Report as part of an Annual Council Reporting Framework for Social Services.

Issues

3. This is the 14th Local Authority Social Services Annual Report, and the seventh such report since the implementation of the SSWB Act in April 2016.
4. The Regulation and Inspection of Social Care (Wales) Act 2016 places the Annual Report on a statutory footing and Care Inspectorate Wales (CIW) no longer produce an individual performance evaluation report for each council.
5. CIW do, however, send each local authority an annual letter which:
 - a. Provides feedback on inspection and performance evaluation activity completed by CIW during the year.
 - b. Reports on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews.
 - c. Outlines their forward work programme.

The 2022/23 letter is due to be received by the authority.

6. The structure and content of the report are prescribed by the Welsh Government. Officers have recently contributed to the Welsh Government

consultation on their Rebalancing Care and Support Programme – one element of which relates to proposed changes to the Part 8 Code of Practice on the role of the Director of Social Services and the Local Authority Social Services Annual Report Regulations. The changes will provide a different structure for the report that will apply across all Welsh Local Authorities.

Overview of Progress – 2022/23

7. The ability to manage and respond to the ongoing high level of demand for services and complexity of issues being faced by our citizens is increasingly challenging – particularly in the context of striving to deliver a balanced budget and achieve value for money. We are currently operating in an ever-changing environment of uncertainty with increasing complexity and pressure on systems. It has become clear that this will remain the case for a significant time, so we are working hard to develop our understanding of the issues as they emerge to inform our long-term planning. The issues that we are experiencing are not particular to Cardiff – they are national issues that are in part due to the longer-term impact of the COVID-19 pandemic, but also reflect workforce supply challenges and a shortage of accommodation for children who need to be looked after. The fragility of the care market remains a concern for Adult Services due to an ongoing shortage of care workers. Despite this, work to deliver our strategic priorities continues and significant progress has been achieved in a range of areas with key highlights being:

Children’s Services:

- Children’s Services Strategy for 2023-26 agreed.
- Accommodation Strategy for 2023-26 agreed – and will support our implementation of The Right Place Model.
- Improvements to Youth Justice Service recognised in inspection and resulted in complete de-escalation.
- Interventions Hub embedded.
- Reviewing Hub embedded.

Adult Services:

- Continued implementation of the Ageing Well Strategy.
- Integrated Discharge Hub strengthened and clear pathways developed to improve the process of hospital discharge.
- Further development of our Well-being Mentor Service in partnership with MIND and a new mental health supported living scheme established as step down from residential care.
- Regional Carers Charter agreed and a full action plan developed to implement this in Cardiff.
- Embedding best practice in dementia care through whole home reviews by our Dementia and Care Quality Team.

8. The strategic priorities that we are delivering to respond to the challenge of increasing demand and complexity are identified in the Annual Report. The detail of how we will deliver our priorities is included in the Directorate Delivery Plans for Children’s Services and Adult, Housing and Community Services for 2023/24 (please see appendices 3 and 4).

9. Children's Services will:

- Implement the Children's Services Strategy for 2023-26 with a continued focus on shifting the balance in relation to:
 - **Place** - Ensuring a range of support in the community and a variety of homes for children are available in Cardiff.
 - **People** - Supporting a permanent workforce.
 - **Practice** - Develop our practice and procedures.
- Continue to work 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.
- Implement the Safeguarding Adolescents from Exploitation (SAFE) model across the Directorate and working with partners to address serious youth violence.
- Develop the in-house Fostering Service to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.
- Respond to the increasing numbers of children with a range of needs including neurodiversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services.

10. Adult Services will:

- Continue to implement the Ageing Well Strategy across Older People's services, to include further embedding preventative services and strength-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
- Continue to work in partnership with care providers and third sector to ensure the sustainable delivery of high-quality care and support, implementing a trusted partner approach and seeking to actively shape the care market to meet current and future need.
- Support individual voice and control by improving access to advocacy and direct payments and rolling out Mental Capacity Act training across the service to ensure that knowledge and principles are embedded in practice.
- Increase the range of local accommodation and support options including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
- Implement our Workforce Strategy to ensure we have a workforce that receives appropriate support, training and development opportunities to meet the needs of our service users, improving recruitment and promoting retention.

Consultation


11. The Local Authority Social Services Annual Report has been shared with staff and partners offering them the opportunity to feedback and share their views with us and a workshop with young people was held to discuss the themes and details in the report. A summary of feedback, responses and subsequent amendments made to the report is available at Appendix 2.

Social Services Annual Feedback Report

12. Attached at Appendix 5 is the Social Services Annual Feedback Report for 2022/23. This report summarises the compliments, complaints and representations received by Children's and Adult Services during the year. During 2022/23 there were 685 cases of feedback recorded for Social Services of which 334 were compliments and 351 were complaints. This is a similar position compared with 2021/22.
13. Key themes arising from complaints to Children's Services are disputed decisions, general standard of service and communication issues. 10% of Stage 1 complaints received by Children's Services were upheld, 13% were part-upheld, and the majority (56%) were not upheld. 4% were withdrawn and the remaining 17% did not proceed (for example because the case was in Court or there was no consent). In response to this feedback, we are continuing to develop and implement our Quality Assurance Framework with a focus on embedding a strong case audit process.
14. Key themes arising from complaints to Adult Services are communication and relationships, delays in service access and issues regarding commissioned services. 23% of complaints received during 2022/23 were upheld and 61% not upheld. Feedback from complaints is being used to inform training plans, quality assurance activity and policy development.

Corporate Safeguarding Annual Report

15. Attached at Appendix 6 is Cardiff Council's Corporate Safeguarding Annual Report 2022/23. Corporate Safeguarding is the activity required by all Council Directorates to effectively protect the health, wellbeing and human rights of children and adults so that they are able to live free from harm, abuse and neglect.
16. The purpose of the Corporate Safeguarding Annual Report is to provide an update on the work undertaken in relation to corporate arrangements for safeguarding across the Council, during the year 2022/23. It also sets out the priorities for the year ahead in relation to the following key aims:
 - Safe Governance
 - Safe Employment
 - Safe Workforce
 - Safe Practice
 - Safe Partnerships

17. Progress has been made in many of the key areas. Particular achievements include the publication of our  [Corporate Safeguarding Policy 2022-2025](#) which was refreshed in line with Welsh Government best practice guidance and sets out the roles and responsibilities of staff within the organisation in relation to keeping children and adults at risk safe. The policy also highlights the need to engage our non-statutory partners to ensure 'safeguarding is everyone's responsibility'. There have been marked improvements in the Corporate Safeguarding training compliance rates, increasing from 65% at the end of 2022 to a compliance figure of 85% at the time of writing. Members training compliance has also improved and currently stands at 98.7%. The non-PC users pilot was a success seeing compliance figures in the service area rise by 11%. There are now plans to roll this out to wider teams. We have also made positive changes to the commissioning and procurement process, in particular ensuring safeguarding is a key component of the contract management framework being embedded across teams.
18. Key recommendations for the year ahead are laid out in the report and include steps to further increase the training rates across the authority and plans to enhance our partnership approach with wider non-statutory partners to strengthen safeguarding mechanisms in our communities as well as strengthening the arrangements between the Corporate Safeguarding Board and the Regional Safeguarding Board.

Scrutiny Consideration

19. The Local Authority Social Services Annual Report has been shared with the Community and Adult Services and Children and Young People's Scrutiny Committees – their comments have been received and responded to (please see Appendix 2). The report will be discussed at their respective committee meetings in September.

Reason for Recommendations

20. To receive the Local Authority Social Services Annual Report for 2022/23 in order to fulfil the responsibilities required by the Welsh Government in the document entitled 'Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)'.

Legal Implications

21. The reporting requirements for local authority social services have been placed on a statutory footing by Part 8 of the SSWB Act and Regulations and Codes issued thereunder. The new legal provisions came into effect in September 2017.
22. Each local authority is required to produce an annual report on the discharge of its social services functions during the previous financial year (pursuant to s.144A of the SSWB Act), which must include:
 - i. an evaluation of the performance in delivering social services functions for the past year, including lessons learned;

- ii. how the local authority has achieved the six quality standards for well-being outcomes;
 - iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
 - iv. the extent to which the local authority has met the requirements under Parts 3 and 4 of the SSWB Act;
 - v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act;
 - vi. assurances concerning:
 - structural arrangements enabling good governance and strong accountability;
 - effective partnership working via Partnership Boards; and
 - safeguarding arrangements;
 - vii. the Local Authority's performance in handling and investigating complaints;
 - viii. responses to any inspections of its social services functions;
 - ix. an update on Welsh language provision; and
 - x. how the local authority has engaged people (including children) in the production of the report.
23. The report must be:
- i. published as soon as reasonably practicable after 31st March of the year to which it relates;
 - ii. presented to the Council by the Director;
 - iii. copied to Welsh Ministers; and
 - iv. made available on the Local Authority's website.
24. The Local Authority Social Services Annual Reports (Prescribed Form) (Wales) Regulations 2017 prescribe the format and headings of the report, which must be followed.
25. Non-statutory guidance has been issued by the Association of Directors of Social Services and Welsh Government [Microsoft Word - Annual Report Guidance.docx \(socialcare.wales\)](#) which provides guidance on the statutory requirements and best practice. The guidance states that: 'Although the report must be delivered to the council by the director, it is the local authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.' (paragraph 4.13)
26. The decision maker needs to be satisfied that the Local Authority Social Services Annual Report for 2022/23 meets the requirements set out in Part 8 of the SSWB and the Codes and Regulations issued thereunder, and complies with the non-statutory guidance, as referred to above.
27. Under executive arrangements, social services functions are the responsibility of the Cabinet (pursuant to section 13(2) of the Local Government Act 2000 and Regulations made thereunder, SI 2007/399), which means that the Cabinet is

authorised to approve the Local Authority's Social Services Annual Report, prior to submission of the report by the Director of Social Services to full Council.

Equality Requirements

28. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. 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.
29. 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

30. 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.
31. In discharging its duties under the Act, the Council has set and published wellbeing objectives designed to maximise its contribution to achieving the national wellbeing goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2022-25. 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.
32. 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.
33. 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>
34. The decision maker should also have regard, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
35. The Council must ensure that its procurement of services (and of any goods and works) are carried out in accordance with all procurement law requirements and with regard to the Council's wider public sector legal duties. Legal advice should be taken on each proposed procurement including as to the form of contract to be used. Appropriate resources (including legal resource) will need to be provided and adequate time allowed for the planning and carrying out of such procurements.

Financial Implications

36. There are no direct financial implications arising from this report. However as mentioned in the report, social services adults and Childrens for a significant and increasing proportion of the Council's current and future revenue budget. The current and forecast state of the social care market, pressures and risks should be monitored closely including those of a financial nature. Whilst financial pressures are recognised, where budget savings and efficiency targets are offered and accepted, performance against such targets should be prioritised and monitored closely in line with budget responsibilities as these are key risks to financial resilience.
37. The report refers to a number of strategies, linked to the directorate delivery plan. Targets or actions with the plan will have associated costs. As each piece of work is developed and implemented, specific financial implications will need to be considered to inform both officer and member decisions, and reported as necessary at that time to ensure within the budget framework. Any grants used to support delivery of services and outcomes should be used in accordance with the terms and conditions of grant.
38. The Childrens strategy currently involves the acquisition of a number of additional properties. In line with best practice, post project appraisal should take place to ensure the outcomes of this strategy and actions to meet the plan are meeting the service and financial performance originally expected, prior to further investment.

HR Implications

39. There are no HR implications arising directly from this report. The directorate delivery plans identify ongoing employee related challenges including

improving recruitment and retention of Social Workers and Occupational Therapists. A comprehensive Workforce Development plan is being developed as part of the Council's Workforce Strategy to address the challenges and develop robust and sustainable solutions. Trade Unions will be consulted on any future proposals that affect employees. If any changes to employees' terms and conditions or working practices are required, these will take place in line with corporately agreed processes.

Property Implications

- 40. There are no specific property implications in respect of the Local Authority Social Services Annual Report 2022/23. Where there are any property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

RECOMMENDATION

Cabinet is recommended to approve the Local Authority's Social Services Annual Report for 2022/23 for consideration by Council.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	15 September 2023

The following Appendices are attached:

- Appendix 1: Director of Social Services Annual Report 2022/23
- Appendix 2: Response to Challenge
- Appendix 3: Children's Services Directorate Delivery Plan 2023/24
- Appendix 4: Adult Services Directorate Delivery Plan 2023/24
- Appendix 5: Social Services Annual Feedback Report 2022/23
- Appendix 6: Corporate Safeguarding Annual Report 2022/23

The following Background Papers have been taken into account:

- Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)
- The Local Authority Annual Social Services Reports - Guidance

Mae'r dudalen hon yn wag yn fwriadol

Local Authority Social Services **Annual Report 2022/23**

Report on the effectiveness of Social Services



Mae'r ddogfen hon ar gael yn Gymraeg



Tudalen 575



**STRONGER
FAIRER
GREENER**





Tudalen 576

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1

FOREWORD AND INTRODUCTION

Message from Lead Members

To begin with, we would like to say how much we have enjoyed our first year as Cabinet Members for Social Services covering the Adult and Children's portfolios in Cardiff. It has been our pleasure to explore, learn about and support these services. Our visits to teams have given us an insight into the day-to-day work of the teams, the challenges they face, and the successes that they achieve. We extend our sincere thanks to all the Council staff who work tirelessly to support the people and families who receive our services – your efforts, day-in-day-out are appreciated and valued. We also want to acknowledge the key role played by our partners – volunteers, the third sector, care providers, and statutory – in helping us to deliver better outcomes for those in our city who need our help the most.

This report sets out the achievements of social care services in Cardiff in what has been yet another difficult year. The need to meet and manage the ongoing high level of demand for services whilst striving to deliver a balanced budget and achieve value for money is increasingly challenging. We are taking this opportunity to review how services are provided and consider the need for radical reform to meet demand and future proof social care services in Cardiff.

Within the report, we describe the progress that has been made during the year – such as the implementation of the new Striving for Excellence in Children's Services Strategy and the continued implementation of the Ageing Well Strategy in Adult Services. We also highlight some key statistics – such as Children's Services responding to 45,264 contacts and the Adult Services First Point of Contact team managing 36,757 customer contacts.

Shifting the balance of care continues to be a key focus for both Children's and Adult Services. The importance of this is becoming more and more evident as we experience the longer-term impact of COVID-19 on demand for services, and the reduction in students choosing to complete the social work degree course – a reported 42% decline in applications to the Social Work degree. In response to this, we continue to focus our efforts on ensuring that the right services are provided by the right people and at the right time, and that we have the right resource and capacity to meet our statutory duties.

There remains much to do, and we will continue to work together to provide the leadership needed to support our social care services. The priorities for the coming year are shown in this report for Children's, Adults and Social Services as a whole, with partnership working and co-production being our underlying key principles. The detail of how these priorities will be implemented is set out in the Children's and Adult Services Directorate Delivery Plans. Progress towards achieving priorities will be monitored via the Council's corporate reporting system – with regular updates to the Senior Management Team and Scrutiny Committees.

Last year we committed to do all we could to highlight and celebrate the work of staff across Social Services, and we hope that our social care workforce has seen that we have taken every opportunity – in person, in writing and through media – to do just that. We would not be able to achieve all that we do without our staff – so thank you.



Councillor Norma Mackie,
*Cabinet Member for Social
Services (Adult Services)*



Councillor Ash Lister,
*Cabinet Member for Social
Services (Children's Services)*



Message from the Director of Social Services

This report details the achievements of Cardiff Children's and Adult Services, in partnership with other Council Directorates and external partners, in the context of the ongoing high level of demand for services and diverse range of services provided. We have continued to respond to the aftermath of the COVID-19 pandemic and deliver recovery plans for our essential services. The fact that our workforce has continued to respond and deliver at this rate is testament to their dedication and resilience, and I am hugely proud of all our staff and colleagues.

Some key figures to demonstrate the volume of day-to-day work undertaken during the year are below:



Sarah McGill,
Corporate Director of People & Communities and Director of Social Services

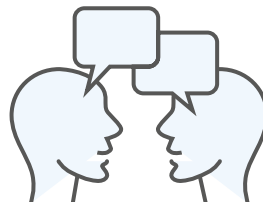
CHILDREN'S SERVICES

45,264 contacts received (including Family Gateway)
4,072 of which became referrals



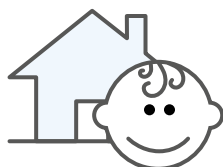
2,353 well-being assessments completed

17,448 face-to-face visits undertaken to children on the Child Protection Register and children looked after

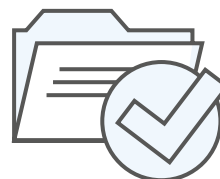


922 virtual visits with children on the Child Protection Register and children looked after

93 children looked after moved to an independent living placement



32 children adopted



4,623 cases closed, and remained closed on 31st March

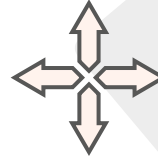
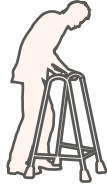
ADULT SERVICES

1,686
Adult Safeguarding
enquiries started



36,757 customer contacts
managed by the First Point of
Contact (FPoC) team

4,196 people who received
domiciliary care during the year
(through all services including
supported living)



147 referrals received through
the Hub Well-being Officers



610 Well-being
Carers Assessments
undertaken



6,879 Care and
Support Plans and
2,831 reviews
completed



2,788 assessments completed
by the Independent Living Team

SOCIAL SERVICES

Academi
**Gofalwyr
Caerdydd**



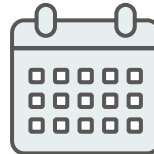
**Cardiff
Cares
Academy**

A total of **753** people have
registered with Cardiff Cares
Academy since the service
started in October 2021.

135 job outcomes were
delivered in 2022/23



423 staff
received Manual
Handling training



520 same/next working
day requests received to the
Joint Equipment Service

97,116
meals delivered by
Meals on Wheels
throughout the year



I have summarised my assessment of the key developments and challenges in Children's and Adult Services below:

2

CHILDREN'S SERVICES OVERVIEW

During the year we have revised our [Children's Services Strategy](#). The Striving for Excellence in Children's Services Strategy 2023-26 sets our direction and summarises the key work required to deliver progressive change to shift the balance of care for children in Cardiff. Our aim is to ensure that we provide families with the right support, from the right person at the right time, in the right place and at the lowest safe level of intervention.

















We continue to focus on 3 key areas:

- Ensuring a range of support in the community and a variety of homes for children are available in Cardiff - **place**.
- Supporting a permanent workforce - **people**.
- Developing our **practice** and procedures.

The overarching Children's Services Strategy is supported by our [Workforce Strategy](#), [Accommodation Strategy](#) and [Commissioning Strategy](#). Together with our new Performance Framework, these set out how we will deliver our vision. Other strategies supporting our service delivery include the [Corporate Parenting Strategy](#), [Trauma Informed Strategy](#), [Strategy for Children with Disabilities and Additional Learning Needs](#) and [Youth Justice Services Strategy](#).

The number of contacts and referrals to Children's Services, although lower than last year, remains high and the pressures on the service remain. We are acutely aware of the need to ensure that we are able to manage and respond to the demand for services so our work to deliver our strategic priorities to shift the balance of care continues to this end.

An overview of the change in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
45,264  5% 47,424 (2021/22) 	4,072  20% 5,108 (2021/22) 	2,353  6% 2,509 (2021/22) 	4,743  11% 5,338 (2021/22) 
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
3,851  8% 4,171 (2021/22) 	577  16% 689 (2021/22) 	532  13% 612 (2021/22) 	265  13% 306 (2021/22) 

The ongoing high level of demand and complexity has been an issue for Children’s Services for a number of years and has been exacerbated by the long-term impact of COVID-19. Following the initial crisis response, we took a recovery approach to emerging from the COVID-19 pandemic, and we worked towards reinstating pre-pandemic operating models. However, it has become increasingly clear that we are living and working in an entirely different environment. We anticipate that the increased level of complexity we are experiencing will remain for a significant time. This is the case across the whole system, and we are having to be innovative in our thinking and our approach – developing new initiatives to enable us to manage demand and meet need.

Although numbers have begun to decrease, the “new norm” in terms of levels of demand and complexity has impacted our performance against key targets (for example, in relation to timeliness of visits and completion of plans for children). We continue to closely monitor our performance to inform our project planning and implementation of the improvement workstreams that are described throughout this report. We are embedding a performance culture that works both top down and bottom up – using Power BI as the primary tool to support our approach to performance management. Teams meet twice weekly to review the latest data, agree actions for the week and monitor progress. The detail of how we are doing this is set out in our new Performance Framework and we anticipate that this will enable us to demonstrate improved performance against key indicators in the coming year. A new process for recording and reporting supervision has been developed and implemented with enhanced ability for managers to monitor that supervision is taking place and cases are discussed regularly as required.

Shifting the Balance - Place

One of our in-house residential homes received an unannounced, but very welcome, visit from a member of the public who had been looked after there 30 years ago. One of the members of staff that they remembered is now the manager of the home, and as luck would have it, was on shift at the time of the visit. The visitor shared his fond memories of his time growing up there with her and it was lovely for her to hear that he has moved abroad and has a successful career in Australia.



The lack of sufficiency of placements and accommodation for children looked after has been a significant issue in Cardiff (and nationally) since early in 2022. This has been brought about by a combination of factors including - reduction in independent fostering placements, significant increase in children being looked after (especially older males), increasing complexity of need and fragility in the residential market linked to the Welsh Government commitment to eliminate private profit from the care of children looked after. We are also experiencing a shortage of housing provision (and housing with support) that is impacting on progressing plans for young people to move on to independent living. These issues have impacted on our ability to manage the market and have subsequently impacted on our ability to manage within our allocated budget. This has resulted in an increase in the number of children being placed in high-cost placements and homes operating without registration. The duration of these placements has also increased but the outcomes for children have been positive and have enabled them to step down to less intensive arrangements. Decisions to place young people in these arrangements are always made with the best interest of the child at the centre of decision making. It should be noted that these arrangements have a significant resource implication for the service including ensuring robust oversight of all individual placements and reporting requirements to the Care Inspectorate Wales.

To address this, we are looking for innovative solutions and developing a range of support services to ensure children can remain at home with their families when it is in their best interests to do so. Key progress during the year is set out below.

As part of the revision of our [Children's Services Strategy](#), we have also developed an [Accommodation Strategy](#) that sets out the provision that we need to achieve the aims of our strategy. It is closely linked with our work to implement The Right Place model in Cardiff and includes our ambitious plans to increase residential care provision for children and young people in Cardiff by 38 beds in the next 3 years. It takes account of the national context - including exploring radical reform for children looked after and care leavers and the Welsh Government policy aimed at eliminating private profit from the care of children looked after. It also addresses our local pressures – including the need for specialist mental health accommodation provision to support step-down from hospital and short break requirements for children with disabilities and complex needs. The 5 key strands of our Accommodation Strategy are set out below and are in addition to our work to:

- Support children who need to be placed out of area.
- Increase Young Persons Gateway accommodation.
- Introduce the Housing First model.
- Develop in-house fostering (see below).
- Shift the balance of care to prevent the need for children to start being looked after.

In addition to the new provision set out in our Accommodation Strategy, we are also bringing 2 coach houses on stream shortly that will be used for solo placements with a view to future registration with the Care Inspectorate Wales.

Headline Updates:

Children's Residential Provision

2 properties being refurbished for registration in 2023/24
2 coach houses identified

Specialist Mental Health and Step-Down from Hospital

Property identified - purchase in process

Children with Disabilities

Re-design progressing
Number of overnight stays increasing

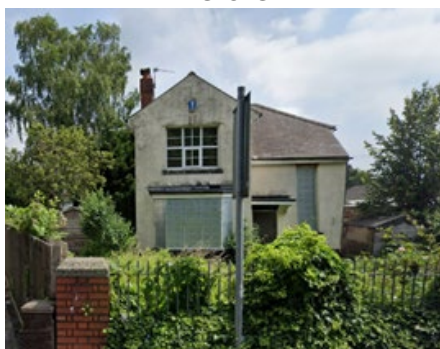
Unaccompanied Asylum Seeking Children

Working with providers to develop provision

Parent and Baby Accommodation

Partner to be commissioned to deliver this provision

Before



During



After



Other developments in relation to the place element of the [Children's Services Strategy](#) include:

- We continue to implement the **Reunification Framework** to support children to return home to their families where it is safe for them to do so. An initial pause and reflect session has been held and a further session is due to be held early in 2023/24 to look at the Reunification Framework and evaluate what is / isn't working well and determine what improvements are required. For example, we need to ensure that staff training needs are met. We also need to consider how this work and our wider permanence planning will be managed in the new operating model we are developing. Work has been undertaken to consider the barriers to families engaging in the reunification process and the following have been identified:
 - Inconsistency of contact.
 - Domestic abuse issues.
 - Substance misuse issues.
 - Parent and child wishes and understanding of the process.
- We continue to have a significant number of children in **kinship placements** – 204 at 31st March 2023.

- A project has been launched to expand the **in-house fostering service** – with the aim of increasing the number of in-house carers and developing the skills that they require to best support the children who are placed with them. During the year we increased the number of children placed with in house carers by 9% - from 119 at 31st March 2022 to 130 at 31st March 2023. We have developed 2 Teen Scheme placements and 2 parent and baby placements. The latter has seen 1 parent and baby successfully moved on to supported living and has a second parent and baby in placement at the time of writing. We continue with our focused recruitment campaigns to support us to continue to grow our in-house fostering service and we had 12 full assessments of people who would like to become foster carers ongoing at 31st March 2023. Following the transfer of the Fostering front door back to Children’s Services, a dedicated Fostering Recruitment Officer has been appointed, and a further appointment will be made using funding from Foster Wales. The Fostering recruitment process has been redesigned - targets have been set for different stages of the recruitment process to improve timeliness. We are also improving our recording mechanisms which will in turn improve our reporting to better support our monitoring going forward.



- During the year, the **Family Drug and Alcohol Court (FDAC)** pilot team have supported 9 families (15 parents and 11 children) from Cardiff. 6 sets of proceedings have concluded with 2 children returning to the care of their parents under Supervision Orders and 3 children being placed with wider family under a Care Order with a plan for a Special Guardianship Order application. Care Orders were granted in another proceedings for 2 children to be placed in long-term foster care. Care proceedings for 3 families are still ongoing. Feedback from parents, families and professionals continues to be gathered and is generally positive in terms of their experiences within FDAC. Funding for the Family Drug and Alcohol Court (FDAC) pilot is due to finish towards the end of this calendar year – contact is to be made with Welsh Government to confirm the funding position so we know at what point we need to stop taking new referrals if the pilot is to come to an end.

In the meantime, the following work is being undertaken so we are best placed to continue with the pilot if the funding is agreed:

- o Threshold issues will be considered – to ensure that eligibility for the FDAC pilot is compatible with new Public Law Outline process.
- o Data is to be reviewed and step up / step down considered alongside our plans to develop new practice and operating models.
 - Regarding step up - work will be undertaken as part of the development of the new practice and operating models to ensure that strength-based conversations happen at the earliest possible opportunity.
 - Regarding step down – this needs to be via our Integrated Family Support Team (IFST) to ensure that adequate levels of support are provided so we need to consider compatibility of service models – with the FDAC being abstinence based and IFST being harm reduction based.



- During the year we have continued to implement our **Court Improvement Plan**. The Court Support Team that undertakes redaction for Court disclosures has transferred over to Children’s Services and have settled in well – establishing strong links across the Directorate and with colleagues in Legal Services. We have also introduced a tracker to support us to monitor cases in legal proceedings and ensure that Court deadlines are met. This is taking some time to bed in, and we are currently considering what steps we need to take to embed the tracker as business as usual.
- We continue to work with colleagues in the Vale, Valleys and Cardiff (VVC) Regional **Adoption** Service to develop and improve the adoption process and secure permanence for children who aren’t able to remain at home with their birth family. The Welsh Early Permanence Framework has been introduced and during the year a set of Cardiff adopters have become the first to be approved as Welsh Early Permanence carers. Vale, Valleys and Cardiff Adoption Collaborative supported the couple to become dually approved as suitable prospective adoptive parents and also foster carers. The family were successfully matched with a 12 week old child - this resulted in the couple providing care for the child on a fostering basis, whilst the necessary court proceedings determined what was in the child’s long-term best interests. The proceedings concluded that adoption was required and the child was subsequently matched with the family who were already caring for him. This prevented him from having any further moves and he is absolutely thriving. The couple have since been most generous in sharing their experiences with others who are thinking about early permanence and a video interview will soon be available to be shared more broadly with those who are thinking about the possibility of exploring early permanency.



A number of children with complex needs have been successfully placed for adoption – an example is provided in the case study below:

Child O had a very traumatic birth and at one stage survival was unclear. Thankfully he made steady improvement, and his consultant described him as a ‘miracle baby’. His trauma at birth was significant and its long-term implications put him at risk of severe developmental delay and cognitive impairment in addition to a diagnosis of Cerebral Palsy. O also has a complex family history as well as genetic risk of learning difficulties and mental health conditions. Due to the complexity of his needs and the huge uncertainty about his development, the family finding process was prolonged for him, coupled with the impact of the pandemic which limited opportunities for specialist family finding events. In-house adopters approved by VVC were identified for him and this progressed through matching into placement.

This was a very careful, gradual process with a bespoke transition plan in place for him which recognised his specific needs and the duration of his placement with his foster carers. Being able to identify VVC adopters for him was hugely advantageous for this process as his adopters were able to be flexible and available for regular meet-ups prior to the more intensive introductions process. It also enabled a high level of contact with his foster carers post-placement and enabled support to be delivered well post-placement. O has thrived in the care of his adopters and is making incredible progress, his permanence within their family unit was secured with an Adoption Order towards the end of 2022/23.

- The **Interventions Hub** has been fully implemented and embedded into Children's Services. The Family Support element of the Interventions Hub are struggling to meet demand (during the year they have undertaken in excess of 9,000 visits) - additional resource to manage this demand has been agreed and is being arranged. 70% (378) of cases closed were closed as a result of successful intervention. Other reasons for closure include the family disengaging, ongoing needs being met and referral to an alternate service / higher needs panel. Consultation with social workers gives consideration as to whether the Integrated Family Support Team (IFST) can provide the required support. During the year it has been agreed that the Family Support Services provision will be expanded to provide support out of hours. Work is ongoing to create and advertise these posts.

An example of the fantastic work undertaken by the Interventions Hub during the year is provided below:

Ante natal parenting support was offered to parents E and C in the form of completing the "Welcome to the World" ante natal parenting programme.

Mum's older daughter was not in her care due to serious concerns about her ability to safeguard her and meet her needs – the child was subjected to sexual abuse by another family member whilst in the care of her mother and findings during the care proceedings were that Mum failed to protect her daughter.

This was Dad's second child however he was in prison when his first child was born, and he had not had any caring experiences. Concerns around Dad were in relation to distribution of class A drugs and current drug use.

Both parents had history of DV with previous partners. They had only been in a relationship for a very short time before becoming pregnant. Children's Services began the Public Law Outline (PLO) process with the view that the baby would need to be separated at birth in order to safeguard them.

The "Welcome to the World" ante natal parenting programme was delivered to both parents on a one-to-one basis, this programme consists of eight sessions: topics include empathy and loving attentiveness; infant brain development; healthy choices; managing stress; promoting self-esteem and confidence and effective communication. The aim of the programme is to improve attunement and bonding, to improve parental well-being and to improve knowledge and skills in the practical care of babies.

Both parents fully engaged with the intervention from the Pre-Birth Family Support Worker and completed the "Welcome to the World" programme along with intensive work from the Integrated Family Support Team (IFST). This positive engagement greatly contributed to the pre-birth risk assessment resulting in a positive outcome for parents as they were placed in a residential setting with their daughter while further assessments were completed.

They returned home after passing the residential assessment and parents are enjoying having their daughter in their care.

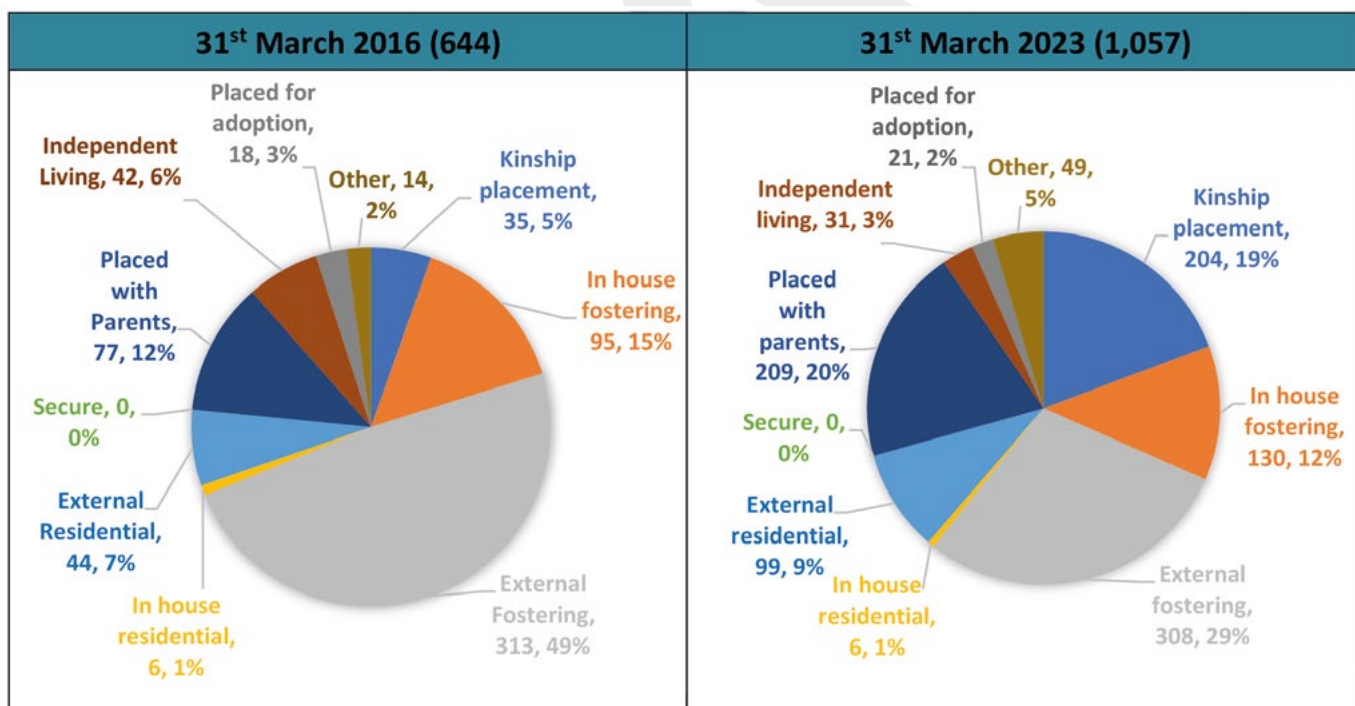
Feedback from parents:

"Since meeting L from the welcome to the world programme even though they were under circumstances that deemed difficult she made it feel so comfortable not only did she understand what we were going through she took the time to actually hear us out even if we burned her ears, she still gave us her time and patience.

Honestly we are ever so grateful for all her hard work and effort she put into us and we learnt so much from the welcome to the world programme".

- The implementation of the **Reviewing Hub** continues – at the time of writing, over 850 initial reviews have been undertaken and in excess of 500 children have had a second review. Over 200 children and young people have been stepped down to case closure or Early Help services. The Power BI report continues to be developed to support the review of project outcomes and the performance of the hub. Feedback from professionals and families attending the meetings is that the reviews are thorough. Oversight of plans and outcomes for children and young people have improved as a result of the implementation of the Reviewing Hub. The Reviewing Hub are also having targeted meetings with locality Operational Managers on a weekly basis to review and improve performance in relation to children with a Care and Support Plan – including compliance with completion of plans, recording of visits and case discussion in supervision.

The charts below show the shift in the balance of care we have achieved despite the increase in the number of children being looked after – from 644 at 31st March 2016 to 1,057 at 31st March 2023. The growth in proportion of children placed with parents on a Care Order or in kinship arrangements with family members is evident – from 17% in 2016 to 39% in 2023. This increase accounts for 73% of the increase in the number of children looked after (301 / 413).



Shifting the Balance – People / Workforce

During National Social Work Week #WSWD2023 we celebrated our social work staff for their tireless efforts to support vulnerable people in the city.

J is a Social Work Assistant in Children’s Services and he explained why he does the role ...

“I have aspired to be a social worker from a very young age. My aim was, and will always remain, to simply make a difference.

As a former Cardiff child looked after, I believe my experiences, along with my personal values and morals allow me to empathize with children within the service on a more personal level. I have built fantastic working relationships with my young people and their families, and it gives me great pride to be a part of their journeys.

I am very proud to represent characteristics in the world of social work that are often under-represented as a young black male and I hope this will encourage / inspire others of similar characteristics to achieve their goals.

I am excited to see where my career in #socialwork will take me, and continue to remind myself why I chose this career – ‘be the person your younger self once needed’.”



During the year we have developed our overarching [Workforce Strategy](#) and a more detailed Workforce Action Plan that sets out the key steps that we will take to implement the **People** element of our [Children's Services Strategy](#). Whilst recruitment and retention of both newly qualified and experienced social workers remains a priority, we are doing so in tandem with developing our existing workforce and implementing a new operating model. The new operating model reflects our emphasis on prudent social work - whereby social workers only do what only social workers can do – with appropriate support from non-qualified staff. For further information, please see page 15.

Key areas of progress during the year include:

- Ongoing recruitment campaign and use of social media to promote Social Work Cardiff.
- Attendance at a social work **recruitment fayre** in Birmingham attracted significant interest with 34 people expressing an interest in joining Cardiff. Interviews are in the process of being arranged and attendance at similar events is being planned, including an event in London later this year.
- Ongoing social worker **recruitment** and 13 students due to start who will qualify later in the year.
- Continuing work to “grow our own” social workers – promoting **secondments** to local universities and Open University.
- Recruitment to a dedicated **Children's Services Training Unit** is ongoing.
- Continued use of **Resource Assistants** to provide support to social workers and managers.
- **Social Work Week** was celebrated in March which gave us an opportunity to celebrate good practice, build morale and hold learning sessions for staff. This has given us a good platform to build on going forward.
- The **Practice Lead** role is developing well - a number of workshops have been held for newly qualified workers and social work assistants and a calendar of events for the coming year has been developed.
- A review of **business support** has commenced – to future proof the service, enhance business support as a career and ensure that the model best supports the new operating model.
- Ongoing development of links between **locality** social work teams and partners.
- Worked with colleagues across Wales via the Association of Directors of Social Services (ADSS) Cymru to develop an **All-Wales approach to the use of agency workers in Children's Services**. The All-Wales Pledge will come into effect from 1st May 2023 and will involve Cardiff agreeing to a number of commitments that are intended to increase stability in the recruitment market. These include:
 - o Adopting nationally agreed pay rates for agency social workers.
 - o Not offering contracts to agency workers who have resigned from permanent employment until at least six months after their last date of employment.
 - o Not employing agency social workers with less than three years post-qualifying experience.



Despite all of the above, our vacancy rate has increased from 23.9% in March 2022 to 27.3% in March 2023, although this is in the context of an overall reduction from a high of 38.7% in June 2020. We continue to engage agency social workers to ensure that vacancies are covered whilst permanent recruitment processes are undertaken. In the context of a national shortage of social workers and a reduction in applications to social work degree courses, we know that we need to do something different – and this is the main driver for our plans to introduce a **new operating model**. As mentioned above, our plan is to future proof the service by ensuring that social workers only do what only social workers can do. The premise of the redesign is built upon the key principle that families should have one consistent worker throughout their involvement with Children's Services wherever possible. Social care practitioner posts would be created to undertake a key worker type role with the

opportunity to build trusting relationships. Each family would be allocated a worker at the conclusion of the initial assessment where it was determined that there was a need for social work intervention. The worker would hold the case for the duration of the time the family required input from Children’s Services, and this would be determined via the statutory reviews undertaken by the Reviewing Hub and formal supervision. The requirement for input from a social worker would also be determined via formal supervision, statutory reviews, and any other key escalation points including child protection, issuing to Court for a Care Order or pre court proceedings work. The social worker would be seen as the expert practitioner who would hold complex cases, including all child protection cases. They would joint work alongside the worker as and when required to provide expertise and to meet statutory guidance / requirements and would undertake specific short-term tasks as and when required. It is intended that this new operating model will mitigate the issues with recruiting social worker, enhance our permanent workforce and reduce our reliance on agency social workers. A project team is in place and a pilot implementation is being planned – informed by the outcome of consultation with staff that was undertaken during the year. This will be one of our key priorities in 2023/24.

Sickness rates in Children’s Services decreased during the year to a full time equivalent (FTE) of 12.9 working days lost from 15 in 2021/22. This was below the target of 14.1, so the target was met.



Shifting the Balance - Practice

Child A had previously been known to Children's Services but the family fled the UK due to the Local Authority initiating care proceedings. A returned to the UK as an unaccompanied minor and was placed in foster care. It was believed that A had been trafficked back to the UK for the purpose of being sexually exploited. After a short time, the foster placement broke down due to the foster carer becoming aware that adult males, whom it was believed sexually exploited A, had been at the address. A was moved to a residential placement.

A's mental health and emotional well-being declined as a result of ongoing sexual exploitation, frequent missing periods and misuse of substances. A Mental Health Assessment was requested and A was detained under S3 of the Mental Health Act (1983) for 28 days. During this time, A's social worker kept regular contact with A ensuring that A knew she was there to help and support her and acting in her best interests. A was wary of all professionals trying to support her, believing they were working together to cause her harm.

A's social worker was open and honest with A even when the information being shared was not what she would want to hear. Regular contact with A's family was also maintained, although this was challenging at times due to family members living in different countries with limited understanding of English. A's social worker worked with the family and interpreters to demonstrate understanding of cultural differences whilst ensuring that A was safeguarded.

Following the assessment, the decision was made to make an application to the Court for a Secure Order - this was granted, and a secure placement found. This was a traumatic time for A as she was terrified of being 'locked up.' A's social worker maintained regular contact and gradually gained the trust of both A and her family.

Whilst in secure, A received an extensive package of support and began making excellent progress - attending full time education and receiving frequent therapeutic support. Music became a big positive part of her life and she enjoyed making music.

When A was ready to transition to a residential placement, an application to the High Court for an Inherent Jurisdiction Order was made as it was felt necessary to restrict or deprive some of A's liberties in order to keep her safe. This was granted and remained in place for approximately 3 months, until A had made significant progress and the Order was discharged.

A had a huge part to play in selecting the residential placement which she moved on to and she remains there to date. A continues to make excellent progress - her school attendance is 100% and she is finishing school this year with a prediction for 11 GCSE's and alternatives. A is a confident and happy child and is still in regular contact with her social worker. Her love of music continues and her social worker found a grant for £1,000 of music equipment to enable her to make her own music. A has made several really good tracks, which will soon be available to download and stream - she is excited for people to hear these. A has ambitions of going to college and university to pursue a degree in either business or social work, but would also like to be a famous musician. A is due to move on to semi-independent living and feels safe and confident in doing so.



During the year we have updated and published our Striving for Excellence in [Children's Services Strategy 2023-26](#). This sets out what we want to achieve as a Directorate over the next 3 years. The detail of what we will do is set out in our Directorate Delivery Plan for 2023/24.

We continue to work to develop our practice throughout the whole of the child's journey through our service, from Early Help to Leaving Care. Key progress during the year is set out below.



Cardiff Family Advice and Support (CFAS) offer a range of information, advice and assistance for children, young people and their families in Cardiff and are the initial contact point for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns. By 31st March 2023 the Family Gateway contact officers had offered information, advice or assistance to 10,849 people who contacted the Gateway during the year and the Family Help and Family Help Disability teams had provided tailored support to 2,728 children and young people and their families.

During the year the CFAS Family Help team have been integral to the development of the Single Point of Access, Multi-Disciplinary Team model for supporting children and young people's mental health and emotional well-being, which has progressed past the point of a pilot to being implemented as part of regular practice. This has strengthened the no wrong door approach and provided families with more direct access to support. It has also reduced the need for families to repeat their stories to multiple professionals by ensuring that appropriate and relevant information is shared and discussed as part of the decision-making process. This approach has resulted in increased engagement from families and better outcomes.

Other key developments during the year include:

- The Family Help teams have made a significant contribution to the development of a suicide and self-harm toolkit. This aims to raise awareness of evidence-based approaches and to bring a consistent approach by practitioners to interventions for children and young people.
- Fully embedding the transition protocol into practice, which has provided clarity to families and practitioners about expectations when a young person is approaching transition age. It has facilitated a proactive approach between services to ensure that there is a continuation of support for the young person and their family.
- Introduction of Webchat as another tool for children, young people, families and practitioners to use to access information, advice and assistance.

The **Support4Families (S4F)** team is working well and during the year, worked with 1,864 children below the threshold for statutory services. An example of the kind of support provided is given below:

A mum with a history of mental health issues suffered further mental health decline due to the trauma of severe and continuous anti-social behaviour, threats, false allegations and intimidation by a neighbour - aimed at both her and her daughter over a period of 18 months. Home conditions started to deteriorate, and mum was convinced that they were being watched and intentionally targeted. This adversely affected the child (K) in the home, who was also being targeted by the children of the neighbour and their friends. K had become isolated and fearful of leaving the house and had become a young carer for her mum.

The Family Support Worker (FSW) helped mum to see that her anxiety, behaviour and paranoia was part of her poor mental health and preventing her from being able to move forward. Mum agreed to self-refer to back into Community Mental Health Team (CMHT), so a referral and assessment were completed, and mum was accepted back into the service.

Mum had missed appointments with Universal Credit and was being sanctioned so S4F supported her with budgeting and created a plan to tidy and improve the home conditions and supplied a calendar for mum to record future appointments.

The family were supported with food bank vouchers and gas vouchers and the FSW attended an appointment at the Universal Credit office with mum to support her to get back on track. Sanctions were lifted and she started to receive all her benefits again.

The FSW also supported mum at meetings with the Local Authority anti-social behaviour team, police and Police Community Support Officers. Proceedings were started against the neighbour and a housing application was completed along with a supporting letter to emphasise the urgency. The family were allocated a house as an emergency due to safety concerns.

K's school were aware of the situation and were very supportive. They accommodated 1-1 sessions for her to see the FSW at school and also facilitated emotional well-being sessions in school for her.

The FSW applied for Discretionary Assistance Funding for money and goods to help them settle into their new home as they had had to flee due to intimidation on moving day and left a lot of their belongings behind.

Mum is now visibly happier and is getting things done on her own. K is doing really well emotionally and is able to go out on her own to walk the dog to the park and back for the first time in 2 years, without fear of being accosted. Mum is continuing with mental health support even though she is feeling better, to prevent feelings of paranoid from returning. Mum is determined to make positive changes and will need help from CMHT to stay on the path to recovery. Support4Families have successfully ended their involvement with the family.

- The **Safeguarding Adolescents From Exploitation (SAFE) Model** is a multi-agency approach to addressing the criminal and sexual exploitation of young people. During the year we have undertaken focused work with partners to raise awareness about this approach to exploitation and the interventions that are available. This included a face-to-face event that provided a good opportunity for networking and developing relationships. An action plan has been developed and is being implemented and work has been dovetailed into the Serious Violence and Organised Crime Group meetings (led by the Police) to avoid duplication and ensure sharing of information in relation to exploitation. A Missing Persons (MISPER) Co-ordinator has been appointed and is working with the Police to ensure a consistent approach to missing young people - focusing on safety planning for the top 10 missing young people in Cardiff. Work on updating the MISPER policy has started.
- Work with colleagues in Health is being taken forward under the Starting Well Partnership to deliver an integrated approach to **mental health and emotional well-being support for children and young people**. Three main workstreams have been identified with short, medium and long-term objectives. A summary of these objectives key progress during the year is summarised below:
 - o **Short-term** - the formulation of joint discharge plans for children and young people in hospital. Weekly multi-agency meetings are in place to discuss individual children in emotional distress. Specialist training has been provided to assist staff in understanding behaviour and how to meet the needs of children in emotional distress. A self-harm and suicide protocol is being developed.
 - o **Medium-term** - working with providers to provide wrap around support to prevent hospitalisation and expediate discharge. Work continues to provide suitable placements for children and young people until the long-term accommodation solution is finalised. The majority of the clinical team are now in post and staff accommodation has been sourced and is being used by the team.
 - o **Long-term** - commissioning an accommodation solution with wrap around support. A property has been identified for the accommodation solution and the purchase of the property is in process. A regional market engagement has been held to obtain feedback from providers on the service we are looking to deliver – providers were very positive, and we hope that this will translate into the market responding when tenders are issued later this year.
- As noted on page 44, during the year, the **Youth Justice Service (YJS)** received a follow up inspection that resulted in the priority status being removed. Here is a summary of some of the key achievements of the service during the year:
 - o Updated Youth Justice Strategy launched - action plan agreed by HMIP and being implemented.
 - o Management restructure completed and new management team embedded.
 - o New Breach and Encouragement process agreed – ensuring a robust process is in place to address issues when a young person is not complying with their Order.
 - o New Speech and Language Therapist post created and appointed to - this is a new role, so a briefing is being prepared for staff regarding the role and offer.
 - o Turnaround funding secured from the Ministry of Justice. This will enable us to expand our prevention offer to young people who were previously not eligible, such as young people released on police bail or under investigation. This work is being taken forward under the name – Crossroads – chosen by young people.
 - o An example of positive partnership working between the Youth Justice Service and partners is included below:

D was referred to the Kicks youth outreach programme. This programme is run by the Cardiff City Football Club Foundation and aims to create safe, more inclusive communities and reduce offending.

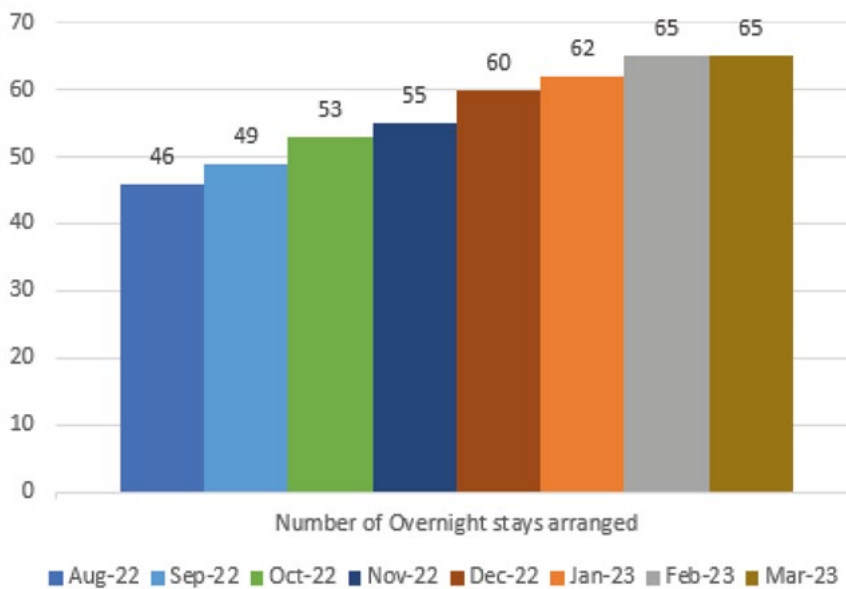
Through their 1-1 mentoring, they used the power of Cardiff City FC to keep D engaged, support his well-being, and earn his trust. As a result, they were able to work with D to find different techniques to control his hostile behaviour, build positive relationships and visualise what his future holds.

Discovering his love for sport, their Future Pathways post-16 education programme was the perfect blend of theory and practical activities that D needed. D is now studying on their BTEC Level Two in Sport and is on track to progress onto their BTEC Level Three Extended Diploma in Sport next year. D has made a new group of friends and has committed to changing his life for the better.

D's progress has been extraordinary, as outlined by his Youth Worker:

"It's been so refreshing to see D's progress – he's shown inner strength to take a step towards making his future bright. D is now working towards his childhood dreams of enjoying sport and has been really keen to get involved with Cardiff City FC Foundation. The 1-1 sessional work has reinforced the trust and confidence that D is nurturing and will definitely continue to thrive through continued support and being surrounded by positive role models."

- During the year, work to support children with **Additional Learning Needs (ALN) and disabilities** has been very much focused on developing our **short break provision**. The first stage of the redesign of Ty Storrie has been agreed so work on the stage 2 design has commenced. In the meantime, we have been focusing on recruitment to vacant posts – this has been difficult, but good progress has been made and has resulted in improved occupancy rates – overnight stays increased from 46 in August to 65 in March.



A plan is in place to continue this increase and achieve an average of 4 stays per night during summer 2023.

- As set out in our **Accommodation Strategy**, we are looking for an additional property to enable us to extend our short break provision to children with less complex needs – potentially from a large bungalow that could accommodate up to 4 children at a time. A potential property has been identified and is being considered. Other progress includes the development of referral criteria – which has been drafted and is being tested in practice before being formally signed off. An example of support provided to children with disabilities is included below:

Children supported by the Child Health & Disability team enjoyed a fantastic trip to Storey Arms (Cardiff Council's Outdoor Education Centre). The day trips took place over 2 days and were enjoyed by children with a range of additional needs. During the trips the children and young people were supported by Children's Services staff with the option of parents and carers joining them. The children and young people thoroughly enjoyed a range of activities which included a mountain hike using navigation maps and compass symbols through the beautiful forests of the Brecon Beacons, rock climbing using the specialist climbing wall and canoeing through the canals before stopping for a delicious outdoor picnic in the glorious countryside. Children, parents, carers and staff all had a great time and thoroughly enjoyed themselves. The trip provided opportunities for the children and young people to meet new friends, work as a team, develop confidence in outdoor activities and build new skills – there were smiles and celebrations all round throughout the trips and we hope to make this an annual opportunity.

- During the year we have reviewed and amended the eligibility criteria for **Direct Payments**, and this will be included in the updated Direct Payments Policy that is due to be signed off early in 2023/24. Consideration is being given to the use of Direct Payments beyond children with disabilities, but it is noted that consideration will need to be given to the ability of families in crisis to manage Direct Payments. An uplift to Personal Assistant fees for Children's Services will be implemented in the new financial year.
- A **Participation Framework** is being developed in consultation with children and families. This will pull together all the work that we do to engage children and families in the development of their own plans, and also service planning. Good examples of participation during the year are included on page 46.
- During the year, a new structure for the **Commissioning** Team has been agreed and recruitment to the team is ongoing. The team are undertaking a review of contracts and putting a proactive plan in place for timely renewal / retendering when contracts come to an end. Unfortunately, recruitment is taking longer than anticipated so this has not been completed as quickly as we would like, but it is progressing. The team play a key role in supporting and monitoring the quality of care within the independent care sector. During the year, the team have been supporting the project for young people with mental health and emotional well-being issues (please see page 20). They have also taken on the role of sourcing providers for agency support staff for bespoke placements and supporting providers when they are in place.
- Following on from the Systems Review that was undertaken last year, a review of our **front door arrangements** is ongoing. This will take account of the national review of multi-agency safeguarding arrangements undertaken by the National Independent Safeguarding Board (NISB) Wales. It will also consider the recommendations from other recent national safeguarding reviews following the tragic deaths of children where abuse or neglect was suspected.

- In support of the new operating model that we are developing (please see page 15), we are also working towards the implementation of a **new practice model**. This will involve a review of our current strength-based approach and consideration of how this can be enhanced with **trauma informed practice** and use of motivational interviewing. This will be one of our key priorities in 2023/24.
- During the year we have implemented a new process for responding to **Child Practice Reviews**. Learning from these reviews is triangulated into our wider Quality Assurance mechanisms to ensure that the recommendations are shared and feed into our continuous cycle of learning and practice improvement.



3

TRANSITION TO ADULTHOOD

The new Regional **Transition** Protocol for children with disabilities “Planning for My Future” has been launched and is being used in schools. We now have 5 transition workers in post and these specialist, skilled workers are helping us to improve the experience of transition for young people. Referrals to the multi-agency Transition Review Interface Group (TRIG) are being made earlier to ensure clear joint working with Adult Services in preparation for transition. We are aware that there is a gap in the market for domiciliary care for children with disabilities – to try and address this we have held a market engagement event to identify any providers who currently work with adults with learning disabilities who have an appetite to expand and develop services for young people of transition age. Follow up meetings are being arranged with providers who expressed an interest, and this will be a key piece of work going forward – in close association with colleagues in Adult Services.

A multi-disciplinary Transitional Safeguarding Panel for young people aged 16-25 with complex needs has been established. Representatives from the Personal Advisor Service, Adult Safeguarding and Housing / Homelessness are meeting weekly to consider referrals and review what services can be offered. This has been a valuable resource to help us to manage risk for some of our young people with the most complex needs who wouldn't otherwise meet the criteria for Adult Services. There are, however, pressures in the Young Persons Gateway which, combined with the complexity of need, has led to there being some instances of transition being delayed. Managers from across the Directorates are working closely to overcome these issues. Regular discussions with Housing and Education have been established to look at opportunities for care experienced children and young people to move back to Cardiff to facilitate a local transition to adulthood. These discussions feed into the regular reviews that young people aged 16/17 receive as part of their planned transition.

Complex Needs Day Service

The Complex Needs Day Service Ty'r Bont transition team based at Ty Gwyn Special School has continued to work with young people with complex needs in their final year of school, co-producing a support plan with the young person that captures what is important to and for the young person, and what a good adult life looks like from the young person's perspective. This work assists with a smooth transition from school to adult life. 2 young people attended the Cardiff & Vale College “Towards Independence” part time college course supported by the Complex Needs Day Service in 2022/23 and have really enjoyed their time at college.

Personal Advisor Service

In 2022/23, proposals were developed to align the Personal Advisor (PA) Service to the Adults, Housing & Communities Directorate under the management of the Advice Service. The current Advice Teams including Money Advice, Into Work and Housing Solutions & Prevention Services, are able to provide wraparound support to the young person and their Personal Advisor, putting them at the heart of support by providing expert advice. The move will ensure closer working with the Young Persons Accommodation and Support Gateway for those young people experiencing or at risk of homelessness, giving a better understating of their housing needs. The alignment of the teams will also provide a link to support services which will continue to support the young people into adulthood after the PA duty has finished, allowing for greater independence.

Young Persons Multi-Disciplinary Team Pilot

The Young Persons Multidisciplinary Team (MDT) provide targeted assertive outreach support for 'hard to reach young people' using a therapeutic and treatment approach. The team is made up of professional practitioners and clinicians from Cardiff Council, the University Health Board (UHB) and a range of third sector organisations, and includes key workers, social workers, specialist substance misuse workers and counsellors. The team focuses on young people with complex and multiple needs often due to trauma and presenting with behaviours that make access to services difficult. The team focus mainly on those presenting to homelessness services. The aim of the project is to improve outcomes for young people who have complex needs and to help create pathways into mainstream services.

Levels of engagement with young people and the MDT has been positive during 2022/23. Young people are able to build trusting, respectful relationships over a period of time to establish what is important to them and what support can be offered. The team are currently working with around 40 young people.

Supporting young people who present with high risk to themselves and others, are vulnerable to exploitation and take part in criminal behaviours will be a priority for the coming year.



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ADULT SERVICES OVERVIEW





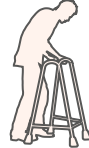
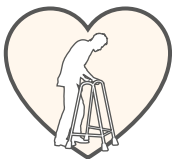

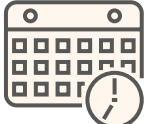



Adult Services Progress

2022/23 was another challenging year for Adult Services with high levels of demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners. Recruitment of qualified social workers and occupational therapists remains a challenge, as does the increasing complexity of the needs of service users. This has resulted in some delays in social work assessments, both in hospital and in the community. Cases are prioritised carefully to ensure the highest needs are met.

The issues within the care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved. As a result, the availability of care is not generally a concern in Cardiff, although timely availability of residential care provision for those with higher level needs, both in terms of dementia and learning disabilities, remains an issue. Regular meetings take place with care providers to monitor the market and understand their pressures and concerns.

Despite this challenging context, significant progress has been made on our key priority areas during the year, with further development of cross directorate working to meet the needs of our service users and their carers.

Carers well-being assessments	Number of individuals with a care and support plan in place at the end of the year	Care plan reviews completed
610 ▲ 21% 503 (2021/22) 	4,675 ▲ 6% 4,429 (2021/22) 	2,831 ▲ 3% 2,762 (2021/22) 
Number of people in care homes (all) at end of the year	Number of people receiving domiciliary care (excluding supported living) at end of the year	Domiciliary care packages brokered to commissioned providers
919 ▲ 5% 872 (2021/22) 	2,722 ▲ 9% 2,509 (2021/22) 	2,473 ▲ 8% 2,283 (2021/22) 
Safeguarding enquiries started	Number of days offered through Learning Disability Complex Needs Day Services	Average number of citizens supported by Ty Canna per month
1,686 ▼ 0.4% 1,693 (2021/22) 	12,062 ▲ 335% 2,772 (2021/22) 	930 ▲ 3% 906 (2021/22) 

Cardiff as an Age Friendly City

We have continued our commitment to becoming an Age Friendly City, bringing together the work of a wide range of organisations into a comprehensive Age Friendly Cardiff action plan. An Age Friendly Cardiff website is under development to promote all the good work taking place.

Cardiff Council has also been successful in its application to be recognised as an Age Friendly Employer in conjunction with the Centre for Ageing Better. We are now working to encourage other businesses and organisations in the city to make the pledge and sign up to age positive employment actions.



Cardiff as a Dementia Friendly City

Our work to support Cardiff to become a Dementia Friendly City has been refreshed during 2022/23. A Dementia Friendly Community Officer has been recruited and a Dementia Friendly Volunteer Programme was launched on World Alzheimer’s Day. These volunteer ambassadors will support local shops and businesses to work towards becoming Dementia Friendly and to achieve official recognition from the Alzheimer’s Society. 79 organisations pledged to become Dementia Friendly during the year and the Dementia Friendly Cardiff website was viewed 7,215 times. This work will continue into 2023/24.



Staying Active and Connected

Supporting older people to stay active and connected to their community is a key part of our Ageing Well Strategy. We have continued to build on the support available to help older people engage in community events and activities to prevent social isolation and to promote both physical and mental well-being through our Community Hubs and Well-being Support Service. Our Day Services have supported those with higher levels of need to stay connected.

During 2022/23 our Community Hubs extended the range of events and activities available across the city. 1,247 events were held to support people to remain connected and stay social, with 13,459 people participating in these events. A total of 463 events were held to support people to keep active and stay mobile, with 7,483 people taking part.

The events have included gardening clubs, Goldies Cymru (singing sessions), Dementia Cafes, Carers Cafes, intergenerational activities, walking sports, Tai Chi, dancing sessions, and Knit & Natter. Extensive partnership work has also taken place to utilise the Community Hubs as venues for the delivery of partner well-being activities to broaden further the opportunities on offer for people to stay active and connected.



Gardening Clubs allow service users to remain connected and stay social while enjoying the outdoors.



Organised day trips support people to stay active and connected to their community.

We recognise how much volunteering can offer to the local community and also the benefits to the volunteers themselves, helping them to become socially active and engaged. That is why we set up our **Community Volunteering project** in 2022/23 with the recruitment of a Volunteer Coordinator. The first volunteer recruited provided Tai Chi sessions in STAR Hub for the community. This session has proven to be very popular with 20-25 people regularly attending. Those attending the sessions have commented on how it has changed their lives. A further 42 people have since become Community Volunteers, involved in a range of activity from supporting our Warm Spaces to leading Keep Fit sessions. 32 volunteers are consistently providing services to their community as a result of the project so far. We will continue to invest in volunteering in the coming year.

The **Together for Cardiff Cares** project encourages people to volunteer to support older people who may be socially isolated or who have no support from family and friends. The project matches volunteers to people who need help with simple tasks such as collecting prescriptions, visiting people in their homes, having a chat or cuppa, or simply talking over the phone, to help people feel less isolated and alone. The team have built up a strong partnership network to raise awareness and to refer people into the support provided; partners include Age Connect, Age Friendly Cardiff, British Red Cross, United Welsh Thrive, The Living Room – Rumney Chapel, C3SC to name but a few. During the year, 299 volunteers engaged with the project to support older people in the community, giving over 2,000 hours in volunteering.

Digital inclusion is key to staying connected and our Digital Support Team have continued to work on breaking down barriers and providing people with the equipment and skills they need to feel comfortable with modern technology. The team has helped people to access digital equipment and in total 644 people were supported to access tablets via the Tablet Gifting Scheme.

Work on **supporting the over 50's into employment** has also been taken forward during the year. Many older people still have much to give to the world of paid work. During 2022/23 our Into Work team and the Department of Work and Pensions (DWP) worked together to support over 50's jobseekers to build their skills, create CV's, apply for suitable vacancies, and attend interviews. We will continue to build on this in the coming year.

The **Day Opportunities Team** assist older people who need more individual support to reconnect with their community. The service aims to empower individuals to fully participate within their community, supporting them to make links, discover interests and build their own social network. Tailored, individual support is provided based on what matters to the individual. During 2022/23, 280 individuals were supported in the community, with only 15% having to be referred for additional support. 89% of service users reported that they felt reconnected to their community through direct and digital interventions by the team.

Care Hubs for Older People

Our Day Centres for older people were relaunched in 2022/23 and rebranded as Care Hubs. 1,569 sessions were delivered within the Care Hubs during the year, resulting in 9,424 hours of care being delivered.



Care Hubs prevent social isolation among services users, with a range of activities on offer.



The Care Hubs are now linked to our Community Hubs to better support service users to stay engaged with their communities and so that they can enjoy the many and varied age friendly events on offer. In the coming year we plan develop a “Hubs for All” approach, extending the reach of our day services to more individuals and in more locations. They also now play a greater role in supporting the unpaid carers of the service users that attend the Hubs.

Many service users of the Care Hubs are living with dementia and this is likely to increase in coming years. Providing the best possible services for those with dementia is therefore very important to the Care Hub Team and during the year they have been working with and learning from a number of organisations committed to helping people to live well with dementia. We have invested in new technology such as the Tovertafel, which creates interactive animations encouraging participation, engagement and boosting physical and social activity. We have also integrated Reminiscence Interactive Therapy Activities (RITA) into services. RITA is an innovative, evidence-based, state-of-the-art digital system offering digital reminiscence therapy. RITA helps service users recall and share events from their past through listening to music, watching news reports, playing games and watching films. Both these new developments help those living with dementia to engage, connect and enjoy their time within the Care Hubs.



Prevention and Supporting Independence

Supporting people to remain independent @ home is a key part of our Ageing Well Strategy. Our **Independent Living Services** provide a wide range of support to help people remain as independent as possible, working closely with the Cardiff & Vale University Health Board and the care sector to support older people stay at home for as long as possible. During 2022/23 we continued to build on our services to support this approach.

During 2022/23, our **First Point of Contact team** dealt with almost 16,000 incoming calls providing advice and assistance. 96% of clients reported that they felt able to live independently in their homes following support from the **Independent Living Community Team** in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Demand for **Occupational Therapy services** also remains high. The team received 4,816 referrals in 2022/23 and 1,320 citizens were prescribed equipment to support independent living. Our Occupational Therapists are now trusted assessors and prescribe low-level care alongside equipment to support people at home.

In 2022/23 we recruited a **Technology Enabled Care (TEC) Specialist** to enhance our Independent Living Service. This new role provides specialist support to colleagues, citizens, carers and families by identifying interventions that can promote independence, health, well-being and safety. A group of TEC champions has also been established within various different teams across Adult Services. These staff will work with, and support their colleagues to promote the effective use of technology enabled care to improve outcomes for our citizens.

Our **Joint Equipment Service (JES)** works across Cardiff and the Vale of Glamorgan providing medical equipment to support independence, care at home and to enable speedy discharge. In 2022/23 31,521 items of equipment such as beds, hoists and continence products were delivered. 481 same or next working day deliveries were made of hospital beds to support urgent discharge and £220,532 was saved through recycling used equipment. A dedicated Occupational Therapy Team sits within JES advising on best use of equipment. The team was recently enhanced with an additional Occupational Therapy Technician to build on the success of this service.

Ask Sara is an online self-assessment tool available through the Cardiff Council website. Ask Sara is available to access 24/7 and is a quick and easy to use tool that provides information on equipment that people can self-purchase or directs them to appropriate services. Ask Sara was launched in May 2022, since then, the site has helped over 800 new users to complete self-assessments to support them to live independently.

Disabled Adaptations are key to supporting people to remain independent @ home. In 2022/23 our Disabled Facilities Service provided 989 home adaptations for adults, ranging from modular ramping, showers, stairlifts and as appropriate, extending a property. We have removed the means test for eligible adaptations, leading to a substantial decrease in the average time that applicants have to wait for grant approval. The average time to process a grant application reduced by 7 weeks over the year, from 19 weeks to 12 weeks.



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Supporting Hospital Discharge

Much progress has been made in improving the process of hospital discharge during the year. The Integrated Discharge Hub (IDH) has been strengthened during the year. The IDH is a single point of access to support the transition from hospital to home and is part of the decision-making process for hospital discharge. The IDH takes a multi-disciplinary team approach to ensure that care and support is provided at the right time and in the right place adopting 'home first' principles, avoiding pathway of care delays while ensuring patients have voice and control throughout their discharge journey.

The First Point of Contact Hospital team, also known as the Pink Army, is now integrated into the IDH service, ensuring that the same preventative and person-centred approach that is taken by our Independent Living Service is applied in the hospital. The First Point of Contact hospital teams received 2,118 referrals for low level support with patient discharge in 2022/23 and 807 outcomes were achieved. It is estimated that 1,033 bed days have been avoided throughout the year.



A number of new pilot pathways out of hospital have been developed, including:

- **Discharge to Recover and Assess** – a rapid response domiciliary care service to help people return home and have their ongoing needs assessed in a more appropriate setting than the hospital.
- **Discharge to Assess** – rapid access to a temporary residential or nursing care placement for service users with a higher level of need, while their future requirements are fully assessed.

While pressure on the hospital social work team remains, on average 45 discharges with care being achieved each week are from general hospital settings.

Supporting Community Health

Our Independent Living Service is part of the **Pan Cluster Development Group**, working with primary health and other services to take a multi-disciplinary approach to promoting health and well-being, support independence and prevent unnecessary hospital admissions. Our Independent Living Officers are part of cluster Multi-Disciplinary Teams (MDT) covering the South West, North, South East and East of Cardiff, attending all MDTs within these areas. It is planned to further expand this programme and to deliver additional cluster MDTs across the city, our Independent Living Service is playing an active part in this further development.

Supporting Mental Health and Well-being

2022/23 was the first full year for our **Well-being Mentor Service**, which supports those with low level mental health issues. Clients mostly accessed the service for support with social isolation, stress and anxiety and general mental health support. The mentors have supported people in accessing community groups of interest, facilitated to access specialist advice, provided toolkits for reducing stress and anxiety and helped with confidence building. During the first full year, 170 clients were supported to improve their well-being. Initial evaluation has indicated that 93% of respondents reported that their needs were met.

A new pilot **partnership arrangement with MIND** was launched in 2022/23. Clients of the Well-being Support Service now have a direct pathway to counselling and supported self-help through the charity. This has meant the mentors can address practical issues with the clients, while they are receiving expert support from MIND ensuring that the root causes of poor well-being are being addressed.



A memorial garden and mural were unveiled at Ty Canna as a remembrance for the individuals lost during the COVID-19 pandemic.

Ty Canna, our Mental Health Day Service, continued to provide support for individuals with mental health needs throughout the year, including the launch of a 12-week Creative Listening Course in partnership with Breathe Creative CIC. The course is designed to help attendees, many of whom have significant mental health challenges, to improve listening skills, which will in turn improve their confidence and relationships with others. The skills are taught through different art, creative activities, and mindfulness.

The service is very fortunate to have 30 individuals with lived experience of mental health as volunteers, known as CREW (Cardiff Recover Enabling Well-being) in their service. In 2022/23, CREW won Volunteer Group of the Year at the C3SC Cardiff Volunteer Awards.

Adult Services has continued to **support the UHB to develop a mental health Sanctuary to complement the recently launched Mental Health support line**, which is available 24 hours a day, 7 days a week by calling NHS 111 Wales and selecting option 2.

The contract for the Sanctuary has been awarded to Platform who are currently mobilising the service to be fully operational by September 2023. The Sanctuary will provide an out of hours service for adults (18+) 7 nights a week. The Sanctuary will be a safe, welcoming place where people can go outside of normal working hours, instead of going to A&E or other emergency services. The offer is for non-clinical support to people experiencing a personal, emotional or early-stage mental health crisis in the community.

Supporting Unpaid Carers

The Ageing Well Strategy recognises the valuable work informal or unpaid carers do to support the people that they care for to remain at home. A programme commenced in 2022/23 to understand the needs of carers and provide additional support. The **Regional Carers Charter** was agreed by Cardiff's Cabinet in October 2022 setting out a framework for services for unpaid carers. An Unpaid Carers survey was undertaken with Cardiff carers and organisations that support them, to better understand the needs of carers and their experience of current services. 656 responses were received and the results of this survey are informing our work going forward.

A new platform 'Care'Diff' has been launched, which aims to provide information and advice for unpaid carers. Quarterly Care'Diff newsletters were launched in March 2023 containing news, events and useful information. Much positive feedback has been received about the approach both from unpaid carers and external partners, including carer champions working within primary care.



610 Carers Assessments were undertaken in 2022/23, and while this is an increase from 503 in 2021/22, we still want to do better by increasing promotion and take up of this support. While progress was made in 2022/23 there is still much more we can do to support unpaid carers in their work. A detailed Carers Action Plan has been drafted to take this work forward into 2023/24.

Learning Disabilities – Providing Support Closer to Home

One of our key objectives is to support people with a learning disability to remain living within their community.

Our **Support Planning team** works alongside the learning disabilities social work teams, offering expertise in finding person centred activity opportunities. Work is focused on local opportunities that enable individuals to be part of their community and develop wider networks. Staff support people to try opportunities and develop the skills to attend independently when possible. The plans are outcome based and match people’s wishes and needs. The planners worked with over 127 people in the last year. Responses from those the planners work with are extremely positive. People feel valued and have more choice and control.

The **Complex Needs Day Service** provides a critical part of our local offer supporting and enabling those with the most complex needs to stay local. The day services currently support 69 individuals with complex learning disabilities, health needs and behaviours of concern on a 1:1 and 2:1 basis.

The Day Service delivered 12,062 days of support in 2022/23. This support provides crucial daytime respite to unpaid carers to enable them to continue in their caring role, allowing their loved one to remain in the family home. As well as working in dedicated settings, the service supports people to access the community, offering a wide variety of high-quality opportunities including volunteering, community education classes, developing independent living skills, developing social skills, and supporting people to pursue hobbies and interests, all of which contribute to promoting people’s physical, emotional, and mental health.

In 2022/23 12 people were supported by the Day Service to engage in a variety of volunteering opportunities including conservation projects, community garden projects, dog walking as well as supporting a number of community initiatives and projects.



The Day Service provides volunteering opportunities to service users with Cardiff Dog Homes.



The Day Service supports people to access the community and pursue their hobbies and interests.

Delivering sustainable and high-quality care and support

Care Market Development

In 2022/23 Cardiff saw a significant recovery in the care market and an improvement in the availability of care and on the whole, the provision of care is not now an issue. Concern remains in some areas however as delays remain in identifying more specialist placements, such as for service users with complex learning disabilities, and residential dementia and respite care, while available, can be costly.

The regional **Market Stability Report** was approved by Council in October 2022. The report is an assessment of whether the regional care and support market can meet the needs of people in the region and the areas where work is needed to ensure that future needs are met. A number of areas were identified where additional work would be needed to support the market, including the need to manage the market away from general residential care towards meeting higher levels of need, including dementia care. Work to respond to these findings has commenced and will be taken forward during 2023/24.

Quality in Care Provision

During the year improvements were made to the **Escalating Concerns Procedures** and a far more proactive approach is now in place to respond to issues that arise within the care sector. A clear model has been developed for managing care provider closures and this is reflected in the professional approach taken to the closure of a number of care homes during the period. The quality of this approach has been acknowledged by partners in Care Inspectorate Wales and our care providers.

Improving Our Dementia Care

As a dementia friendly city, we want to provide the best possible services to people living with dementia, working with them to meet their needs and wishes, whatever their level of need.

Support to stay at home – J's Story

J's niece contacted Independent Living Services (ILS) via the online service, with concerns about her aunt. She was concerned that her aunt lived alone and had no support locally. Additionally, she felt she was showing the signs of the onset of dementia. J was forgetting things, leaving the door open and had been found wandering around the street. There was concern that J was not eating or drinking and she seemed very confused.

An immediate respite placement in a care home was arranged while an assessment took place. The following day a social worker attended the care home to speak to J, she also spoke to J's niece, a neighbour and care home staff to complete her assessment.

Although J showed some confusion about time and dates and where she lived, she fully understood where she was and that her memory "wasn't as good as it used to be" and that she isn't managing on her own. J enjoyed being looked after but it was her chosen outcome to be back in her own home. J agreed to support with her personal care, prompting with her medication and supervision and prompting with meals and drinks. She also agreed to have Telecare installed in case of falls or urgent help being required at home.

A package of care was arranged, and J was able to safely return home and has been engaging well with the support that she is now receiving.

Promoting quality in dementia care

We aim to continuously improve our services and benchmark ourselves against successful practice and services elsewhere. To deliver this our Dementia & Care Quality Team have been reviewing the care market and the ability of our local providers to provide quality services to those living with dementia or cognitive impairment. By finding local good practice in both residential and care homes the team are starting to define a clear picture of what good care looks like, informing our future commissioning arrangements and providing practical support to our local care homes.

The care and support of our citizens is placed at the heart of how the team works, looking at their existing strengths and networks and finding the best service to support their wishes and feelings.

Finding the right residential care - C's Story

C is a 63-year-old gentleman with a cognitive impairment, he had been assessed as lacking capacity to make some decisions although is able to express some personal wishes. Unfortunately, due to the planned closure of his current home, C needed to move from to a new placement. There were concerns that this move could be very unsettling for C and this may impact negatively on his well-being.

The Dementia & Care and Quality Team (D&CQT) worked with C to gain an insight into what was important to him, and also used their knowledge of care providers across Cardiff to identify the placements that would best meet C's needs and wishes.

During discussions with C about the proposed move he was fully able to communicate his thoughts and opinions. Options of alternative placements that could meet C's needs, were discussed with him. C gave permission for an approach to be made to a new residential setting, he met with the manager and a move date was agreed.

C has advised he is happy with the move and felt settled on his first day - he said he felt the move was meant to be! C said he already had a good relationship with the staff and that he has been going down for breakfast 'they do thick toast with lots of butter and as much coffee as I want. It's really good here'.

The Dementia & Care Quality Team's ongoing work with care providers across the city has really benefitted C and they were able to lessen his anxiety and find the best new home for him.

This is just one example of the work that has been undertaken by the team that demonstrates how personal outcomes can be met successfully where there is knowledge and understanding of the individual and of our local care providers.

Participating in Research

In 2022/23 the Dementia & Care Quality Team have also participated in PhD research with a student from Cardiff University who is researching 'how race and ethnicity is perceived within the context of Dementia'.

This has included conversations with social workers and a group workshop following several case studies. A number of anonymised assessments of those with African or Caribbean heritage have been shared with the research student. The findings of the research will be available in 2023/24 and will be used to inform further improvements in this area.

Trusted Partner Approach

During 2022/23, a “Trusted Partner” model, which enables commissioned providers to adapt care to meet individual needs, became operational across the care sector, for example to adjust the level of care provided ahead of a social work assessment. This change will be monitored, and the outcome will inform future commissioning arrangements.

Supporting Individual Voice and Control

Delivering Strength-Based Practice

We are committed to taking a strength-based approach to the way that we work. Strength-based practice focuses on an individual’s strengths (including personal strengths, social and community networks) and not their deficits. It works with the individual to promote their well-being and is led by the service users chosen outcomes. ‘*Collaborative Communications*’ is the approach we use to ensure that strength-based practice is applied in every conversation or interaction with our citizens and also between professionals. In 2022/23 a strength-based Training Officer was recruited to lead in the implementation of Collaborative Communications. A full refresh of this approach will be rolled out during 2023 across all staff groups. Also, in response to the feedback from practitioners, a new strength-based care and support plan review form has been designed putting the citizen at the heart of their care and support. It focuses on what matters most to them, their strengths, and desired outcomes, fully aligning with the strength-based approach.

Improvements to Direct Payments

Over the year the take up of direct payments has been relatively low. A review has shown that this to be due to the lack of availability of Personal Assistants (PAs) and the complexity of the direct payment process. A project has commenced to address these issues. We have entered into a partnership with Community Catalysts to develop microenterprises to fill the gap in availability of PAs and to simplify the use of direct payment for service users. A full review of the administrative process has been undertaken with the aim of streamlining and speeding up the process. We anticipate that this process will increase choice and control for our service users and will be of particular assistance to service users from a BAME background in finding care that meets their needs.

Liberty Protection Safeguards Legislation

While the implementation of the Liberty Protection Safeguards legislation has been delayed, work has continued to prepare for this. An Implementation Group has been set up including partners from across the Council to support the roll out of the new legislation. Mental Capacity Act training has been rolled out across Adult and Children Services and partner agencies to ensure that all staff have a sound understanding of the Mental Capacity Act and its application in readiness for the new legislation. Also, funding provided by the Welsh Government has helped us to significantly reduce the number of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. Our focus in preparing for the new legislation is to ensure that our service users rights are upheld, and they retain as much control over their care as possible during the process.

Increasing the range of local accommodation and support options

Developing New Accommodation Options for Older People

Cardiff's Older Person Housing Strategy was published in 2019 and set out an ambitious vision for the Council and its partners 'to deliver the best housing outcomes for all older people in Cardiff'. Work to modernise and improve the Council's existing Community Living schemes continued in 2022/23 with upgrades of fire detection systems, a digital welfare call system and improvements to communal spaces to meet the Royal National Institute of Blind People's (RNIB) Visibly Better standards with dementia wayfinding, helping to support independent living through adaptable and accessible accommodation.

Plans have been set out to develop a number of new "state of the art" older persons housing schemes across the city. The most advanced of these is Addison House Community Living scheme, where building work is currently underway. This will deliver 45, care ready apartments. These will be flexible enough to be adapted to the changing needs of older people, with some being fully wheelchair accessible. The apartments will be spacious and open plan and have large private balconies to create a light and airy space. The scheme has been designed to Royal National Institute of Blind People (RNIB) Platinum standards. The scheme will also offer communal facilities such as a roof terrace and lounge, electrical car charging points and facilities for storing and charging mobility scooters. Other schemes are currently progressing through the planning and procurement processes, with phased start on site over the next 3 years.



Artist's impression of Addison House due to open later this year

Development of Supported Accommodation for those with Mental Health Issues

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. 11 units of supported accommodation were developed in brand new housing association apartments both reducing the cost of care and increasing independence.

The Learning Disability Service has developed a wide range of supported accommodation options with expert local support providers and works hard to support people to move into the right housing for them. In 2022/23 more than 320 people have been supported in their own tenancies with 38 moving in during the year.



Three new supported living schemes for people with learning disabilities were developed during the year offering 9 units of accommodation. These new schemes were developed in partnership with housing associations and our third sector support providers.

Work is well underway in partnership with the Council's Housing Development team to identify opportunities to develop additional local accommodation for adults with complex needs. A full development plan will be produced in the coming year to take this work forward.

Safeguarding Adults

1,686 adult safeguarding referrals were started in 2022/23. This is a slight decrease on 2021/22. 93% of adult protection enquiries were completed within 7 days. Although this below our set target due to periods of recruitment and training within the service, it still compares with a national performance average of 84%. The highest source of referral was from provider agencies including commissioned services demonstrating the success of the service in promoting safeguarding amongst the care sector.

The types of abuse reported in 2022/23 are broadly consistent across the past three years with emotional and physical abuse and neglect being the most prevalent with narrow margins between them.

During the year, the Adult Safeguarding Team and the Housing Social Inclusions Unit were joined together. This has led to a single approach to managing community safety and risk. Shared management of these teams enables coordinated responses and improved information sharing across the services. Good progress has also been made in developing responses to self-neglect, work by the Adult Safeguarding Team has resulted in a multi-agency project to support individuals with hoarding behaviours and the team have also been central to the development of services for young people with complex and high-risk behaviours.

Workforce Development

Recruitment and retention of qualified staff has continued to be a challenge during 2022/23 with low or no applicants for some social work and occupational therapy posts. A market supplement was introduced for Adult Social Workers in April 2022, and it has been agreed to increase this further from April 2023. Other initiatives have also been undertaken to improve recruitment including the launch of a new Social Worker Cardiff brand for Adult Services and a short film promoting the benefits of working for Cardiff.

At the end of 2022/23 there were 13.7 adult social worker vacancies, equating to 9.9%. While this was a reduction from 12.9% at the start of the year, this remains a key area of concern. Work has commenced on a comprehensive Workforce Development Strategy for the service, and this will be finalised during 2023.

A number of initiatives have also been undertaken to remove unnecessary work from our qualified staff and to make best use of their time. A pilot introducing **Social Work Resource Assistants** to take on administrative tasks has proved successful as has a simplification of our assessment form, this work will be rolled out further in 2023/24.

A project to roll out a **Trusted Assessor approach** has commenced with our Occupational Therapy team who are now able to prescribe care and this work will be rolled out further to ensure that decisions are made at the most appropriate level and duplication of work is avoided. A **new Adult Services Training Unit** has been developed to better support both the internal and wider care workforce. The new unit includes dedicated trainers for Adult Services including a post focused on strength-based approaches. The unit support the roll out of the trusted assessor approach and improve the induction of new staff into the service.

Supporting the wider social care workforce is also priority for the service. A Regional Workforce Charter has been developed that sets out this commitment. Cardiff has of course supported the roll out of the Real Living Wage for care workers to support recruitment and retention in the sector. The new Training Unit includes increased capacity to support internal and external regulated providers with registration and qualification of workforce with the establishment of a **new Registration and Qualification Support Officer** post.



Social Work Cardiff recruitment event



Social Work Cardiff recruitment material

Our Cardiff Cares Academy, a partnership between Adult Services, Into Work Services and both internal and external care providers, supports recruitment into the sector. Dedicated mentors support individuals, aiming to remove barriers to employment. All individuals attend a training package focussing on the key skills to work within the sector, including safeguarding awareness, emergency first aid at work and moving and handling. Several incentives are available to make this rewarding career even more attractive. They include:

- Free driving lessons, if needed
- Free theory and practical driving tests
- Free DBS checks
- Support with initial travel costs

The Academy has made a key contribution to promoting social care as a positive career choice, bringing new care workers into Cardiff's social care sector. 135 carer job outcomes were delivered during 2022/23.

Electric Bike Scheme

With the cost-of-living crisis continuing to prevail in 2022/23, it was recognised that the cost of fuel was presenting a significant challenge to domiciliary care providers, impacting on the recruitment and retention of care workers.

To help alleviate some financial stress, with funding from Welsh Government, the Council invited care providers across the city to apply for grants to purchase electric bikes for staff to travel between clients' homes. A total of £41,000 was awarded to 14 domiciliary care providers in the city to buy 41 bikes for their staff. The initiative seeks to improve the capacity of the city's domiciliary care support service by boosting the health and well-being of some of the city's most essential workers, as well as helping tackle the climate emergency. A third scheme will be launched in 2023/24.

For those care workers who would like to drive but are unable to afford the lessons, a driving lesson scheme has also been developed, financially supporting care workers to learn to drive up to the value of £570.

Despite the challenges that this year has presented, a considerable range of activity has been undertaken to improve our services and the outcomes for citizens.



Sarah McGill,
*Corporate Director of People &
Communities and Director of
Social Services*

5 PRIORITIES FOR 2023/24

Top 5 Corporate Priorities for Social Services

1	Deliver strategic priorities to enable us to manage and respond to the ongoing high level of demand for social services , complexity of issues experienced by our most vulnerable citizens and associated budgetary pressures .
2	Progress locality working models and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of Quality Assurance Frameworks and strength-based practice.
4	Implementation of action plans arising from regulatory inspections, audits and reviews .
5	Implementation of the Eclipse system to replace the existing CareFirst client record system and associated review of practice and process.

Top 5 Priorities for Children's Services

1	Implementation of the Children's Services Strategy for 2023-26 with a continued focus on shifting the balance in relation to: <ol style="list-style-type: none"> Place – Implementing the Accommodation Strategy to address placement sufficiency issues. People – Implementing the Workforce Action Plan to address recruitment and retention issues, including the development of a new operating model. Practice – Implementing a new practice model in support of prudent social work – ensuring social workers only do what only social workers can do.
2	Continue work 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 .
3	Implementation of the Safeguarding Adolescents from Exploitation (SAFE) model across the Directorate and working with partners to address serious youth violence.
4	Develop the in-house Fostering Service to meet demand for placements and ensure foster carers have the necessary skills to care for children and young people with complex needs.
5	Respond to the increasing numbers of children with a range of needs including neurodiversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services.

Top 5 Priorities for Adult Services

1	Continuing to implement the Ageing Well Strategy across Older People's services, to include further embedding preventative services and strength-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
2	Continue to work in partnership with care providers and third sector to ensure the sustainable delivery of high-quality care and support , implementing a trusted partner approach and seeking to actively shape the care market to meet current and future need.
3	Supporting individual voice and control by improving access to advocacy and direct payments and rolling out Mental Capacity Act training across the service to ensure that knowledge and principles are embedded in practice.
4	Increasing the range of local accommodation and support options including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
5	Implementing our Workforce Strategy to ensure we have a workforce that receives appropriate support, training and development opportunities to meet the needs of our service users, improving recruitment and promoting retention.



6

INSPECTION OUTCOMES

Inspection of the Youth Justice Service – Her Majesty’s Inspectorate of Probation (HMIP) undertook a full follow up inspection of the Youth Justice Service that concluded in April 2022. The report was published in August 2022 alongside an updated [Youth Justice Services Strategy](#) “Building Safer Futures Together” and Improvement Plan. As a result of the inspection, Cardiff Youth Justice Service is no longer be considered a priority status service. This complete de-escalation is in recognition of the progress that has been made over the course of the last few years and demonstrates the confidence that the Youth Justice Board have in operational management and senior leadership within Cardiff to continue to deliver improvement and positive outcomes for children.

Ty Storrie – our overnight short breaks provision for children with disabilities was inspected during the year. The inspection report noted that *“Care staff are warm and attentive, they promote fun enjoyable stays for the children. Survey responses received from parents are positive about the care and support provided to their children and their children’s enjoyment of their short breaks at the home.”* The report recognised that it has been a difficult year for the service with a change of manager and responsible individual, and care staff absences and vacancies. Recruitment to vacant posts is progressing, although not as quickly as we would like. The report identified 5 areas for improvement that are being addressed as a matter of urgency. No Priority Action Notices were issued as a result of the inspection. Further information about Ty Storrie is available on page 21.

Falconwood – the statement of purpose and service operations for Falconwood has changed during the year and it now provides medium to long term care for children. The inspection report noted that *“The home has a welcoming atmosphere and is suitable for its new purpose. Care staff are warm, attentive, and take time to communicate and engage with children and encourage their participation in activities in the home, community, and education. Children have the support they need to make progress and achieve positive outcomes.”* The report recognised that it has been a time of significant change and whilst progress had been made on some areas identified for priority action and improvement at the last inspection, some were not met, and 3 further areas for improvement were identified. These are all being addressed as a matter of urgency. No new Priority Action Notices were issued as a result of the inspection. 4 Priority Action Notices from the previous inspection were reviewed - 3 were achieved and 1 was pending (and is now resolved).

Inspection of Community Resource and Internal Supported Living homecare services – Care Inspectorate Wales (CIW) carried out an inspection of our Domiciliary Services: Community Resource and Internal Supported Living in June 2022. The inspection comprised of a review of service user care plans, feedback surveys provided by staff working in the service, telephone discussions and face to face visits to service users, auditing the compliance against regulations and safe delivery of domiciliary care services. The inspection report found that overall regulatory compliance was good. Whilst the inspection identified some areas in need of improvement, these were areas where plans for change were already in place. The report found that robust organisational and governance arrangements ensure the service runs smoothly and delivers good quality care and support with a strong focus on development and improvement. Most importantly, the report highlighted that people appear happy with the support they receive, and their

physical, mental, and social needs are recognised and supported. The inspection found that services showed commitment to achieving positive outcomes for their service users. The Inspector described interactions between people and staff as warm and positive, and recognised that staff are familiar with the needs and likes of the individuals they support.

Social Services Annual Performance Letter – we anticipate receiving the annual performance letter from Care Inspectorate Wales (CIW) after the annual review meeting later this year.



7

HOW ARE PEOPLE SHAPING OUR SERVICES?

We are committed to ensuring **effective** and **meaningful** engagement with people is at the heart of our service development and review activity. By offering a **range of different engagement and participation activities** we will ensure that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to be involved in the way that suits them.

Examples of how people have been engaged or involved in service development during the year include:

Children's Services

- Development of a **Participation Framework** – with input from child and parent consultation groups is ongoing. This will be supported by the appointment of a full-time dedicated Participation Worker.
- Surveys were issued to parents for their views following child protection conferences during the year. However, the response rate was low and **parent participation** will be an area of focus for the coming year. We are looking at developing parent cafes and considering how best to engage with parents for the development of the Participation Framework. We are also looking at how we can develop **parental advocacy** and the use of **parent peers**.
- Young people provided feedback to inform the development of the revised **Children's Services Strategy**. The feedback provided focused on what had worked well, what hadn't and what children and young people felt needed improving for the future.
- We continue to implement the **Mind of My Own app** to support children to communicate with us, share their lived experience and enable us to capture their views in the care planning process. As at 31st March, 228 children and young people have signed up to the Mind of My Own app and 245 practitioner accounts have also been created. During the year we have received 284 statements from children and young people. We are also working towards implementing the Xchange element of Mind of My Own to expand its use to include young people who are working with the Youth Justice Services.
- For Carers Week 2022, the YMCA (our service provider for young carers) met with our **young carers** to find out what they wanted to do at the project for the next few months. The ideas ranged from family activities to youth club and lots of respite opportunities and the week was a great success.
- The Youth Justice Service received funding from the Ministry of Justice during the year to deliver a 3-year programme which aims to improve outcomes and prevent offending for children who are on the cusp of the youth justice system and who do not meet the threshold for statutory support. This work is being taken forward under a name chosen by young people - "**Crossroads**".

- **Bright Sparks Group** – ongoing work with this well-established group of children looked after, and care leavers who continue to engage in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS). Examples of engagement with this group during the year includes:
 - o Planning the annual **Bright Sparks Awards** ceremony – in person for the first time since before the COVID-19 pandemic. The ceremony included performances from our young people and was a great success.
 - o Representation on the **Cardiff Child Friendly City** Evaluation Committee for the UNICEF Child Friendly Cities and Communities initiative. Between October and December, they shared their expertise with other Child’s Rights experts and evaluated where Cardiff is in its journey to becoming a Child Friendly City.
 - o Providing feedback for a Welsh Government consultation on **profit in social care**, which includes a proposal that permits only not-for-profit providers to register with Care Inspectorate Wales as a care home service for children or a fostering service.
 - o Representation at the Voices from Care Cymru facilitated **Care Experienced Summit**. This event provided attendees with an opportunity to describe their experiences directly to the First Minister for Wales and other Ministers including the Education Minister and Deputy Minister for Social Services. The children and young people worked together to develop a Declaration setting out what a reformed care system would look like, this will be published later in 2023.
 - o Developing and planning a **“Summer of Fun” programme** which included a range of activities, food and games to help create precious memories for our young people. The activities included entry to the main festival site, cycle training and an aqua adventure park.
- Young person’s version of the [Corporate Parenting Strategy](#) (that sets out 5 key priorities based on the personal views and experiences of children looked after) developed following a digital design workshop with the Youth Service and members of the Bright Sparks Group.
- 2 age-appropriate surveys were issued to obtain feedback from young people about their **aspirations for the future**. The surveys were designed to provide Cardiff Commitment with an insight into interests and engagement with careers and work-related experiences to provide targeted and specific work opportunities based on the feedback from young people.
- A group of care leavers who are supported by the Into Work Service engaged with a local construction company to develop a **DIY workshop** to help them to learn skills that will support them to live independently.
- 2 online training sessions were delivered to **Elected Members** - this training included hearing the views and wishes of children and young people about what they would like to see from Councillors as Corporate Parents.
- 3 additional training sessions were held with members of the **Corporate Parenting Advisory Committee** - these sessions included discussion around how children and young people can be involved in the work of the Committee in a fun and engaging way in line with National Participation standard. This was further explored in an engagement session held with young people and members of Corporate Parenting Advisory Committee.
- Children and young people from the Bright Sparks group were involved in the **recruitment** of residential home managers and the new Virtual Headteacher. The Participation Manager supported the young people to analyse the job description and person specification, and to develop a set of questions for them to ask applicants.

Adult Services

Consultation on a new home for Ty Canna

Service users, volunteers, and staff members at Ty Canna mental health day centre, were given the opportunity to meet up with Cardiff Council's Development and Regeneration Team to discuss plans for a new Ty Canna building. Plans for the building are in very early stages, but the meeting was an opportunity for users of Ty Canna to ask any questions or raise any concerns they may have, ensuring they are fully included in the process to develop the new building. It was also an opportunity for those designing the building to understand the needs of those who will be using it.

Independent Living Services

Customer satisfaction surveys provided by Independent Living Services (ILS) allow citizens the opportunity to feedback on services received and help shape the way services are delivered. This enables ILS to monitor the quality of services and citizen experience allowing us to improve service delivery and demonstrate the effectiveness of services delivered on the lives of citizens. In 2022/23:

- o 96% of customers felt able to live more independently in their homes following support from ILS.
- o 97% felt that services identified will improve their quality of life.
- o 99% of customers were satisfied with the service received from ILS.
- o 99% of people's well-being improved following intervention from ILS visiting team.

Community Resource (Homecare) Team (CRT)

Feedback from Individuals Receiving Care and Support & their Family Members

The Community Resource Team (CRT) complete exit surveys with those they have provided care to and their family members. Typically, the CRT service receives excellent feedback from service users. In 2022/23 the following feedback was provided:

The rating of the service provided by CRT Homecare, 1 being poor and 10 being excellent.	Percentage of service users who felt enabled to live more independently as a result of their CRT Homecare support.	Percentage of service users who were satisfied with the service received from the carers who supported them.
9.1	88.1%	98.9%

Consultation on Future Plans for Internal Supported Living

Consultation took place in 2022/23 with both staff and service users' families on proposed changes to the Internal Supported Living Service for people with learning disabilities. Proposals for change include the improvement and refocusing of the in-house Supported Living Service, while 4 schemes would move to third sector providers who have specialist expertise in this area.

Briefings were held with family members and the feedback received was positive. While naturally concerned about the impact of any change, family members were reassured that their loved ones would remain in their own home and that any changes would be taken forward in a way and at a pace that also reflects individual need.

In preparation for discussions with supported individuals, advice was taken from the Speech and Language Team (SALT) and Advocacy providers, and work has commenced to consider the most appropriate way that supported individuals can be involved in discussions regarding the changes so that they can be supported to actively participate in the development of their transition plans.

Feedback from our staff has been encouraging and many staff members have expressed optimism about the future and the proposed developments.

Engagement With Care Providers:

Throughout 2022/23, Adult Services have continued to hold quarterly provider forums for Domiciliary Care and Care Home providers. The service has also met monthly with care home association committee members.

A cost of care exercise for care homes for older people was undertaken and feedback on care home costs were used to inform the fee uplift process.

Market engagement exercises were carried out with providers to inform the design of services to support winter pressures and hospital discharge – resulting in a very successful Discharge to Recover and Assess (D2RA) rapid response framework for Domiciliary Care. Excellent partnership working was undertaken with a care home provider to design and implement a new reablement unit to assist with discharge from hospital.

Caring for Carers Survey

A Caring for Carer's consultation was undertaken in 2022/23. The consultation was targeted at unpaid carers themselves and also organisations that provide or signpost to respite services. The aim was to learn more about the lives of unpaid carers and what options are available in Cardiff for them to take a break from their caring responsibilities, as well as providing deeper insight into the barriers and challenges that they may face in taking a break. 656 carers responded to the survey. There has been some very useful feedback from carers and findings from the survey have been fed into Cardiff's Unpaid Carers Action Plan. Key findings are set out below:

Health (physical and mental)

The survey illustrated the health issues facing unpaid carers in Cardiff. 20.4% identify as a disabled person themselves. Targeted health campaigns and partnership working with health and third sector organisations to support unpaid carers has now become a key area of priority.

Building trust and confidence in relation to respite

In response to the question, "If you have not accessed any services that allow you to take a break from your usual routine of looking after your relative or friend, please tell us why", two of the most common reasons were:

- 'The person I look after doesn't want to be looked after by anyone else' (44.8%)
- 'I am not confident of leaving my friend or relative with anyone else' (27.3%)

It became evident that work needs to take place to build the confidence of carers as well as to alleviate the concerns of the person they care for. Actions have been added to the Unpaid Carers Action Plan with the aim of developing this trust and to encourage unpaid carers to access services.

Emergency Planning

Only 38% of the respondents had an emergency care / contingency plan in place. Emergency planning has therefore been recognised as a priority going forward.

QUOTES

Impact of Young Carer family events:

"Hi. Just want to say a massive thank you. We had a great time as a family and that is rare for us. My son R who is autistic went down the slide all by himself for the first time which was huge.

Young Person to a Social Worker:

Thank you for being the best social worker ever and the most amazing person. You've helped me so much and I'm so glad I had you as my social worker or else I would've been lost. Good luck with the new job, of course your going to do really well in it, but you can never have a new favourite no one can take my place lol. Im going to try and focus and achieve my goals, I'll always remember everything we talked about, and look back at it when I feel down or lost I'm going to miss you so much! Thank you for bringing positivity in my life. I know your going to change loads of lives, and anyone who gets to work with you is very lucky to have such a great social worker, your so helpful and kind, honestly I used to hate social workers until you. I wish you all the best!!! :))

Impact on child and family (fed back by Care and Support Plan Reviewing Officer):

It was a pleasure to be chairing a meeting where the parent could not speak highly enough of the person that had help her work through very difficult and personal issues, to get her life back. In this respect the family situation was extremely complex however J was able to build trust with mum that enabled them to hold very challenging conversations that needed to be worked through. Owing to J's practice and caring approach mum was able to look and work through what was needed for her daughter to return home to her care. Without J working together with the social worker from Children's Services it would be hard to see how this mum and daughter would have got back together. Listening to the mum at the meeting the service that has been provided by both J (adult social worker) and K (child's social worker) has been excellent. This service working together has made a real difference to this family's life. Mum said at the meeting... "I am extremely grateful to J with the work they have completed that owing to this relationship and the relationship that her daughter has with J it has helped me to trust Social Care and social workers again."

Parent to a Children's Services Social Worker:

'Thank you for everything. Don't think we would've got this far without you. So grateful and appreciate all you've done'.

'Thank you for all of your help, you've been brilliant. It has honestly made such a difference to our family's life and thank you for listening to me, even when I was ranting, and for having my back when we were dealing with the school. I finally feel like someone has understood my concerns and taken them on board'.

'Thanks for all your help and support really appreciate it and will miss your support take care thank you.

External Agency in relation to a Children's Services Family Support Worker:

Just want to say thank you for all your support over the last few months, I have seen a huge improvement in the family and their wellbeing. You have done an amazing job supporting this family and it is such a shame that you can't stay around forever!! The property has been turned into a home since you have come onboard, the family appear more comfortable and happy and it is very evident that they are extremely happy with the support you have given to them all. I really look forward to working with you again in the future and thanks again for all your support. I would appreciate if you could please forward this email onto your manager, it is nice for you to be recognised for all the great work that you do and the difference you make to people's lives.

Foster Carer re: Children's Services Fostering Social Worker

This Email, is all about R, and we want you, and management know how grateful we are to Fostering Services for assigning this amazing lady to us throughout our care of S and beyond. We have complete admiration and gratitude for the work that R has done in supporting us with consistent support and encouragement. She has been an absolute rock. R has been totally committed, totally consistent, totally supportive and totally emphatic in her approach and care of us and the children that have been in our care, especially through the pandemic. R, has been a strong tower of support and encouragement. R, really is a rare Woman of Worth. She is caring and strong, intuitive, has insight, great integrity, she has a breadth of knowledge and is able to bring clarity to difficult situations. Our journey with S was incredible and we loved every moment, it was however, challenging, his situation was complex and there were many health professionals involved in his care. The strong and consistent support that we received from R held us up and kept us on track. R, also has amazing empathy, and has supported us through the traumatic loss of a close family member. We will never, forget the kindness and support giving to us during that time. We are all grateful and working with R, and the Fostering Services team.

Adult Service user's family member to Social Worker:

"I am writing to express my deep appreciation for the outstanding care and support provided by the social worker. My father, who has been disabled due to a stroke, was recently seen by the Social Worker for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation."

Citizen for staff in the Community Resource Team:

"To all the carers that came to help while my husband was at home. I want to thank you from the bottom of my heart for the practical help, comforting advice, and caring support you gave us. Yours was the only service that I really felt helped me and responded to me when I did not know what to do and needed help. You answered the phone, tried to help even if it meant not sticking rigidly to schedule and carers arrived well informed about the days situation and ready to help. You should be very proud of the service you provide, thank you all so much."

Adult Service user's family member:

"The Social Worker truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update us on the progress. We are extremely grateful for her care. Recently in the media, the social care sector is not always portrayed in a positive light, however, my father and I had a very positive experience with the social worker. I believe that she is a true asset to the council, and I hope that her efforts are recognized and appreciated."

"I would not have been able to remain at home without this team. I don't usually accept care, but this team was so kind and professional they made all the difference at a difficult time."

Unpaid Carer of a Care Hub service user:

"The dementia cafe is such a nice touch as I am a carer and like to meet others in a similar situation. Although the numbers were small, I still feel like I have been seen thanks to this event."

Service users of Day Opportunities:

"A fantastic service. Tracey was amazing, didn't make me feel disabled at all and I was very confident and at ease in her company (in another life i think she'd be a friend!). I really enjoyed the classes on offer and having a coffee, and I've continued attending them. I wasn't aware of how much was out there and I feel much less isolated now. Life has been quite challenging recently and Tracey has helped me enormously."

"You have made me feel like a kid at a party, I'm bursting with joy at the thought of getting my independence and confidence back. I have hope for the future".

Service user of Well-being Support Service:

"When my wife passed away I become a homebody and didn't go out at all, I was sat doing nothing not speaking to anyone. I found the hub on my street and started going down. I have been welcomed with open arms and now help with the gardening which brings me confidence as I'm knowledgeable of what I do. I also go to other hubs and do other things like Tai Chi. I am fitter and now speak to people more. My daughter was worried I would become a recluse but thanks to what you do and the advice you give she is happy and so am I."

Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services.

During 2022/23 there were 685 cases of feedback recorded for Social Services of which 334 were compliments and 351 were complaints. This is a similar position compared with 2021/22. 14 complaints proceeded to Stage 2 (from 10 in 2021/22).

	2021/22	2022/23	% Difference
Compliments	339	334	-1.5 %
Complaints	363	351	-3.3 %

Complaints are now managed separately by dedicated complaints teams within the Children's Services Directorate and the Adults, Housing and Communities Directorates. This has enabled us to develop tailored action plans in response to complaints that are relevant to each Directorate, and to better feedback learning from complaints to the individual Directorate's Quality Assurance processes.

Children's Services received 236 complaints (plus an additional 52 issues that were resolved via our fast-track process before they escalated to being complaints) and 176 compliments during the year. 6 complaints proceeded to Stage 2. The 236 complaints represent 6.5 % of the total children, young people and families (3,635) that were supported, and just 0.5 % of the total number of contacts received across Children's Services (45,264). Key themes arising from complaints are disputed decisions (20 %), general standard of service (19 %) and communication issues (17 %). Of the 39 complaints received regarding communication, just 4 were upheld.

In response to this feedback, we are continuing to develop and implement our Quality Assurance Framework with a focus on embedding a strong case audit process. Towards the end of the year a practice standards audit session was held with Operational and Team Managers. This was a valuable opportunity for managers to share their approaches to undertaking audits and develop consistency in the case audit process. A plan is in place to continue with this approach in 2023/24.

The Quality Assurance Team continue to produce practice guidance documents for the Directorate and undertake thematic audits to inform ongoing learning / practice development. Workshops with staff are scheduled to ensure that we close the loop and feed the learning back into the workforce.

A Quality Assurance action plan has been formulated for 2023/24 to bring together learning and recommendations from Quality Assurance activity and take account of planned changes to the Directorate's operating model. Under the new operating model, we are considering introducing an Insight Team – to bring Quality Assurance, practice leads and complaints / compliments together. This will enable us to embed a robust framework for identifying issues and good practice, learning lessons and feeding this back into practice and service development. Whilst we don't necessarily want to see a reduction in the number of complaints received, because we want to ensure that people have a voice, it is anticipated that this will lead to improved outcomes for young people and a reduction in the number of complaints that are upheld.

Children's Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives. During the year, 33 complaints were received direct from young people (including those supported by an advocate). This compares to 30 in 2021/22. With continued focus on children's rights and supporting young people to give us feedback, we hope to see this figure increase year on year.

Adult Services received 115 complaints, with 8 proceeding to Stage 2, and 158 compliments during the year. The 115 complaints represent 1.6% of the total number of citizens supported across Adult Services and the Independent Living Service (7,045). Of these a total of 29 were upheld, representing 23% of all complaints received. Additionally, the team oversaw 26 'non-complaints'. Key themes arising from complaints are communication and relationships (31%), delays in service access (15%) and issues regarding commissioned services (14%). Of the 38 complaints regarding communication and relationships, only 7 of these were upheld.

Adult Services has seen an increase in complex cases this year relating to services offered and as a result has seen an increase in the number of Stage 2 investigation requests. However, the outcomes from these have supported the Stage 1 outcomes, identifying that even though complainants have not been satisfied with the findings, the original investigations did identify the appropriate outcome.

We are learning from complaints to improve our services. While the pressure on social work teams has resulted in some delays, we are continually reviewing opportunities to reduce waiting times. We have introduced additional capacity from a commissioned social work assessment service; we have improved our recruitment arrangements and introduced a market supplement for our adult social workers to improve recruitment and retention. We have also reviewed the links between the hospital teams and community teams to reduce delays and introduced clear pathways for Discharge to Assess, to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment. Feedback from complaints is being used to inform training plans, quality assurance activity and policy development.

A whole service approach to embedding "Collaborative Communications" and strength-based practice into Adult Services, supported by mentoring and opportunities for reflective practice, is expected to positively impact on the way in which assessments are carried out and the relationships that social workers have with individuals receiving services. Additionally, work has been undertaken to strengthen the approach taken when issues arise with the performance of our commissioned care services with clear formal structures in place to proactively address these in a timely way.

Further information is available in the Social Services Annual Feedback Report for 2022/23 that is included as an Appendix to this report. ***Insert hyperlink when published.***

8

PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

Outcomes we have achieved during the year

✓	Dedicated resource to drive participation forward secured through appointment of Participation Worker in Children's Services.
✓	Ongoing opportunity for all children and young people to have a voice and share their lived experience with available via the Mind of My Own app.
✓	Improved opportunities for young carers and their families to attend fun events together – such as theatre productions, ice skating and family fun days.
✓	Improved the provision of support services to ensure the right support from the right person in the right place at the right time with the ongoing implementation of the Interventions Hub in Children's Services.
✓	Continued improvement in the involvement and engagement of families in the Court process via the Family Drug and Alcohol Court pilot.
✓	Continued opportunities for care experienced young people to work with us to shape our services via the Bright Sparks Group (please see page 47).
✓	The Bright Sparks Group contributed to the developing and planning a "Summer of Fun" programme which included a range of activities, food and games to help create precious memories for our young people.
✓	The First Point of Contact team continued to provide clear advice and information – dealing with 36,757 customer contacts including almost 16,000 calls received to the service.
✓	Citizens were supported to live independently in their own homes with the completion of 2,788 assessments by the Independent Living visiting team.
✓	96% of clients felt able to live independently in their homes following support from Independent Living Services.
✓	The First Point of Contact team received further training enabling them to prescribe low-level safety equipment.
✓	Good practice in promoting the well-being outcomes of people living with dementia was identified and promoted.
✓	Ask Sara online self-assessment tool was implemented.

✓	A full review of the Direct Payment process was carried out and improvements identified.
✓	A partnership with Community Catalysts has been established to help develop microenterprises to support greater use of direct payments.
✓	We now have a dedicated strength-based trainer post to fully embed strength-based working and collaborative communication with our service users.

What went well from our 2022/23 Directorate Delivery Plans
Embedding outcome-focused, strength-based social work
Empowering social workers and Independent Living teams to prescribe low-level adaptations and equipment

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Participation Framework for Children’s Services
Young people’s engagement in transition to adulthood
Enhance Direct Payment Services
Family Drug and Alcohol Court pilot
Building on our First Point of Contact Service to make it the single route into services
Review of the Carers Assessment process
Commissioning of new advocacy contracts

Case Study – Early Help / Reviewing Hub

B is a young child who had recently been on the Child Protection Register. Her mother is a teenage mum who was struggling to care for B, and not managing her own serious health issues or addressing a history of mental health concerns. Professional agencies had significant worries that B had very few or consistent boundaries, was not being supervised or cared for properly, and B was responding to this with extremely challenging behaviour. As part of the child protection processes, the child and her mother moved in with B’s grandparents. At an early Child Protection Review it was agreed that B could be stepped down to a Care and Support Plan (CASP), with participants welcoming the fact the plan would be reviewed closely by an experienced Reviewing Officer.

Care and Support Planning Meetings were convened shortly after the conference, which robustly reviewed and made recommendations in relation to the plan. B’s mother had been able to evidence that she was complying with her medication, accessing support via The Mental Health Service and working with the Flying Start Outreach-service. The Health Visitor had also been able to support the family in accessing a varied package of support with groups and parent nurture programme.

Within the review meetings, B’s mother was able to ask about and be supported to move onto independent living. To safely achieve this a Family Plan was drawn up, with her parents providing extensive outreach support. B’s mother has been able to share in the reviews that she welcomed the support that had been made available in helping her to understand how she needed to prioritise B.

B’s mother wishes to continue receiving support from Flying Start and other Early Help outreach services. It was agreed in a recent review that B can be stepped down to Early Help support services and no longer required support from Children’s Services. Early Help will continue to provide support with follow up mental health support and safety planning.

Strength-based working - T's story.

T is an energetic 21 year old who was brought up in care. T loves making videos and has a passion for mountain biking. He also has a learning disability, ADHD, and social vulnerabilities. T's circumstances changed drastically when his adult carers were no longer able to provide the support he needed. That's when the Learning Disabilities service stepped in to assist him in transitioning to a semi-independent supported living home, something that T had always dreamt of.

The big moment in T's journey came when he signed his tenancy agreement and moved in, symbolising newfound independence. He would say, "I love the staff here, I love my room; I've got my own cooker, fridge and microwave and everything", showing just how much he valued the supportive environment around him and having his own home.

The approach to helping T was strength-based. T was placed at the centre of all planning. Working closely with him before the move, T's social workers explored different living arrangements, discussed potential friends, and even came up with activities he'd enjoy.

T was encouraged to voice his worries, and together, solutions were found to ease his concerns, whether it was a comforting call from a friend or a calming bike ride to the local park – T had tools to manage his well-being.

With support, T developed useful life skills. He is now managing his own money, taking care of his flat, and even using public transport. Beyond his independence, T's confidence in social situations has blossomed. He loves having takeaway and movie nights with his co-tenants, and he's doing well at college – another fantastic achievement.

T's journey demonstrates the real power of a strength-based approach and effective multi-disciplinary working, placing T at the centre of the care and support planning journey and enabling him to discover solutions for his own challenges. The support has helped T's resilience, leading to greater positivity and independence.

Number of well-being assessments for children completed	% of people who did not contact Adult Services Information, Advice and Assistance services again within 6 months	No. of children and adults using the Direct Payments Scheme	The % of clients who felt able to live independently in their homes following support from Independent Living Services
2,353 ▼ from 2,509 in 2021/22	90.2% ▼ from 91.7% in 2021/22	869 (including 159 children) ▲ from 825 in 2021/22	96% ▲ from 95% in 2021/22
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:	
648 assessments in Children's Services (35 accepted) ▼ from 713 (▲ from 26 accepted) in 2021/22	1,057 assessments in Adult Services (26 accepted) ▲ from 997 (5 accepted) in 2021/22	377 children (166 accepted) ▲ from 328 (141 provided) in 2021/22	

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

Outcomes we have achieved during the year

✓	Improved support for young people with mental health and emotional well-being issues via weekly multi-disciplinary meetings.
✓	Well placed to improve the timeliness of hospital discharge for young people with mental health and emotional well-being issues with the identification of a property for the accommodation solution.
✓	Improved engagement of young people with additional learning needs and disabilities in planning for their transition to adulthood following the implementation of the Planning for My Future Transition Protocol and supporting training resources.
✓	Children and young people are better supported should they start being looked after with the introduction of well-being "welcome boxes". These include a well-being journal created by MIND, pampering items such as bath foam, sweet treats, stress balls / fidget toys, information on advocacy, children's rights, participation, and other relevant information. They also include a letter written by other young people from their perspective relating to how it feels to be coming into care and letting them know that they are "not alone" and might want to attend the Bright Sparks Group.
✓	Improved the experience of moving placement for children and young people by signing the pledges in the My Things Matter Campaign and purchasing holdall bags to ensure that children have an appropriate means of transporting their belongings.
✓	Improved opportunities to enhance well-being of care experienced young people with a number of initiatives throughout the year – including a trip to London as part of the Winter of Well-being (funded by Welsh Government).
✓	Care leavers better supported to maintain a healthy lifestyle with the provision of "Get Cooking" classes teaching them the skills they need to make simple and healthy meals and educate them on nutrition.
✓	Development of the Integrated Discharge Hub (IDH) as a single access point to support the transition from hospital to home, with a range of discharge pathways now in place.
✓	2, 118 people supported through discharge by the First Point of Contact Hospital Team (Pink Army).
✓	Implementation of new Electronic Call Monitoring System within the Community Resource Team and development of new staff rotas to improve efficiency and continuity of care.
✓	Re-launch of Care Hubs (older persons day services) to prevent social isolation among service users and to support unpaid carers.
✓	A wider range of activities and events organised through our community hubs to help older people keep active and connected.
✓	Ongoing work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city.

✓	Development of Cardiff's Local Toilets Strategy to ensure people can confidently access the community.
✓	Continued development of the Well-being Support Service, to support people with low level mental health issues.
✓	Improved services for people with mental health problems with Ty Canna offering a wider range of services and groups.

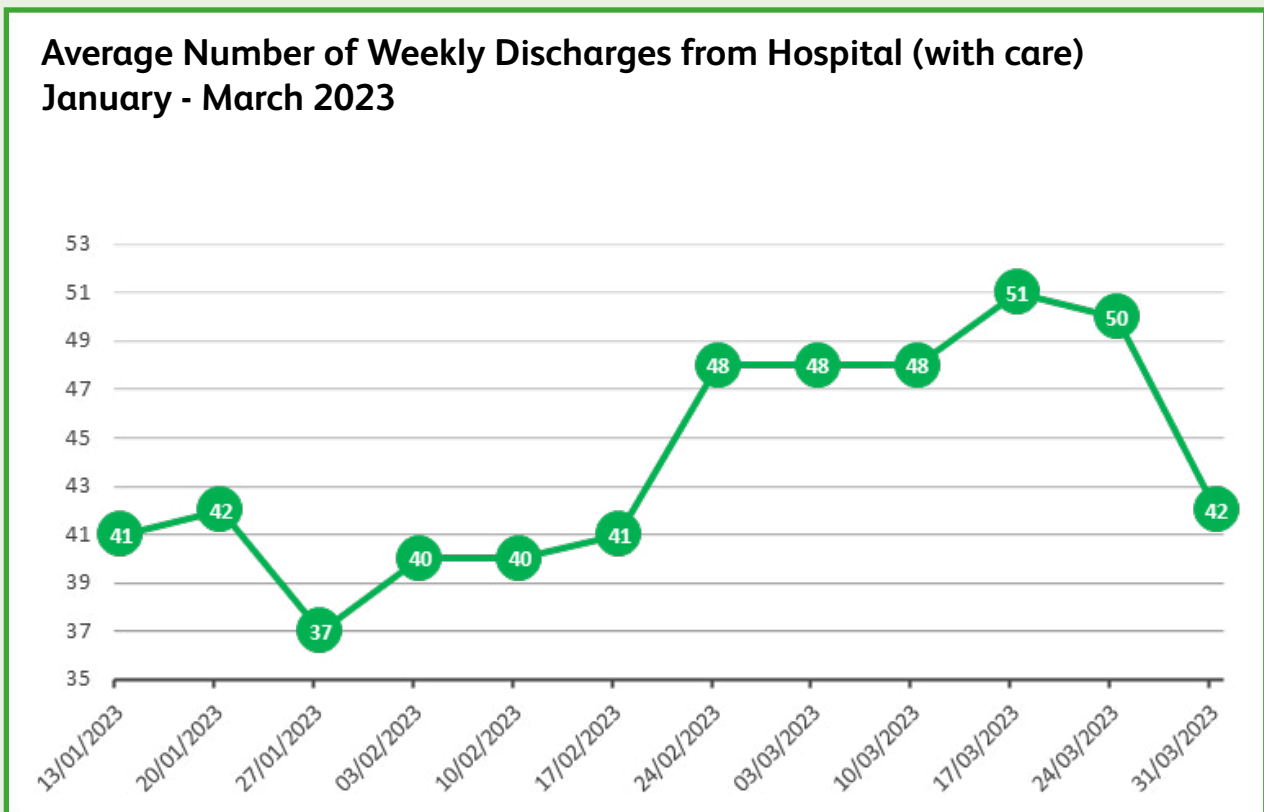
What went well from our 2022/23 Directorate Delivery Plans
Modernising homecare services
Working to increase awareness of toilet availability within the city and expand network through encouraging external organisations to participate in the community scheme
Delivered targeted events programme to promote health screenings, such as bowel cancer

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Strategy for children with additional learning needs and disabilities
Pathways and provision of services for children with serious mental health and emotional well-being issues
Implementation of Trauma Informed Practice
Development of Locality Working Pilot

Case Study – Lab7

Two young people who the Youth Justice Service were working with have been successful in securing early revocations of their 12-month Referral Orders due to their hard work, engagement and the progression that they made. Staff from the Youth Justice Service worked so well with both of them that both parents commended the Youth Justice Service for their work and commitment. The parents shared that they were able to see changes in their children after the Youth Justice Service sessions and that they were considering and reflecting on their actions. The mum of one of the young people noted that Lab7 has been a fantastic opportunity for her son and that he has continued to engage with the service following Youth Justice Service involvement ending. The mum of the other young person has shared that she would like to become a volunteer with the service and to support the parents due to her own lived experiences. (Lab7 provide creative workshops and tailored support for young people with poor mental health or at risk of criminal and anti-social behaviour.)

Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
326 ▼ from 444 at 31st March 2022	81 ▼ from 85 in 2021/22	902 ▼ from 957 2021/22
Percentage of people enabled to live more independently as result of their CRT Homecare support	Percentage of people who were satisfied with the service provided by CRT	Average number of weekly discharges from Hospital with care (data only available January to March 2023)
88.1% 2021/22 data not available	98.9% 2021/22 data not available	45



Case Study for Ty Canna

Ty Canna user who attends Women of the World Group run by Ty Canna, day services for mental health

"I have been attending this Ty Canna Recovery group at Rhiwbina Hub for many weeks now and find it a fantastic group to be part of.

Much of the discussion is around but not limited to, the menopause. Over the weeks I have learnt about the connection between peri menopause / menopause and mental health in what feels like an open and safe space for women to talk about what has so long been considered an under-researched subject.

I have found the group particularly useful when we have watched videos from experts on the subject.

I feel I have learnt a lot from the volunteer who has completed training in supporting individuals through this challenging time. The volunteer also has lived experience of mental health. The Volunteer has made me reflect that I may have been suffering many of these symptoms without connecting it to menopause and instead just putting it down to 'poor mental health'.

I had no idea that anxiety is something many, many women report as a symptom. I enjoy being part of the group and sharing stories about general life with others. I feel I have grown in confidence over the weeks and enjoy the social side."

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM

Outcomes we have achieved during the year

✓	Young people at risk of, or who have experienced, exploitation are better protected through the ongoing implementation of SAFE (Safeguarding Adolescents from Exploitation) during the year.
✓	Unaccompanied asylum seeking children (UASCs) safeguarded with the ongoing implementation of the National Transfer Scheme – 29 UASCs have been placed by Cardiff under the scheme during the year (in addition to 12 spontaneous arrivals). A total of 45 UASCs were being looked after at 31st March 2023.
✓	Improved arrangements to ensure that children are safeguarded using the lowest safe level of intervention with the implementation of the Reviewing Hub. Over 200 children and young people have been stepped down to case closure or Early Help services since the Reviewing Hub was launched.
✓	Improved arrangements for the safeguarding of young people with complex needs aged 16-25 and in transition to Adult Services with the establishment of a multi-disciplinary Transitional Safeguarding Panel for young people - meeting weekly to consider referrals and review what services can be offered.
✓	Completed 93 % of adult protection enquiries within 7 days (Welsh average 84 %).
✓	85 % of Council staff have completed Safeguarding Awareness Training.
✓	Raised the profile of the Adult Safeguarding service as demonstrated by increased referrals from care agencies.
✓	Join up between Adult Safeguarding and Housing Social Inclusions Unit to enable coordinated responses and improved information sharing between Adult Services and Housing.
✓	84 % of council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence (VAWDASV) to ensure that those at risk can be better identified and supported.
✓	VAWDASV revised Strategy developed.
✓	Fully developed a suite of domestic abuse perpetrator interventions that respond to the level of risk that the perpetrator presents to their victims.
✓	338 high harm / serial perpetrators were supported through the Drive programme with the integrated survivor support service assisting their 388 victims and 231 children. A further 21 perpetrators completed the Driving Change therapeutic treatment perpetrator programme.

What went well from our 2022/23 Directorate Delivery Plans	What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Implementation of Reviewing Hub	Embed the Exploitation Strategy
Continuing of information sharing to promote awareness and accessibility of the Adult Safeguarding service across the directorate.	Embed the Quality Assurance Framework

Case Study – Adult Safeguarding



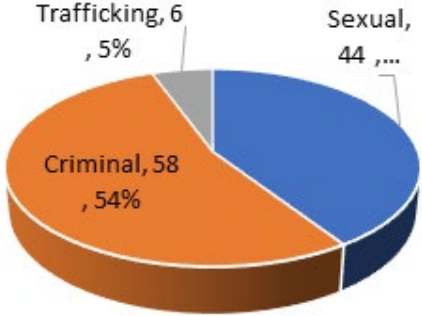
H is a 26-year-old female, known sex worker who engages in high-risk activities. She has diagnosed mental health illness and is a poly drug user including intravenous drugs. She reported to her housing support worker that she was being targeted for abuse outside her accommodation setting and in recent engagements suffered injury from her clients ignoring agreed safe words. This included an abduction and imprisonment for over 24 hours.

Through a multi-agency Adult Strategy Group, H was supported to make a report to the Police identifying one individual who had assaulted her. She was also reallocated a new property and provided with safe accommodation while arrangements were made. H was offered support to maximise her income through the DWP to reduce the need and frequency of high-risk sex work.

She was also engaged by third sector services working with sex workers and was provided with information regarding the Safer Wales Outreach Workers who could support her if there was a high risk of abduction or harm in a call. This gave H the option to tell someone what time she expected to be back, activating an alert if she did not return from her call.

H was also offered advice and information about keeping herself safe due to the nature of risk she was engaged in, but declined to stop working.

H remained open to Adult Safeguarding for arrangements to be reviewed following resettlement into the alternative accommodation setting.

% re-registrations to Child Protection Register within 12 months		% of child protection visits undertaken on time		Number of children who have experienced exploitation			
9.6% (51) ▲ from 4.2% (25) in 2021/22 		64.0% ▼ from 66.1% in 2021/22 					
% of adult protection enquiries completed within 7 days		Total number of safeguarding referrals started		% of Adult Safeguarding enquiries completed where no further action was required		Number of Adult Safeguarding Investigations started	
93% ▼ from 99.1% in 2021/22		1,686 ▼ from 1,693 in 2021/22		76% ▲ from 68% in 2021/22		400 ▲ from 383 in 2021/22	

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

Outcomes we have achieved during the year

✓	Improved support for children with additional learning needs resulting from close working with colleagues in Education to transfer children to the new Individual Development Plans.
✓	Well placed to provide improved support to care experienced young people in education with the appointment of a Virtual Headteacher.
✓	Improved support for care experienced young people – up to the age of 25 – secured through the ongoing implementation of Extended Entitlement.
✓	Young people working with the Youth Justice Service are supported to participate in and contribute to society through the maintenance of an allotment. They tend the plot, harvest the crop and sell the produce to raise money for charity. Most recently, they decided to purchase hats and gloves for homeless people before winter set in.
✓	Cardiff was accepted into the World Health Organisation's Global Network for Age Friendly Cities and Communities. In consultation with older members of the community, an action plan – with an overall ambition of Cardiff becoming an Age Friendly City has been developed.
✓	Prevented social isolation by supporting older people to stay active and connected.
✓	Increased the availability of age-friendly virtual and face-to-face activities within Community Hubs.
✓	Offered age-friendly digital inclusion support.
✓	Encouraged volunteering to support older people by recruiting a Community Volunteer Co-ordinator.
✓	Delivered Warm and Welcome spaces in our Community Hubs.
✓	Improved community offer for Unpaid Carers and developed an action plan for further improvement.
✓	2,616 digital Dementia Friendly events held throughout the city promoting support and inclusion for people living with dementia.
✓	The Dementia Friendly Volunteer Programme was launched.
✓	Pilot work between Adult Services and Cardiff and Vale College to offer local further education for people with complex learning disabilities.
✓	Further development of 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.
✓	The Complex Needs Day Service worked with pupils with complex support needs in their final year of school, co-producing support plans to support a smooth transition from school to adult life.

What went well from our 2022/23 Directorate Delivery Plans

Corporate Parenting Strategy and action plan

Developed pool of **Community Volunteer Co-ordinators**

Day Centres relaunched as **Care Hubs**, with wider range of activities and events

Development of **Unpaid Carers Action Plan**

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

Improving and increasing overnight respite for those with learning disabilities

Case Study – Adult Services

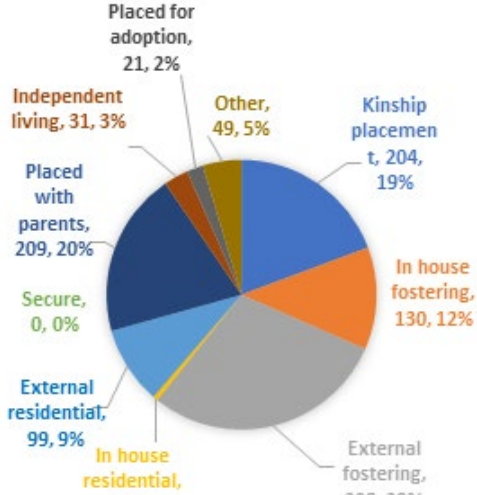


T has Learning Disabilities and was referred the Adult Learning Disability Team as he had been home throughout COVID-19 and was unsure what he wanted to do. After a several meetings and the building of rapport with T it was established that he wanted to do some sort of volunteering.

Further discussion took place with T about the kind of work he would like to do in the future, and he mentioned work in a warehouse environment. The service contacted the British Heart Foundation as they were advertising for Volunteer Warehouse Assistants.

The service assisted T with an application form as he struggles with reading and writing. A taster day for T was arranged and the bus routes to enable him to get to the location were worked out.

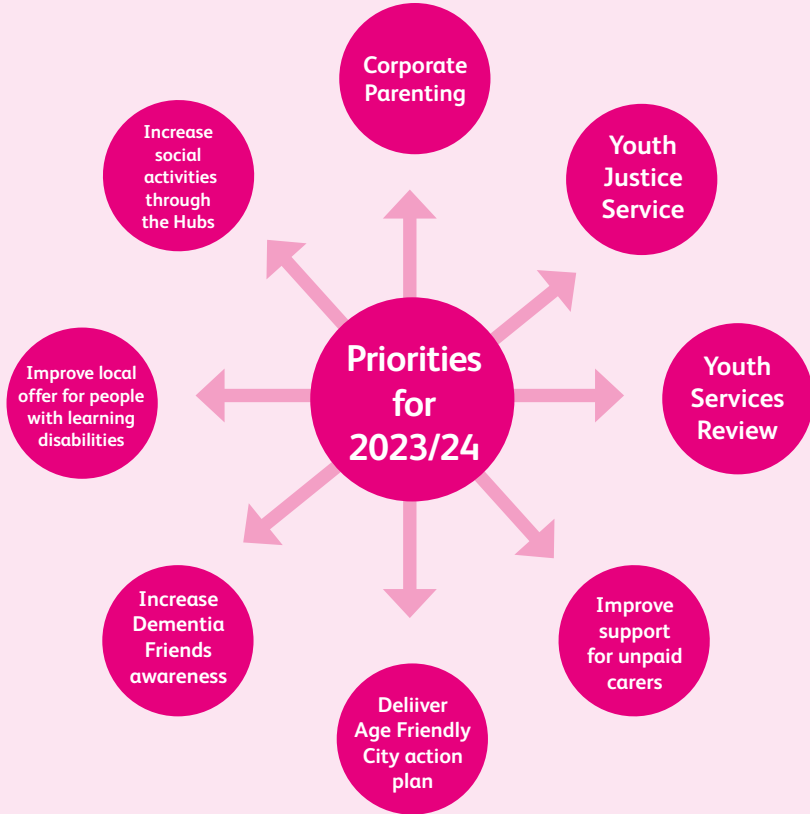
In order for T to volunteer at the warehouse he was required to complete an inhouse health and safety and manual handling course online. With some support, T successfully passed both courses.

Initially T was attending The British Heart Foundation one day week in the warehouse. T was really enjoying his time at the warehouse and there was a vast different in his confidence and communication, he had developed a good relationship with the staff. T now volunteers 3 days a week and is really happy there.

Children looked after by placement 31/03/22 (1,040)	% children looked after who moved school	% of care experienced young people not in Education, Employment or Training	
	<p>17.4% ▲ from 13.0 in 2021/22</p> 	<p>34.8% ▼ from 36.7 in 2021/22</p> 	
<p>Percentage of Council staff completing Dementia Friends training</p>	<p>Dementia Friends digital events</p>	<p>Number of digital events and attendance supported by Ty Canna Mental Health Team</p>	<p>Number of businesses pledging their commitment to work towards becoming Dementia Friendly</p>
<p>54.4% ▲ from 49.8% in 2021/22</p>	<p>2,616 ▲ from 1,128 in 2021/22</p>	<p>930 people engaging with events per month ▲ from 906 in 2021/22</p>	<p>79 ▲ from 16 in 2021/22</p>

Community Services for Older People			
<p>463 events held to support people to keep active and stay mobile</p>	<p>1,247 events held to support people to remain connected and stay social</p>	<p>7,483 participants at the events held to support people to keep active and stay mobile</p>	<p>13,459 participants at the events held to support people to remain connected and stay social</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

Outcomes we have achieved during the year

✓	Improved access to respite for young carers via our work with the YMCA (our service provider for young carers). One young carer said “The support has been amazing and I feel so much better for coming to the young carers project.”
✓	Improved arrangements for families to contribute to the development of plans through the development of clear pathways to access Family Group Conference. 140 families had a Family Group Conferences during the year.
✓	A significant number of children continue to be supported to remain with their families in kinship care arrangements – 204 at 31st March 2023.
✓	Improved support for care leavers who become parents with the provision of Baby Bundles.
✓	Well placed to further improve support for young parents who are care leavers through working with the National Youth Advocacy Service’s (NYAS) Project Unity.
✓	Permanence secured for children with 32 adoptions during the year.
✓	Improved support to reduce loneliness and Isolation through Community Hubs, Well-being Officers and Community Inclusion Officers.
✓	Increased the number of carers assessments undertaken.
✓	Undertook a consultation with unpaid carers to inform a comprehensive new Carers Action Plan.
✓	Supported 280 individuals to reconnect with their community via the Day Opportunities Service.
✓	299 volunteers engaged with the Together for Cardiff Cares project, providing over 2,000 hours of support to older people in the city.

What went well from our 2022/23 Directorate Delivery Plans	What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Timeliness of adoption process	Reunification Framework
Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors	Embed Family Group Conferencing
Encouraging volunteering	Reshape respite provision for children with disabilities
Integration of Community Hubs and Older Persons Day Centres to become Care Hubs	Court Improvement Plan
	Discharge Care Orders for children placed with their parents
	Integrated Edge of Care Service (The Right Place model)
	Implementation of Interventions Hub

Case Study – Community Inclusion Activities

G is 72 years old, her husband passed away about a year ago and ever since she has been experiencing feelings of loneliness and social isolation. G and her husband were always very active and enjoyed exploring their local area and this was something that was missing from G's life since her husband's passing, as she didn't feel comfortable walking on her own.

Whilst visiting her local hub to borrow a book, G spotted a poster advertising the Radyr Walking Group led by a Community Inclusion Officer through the Cardiff Well-being Support Service. At first, G was apprehensive about joining the group but decided that she would give it a go.

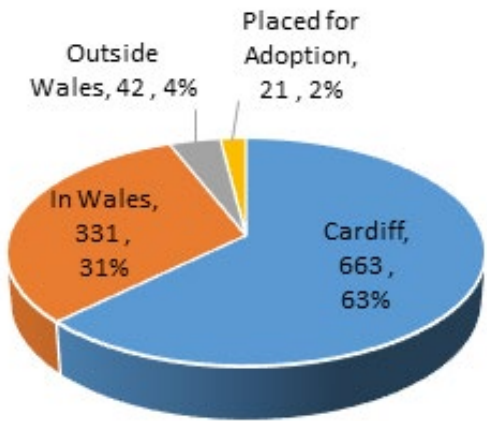


Since then, G has participated in the walking group weekly. G has been enjoying feeling active once more and is enjoying exploring the local community and making new friends.

The group has continued to expand with over 40 members and 4 dogs too! They meet every Wednesday for a walk which always includes a stop for coffee.

G has said, "I have so enjoyed the walks. Meeting new local people, finding someone to help with the garden, discovering unknown coffee places and just generally feeling very much at home in my local area since my husband died just over a year ago."



Community Inclusion Walking Groups allow people to stay active and stay connected to their community.

Location of children looked after at 31st March 2022	Children returned home at end of being looked after	% of children looked after with 3+ placements
 <p>Cardiff, 663, 63%</p> <p>In Wales, 331, 31%</p> <p>Outside Wales, 42, 4%</p> <p>Placed for Adoption, 21, 2%</p>	<p>45.9%</p> <p>▲ from 43.4% in 2021/22</p> 	<p>9.0%</p> <p>▲ from 7.7% in 2021/22</p> 
<p>610</p> <p>Carers well-being assessments completed</p> <p>▲ from 503 in 2021/22</p>	<p>98%</p> <p>of people reported being more active and having healthier lifestyles through engagement with Community Inclusion Officer activities</p> <p>▲ from 87% in 2021/22</p>	<p>127</p> <p>people accessing Older People's Day Services each week</p> <p>▲ from 124 in 2021/22</p>
<p>1,569</p> <p>service user sessions delivered within Care Hub day services</p>	<p>9,424</p> <p>care hours delivered by Care Hub services</p>	<p>89%</p> <p>of people felt reconnected into their community through direct and digital interventions from the Day Opportunities team</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

Outcomes we have achieved during the year

✓	Ongoing improvement to opportunities for children looked after and care leavers via close partnership working between the Personal Advisor Service and the Into Work Service. More young people eligible for Bright Futures support were in education, employment or training - 441 / 658 (67%) in March 2023 compared with 418 / 624 (67%) in March 2022.
✓	Care leavers supported to develop essential skills for independent living at a DIY workshop with a local construction company and cookery classes.
✓	Improved support for young people to find employment with the introduction of a Guaranteed Interview Scheme that guarantees an interview for Cardiff Council jobs for care leavers in Cardiff if they meet the essential criteria.
✓	Improved economic well-being for care leavers via Cardiff's participation in the Basic Income Pilot – to provide financial support for care leavers while they transition to independent living.
✓	Improved social support for care leavers with the introduction of a mentoring pilot for young people in supported lodgings – a youth mentor will help young people to build confidence and reduce social isolation.
✓	Increased accommodation options for young people leaving care through joint working with colleagues in Housing - 16 additional accommodation units in the Young Person's Gateway have been secured enabling young people to transition from fostering / residential settings to independent living. A further 24 units are planned to come on stream during 2023/24.
✓	The means test for eligible disabled adaptations has been removed, leading to a substantial decrease in the average time applicants have to wait for approval.
✓	989 disabled adaptations were completed, enabling people to live independently at home.
✓	A full review of our Internal Supported Living Service was carried out and proposals developed for the future.
✓	481 same or next day deliveries were undertaken by the Joint Equipment Service to support hospital discharge and avoid admission, support carers in their work and assist with end of life care.
✓	51% of people receiving meals on wheels were having meals delivered 7 days a week supporting improved health and well-being in the community.
✓	The Independent Living visiting team ensured individuals were able to claim the benefits they were entitled to, identifying £1.2 million in unclaimed benefits.
✓	The Money Advice Team supported over 2,500 older people. The Into Work Team are supporting older people to get into employment.

✓	A specialist older persons accommodation scheme was developed for those with more complex needs.
✓	A new supported living scheme was developed allowing 11 people with mental health issues to step down from residential care.
✓	Two new pathways developed for discharge from hospital – Discharge 2 Recover and Assess and Discharge 2 Assess models of support, allowing either home based or residential care while assessment takes place.

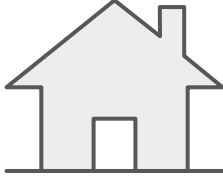
What went well from our 2022/23 Directorate Delivery Plans
Fully established the Rehousing Solutions Service
Review of Older Persons accommodation allocated through the waiting list completed and new arrangements implemented

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Accommodation sufficiency
Locality working
Development of older persons housing that supports independent living

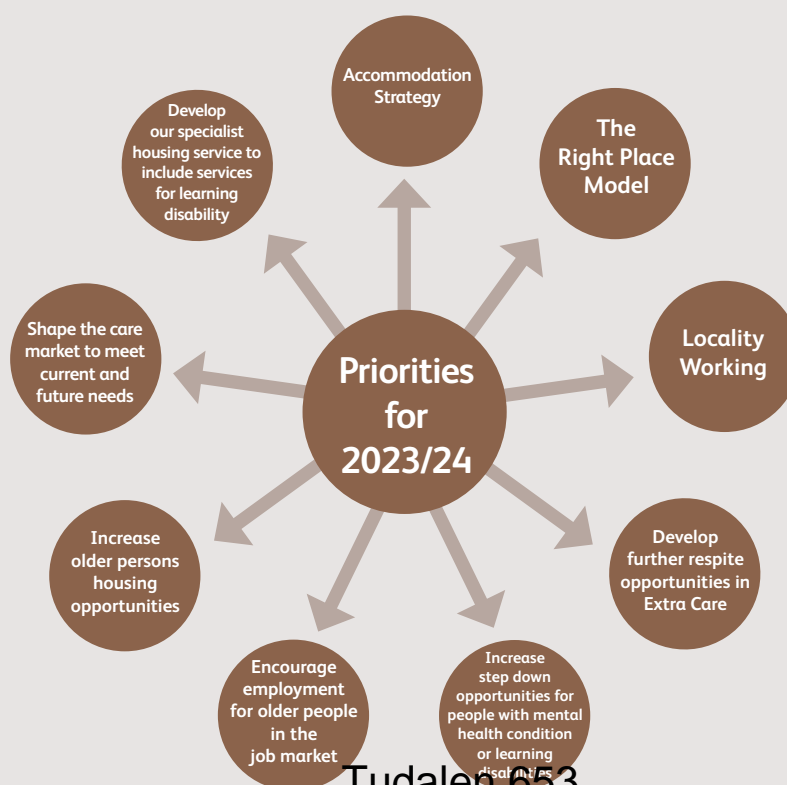
Case Study – Personal Advisor Service

A became known to Children’s Services after arriving in the UK as an Unaccompanied Asylum Seeking Child (UASC). A suffered extensive trauma during his journey to the UK. As a result, A eventually experienced extremely poor mental health (psychosis) which led to him being admitted into a specialist mental health unit. It was thought at one time that A would not be able to live independently or be able to return to college for some time. However, with the support of his Personal Advisor (PA) and Llamau Housing Support, A’s mental health improved considerably - to the point where he returned to college and is now living independently in a flat under his own tenancy.

A was able to secure this tenancy with the support of his PA and Llamau and now has a wonderful home where he feels safe and secure and has settled really well. A continues to have support from the excellent mental health team at Headroom, and he manages to sustain his tenancy well, paying bills and cooking. A is now planning to progress with his studies in English for Speakers of Other Languages (ESOL) to take a course with a trade accreditation, like mechanics.

Care leavers in education, training and employment	Number of young people known to Children's Services in Young People's Gateway accommodation at 31st March 2023	Number of When I Am Ready placements starting
<p>12 months after leaving care 68.1% ▲ from 63.9% in 2021/22</p> <p>13-24 months after leaving care 56.6% ▼ from 58.4% in 2021/22</p>	<p>41 ▲ from 36 in 2021/22</p> 	<p>10 ▼ from 21 in 2021/22</p>
Total number of equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels	Self and friends and family referrals to Telecare
<p>31,521 ▼ from 32,474 2021/22</p>	<p>617 ▲ from 475 2021/22</p>	<p>52% ▲ from 46% 2021/22</p>
New units of Specialist Older Persons Accommodation delivered	Number of people supported by Independent Living Services with Income Maximisation	The average number of calendar days taken to deliver a Disabled Facilities Grant
<p>49</p>	<p>648 ▼ from 927 2021/22</p>	<p>141 days ▲ from 136 2021/22</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



9

HOW WE DO WHAT WE DO

“More than Just Words” / “Mwy na Geiriau”

Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver series in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.



We are working towards making improvements against the objectives set out below:

• **Objective 1: National and Local Leadership, and National Policy**

The Operational Manager, Business Systems and Transformation undertakes the role of Welsh Language Champion across Social Services. A Welsh language coordinator has been appointed for Children’s Services and we are looking for someone to fill the role for Adult Services as the previous post holder has left the organisation.

• **Objective 2: Mapping, Auditing, Data Collection and Research**

Details of the Welsh language skills of the workforce and Welsh language community profile continue to be monitored.

Questions continue to be in place in the Social Services client record system to record service user’s language preference.

The latest Welsh language data from the Annual Population Survey shows that 94,200 people aged 3 and over in Cardiff are able to speak Welsh (second only to Carmarthenshire).

• **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning**

We continue to collate information on Welsh speakers across the Directorates to ensure recruitment and retention of Welsh speakers remains a key priority. Recruitment across the sector has become increasingly difficult in both English and Welsh speaking positions and this is likely to remain for some time. Processes for allocating Welsh speaking staff have been trialled in both Children’s and Adult Services to ensure that service users requiring Welsh assessments are able to access them.

- **Objective 4: Promotion and Engagement**

We continue to work towards attracting and developing the Welsh language workforce and strengthening links to organisations. Regular promotion of the use of Welsh continues in Social Services.

- **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and Directorates, from beginner to proficiency training in the Welsh Language with time given to staff who wish to attend. In addition, Awareness Training is a compulsory element of induction training in social care, forms part of the social work student placement induction programme and is a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups, e.g., domiciliary care staff.



OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year

✓	Improved support for service development in Children's Services through dedicated Project Officers.
✓	Well placed to develop new practice model in Children's Services following engagement sessions with managers and staff.
✓	Well placed to improve quality of practice with agreement for additional resource in the Quality Assurance team.
✓	Improvement arrangements for lone working with the introduction of the PeopleSafe device.
✓	Ongoing support for social workers and improved consistency for families via the Practice Lead role.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles:
✓	18 seconded staff were on the Social Work degree course during the year.
✓	5 Enabling Practice Learning (EPL) staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
✓	28 newly qualified social workers enrolled the First Three Years in Practice program with 18 experienced staff trained as mentors to support them.
✓	Undertook a comprehensive training needs analysis that will inform the delivery of professional development and training opportunities.
✓	Restructured our Social Care Training Team to strengthen the Adult Services Training offer including the introduction of a dedicated post to deliver strength-based training.
✓	Launched a new Social Work Cardiff brand.
✓	Established a dedicated Registration and Qualification Support Officer to support care workers to achieve registration.
✓	Implemented the Real Living Wage for care workers.
✓	Continued to develop Cardiff Cares Academy to assist providers with recruitment of new staff into care roles in Cardiff. 753 people registered with the service in 2022/23.
✓	Supported care workers with initiatives such as the Electric Bike scheme.
✓	Developed a regional workforce charter that sets out our commitment to the wider workforce.
✓	Piloted the use of Social Work Resource Assistants to remove administrative tasks from social workers.

- ✓ Introduced a market supplement for our qualified staff and improved monitoring of recruitment / vacancies.
- ✓ Reduced the % of adult social work vacancies from 12.9% to 9.94%.
- ✓ Developed a Trusted Assessor action plan and commenced implementation by allowing occupational therapists to prescribe care.
- ✓ Undertook work on a new Cardiff Adult Services Workforce Strategy and action plan.

What went well from our 2022/23 Directorate Delivery Plans

- Health & Safety** in Children's Services
- Youth Justice Strategy**
- Worked with the Welsh Government to fully implement the **Real Living Wage** for care workers in Cardiff
- Provided proactive support to help **care workers achieve registration.**
- Completed review of **Cardiff Cares Academy.**
- Promoted **Cardiff as a Great Place to Work**

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

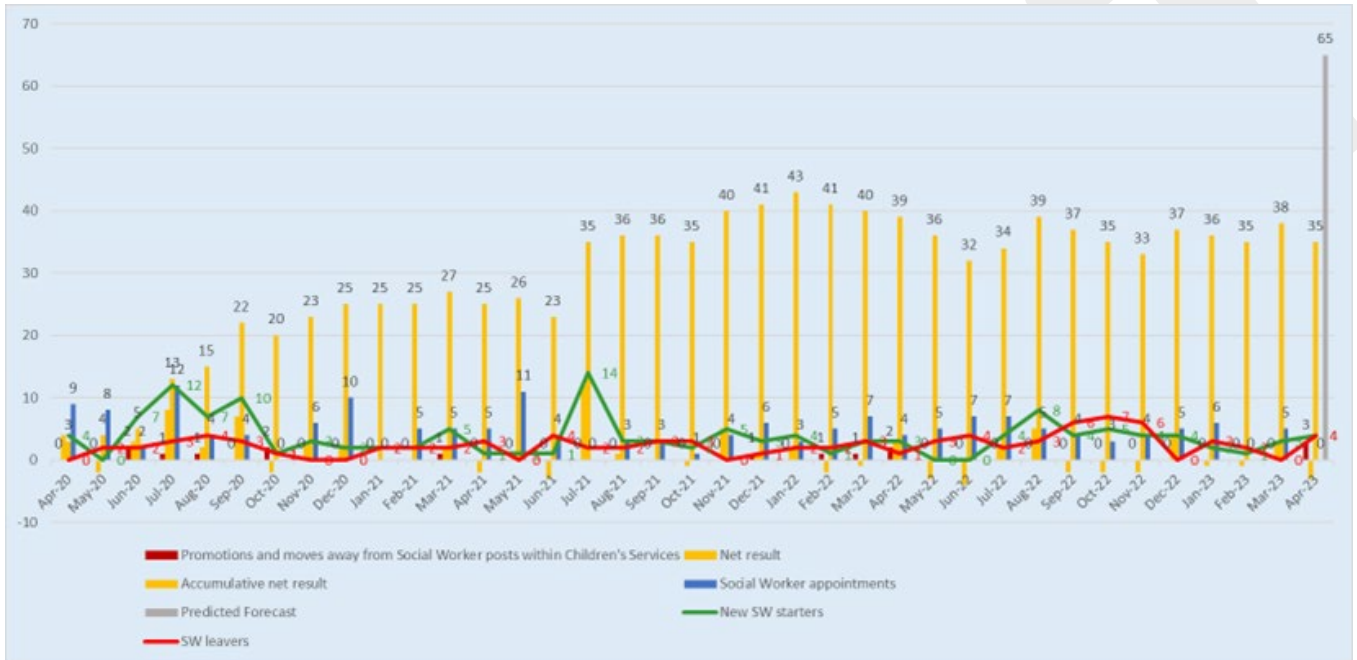
- Reduce permanent **vacancies in Children's Services**
- Implementation of **Equalities Action Plan**

Social worker vacancies Children's Services	Social worker vacancies Adult Services	Full Time Equivalent sickness Children's Services	Full Time Equivalent sickness Adult Services	Total number of attendees at training courses in 2022/23
27.3% ▲ from 23.9% in 2021/22	9.9% ▼ from 12.9% in 2021/22	12.9 ▼ from 15.01 in 2021/22	20.8 20.8 in 2020/21	1,195 (Adult Services staff) 755 (external care workers)



Social Work Cardiff recruitment material using new branding

The graph below demonstrates the significant progress we have made in reducing social worker vacancies since the start of the COVID-19 pandemic. This has been a considerable undertaking and recruitment is ongoing alongside implementing our Workforce Strategy and action plan to improve retention – this includes our work towards introducing a new operating model (please see page 15 for further information).



The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE



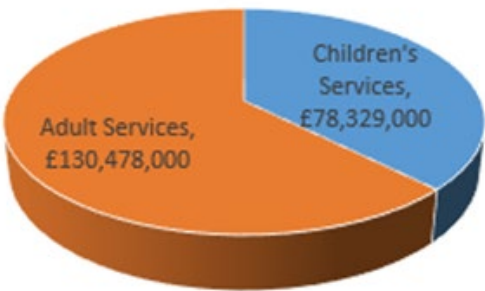
Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the revised Children's Services Strategy and further development of the Adult Services Ageing Well Strategy.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
✓	Cost of Care exercise undertaken with providers.
✓	Delivered budget savings and improved outcomes by delivering alternative accommodation / supported living options for older people and those with mental health issues. One such scheme allowed 11 individuals to step down from mental health residential care / hospital, to brand new housing association flats within a supported living context, delivering full year savings of £230k and better outcomes for service users.

<p>What went well from our 2022/23 Directorate Delivery Plans</p> <p>Review and refresh the Children's Services Strategy</p> <p>Accommodation and assets across Children's Services</p> <p>Cost of Care exercise with providers</p>

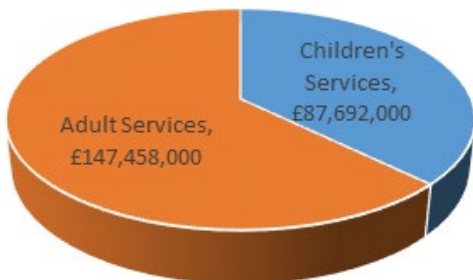
<p>What is progressing from our 2022/23 Directorate Delivery Plans, with some delay</p> <p>Locality working for Adult and Children's Services</p> <p>Implement the Eclipse client record system</p> <p>Review of commissioned services</p> <p>Data sharing</p> <p>Financial modelling</p> <p>Refresh the Fee Setting Strategy for Care Homes for Older People</p>
--

Social Services Budget 2022/23
£208,807,000



■ Children's Services ■ Adult Services

Social Services Budget 2023/24
£235,150,000



■ Children's Services ■ Adult Services

There is corporate recognition of the level of financial support that is required to deliver social services in Cardiff – this is evidenced by the fact that in 2022/23, Social Services accounted for circa 30% of the Council’s budget. Both Children’s and Adult Services work closely with corporate colleagues in the Resources Directorate to ensure that expenditure is transparent and monitored closely with budget and savings targets in mind.

Demand for services has remained high, in part as a result of the longer-term impact of COVID-19 harms. Meeting need within budget has proved challenging and as a result, in 2022/23, the Social Services budget was overspent by £5.065 million.

Recognising the challenges that lie ahead, the Social Services budget has increased by 13% from £208,807,000 in 2022/23 to £235,142,000 in 2023/24 and will continue to utilise additional grant funding to develop and implement innovative solutions to support us to meet the needs of the most vulnerable people in our city. The actions we are taking are referenced throughout this report and detailed milestones are set out in our Directorate Delivery Plans for 2023/24.

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





Tudalen 661

Mae'r dudalen hon yn wag yn fwriadol

Local Authority Social Services Annual Report 2022/23
Cardiff Council

Appendix - Overview of Challenge / Consultation

Feedback	Response	Amendment
Scrutiny		
I think the presentation of the headings/priorities diagrams is useful and helps set the scene for the rest of the chapter	Noted.	N/A
I think the typeface/font in the adult sections service is helpful in identifying what each of the paragraphs is covering	Noted.	N/A
I do think some of the challenges is not always immediately obvious and can be lost in the narrative sometimes – sometimes the priorities and challenges achieving those priorities aren't always clearly linked.	Agree that the structure of the report does not enable us to set out our evaluation in the way that we would prefer. We are in the process of responding to a national consultation regarding changes to the report going forward – and we will include this feedback about the importance of connectivity between challenges and priorities in our response.	N/A
Partnership working is sometimes lost in the narrative.	We agree that reflecting the partnership working that we do on the ground to meet people's needs is critical – this is reflected in the relevant sections of the report. There is a proposal for a separate section to address “partnership and integration” in the new format, however there is a danger that this will duplicate the content of other chapters in the report.	N/A
I think the priorities section should be moved upwards in the document.	These are the priorities for 2023/24 and follow the evaluation of 2022/23 so, on reflection, will remain where they are currently placed. For future reports we will consider how we can better structure this within the constraints of the new national format.	N/A

Feedback	Response	Amendment
Trade Unions		
It was really emotive to hear stories about how Young People have benefitted from the care of our staff and it would be good to include similar messages for adult services – as I know ow there has also been a really big focus on supporting adults particularly with dementia which must have a hugely positive impact on families caring for relatives.	Further information regarding dementia and case studies added.	p.35
Staff		
We thought it was well written, easy to read and very informative! One person feedback that it would have been good to include how each of the priorities were to be met. I explained that there is an alignment with these priorities and the DDP but this may not have been obvious from the report so may be worth including something about how these priorities will be taken forward and monitored.	Addition to report made to clarify – via quarterly reporting to the Council’s Senior Management Team and Scrutiny Committees.	p.2
We felt it was factually correct, achieved the right balance between identifying what went well balanced against the areas that we need to improve on / areas for further development.	Noted.	N/A
The report appropriately identifies examples of positive partnership working.	Noted.	N/A
Yes – for Adult Services, the areas of improvement reflect the key priority areas that we know we have to address this year and they are summarised appropriate providing enough information so that it is clear what we need to do.	Noted.	N/A
Yes and they align with our DDP objectives	Noted.	N/A
Overall it’s well presented – a good balance with narrative, diagram and	We understand the perspective, however, the young people that we	

Feedback	Response	Amendment
<p>a lovely use of photographs. It's nice that there is a mixture of stock photographs and photos from our services. The only one that I think may need reviewing is the one of the child on P43 – all of the other photos are very upbeat and provide a positive image but this one seems a bit out of place as it doesn't portray a positive image. It made for a very enjoyable and informative read!</p>	<p>work with have experienced significant trauma, so we think it is important that the report reflects this.</p>	
Children and Young People		
<p>The report has been very well put together and the young people required some explanation about some of the terminology used, but on the whole felt that it was written very clearly. A dyslexic young person was very happy with the format of the report, lay-out and presentation of the report and the PowerPoint presentation.</p>	<p>Noted.</p>	<p>N/A</p>
<p>There should be information about how and to whom Children's Services will be held accountable for the completion of the objectives.</p>	<p>Addition to report made to clarify – via quarterly reporting to the Council's Senior Management Team and Scrutiny Committees.</p>	<p>p.2</p>
<p>The CYP were positive about all of this information and in particular were very encouraged by the reduction in children being convicted for criminal offences. The increased number of children who returned or remained home and are cared for within their families was also a highlight.</p>	<p>Noted.</p>	<p>N/A</p>
<p>In relation to children remaining with their families it was felt strongly that Children's Services should do more to support young parents with parenting skills and that this should be an important part of future priorities.</p>	<p>Agreed – work to be done to raise awareness of Parenting Service in Early Help and how to refer young parents to them for support.</p>	

Feedback	Response	Amendment
It would be good to have further information about actions to be taken to address the points in this category [Key Risks & Challenges].	Further detail is included in the Directorate Delivery Plan.	N/A
There was disappointment but also not surprise that mental health continues to be a challenge due to the trauma that usually leads to involvement of Social Services.	Noted.	N/A
To address the negative representation of Childrens Services there was a suggestion that there is a campaign to raise awareness in the media and local communities of positive outcomes related to intervention by Childrens Services.	Work with Council Comms team to be undertaken.	N/A
Aiming for a higher number of adoptions can be negative due to young people having their children removed permanently and adopted when they may not have been given the support that could have produced a positive outcome for the parent.	We always strive to keep children within their family network; when this isn't possible we aim to find alternative homes for those children to ensure they have stability and somewhere safe and nurturing to live. When children are very young this is often achieved via adoption and we try our best to make sure those children find forever families as quickly as possible. We agree completely that there shouldn't be targets set for the number of children adopted.	N/A
There should be further emphasis on the positive work completed by Children's Services.	Work with Council Comms team to be undertaken.	N/A
Mental Health concerns are linked to the majority of negative issues experienced by young people such as a lack of employment and struggling to live independently. Therefore if more resources were put into mental health it would decrease the need for Childrens Services to be involved in the lives of so many children and young people. This would also mean that less people had need to access	We are working closely with colleagues in Health to improve pathways for referrals so people are able to access support with mental health as early as possible and at the right time. However, this remains an area of very significant challenge with increasing demand and complexity.	N/A

Feedback	Response	Amendment
Adult Services for mental health concerns.		
The category of “Trauma Informed” felt like a very positive inclusion and the acknowledgement of the effects of trauma was appreciated. There was emphasis on the fact that care experience and the trauma relating to it can last far into adulthood.	Noted.	N/A
Children’s Services should be advocating with the Government for those who fit into the NEET category. Low wages make it very difficult for young people to come off benefits, “you get less money than you get on benefits”.	<p>Advice is available from the Money Advice Line [029 2087 1071]. You can also contact the Into Work Team via the online form available here: Get in touch - Into Work (intoworkcardiff.co.uk) and the Money Advice Team via the online form available here: Contact us - Cardiff Money Advice Service.</p> <p>These services work to ensure that people are helped into better employment and supported to secure in-work benefits. The Personal Advisor Service has recently transferred to Adult Services to improve links between these services.</p>	N/A

Mae'r dudalen hon yn wag yn fwriadol

Children's Services Directorate Delivery Plan 2023/24



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Tudalen 670

1. Introduction

Golden Thread



Directorate Delivery Plan – Children’s Services

- 1.1 The Council’s Corporate Plan sets out how the Administration’s Priorities for Cardiff will be achieved, providing clarity on what will be delivered and by when. The plan also satisfies the requirements of the Well-Being of Future Generations Act, by setting Well-being Objectives, the steps we will take to achieve them and how we will measure our progress.

The Council has adopted seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- One Planet Cardiff
- Modernising and integrating our public services

For each well-being objective, a number of high level “steps” and performance indicators have been identified to measure progress.

Directorates across the Council play a critical role in enabling the Council to achieve its priorities and Directorate Delivery Plans (DDP) which set out actions, milestones and key performance indicators are the key vehicle for this. Directorates are responsible for identifying the well-being objectives and associated steps to which they contribute, and for developing milestones which state the actions they will take. Key performance indicators must also be identified to measure progress, alongside any risks, auditor recommendations which must be managed and responded to. DDPs must be written within the context of good resource management, for example, workforce development and financial management and must include an assessment of progress and challenges to identify appropriate priorities.

The Golden Thread

Stronger, Fairer, Greener: Sets out the political priorities of the Council’s Administration

The Corporate Plan: Sets out how Capital Ambition will be translated into deliverable organisational steps, including milestones and targets.

The Local Well-Being Plan: Sets out on how the Capital Ambition priorities which require collaboration with public service partners will be delivered.

Directorate Delivery Plans (DDP): Sets out the directorate’s contribution towards delivering the Corporate Plan, as well as any other priorities which may include responding to any identified business needs, risks or audit recommendations.

Service Plans: Where appropriate, the Directorate may choose to have service plans to support the DDP.

Personal Objectives: Set to capture individual’s objectives to help achieve the Service and Directorate objectives, which contribute overall to the aims and objectives of the Council.

Well-being Objective: Sets out what the Council wants to achieve.

Steps: What the Council will do, and by when, to help achieve each well-being objective.

Key Performance Indicators (KPIs): Indicators of operational performance that indicate if the steps the Council are taking are effective.

Target: Sets out a numerical value on Key Performance Indicators to be achieved.

2. Directorate Profile and Structure

Central Services:

- **Support4Families** (within the Cardiff Family Advice and Support Service) – early help service working with families below the threshold for statutory Children’s Services, e.g. supporting families with direct delivery of a range of evidence based family programmes.
- **Multi Agency Safeguarding Hub** - first point of contact for safeguarding referrals from professionals.
- **Interventions Hub:**
 - **Adolescent Resource Centre** – intensive support for young people aged 11-16 years of age, who are at risk of becoming looked after.
 - **Family Intervention Support Service (FISS)** – support to prevent family breakdown and reduce risk of significant harm.
 - **On Call FISS** - support out of hours to the Emergency Duty Team (EDT) and daytime services.
 - **Rapid Response** - provide an immediate response to families in crisis to prevent accommodation or where there is a high risk of harm.
 - **Integrated Family Support Service** – supporting the needs of vulnerable families in crisis.
 - **ThinkSafe!** – work with children at greatest risk of exploitation to reduce risk and increase protective factors.
- **Family Drug and Alcohol Court** – piloting a new way of working with families in Court proceedings.
- **Substitute Family Care** – placement finding, in house fostering, Connected Persons, When I Am Ready, supported lodgings, National Fostering Framework.
- **Residential Services** – in house residential homes.
- **Unaccompanied Asylum Seeking Children** – case management for Unaccompanied Asylum Seeking Children including child protection, Court work, children looked after and children receiving care and support.
- **Youth Justice Service** – prevention of anti-social behaviour, offending and re-offending by young people.

Assessment and Care Planning:

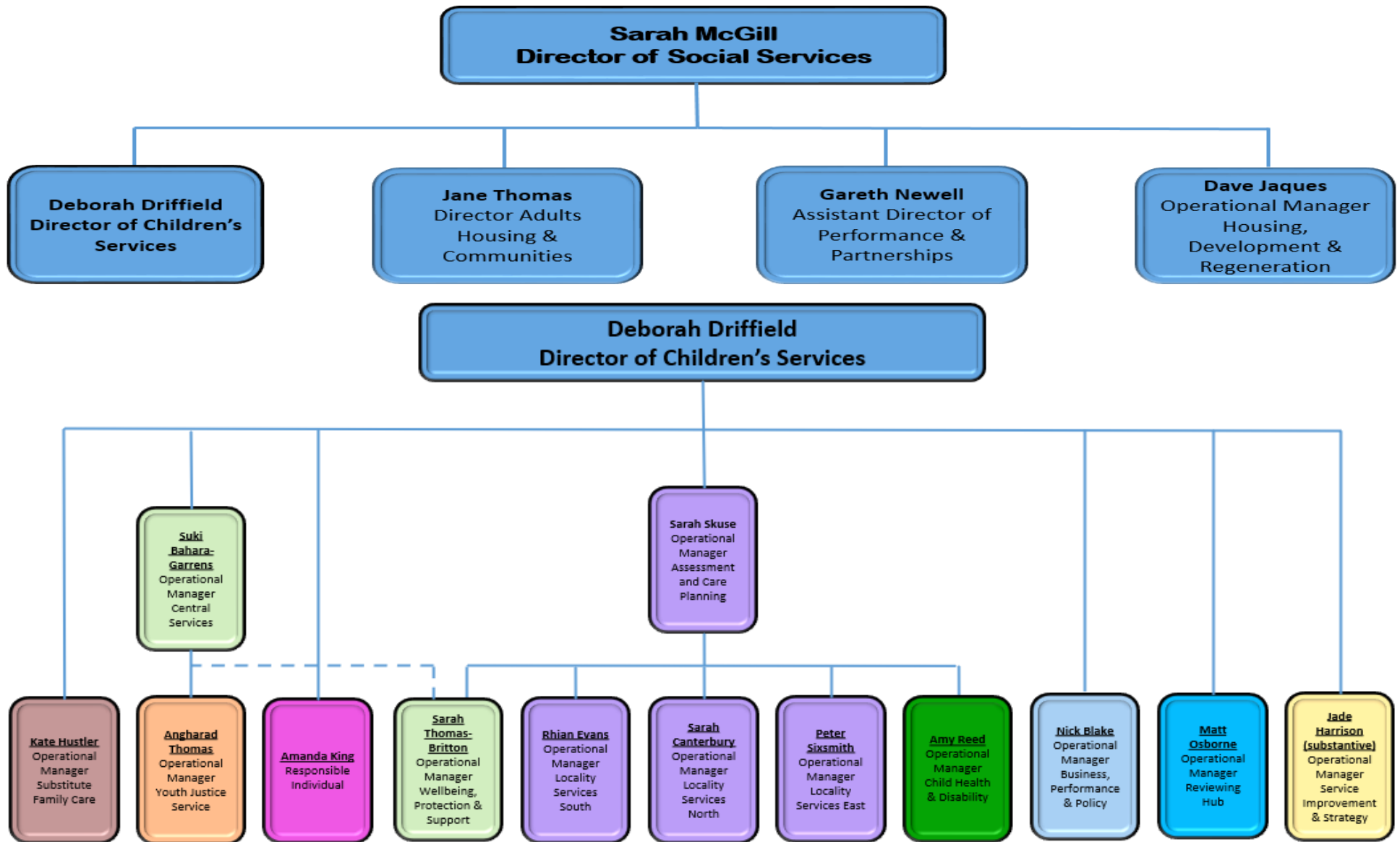
- **Intake & Assessment**, including child protection investigation, intervention and support.
- **Locality Services** – case management including reunification, child protection, Court work, children looked after and children receiving care and support.
- **Child Health & Disability Service** – case management for children with disabilities including child protection, Court work, children looked after and children receiving care and support.
- **Personal Adviser Service** – supporting care leavers.

Reviewing Hub – case reviews for children on the Child Protection Register, children looked after and children with a care and support plan, advocacy, participation, education safeguarding, professional concerns, corporate parenting, corporate safeguarding.

Service Improvement & Strategy – Quality assurance, workforce development and training, commissioning and contract management.

Performance and Resources – business support, performance and planning, projects, correspondence, CareFirst / Eclipse, strategy, Health & Safety, workforce training and development, COVID-19.

Senior Management



Tudalen 674

3. Progress, Challenges and Priorities for 2023/24

What we did well

An overview of the key achievements is provided below:

- Revised **Children's Services Strategy** for 2023-26 developed and agreed.
- **Accommodation Strategy** for 2023-26 developed and will support implementation of **The Right Place model**.
- Dedicated **Workforce Development** team established.
- Development of a new way of working commenced – implementation of **new operating model** scoped out with staff.
- **Engagement with staff** – workshops with staff held to inform development of key strategies and ways of working.
- Use of Mind of My Own app to support children and young people to share their **lived experience**.
- **Locality working** approach being embedded in case management teams.
- **Interventions Hub** embedded and increased service provision agreed.
- **Reviewing Hub** embedded – over 200 children have been stepped down to case closure or Early Help services.
- **Corporate Parenting Strategy action plan** being implemented.
- Increasing number of **children who returned or remained home** and are cared for within their families.
- Improved our system for tracking children subject to **Public and Private Law proceedings**.
- Safeguarding Adolescents From Exploitation (**SAFE**) model.
- Improvements to **Youth Justice Service** – recognised by follow up inspection that resulted in complete de-escalation in recognition of the progress made.
- Reduction in children being **convicted** for criminal offences.
- **Quality Assurance** Framework and practice development journey.
- Ongoing **commitment of staff** in the face of increasing pressures.
- Ongoing development of **PowerBi** as primary reporting tool.
- Maximised use of **technology** to maintain virtual contact with children, families, colleagues and partners.
- Development of updated **policies and procedures** progressing.

What we could have done better

- Developing a **Participation Framework** to improve our partnership working with children and their parents / carers.
- Improving access to **advocacy**.
- Embedding the **Reunification Framework**, to support children to return to live with family where it is safe for them to do so.
- Embedding **Family Group Conferencing** into our core operating model.
- Re-shaping our **respite provision** to offer flexible short-break opportunities for children with disabilities.
- Implementing a **trauma informed approach** to practice across all services.
- Increasing Directorate capacity to deliver **bilingual services**.

Opportunities

- Direction set by the new **Children's Services Strategy** and supporting **Accommodation Strategy**.
- Development of **new practice framework**.
- Development of **new operating model** to ensure that social workers only do what only social workers can do.
- Strengthened **Commissioning Team** developed and in place.
- **Regional Integration Fund** monies and Welsh Government funding.
- Working towards achieving **Child Friendly City** status and embedding a **child's rights** approach.
- Work with the newly appointed virtual headteacher to support improved **education outcomes** for children looked after.
- Implementing the upgraded **client record system** - Eclipse.
- Building on **positive partnership working** and making best use of **technology**.
- Use outcome of **Family Drug and Alcohol Court pilot** to inform service provision going forward.
- Implementation of the multi disciplinary **Transitional Safeguarding Panel** for young people aged 16-25 with complex needs.

Challenges

- **Budget pressures**.
- **Demand and complexity**.
- **Sufficiency of placements** for children.
- **Recruitment and retention** of experienced social workers.
- Children and young people experiencing **serious emotional well-being and mental health issues**.
- Increasing numbers of children experiencing **exploitation** which is exposing them to violent behaviour and is drawing a small minority of children into violent criminal behaviour.
- Increasing numbers of children with a range of needs including **neuro-diversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services**.
- Recent high profile cases in the media having an impact on practice and the **negative representation of the social work profession**.

4. Shifting the Balance and Well-being Objectives

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

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

How we'll do it



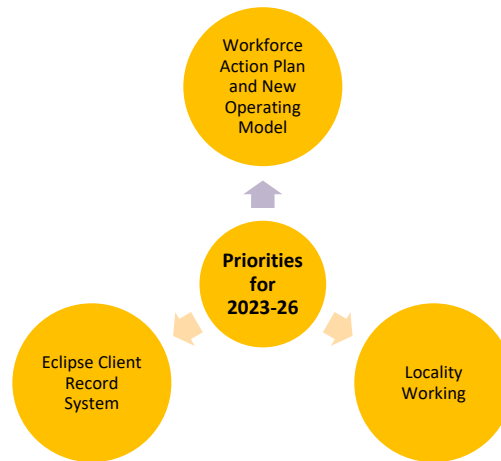
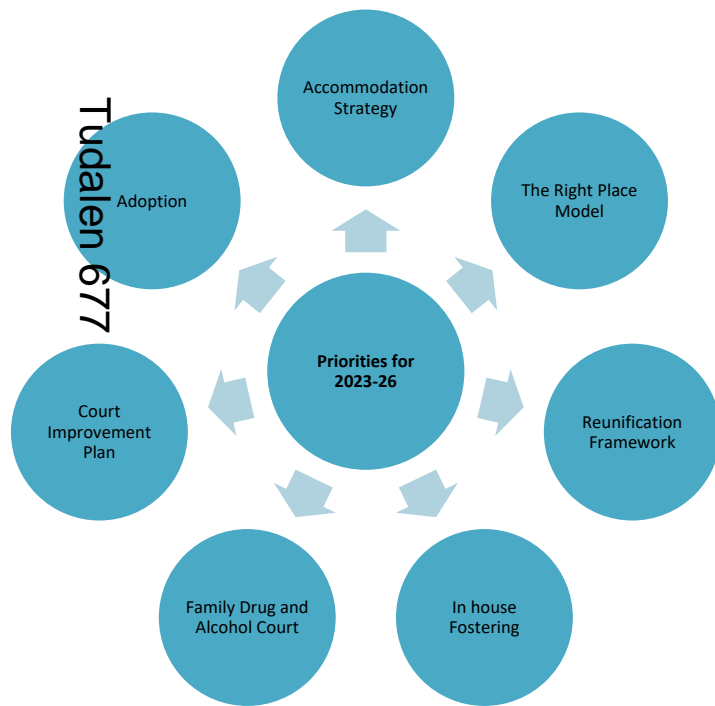
Ensuring a range of support in the community and a variety of homes for children are available in Cardiff **-PLACE**



Supporting a permanent workforce **-PEOPLE**



Developing our **PRACTICE** and procedures



5. **Shifting the Balance: Place**
Wellbeing Objective 1: Cardiff is a great place to grow up

Tudalen 678

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the Accommodation Strategy for 2023-26 to address placement sufficiency issues and support the implementation of The Right Place Model.	Nick Blake Bethan Masters	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Building works on 2 new residential homes completed (1 x 1 bed and 1 x 2 bed). • Purchase of additional 3 properties for residential homes completed (2 x 3 bed and 1 x 2 bed specialist provision for children with emotional well-being and mental health issues). • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Stage 2 design works for Ty Storrie (short breaks provision) completed and fully costed proposal for next steps developed. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • 2 new residential homes registered (1 x 1 bed and 1 x 2 bed). • Building works on 2 x 3 bed residential homes purchased in Quarter 1 completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Registration for 2 x 3 bed residential homes completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Building work on 1 x 2 bed specialist provision for children with emotional well-being and mental health issues completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue to implement The Right Place Model to improve services, support and accommodation options for children in, and on the edge of, care.	Suki Bahara-Garrens Bethan Masters	Q1 <ul style="list-style-type: none"> Job descriptions for edge of care and residential staff developed. Decision made as to whether to work towards full accreditation, or to implement a localised model with the support of the North Yorkshire Team. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	
			Q3 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	
			Q4 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	

Tudalen 679

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Support children to return safely to their own homes during the year using the Reunification Framework .	Sarah Skuse	Q1 <ul style="list-style-type: none"> Consideration given to where reunification workers will sit under the new operating model. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2 <ul style="list-style-type: none"> Process for social care practitioners to lead on supporting the implementation of reunification care plans developed – with social workers leading on assessment and review. 	
			Q3 <ul style="list-style-type: none"> New process agreed in Quarter 2 piloted across all 3 localities. 	
			Q4 <ul style="list-style-type: none"> Review of pilot of new process commenced in context of wider changes to the operating model. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Develop the in house Fostering Service to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	Kate Hustler (Suki Bahara-Garrens)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Foster Wales Cardiff Recruitment Strategy developed – including promotion of recruitment across a diverse range of communities. • Skills audit of existing in house foster carers commenced. • Regulated policies updated and published. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Skills audit analysed and gaps identified. • Exit Strategy to support timely move on from parent and child placements developed. • Remaining policies updated and published. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Plan to address gaps identified by skills audit in place – including development of training matrix. • Targeted recruitment of Teen Scheme foster carers ongoing. • Support available to in house foster carers increased with additional short break carers available. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Corporate plan target of 130 children in in house fostering placements met, including: <ul style="list-style-type: none"> ○ 5 parent and baby placements ○ 5 Teen Scheme placement ○ 5 emergency beds available. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Monitor the progress of the Family Drug and Alcohol Court pilot to determine its success in keeping families together and prepare for the future of the initiative when the pilot ends in December 2023.	Suki Bahara-Garrens	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Proposal developed requesting Welsh Government to extend funding for 1 year. Referral process reviewed. Capacity of team reviewed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Operational governance reviewed. Consider what support the Integrated Family Support Team could offer to families who are in pre-proceedings. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Outcomes of families who discontinued the FDAC process reviewed. Use of parent mentors to be considered. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> TBC pending request for extension of funding. 	
Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue implementation of the Court Improvement Plan during the year to improve practice in the Public Law Outline (PLO) and Court arenas in response to recent national reviews and reports.	Sarah Skuse Lewis Collins	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Arrangements for new operating model to be piloted in Court arena developed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Policies and procedures for new Court Team developed. Staffing arrangements for new Court Team agreed. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Court tracker provides the required performance information to inform decision making. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Recommendations of Public Law Outline (PLO) review fully implemented. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with the Vale, Valleys and Cardiff Regional Adoption Collaborative to ensure ongoing implementation of good practice guidance in relation to adoption , including recruitment of prospective adoptive parents.	Sarah Skuse	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Panel and commissioning process for supporting children who require specialist adoption support services embedded. Mechanism for quality assuring life journey work for children with a plan for adoption developed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Work to maximise placement opportunities for children with a plan for adoption continues. Welsh Early Permanence Framework embedded as a placement option where appropriate. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> National and local engagement with opportunities to recruit a range of adopters to meet the needs of children waiting for adoption continues. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Impact of the modernising agenda for adoption and promotion of direct contact for children with a plan for adoption evaluated. Adoption Support improved - adopted children have the right support from the right person at the right time through aligning universal, targeted and specialist services. 	

Ref	Key Performance Indicators (outcome based where possible)	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	Of the total number of children looked after:					
CP	The number fostered by Local Authority foster carers	116	119	117 At 31.12.22	130	Suki Bahara-Garrens / Kate Hustler
CP	The number fostered by external foster carers as percentage of regulated placements (excluding kinship)	62.1% (344 / 544)	58.9% (324 / 550)	58.2% 308 / 529 At 31.12.22	60%	Suki Bahara-Garrens / Kate Hustler
CP	The number placed in in-house residential placements	6	9	8 At 31.12.22	15	Suki Bahara-Garrens / Amanda King

CP	The number placed in external residential placements as percentage of regulated placements (excluding kinship)	14.6% (81 / 544)	16.5% (91 / 550)	18.1% 96 / 529 At 31.12.22	17%	Suki Bahara-Garrens / Amanda King
CP	The number of children returned home from care during the year	85	108	92 At 31.12.22	60	Sarah Skuse / Locality OMs
CP	The percentage of children looked after in regulated placements who are placed in Cardiff	57.4%	56.0%	55.8% At 31.12.22	60%	Suki Bahara-Garrens
CP	The percentage of children looked after in regulated placements who are placed in Cardiff or a neighbouring Authority	75.9%	77.2%	75.9% At 31.12.22	80%	Suki Bahara-Garrens

6. Shifting the Balance: **People**
Wellbeing Objective 1: Cardiff is a great place to grow up

Tudalen 684

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the Children's Services Workforce Action Plan to secure a primarily permanent workforce.	Jade Harrison / Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	To build an inclusive and representative organisation.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Build on the progress made implementing a locality approach to service provision to further develop links with Education and maximise use of community resources.	Sarah Skuse	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Links made with new virtual Headteacher. Contribution made to Single View of the Child project to ensure the information available supports the enhancement of locality working. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Development of new operating model takes account of demographic data. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Social work practitioners linked with geographical areas to strengthen links with schools in their areas. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Children's Services leads identified to work with partner agencies on a locality basis. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Implement Eclipse as the CareFirst replacement system by March 2024.	Nick Blake Richard Lewis	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The percentage of permanent social worker vacancies in Children's Services	28.8%	23.9%	27.3%	24%	Jade Harrison / Nick Blake

Tudalen 685

7. Shifting the Balance: **Practice**
Wellbeing Objective 1: Cardiff is a great place to grow up

Tudalen 686

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	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 .	Suki Bahara-Garrens	<p>Q1</p> <ul style="list-style-type: none"> Protocol for Self Harm and Suicide agreed. Commissioning process for residential support team commenced. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
		Sarah Skuse	<p>Q2</p> <ul style="list-style-type: none"> Pathway to transition for young people with mental health and emotional well-being issues developed. 	
			<p>Q3</p> <ul style="list-style-type: none"> Panel in place to review young people in hospital with mental health and emotional well-being issues to agree support from Psychology Team and any other services required. 	
			<p>Q4</p> <ul style="list-style-type: none"> Residential support team in place. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together' and Improvement Plan to reduce offending and improve outcomes for young people.	Angharad Thomas	<p>Q1</p> <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
		(Suki Bahara-Garrens)	<p>Q2</p> <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	
			<p>Q3</p> <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	
			<p>Q4</p> <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Conclude the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and wellbeing for children looked after.	Matt Osborne Lucy Thomas	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Presentations given to teams in Directorates across the authority to inform them of their responsibilities as Corporate Parents. • Template developed to send to teams after presentations for them to complete – providing information on what their services could be doing to improve the lives of care experienced young people, • Actions identified above incorporated into Corporate Parenting Strategy Action Plan. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Corporate Parenting Operational Group relaunched following service area meetings with additional membership – meeting to be chaired by Chief Executive. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Corporate Parenting Strategy Action plan updated to reflect actions identified by Corporate Parenting Operational Group. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Pilot for care experienced young people to have free access or heavily discounted membership to local gyms and leisure facilities developed – in conjunction with Social Value Officer in Cardiff Commitment to access money to purchase membership. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Improve access to education and educational attainment for children looked after during the year	Matt Osborne Lucy Thomas (Suki Bahara-Garrens / Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Regular partnership meetings established with Virtual Headteacher (once in post) to monitor education outcomes for care experienced young people. • Shared action plan developed to work in partnership with Virtual Headteacher to identify themes / barriers and work together to overcome them. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • “Success clubs” promoted through Voices From Care Cymru programme - linking with youth mentors and Virtual Headteacher. • Work undertaken with Education to develop peer mentors. I.e. older care experienced young people becoming mentors to younger care experienced young people in education. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Training pack for teachers developed – to help inform staff in Education about some of the challenges care experienced young people face but also to inform of successes – with the aim of challenging stigma in education. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Work undertaken with HR for care experienced young people to have work experience in Cardiff Council if they wish. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Support care leavers into education, employment or training during the year by delivering the Cardiff Commitment.	<p>Matt Osborne</p> <p>Lucy Thomas</p> <p>Sharlane Bird</p> <p>(Suki Bahara-Garrens / Sarah Skuse)</p>	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Guaranteed Interview Scheme launched – to provide a Guaranteed Interview to Cardiff Council jobs for Care Leavers in Cardiff if they meet the essential criteria. • Internal mentoring pilot launched - for members of staff to become mentors to young people in supported lodgings. The mentoring scheme aims to build confidence for young people with the end goal of accessing education, employment, or training. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Main barriers to care leavers accessing education, employment or training identified and considered in conjunction with the Personal Advisor Service and Into Work Service. • Information about aspirations for care leavers gathered – through Cardiff Commitment survey and engagement event. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Work undertaken with Cardiff Commitment, the Personal Advisor Service and Into Work Service to develop support for care leavers to access employment, education or training – based on feedback from care leavers about their aspirations and barriers. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Mentoring pilot and Guaranteed Interview Scheme reviewed. • Options to expand mentoring pilot explored. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Ensure children and adults are protected from risk of harm and abuse by embedding the corporate safeguarding self-evaluations by March 2024.	Matt Osborne	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with partners during the year to continue the implementation of Trauma Informed Practice approach to the work that we do. (Adverse Childhood Experiences)	Jade Harrison	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Recruitment to Training Officer post undertaken. • Roll out of Trauma Informed Practice in the Youth Justice Service scoped to inform roll out across the wider Children's Services. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Mapping exercise undertaken to understand how the approach has been rolled out in other organisations. • Consultation with partners / key stakeholders undertaken. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Training for Children's Services provided – starting with the Children's Management Team and rolling out to all staff. • Decision made on ongoing roll out of training – i.e. whether a train the trainer approach should be used. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Policy and procedures in place in preparation for roll out across Children's Services. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Contribute to the implementation of the new partnership strategy to deliver effective services for children and young people with additional learning needs (ALN) and disabilities throughout the year.	Amy Reed (Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • First round of 1-1 meetings between Child Health & Disability and special school headteachers completed – to establish working relationships. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Analysis of current resources to support children with ALN outside education undertaken – following on from discussions with headteachers. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Development of resources to support children with ALN outside education commenced – to address the gaps identified in the analysis. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Ongoing 1-1 meetings with Child Health & Disability and special school headteachers held – to identify further areas for focus. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise and implement the revised Direct Payments Policy to improve choice and control for children and young people.	Amy Reed (Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Direct Payments Policy finalised. • Implement Direct Payments uplift – pending agreement via Officer Decision Report. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Training for wider Children’s Services workforce regarding Direct Payments developed – what they are and when they are an appropriate option. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Direct Payments in use for children and young people in teams other than Child Health & Disability. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Use of Direct Payments for children and young people in teams other than Child Health & Disability reviewed – to determine impact on other services and need for further training / awareness raising. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Enable all young people who are known to Children's Services to play an active and central role in planning for their transition to adulthood during the year by working closely with colleagues in Adult Services.	Amy Reed / Sarah Skuse	<p style="text-align: center;">Q1</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Timeliness of allocation of transition social workers reviewed (to determine if in place by age 15.5). <p>Care Leavers</p> <ul style="list-style-type: none"> Staff consultation regarding placement of Personal Adviser Service undertaken. <hr/> <p style="text-align: center;">Q2</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Audit of pathway plans for children with disabilities undertaken to determine that they capture the voice of the young person and that they are supported to play an active role in transition planning. <p>Care Leavers</p> <ul style="list-style-type: none"> Work undertaken with Housing to develop a specification for how the Personal Advisor Service would operate within the Housing Service (pending outcome of staff consultation). <hr/> <p style="text-align: center;">Q3</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Work commenced with Adult Services and providers to explore the market and consider if providers currently working with adults with learning disabilities have an appetite to develop services for children of transition age. <p>Care Leavers</p> <ul style="list-style-type: none"> Personal Advisor Services transitions to Housing (pending outcome of staff consultation). <hr/> <p style="text-align: center;">Q4</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Work undertaken with Cardiff Children's Services Commissioning Team to enhance the available service for children of transitional age. <p>Care Leavers</p> <ul style="list-style-type: none"> Personal Advisor Services embedded in Housing (pending outcome of staff consultation). 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue the implementation of the Equalities Action Plan during the year.	Suki Bahara-Garrens / Nick Blake	<p style="text-align: right;">Q1</p> <ul style="list-style-type: none"> • Equalities Action Plan reviewed. <p style="text-align: right;">Q2</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p style="text-align: right;">Q3</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p style="text-align: right;">Q4</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise the Participation Framework by March 2024 to improve our partnership working with children, young people and parents, ensure that their voices are heard and their rights are respected.	Matt Osborne Lucy Thomas	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Engagement sessions with children, young people, and families to develop a Participation Strategy held - providing opportunities for them to inform staff how they would like to participate in service development and design for the future. • Children and young people involved in the development of accommodation provision in the city. • Work to establish Parent Cafes commenced - to increase the engagement and participation of parents in service development and design. • Accessible website launched – to support children, young people and families to gain an understanding of Children’s Services – including roles of staff, teams and processes. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Online session held with parents known to the Support4Families team – to enable parents to inform the best time, venue, and date to hold a Parent Café. • First Parent Café held – providing an opportunity to hear from parents about how they would like to engage with services in the future - feedback will be used to develop the Participation Strategy. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Feedback from engagement sessions collated and used to develop Participation Strategy. • First draft of Participation Strategy completed and sent to senior management for comments. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Participation Strategy launched. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Undertake a review of commissioned services , during the year to ensure that contract monitoring arrangements are in place and re-tendering processes are timetabled based on contract end dates.	Jade Harrison Menai Griffiths	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Direct awards in place for key contracts that expired 31st March 2023. Outstanding recommendations from Internal Audits resolved. Recruitment to Commissioning structure finalised. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Direct awards in place for remaining contracts that expired 31st March 2023. Process of preparing for re-tendering of contracts commenced – with a view to staggered implementation. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Contract monitoring activity formalised and Quality Assurance processes in place. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Competitive tenders resolved and commissioning cycle developed for 2024/25. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The number of young people in receipt of a prevention service from the Youth Justice Service	New for 2022/23	New for 2022/23	255	130	Angharad Thomas
CP	The number of first-time entrants into the Youth Justice System	49	31	42	60	Angharad Thomas
CP	The percentage of children re-offending within six months of their previous offence	22.9%	23.1% to December 2021	27.3% To 31.12.22	40%	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were living in suitable accommodation	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were in suitable education, training or employment	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – 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)	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	The percentage of care leavers in categories 2,3 and 4* who have	67%	64.2%	66.9%	65%	Sarah Skuse

	completed at least three consecutive months of employment, education or training in the 12 months since leaving care			At 31.12.22		
CP	The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	56%	67.9%	55.6% At 31.12.22	65%	Sarah Skuse
DDP	Number of children in receipt of Direct Payments	181	171	159	185	Sarah Skuse / Amy Reed

Wellbeing Objective 4: Safe, confident and empowered communities

Tudalen 698

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Ensure children and adults are protected from risk of harm and abuse by: Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year.	Corporate Safeguarding Angharad Thomas (Suki Bahara-Garrens)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. • Missing Persons Protocol signed off by the Children's Management Team. • High Risk Panel process refined and launched. • Child Exploitation Screening Tool rolled out. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. • National Review Mechanism recording added to CareFirst and development for move to Eclipse commenced. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators (outcome based where possible)	2020/21 Result	2021/22 Result	2022/23 Result	2022/23 Target	Owner
DDP	<p>The total number of children reported during the year where child exploitation was a factor including:</p> <ul style="list-style-type: none"> • Child sexual exploitation • Child criminal exploitation • Child trafficking 	60 58 6	83 49 1	32 43 5 At 31.12.22	Target setting not appropriate	Suki Bahara-Garrens / Angharad Thomas

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


Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	<p>Complete a full review of Young Person's Services and implement recommendations to:</p> <ul style="list-style-type: none"> Offer a clear route into joined-up services for young people that can be accessed by young people, families and professionals. 	<p>Suki Bahara Garrens</p> <p>Angharad Thomas</p>	<p>Q1</p> <ul style="list-style-type: none"> Required contribution to review made. 	<p>To develop and deliver services which are responsive to Cardiff's inequality gap.</p>
			<p>Q2</p> <ul style="list-style-type: none"> Required contribution to review made. 	
			<p>Q3</p> <ul style="list-style-type: none"> Required contribution to review made. 	
			<p>Q4</p> <ul style="list-style-type: none"> Required contribution to review made. 	

Tudalen 700

8. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate. *Directorate to include [link](#) to their Risk Register.*

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by.

Action	Lead Officer	Action Date
Please refer to the following tabs in the document below:  23.04.12 Risk Register Update - Q4.		
Inc Demand (Children's Svcs)	Deborah Driffield	
Safeguarding	Deborah Driffield	
Escalated Directorate Risks	Jade Harrison / Nick Blake / Suki Bahara-Garrens / Sarah Skuse	
DRR – Revised	Deborah Driffield	

9. Audit Recommendations

External Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from external Auditors, including WAO, Estyn, CIW. To view the audit tracker, please select the following [Link](#) You will be able to search and view any audit recommendations relevant to your directorate.


Any recommendations which are statutory recommendations are set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
HMIP Inspection of Youth Justice Service	Please see tracker		Angharad Thomas	See tracker
CIW Inspection	Please see tracker		Jade Harrison	See tracker

Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors.

Any open recommendations may be set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
Please see summary of open recommendations	 23.08.01 Open Recommendations - C		Nick Blake	

Directorate Performance Data: Audit

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	72%	TBC	Deborah Driffield

10. Scrutiny Recommendations

Directorates must ensure that they respond in a timely manner to the recommendations arising from any Scrutiny Task and Finish Report and any Strategic Recommendations included within Scrutiny letters which have been either accepted or partially accepted by the Cabinet. To view the scrutiny recommendations tracker please select the following [link](#). You will be able to search and view any scrutiny recommendations relevant to your directorate.

Any scrutiny recommendations which are open may be set out below:

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
Please see tracker				

11. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.


A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

Workforce Planning Actions	Lead Officer	Action Date
Please see Workforce Strategy and attached Workforce Action Plan:  23.06.27 Workforce Action Plan Updated.c	Jade Harrison / Nick Blake	

Directorate Performance Data: Sickness Absence and Wellbeing

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	12.88	15.01	12.93	11.8	Deborah Driffield
	% Sickness Absence Short-term	18%	25%	76%	N/A	Deborah Driffield
	% Sickness Absence Long-term	82%	75%	24%	N/A	Deborah Driffield

Training and Personal & Professional Development

Tudalen 706

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	56%	88%	96%	100%	Deborah Driffield
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	27%	No Target	Deborah Driffield
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	2%	No Target	Deborah Driffield
	Personal Review Output: % Overachieving	N/A	N/A	29%	No Target	Deborah Driffield
	Personal Review Output: % Achieving	N/A	N/A	65%	No Target	Deborah Driffield
	Personal Review Output: % Developing	N/A	N/A	6%	No Target	Deborah Driffield
	Personal Review Output: % Underachieving	N/A	N/A	0.2%	No Target	Deborah Driffield
	% of staff completing mandatory training modules: Dementia Friendly	17%	20%	73.5%	85%	Deborah Driffield
	% of staff completing mandatory training modules: Violence Against Women	72%	63.5%	95.4%	85%	Deborah Driffield

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	N/A	1	0	13 secondments to social work degree TBC social work student placements	Jade Harrison

12. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Ref	Race Equality Task Force Recommendation	Council Response	Lead Officer	Delivery Date
	N/A however Equalities Action Plan in place.			


13. Corporate Safeguarding Requirements

Safeguarding is keeping children and adults at risk safe from abuse- whether it is sexual, physical, emotional, financial or neglect- and other kinds of harm, such as exploitation and radicalisation.

All Directorates are responsible for safeguarding and must therefore ensure that:

- The Corporate Safeguarding Self Evaluations (CSSE) is completed annually for each Directorate. The self-evaluation process and guidance on how to complete it can be found in Appendix 5 of the Corporate Safeguarding Policy Corporate Safeguarding Information (sharepoint.com)
- When it is determined that a specific Services Area must complete the Corporate Safeguarding Self Evaluations (CSSE), a nominated lead must be identified and that the evaluation is completed annually.
- Safeguarding operational procedures are in place and that these support the development of safeguarding practices

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date
Please refer to Directorate Corporate Safeguarding Self Evaluation action plan:  23.03.28 CSSE - CS.docx	Matt Osborne	

Directorate Performance Data: Safeguarding

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing mandatory training modules: Corporate Safeguarding	70%	61.8%	92.0%	85%	Deborah Driffield
	Number of referrals from directorates into Children's Services	391	655	1,376	TBC	Deborah Driffield
	Number of referrals from directorates into Adult Services	166 (Social Services)	73 (Social Services)	0 (Children's Services)	TBC	Deborah Driffield

14. Delivering the Welsh Language Standards

Each Directorate must ensure compliance with the [Welsh language standards](#), the commitments of the [Welsh Language Skills Strategy](#) and any issues raised by the Welsh Language Commissioner. Each directorate will therefore ensure that:

- Any recommendations or improvement plan actions issued by the Welsh Language Commissioner are responded to within the agreed timescales
- Every Customer Facing posts must be Welsh Desirable
- All service areas have an appropriate complement of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:

WLC Investigation Number	Description of Enforcement Action	Responsible Officer	Date for completion presented by the WLC	Actual completion date	Date of evidence of completion presented to WLC
N/A					

Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing training modules: Welsh language e-learning module	5%	TBC	30.0%	TBC	Deborah Driffield
	% of staff attending beginners Welsh course	TBC	TBC	TBC	TBC	Deborah Driffield

15. Information Governance

Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	80.2%	94.1%	89%	85%	73
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	93.3%	94.1%	91%	85%	Deborah Driffield
	Number of data breaches	75	41	66	No target	Deborah Driffield
	% of staff completing mandatory training modules: Bob's Business Data Protection Essentials	N/A	N/A	60.7% 6.1%	85%	Deborah Driffield

Tudalen 711

16. Citizen Satisfaction (section to be developed over 2023/24)

This section may include:

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments (including “Total Number of Complaints by Service Area” and “% of Complaints Responded to on time by Service Area”)

Please see the latest Annual Complaints Report:

[Social Services Annual Feedback Report 2021-22](#)

Adults, Housing & Communities Directorate Delivery Plan 2023/2024



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1. Introduction

Golden Thread



- 1.1 The Council's Corporate Plan sets out how the Administrations Priorities for Cardiff will be achieved, providing clarity on what will be delivered and by when. The plan also satisfies the requirements of the Well-Being of Future Generations Act, by setting Well-being Objectives, the steps we will take to achieve them and how we will measure our progress.

The Council has adopted seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- One Planet Cardiff
- Modernising and integrating our public services

For each well-being objective, a number of high level "steps" and performance indicators have been identified to measure progress.

Directorates across the Council play a critical role in enabling the Council to achieve its priorities and Directorate Delivery Plans (DDP) which set out actions, milestones and key performance indicators are the key vehicle for this. Directorates are responsible for identifying the Well-Being objectives and associated steps to which they contribute, and for developing milestones which state the actions they will take. Key performance indicators must also be identified to measure progress, alongside any risks, auditor recommendations which must be managed and responded to. DDPs must be written within the context of good resource management, for example, workforce development and financial management and must include an assessment of progress and challenges to identify appropriate priorities.

The Golden Thread

Stronger, Fairer, Greener: Sets out the political priorities of the Council's Administration

The Corporate Plan: Sets out how Capital Ambition will be translated into deliverable organisational steps, including milestones and targets.

The Local Well-Being Plan: Sets out on how the Capital Ambition priorities which require collaboration with public service partners will be delivered.

Directorate Delivery Plans (DDP): Sets out the directorate's contribution towards delivering the Corporate Plan, as well as any other priorities which may include responding to any identified business needs, risks or audit recommendations

Service Plans: Where appropriate, the Directorate may choose to have service plans to support the DDP

Personal Objectives: Set to capture individual's objectives to help achieve the Service and Directorate objectives, which contribute overall to the aims and objectives of the Council.

Well-being Objective: Sets out what the Council wants to achieve

Steps: What the Council will do, and by when, to help achieve each Well-being Objective

Key Performance Indicators (KPIs): Indicators of operational performance that indicate if the steps the Council are taking are effective

Target: Sets out a numerical value on Key Performance Indicators to be achieved

2. Directorate Profile

The Adults Housing & Communities directorate provides a wide range of services to those who live or work in Cardiff or who visit the city. Often these services are for the most vulnerable in Cardiff, whose needs can only be effectively met through joined-up delivery of services, both with other council departments and our partners.

Adult Social Services

The Service currently supports over **6,000** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model is a strengths-based approach, finding different ways to support people to meet their individual goals. The directorate works with wider council services and other partners to prevent individuals experiencing loneliness and isolation and to provide services that support the wellbeing of individuals and their carers.

The Independent Living Service works closely with the social work teams, the third sector, health services and community groups co-producing outcomes that matter to the citizens of Cardiff. A wide range of support is provided to help people to live independently in their own homes and to step down from hospital. The **First Point of Contact team** provides information, advice and assistance both in the community and in the hospital, where they are known as the **Pink Army**. The multi-agency **Integrated Discharge Hub** based within UHW is now co-ordinated by the Independent Living Service with supporting hospital discharge and preventing admissions.

A range of preventative services by Independent Living including the **Occupational Therapy Service, Disabled Adaptations** and the **Joint Equipment Service** all of provide support to help older people and those with disabilities to stay independent at home. The **Community Resource Team (Homecare Service)** provides domiciliary and reablement support and is part of a larger multiagency CRT service which includes health therapies, supporting adults to recover or maintain their ability to live independently at home.

The Community Social Work Service support older people and adults with physical disabilities who have care and support needs. Social workers provide guidance and assess wellbeing needs, ensuring that appropriate care is put in place. These services include:

- **The First Point /Adult Assessment Social Work Team** provide initial assessment and support for citizens in the community.
- **The Hospital Social Work Team** work in all of Cardiff's acute hospitals to support hospital discharge for those who need additional support.
- **The Case Management Team** assists those with complex needs which require ongoing social work intervention.
- Cases that have appropriate care and support in place and are settled are placed with the **Review Team**.

- The **Community Duty Team** can be contacted by any service user for assistance and support, for example to request a change in their care plan or respite care arrangements for carers.

Mental Health Services provide support to adults experiencing a variety of mental health issues. Services work across Cardiff and the Vale, in partnership with Health and include:

- **Community Mental Health Teams** – a partnership arrangement between Cardiff Council and Cardiff and Vale University Local Health Board (CAVUHB).
- **Mental Health Services for Older People** - regional partnership between Cardiff Council, CAVUHB and the Vale of Glamorgan Council.
- **The Emergency Duty Team** is a regional partnership between Cardiff and Vale of Glamorgan Councils providing out of hours social services cover.
- **The Deprivation of Liberty Safeguards Team** is a partnership arrangement between Cardiff Council, CAVUHB and the Vale of Glamorgan Council supporting the rights of those whose capacity is impaired.
- **The Forensic Team** supports individuals who have a significant offending history.
- **The Neuropsychiatry Team** supports those with acquired brain injury and ongoing social care needs.
- **Cardiff Alcohol and Drugs Team** is a specialist service for those with substance misuse issues.
- **The Approved Mental Health Professionals** within the service ensure that the local authority is able to fulfil its statutory responsibilities.
- **Ty Canna Day Services**, providing day opportunities for people with a history of mental health issues.

The Learning Disability Service provides social work advice, information and support services to adults with learning disabilities and their carers, working closely with wider multi-disciplinary teams to support ongoing complex needs. **The Supported Living Team** monitor the supported living houses for people with a learning disability to ensure high quality care and support. There are **113** supported houses and **318** tenants across the city.

The Complex Needs Day Service provides high quality, person centred, outcome led, community-based planning and support to individuals with learning disabilities with complex needs including autism, significant behaviours of concern, profound and multiple disabilities and high health needs. The specialist planning and support provided by the service enables individuals to continue living at home and provides their families/carer with consistent, reliable respite to support them to continue in their caring role.

The Internal Supported Living Service provides a service 24 hours a day, 7 days a week, 365 days a year. The service supports individuals with learning disabilities to maximise their independence and to live in their own homes in the community, linking into other services where required (e.g. primary health care, specialised learning disability health teams).

The Adult Safeguarding Team ensure that vulnerable Adults in Cardiff are protected from experiencing harm and abuse.

The Strategy, Performance & Resources Service provides a range of services to support social work. The **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts including domiciliary and residential care provision and supports service development and redesign. **The Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support. **The Workforce Training & Development Team** – provides training for the internal Social Services workforce and the wider social care workforce in Cardiff, including social work professional development and training and support for carers through the registration and qualification process.

Community Services

Services for Everyone

Our Community Hubs and Library Services aim to improve the lives of Cardiff citizens. In partnership with other organisations, they provide a wide range of support, including housing and homelessness prevention advice, social activities and events. Public access to computers and tablets are also available, as well as a comprehensive range of library and wellbeing services. Hubs and libraries reflect the needs and requirements of the local community which they serve.

The first of its kind in the city, the new Wellbeing Hub in Llanedeyrn has been opened in partnership with Cardiff and Vale University Health Board. This new Hub approach enhances existing services already provided by integrating a range a specialised health clinics providing a ‘one stop approach’ to the health and wellbeing of our citizens. Further plans for a Wellbeing Hub in Ely / Caerau are currently being developed.

Dedicated Services for Older People

As part of our commitment to becoming an **Age Friendly City**, the Community Hubs provide venues for partners to deliver a wide range of physical activities, sport and other opportunities for older people to stay fit alongside a range of social activities to prevent isolation and loneliness, all in relaxed community setting. Teams also offer age-friendly digital inclusion support and assist community groups to deliver activities for older people through our Community Inclusion Team and well-being mentors. We also encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator.

Care Hubs provide much needed services in the community for older people with high care and support needs. Activities delivered in the centres have a positive impact on the health and wellbeing of older people. Care Hubs provide a safe environment for older people to:

- Socialise and make new friends

- Reduce the impact of social isolation
- Provide an opportunity for respite for carers
- Receive freshly cooked hot meals
- Delivery of various wellbeing activities

Dedicated Services for Young People

Our Youth Hub offers a co-location of services. Increased partnership working with local organisations has created an extended and sustainable timetable across weekends, evenings and school holidays. As well as advice and support tailored for young people including into work advice, mentoring and training, sports and recreational sessions including basketball and dance classes are also on offer. Plans are also underway to create a new Youth Hub near the city centre.

The dedicated Hub website is an easy place to browse and take part in many online events, as well as providing information of activities on offer. All available by searching www.cardiffhubs.co.uk.

Llanover Hall delivers Arts courses and activities and is the hub for hands on arts activities. It is also the administrative centre for Learning for Life classes across Cardiff. Over 70 classes are delivered each week as part of the Learning for Life programme, these are run on a cost recovery basis. Enrolment fees cover tutor and materials costs, providing excellent value in what we deliver. Learners from 5 to 95 can access a range of classes including the Disability Inclusion Community Education (DICE) programme which is specifically tailored for learners with a range of disabilities.

Advice Services

The **Money Advice Team** provides assistance across the city to maximise income and support people struggling financially. They provide face to face help on a drop-in basis through our network of Community Hubs, foodbank distribution centres, schools, supported accommodation and youth buildings. Partnership is key to this team, with close working alongside Citizens Advice, Cardiff Foodbank and third sector organisations. The Money Advice Team also have a dedicated website which is full of useful information, hints, tips and guides on managing budgets and benefit and grant eligibility. It can be found at [Cardiff Money Advice Service](#).

The **Advice Line** is the main phone contact for our city's residents who need advice or support on a range of topics including benefits, grants, discounts and school admissions. The team can also be contacted via email or web chat. The Adviceline can also seamlessly refer residents to the appropriate home visiting service if required by calling 029 2087 1071.

The **Housing Helpline** provides practical housing advice and support for customers who are, or are at risk of becoming, homeless. The team triages clients, assesses their needs and creates a casefile that can be tracked by multiple teams, before promptly referring them to the most appropriate help. This reduces the waiting time between the initial contact and them receiving practical support. Advice is also provided to customers who wish to join the Cardiff Housing Waiting List, book Housing Solutions appointments and deal with all enquiries relating to their Housing Application by calling 029 2057 0750.

The newly aligned **Housing Solutions Team** and **Homeless Prevention Team** carry out face-to-face interviews across Community Hubs supporting people to find the right housing solution for them.

The Housing Solutions team help clients to register on the Housing waiting list and to source private rented sector accommodation in our home finder workshops. They also carry out tenancy sign-up appointments. The team are also trained to deal with less complex cases where clients are at risk of becoming homeless, for example where there are rent arrears that can be negotiated with the landlord which will then stop an eviction taking place.

The **Homelessness Prevention Team** focuses on those more complex cases where clients are at risk of homelessness. They are able to assist them to maintain their current accommodation or help source alternative accommodation. They can provide financial assistance such as bonds or rent in advance as well as practical support with private landlords. The **Floating Support Service** is an additional provision to the Local Authority's housing support services. The Floating Support team provides a free service to the most vulnerable residents in Cardiff who have additional needs and who are at risk of losing their tenancy or accommodation. The service enables people to effectively maintain sustainable independent living arrangements.

To support those out of work or to upskill people into better paid and more sustainable work, a range of support and training is provided by **The Into Work Advice Service**. The Adult Learning team are part of the service and provide a range of learning opportunities across the city, with the Learning for Work programme focussing on work-based skill training. The Into Work Advice Service is accessed via a Gateway made up of job clubs across the city, through the Adviceline webchat and social media channels. Bespoke help is provided from light touch to intensive one to one mentoring. The service also has its own dedicated website intoworkcardiff.co.uk. **Cardiff Works** is the Local Authority's in house, temporary recruitment agency, and is part of the Into Work Advice Service. Roles available through Cardiff Works are wide and varied and include administration, carers, cleaners and support workers. These roles are advertised on the Cardiff Works website as well as social media channels. The **Cardiff Works Ready** team provide training and mentoring to people in our communities who are looking for work in the Council. This helps our teams across the Council to be more representative of the communities we serve.

Dedicated support for the **Armed Forces** is also provided. Good relationships have been formed with other organisations such as Change Step and the Royal British Legion so veterans can be signposted for further support. We have been awarded the Armed Forces covenant gold award which mean

we have a very high standard of policies and procedures in place for those that work for Cardiff Council as well. Many events are delivered throughout the year for the armed forces and their families to be involved in.

The **Early Help Service** offers a programme of early intervention and prevention services for infants, children, young people and their caregivers in Cardiff. Services include, Cardiff Family Advice & Support, Flying Start, Cardiff Parenting, the Childcare Offer for Wales, the Index for children and young people with disabilities or additional needs, Childcare Business Support and the Early Help Workforce Development and Accredited Centre. Cardiff Family Advice & Support brings together a range of information, advice and assistance for families in Cardiff, through the development of a single point of entry. This clear, accessible referral route is for anyone who has well-being concerns about a child or wants to learn more about the support available for families. The service has a dedicated website at www.cardiffamilies.co.uk with webchat facility.

Children's Play Services has recently moved over to the Early Help team. Community play teams run drop-in sessions across Cardiff for young children and young people aged 5-14 years. Qualified play teams facilitate a wide range of activities as well as encourage the children and young people to invent their own. Every effort is made to accommodate the individual needs of all the children and young people who attend.

Housing Need

Council housing is provided to those most in need. The **Allocations and Rehousing Unit** manages and maintains the joint Cardiff Housing Waiting List and oversees the joint Allocation Policy in partnership with Registered Social Landlords in the city.

The **Accommodation & Support Team** support homeless clients into a wide range of temporary and supported accommodation. The Assessment Team assess cases under homeless legislation. The team co-ordinate specialist pathways such as those for people leaving prison, hospital and those suffering domestic abuse. Access to temporary and supported accommodation is controlled via three Accommodation and Support Gateways – the Single Person Gateway, the Family Gateway and the Young Persons Gateway. The Homeless Leasing Scheme provides temporary accommodation in the community for families who find themselves homeless.

The service also has a dedicated Private Sector landlord team. The team manage the **Leasing Scheme Wales**, a Welsh Government initiative that aims to increase access to, and the affordability of, renting privately in Wales. **LETS** (Landlord Enquiries & Tenant Support Service) contact landlords to discuss the various options that Cardiff Council can offer, such as the Leasing Scheme Wales and our own tenant matching scheme, with the hopes of securing additional accommodation in the Private Rented Sector. The team works with both landlords and tenants advising of the support services and benefits of both schemes with the aim of making tenancies successful for both parties.

Specialist Accommodation

The Specialist Accommodation Service provides supported accommodation and outreach support services, targeted at specific groups. This includes single people with complex needs, young people, families, gypsy and travellers and older people. The service provides bespoke services tailored to the needs of the clients with the aim of delivering high quality housing, tenancy sustainment and a range of support interventions to ensure long term positive outcomes can be achieved.

The services for **rough sleepers and homeless people with complex needs** are co-ordinated through the Homeless Multi-Disciplinary Team. This team brings together a wide range of professionals from housing, social services, health and the third sector to address the underlying cause of rough sleeping and repeated homelessness. The service provides 6 high quality supported accommodation schemes and provides Housing First and other support services for the most vulnerable citizens. A Multi-Disciplinary Team for young people with complex needs has been established recently and the service also operates 2 managed accommodation schemes which provide long term accommodation with an on-site housing management service to facilitate move on from supported accommodation.

The section operates two residential sites for **Gypsies and Travellers** in Cardiff, together the sites have over 80 pitches. Both sites are supported by a staff team that provides a housing management and support service. There are community facilities on both sites and support is provided by a range of statutory and third sector partners.

The Service manages **10 Community Living** schemes across the city for older people which help promote independent living and prevent social isolation.

The **Family Service** provides temporary accommodation, advice, guidance, and support to families in housing need. The Service operates several supported accommodation schemes across the city and is supported by a floating support team that provides person centred interventions to families, helping them move on into appropriate accommodation.

Support and accommodation for **young people**, including those who are leaving care is managed through the Young Persons Gateway (YPG), a partnership with Llamau and the Salvation Army and all social landlords in Cardiff. Young People move on from YPG accommodation when they are ready for independent living. To ensure this happens as successfully as possible, young people are given training on how to live independently.

Housing Services

The **Housing Service** manages **13,895** Council homes. Teams within the service provide a full range of management and maintenance services for council tenants including tenancy management and enforcement, including responding to anti-social behaviour, responsive and empty property repairs, and compliance with all safety requirements. **Local Action Teams** are improving neighbourhoods by working with residents and encouraging them to take pride in where they live. The teams bring together resources to provide a comprehensive estate management service.

The **Building Improvement Team** control all planned works to properties, including re-cladding projects and ensure that the Welsh Housing Quality Standards are maintained across all stock. The team also carry out Fire Risk Assessments, Surveys and Fire Audits with South Wales Fire & Rescue Service to communal areas of blocks of flats to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005. They also provide monitoring information and statistics from site inspections and Health & Safety checks for repairs.

How we manage and use our existing buildings is one of the biggest areas of impact that can be practically addressed to tackle **climate change**. The Building Improvement Team create bespoke building renovation roadmaps to tackle the decarbonisation of our properties which is crucial in delivering the Council's ambition to be Carbon Neutral. Our improvement programme of works includes fabric energy efficiency measures, ensuring our homes are warmer for our tenants. We are also providing renewable energy generation which reduces carbon emissions and energy consumption – all of which helps our planet.

The Tenant Participation Team consult directly with our tenants and leaseholders, ensuring their voice is heard and giving them a say on how our services can be improved. Alongside holding their own focus groups, the team also incentivise residents to hold their own events and interact with their local neighbours.

The Benefit Assessment teams help over **31,000** households in Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme. They also administer the Discretionary Housing Payment fund, and free school meals. The team are also responsible for paying other Welsh Government-led schemes including the School Uniform Grant.

The Partnership and Joint Commissioning Team manages a range of grant funding including the **Housing Support Programme Grant** which funds housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided both within the Council and by a range of partner support providers who are monitored to ensure the services provided are of a high quality. **Gender Specific Services** raise awareness about all forms of violence against women, domestic abuse and sexual violence (VAWDASV) to staff and the public and to ensure the

availability of gendered services to meet specific needs. The team also manage a range of cross cutting projects to commission services across directorate and organisational boundaries.

The Development and Regeneration team is responsible for the delivery of new homes and sustainable communities, new community facilities, supported and specialist accommodation and local regeneration schemes. The team is responsible for maximising the delivery of affordable housing across the city through its own programmes and also in partnership with Welsh Government and Housing Associations, ensuring that the homes we need the most are prioritised.

The team invests significantly in local communities and local facilities and are working to ensure that local regeneration schemes and investment is delivered where it is most needed, ensuring that local communities are resilient and sustainable in the longer-term. The team is committed to achieving the objectives of our **One Planet Cardiff** strategy by delivering low carbon buildings that are sustainable, resilient and harness renewable technology.

3. Progress, Challenges and Priorities for 2023/24

The Adults, Housing & Communities Directorate continued to face unprecedented challenges throughout 2022/23 due to increased demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners.

Adult Services - Progress

Cardiff Cares Academy, a partnership between Adult Services, Into Work Services and both internal and external care providers has continued to promote careers in the sector, delivering 121 carer job outcomes during the year.

The Council's CRT Homecare Service modernisation programme has gone well during the year, a new scheduling system has been implemented and new rotas have been approved.

A partnership with Community Catalysts to develop microenterprises has commenced, this will support greater use of direct payments and to increase choice and control for service users.

96% of clients felt able to live independently in their homes following support from the Independent Living Services in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Social work practice within Adult Services continues to be developed with the appointment of two new training officer posts, one of these posts is dedicated to supporting strengths-based approaches.

New pathways to accelerate hospital discharge have been developed and are working well, Discharge to Assess and Discharge to Recover and Assess pathways allow patients to leave hospital and to have their needs assessed in a more appropriate setting.

The expansion of the Complex Needs Day Services for those with Learning Disabilities has ensured that more people received the support they need to help them stay at home and connected to their community.

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. The "101 press 2" for mental health support phone service has also gone live.

Close working with Public Health Wales and other partners has resulted in targeted activity to reduce health inequalities across the city. This has included targeted events to highlight Bowel Cancer Awareness Month and the development of digital tools to promote awareness– including self-help videos in diverse languages.

Cardiff's profile as an **Age Friendly City** has continued to improve with the development of an Age Friendly Cardiff action plan, the launch of the Community Toilet Scheme and the "Dementia is everyone's business" initiative. Work has also begun on the creation of an Age Friendly Cardiff website to promote the work taking place.

The Adult Safeguarding team continues to deal with enquiries in a timely manner with the percentage of initial enquiries completed within seven days at 93% on average during the year. The Team have produced clearer guidelines for colleagues throughout the Directorate and continue to work in partnership with external agencies to build on and develop good practice guidelines for the teams.

Challenges and Key Priorities:

Recruitment of qualified social workers and occupational therapists remains a challenge as does the increasing complexity of the needs of service users. This has resulted in continued delays in social work assessments, both in hospital and in the community. Cases are carefully prioritised carefully to ensure the highest needs are met.

While the issues with care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved, concerns still remain about the timely availability of with residential care provision for those with higher level needs, both in terms of dementia and learning disabilities.

Key Priorities 2023/24

- Further delivering our commitment to be an Age Friendly and Dementia Friendly City.
- Encouraging employment and preventing discrimination against older people in the job market
- Providing opportunities for all people to get involved in their community and supporting older people to stay active and connected.
- Provide the right help at the right time to help people stay independent at home.
- Working to support timely and safe hospital discharge.
- Delivering good-quality care that meets current and future needs for those that need it.
- Supporting the social care workforce by working with Welsh Government to maintain the Real Living Wage for care workers and further

- developing the Cardiff Cares Academy to provide training, mentoring and employer support.
- Improving the recruitment and retention of social workers and Occupational Therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.
- Supporting unpaid carers and valuing their role
- Ensuring our services meet the needs of those living with dementia
- Improving the support available to people with mental health issues
- Enhancing the support available for people living with learning disabilities
- Working with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services.

Housing & Communities

Significant challenges were faced within Housing and Communities in 2022/23, with services and residents being impacted by “cost of living” crisis. The housing crisis persists, with housing need in the city continuing to increase and demand for homelessness services at levels never seen before.

There are currently around 8,000 people on the housing waiting list. There are also several households living in overcrowded conditions. The Housing Helpline is now the first port of call for residents seeking assistance with housing, with over 58,000 calls received in 2022/23. Considerable work has already been done to prevent homelessness in the city and to support those who do become homeless. Key to this has been the merging of the Housing Solutions and Prevention Teams who are now part of the Advice Service. The Prevention Team provide face to face support from 12 Community Hubs and have reduced the waiting time for an appointment from over a month, to just 6 days. The “cost of living” crisis has placed additional pressures on the service however the introduction of the Rent Arrears Pathway has seen over 1,200 households supported to avoid eviction from their homes. Even with all these demands and pressures, homelessness was prevented in 79% of cases where there was a duty to prevent accepted.

As well as the increase in demand, there have also been increased challenges with moving those in temporary accommodation into permanent accommodation. This has unfortunately negated the use of hotels to temporarily house families. Due to several factors, there continues to be a reduction in the number of private rented accommodation and properties that are available are often too expensive for our clients to afford, adding further to move on challenges. However, significant resources continue to be invested in the new Landlord Enquiry Tenant Support (LETS). The team is working tirelessly to secure additional accommodation in the Private Rented Sector. Their service has been widely promoted, clearly laying out options available to landlords and how they can work with us that will best suit their needs. Crucially, we have continued to develop the Housing Leasing Scheme Wales, which allows landlords to lease their properties to us for 5 years.

To help address increased demand, a range of new supported accommodation has been developed offering support to single homeless people and families tailored to their needs, including the redevelopment of Adams Court and the opening of the new Gasworks Family Accommodation Centre.

Rough Sleeping has remained low in the city in 2022/23. We will continue to support vulnerable people across the city in 2023/24 and make real change to people's lives.

Success has been seen within the Housing First scheme where on average 94% of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of 75%.

Housing Services – throughout 2022/23 Housing Services have continued to deliver a range of assistance to council tenants. The New Renting Homes Act 2016, which was introduced in December 2022 is the biggest change to housing law in Wales for decades. It gives more protection for tenants and licensees and makes their rights and responsibilities clearer. Key procedures and processes have been updated across housing services to reflect the legislative changes and communication has been sent to tenants to advise them of the changes.

The backlog of repair work that accrued during the pandemic has been cleared, however there is still more to do to get back to delivering the service seen before the pandemic. A new online repairs system will be launched in 2023/24, making it easier for tenants to report and monitor repairs they need carried out in their properties.

We have always had a strong focus on addressing damp and mould issues in our housing stock with regular monitoring in place. However, there is always room for improvement and following a review we have identified changes that can be made to improve our response to this important issue. This will include a new dedicated expert team, lead by a qualified technical manager that will be able to provide a rapid response to issues raised. A new toolkit will be introduced so that skilled operatives and maintenance persons will have easy access to a range of solutions to address damp and mould issues. New systems and processes will also be created so that any repairs raised in one property are treated as one case to ensure a coordinated approach. This will also provide a better service to our tenants, with less need for repeat visits by several trades. This will also help to identify when severe cases need to be escalated for more intrusive works or where there is a pattern of issues in a block of flats.

The Void Management Unit carry out void repairs to council empty housing properties for new tenants to move in. Over the last year, the team has continued to deliver properties to those that need it the most; As at the end of March 2023, the percentage of our overall property stock that is empty is 1.40%, remaining under the target of 1.5%. In 2023/24 the continued drive will ensure that voids are carefully monitored as move-on is vital if we are to meet the new Rapid Rehousing approach requirements laid out by Welsh Government.

The Building Improvement Unit have overseen the re-cladding works that will continue at Lydstep Flats, Nelson House and Loudoun House. Work will continue on the development of a public housing decarbonisation strategy to compliment the council's One Planet agenda, with plans to tackle and

prioritise carbon reduction in place. The new Welsh Housing Quality Standards will be in place in 2023.

Major programmes of work continue such as roofing and window upgrades and funding has been secured from the Welsh Government to assist with the refurbishment of the remaining British Iron and Steel Federation (BISF) housing properties. This will improve the physical condition of these homes in Llandaff North & Rumney.

To address the issue of overcrowding in our council stock, we will complete and evaluate the pilot where we have carried out innovative solutions. This has included extending existing properties, where this is possible, converting loft space or fixing a modular unit in the garden for example to create more rooms for families. If the pilot has proved successful, we will roll this out further.

Community Services

Libraries & Hubs – In 2022/23 4,599,188 people visited our hubs and libraries, this includes those who visited virtually. As well as in person events and activities, Hubs have also provided a wide range of online events. The Hub website is an easy place to browse many online sessions provided by not only Hub staff but by partner services too. There were over 360,000 views on this website in 2022/23. 2022/23 also saw the reopening of Rhiwbina Hub. Warm and Welcome spaces provided heated spaces in community buildings, including Hubs aimed at keeping people warm throughout the winter months. People were able to have a free hot drink, have a chat with staff, and find out about services available in the hub that could support them.

Care Hubs continue to provide a high-quality day-care environment for our older citizens with high care and support needs. In 2022/23 a range of activities have been provided by the Day Opportunities team including arts and crafts, baking, day trips to local garden centres and visiting local hubs to take advantage of their large print books.

The volunteering service helps those in the city who need it the most including the distribution of food parcels. In 2022/23, 287 volunteers engaged with the service and 1,106 volunteering hours were given throughout the year supporting 443 individuals.

Cardiff Wellbeing and Support Service aims to boost the health and wellbeing of the community and ease some of the negative impacts of the COVID-19 pandemic by providing opportunities to help as many people as possible. The service offers one to one mentoring to help manage wellbeing, activities based on personal interests, alongside events and training. During 2022/23, 12,229 people attended events held by Community Inclusion Officers.

Advice Services – the Into Work Service has continued to support people throughout 2022/23. The number of people who received into work advice

though the Gateway is 77,102, exceeding the target of 51,000. Additionally, at least 1,115 clients have been supported into employment having received tailored support through the Gateway. 347 employers have been assisted by the Into Work team which has again exceeded the target set of 275 for the financial year. £21,320,362 of additional weekly benefit has been identified for clients of the Money Advice team exceeding the target of £14,500,000.

The Cardiff Works Ready team provide training and mentoring to people in our communities who are looking for work in the Council. In the first year of the programme over 130 people were supported by Mentors, with over 50% achieving a positive outcome through completing role specific training, successfully passing the Cardiff Work assessment and securing a Cardiff Works placement.

The Onsite Construction Academy provide training and work experience for individuals wanting to join the construction industry, and once training is completed connect job seekers with employers to offer employment and apprenticeship opportunities across southeast Wales. In 2022/23, 124 unemployed people have become site-ready with the help of the Onsite Construction Academy, with 31 site-ready individuals sustaining employment or apprenticeships for over 12 weeks.

In response to the cost-of-living crisis, dedicated Fuel and Food Poverty Champions were deployed across Community Hubs to provide advice and support to people who are struggling with rising costs.

Benefits – The workload of the teams increased significantly with a number of new support schemes to support residents through the cost of living crisis being administered in 2022/23.

Universal Credit – during 2022/23, 5,989 customers were supported and assisted with their claims for Universal Credit. This is well above the target of 3,000 set but understandable given the economic pressures. The team has ensured that support has remained available across the city through Advice Line. In 2023/24, the service will continue to ensure that support is widely available.

Early Help - in 2022/23, 10,596 people were supported through the Family Gateway. The Family Help Team supported 2,728 people in 2022/23, exceeding the target of 1,750. The service will continue to develop in 2023/24.

Development and Regeneration - in 2022/23, a cumulative total of 843 new council homes were completed. A number of schemes are due for completion before the end of 2023.

79% of residents advised they were satisfied with completed regeneration projects in 2022/23. The service will continue to invest in the regeneration of local communities in 2023/24.

Key Priorities 2023/24

- Continue to promote the help available to prevent homelessness and improve and expand prevention services.
- Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.
- Increase capacity and improve the quality of our Supported and Temporary Accommodation
- Improve access to the private rented sector and promote this to address housing need, through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme
- Respond to the impact that the cost-of-living crisis is having on residents
- Support more people into work
- Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.
- Deliver new older persons housing which supports independent living
- Deliver future Community, Youth and Wellbeing Hubs with partners
- Improve fire safety in Council homes
- Deliver a robust service to address damp and mould in council properties
- Expand the offer of Flying Start funded childcare into new parts of the city
- Develop the Childrens Play Service
- Fully review Young Person's Services

4. **Well-being Objective 1: Cardiff is a great place to grow up.**
Shifting the balance of care: practice

Tudalen 734

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S1.27	Conclude the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After	Laura Garvey-Cubbon (step shared with Children's Services, Education & Lifelong Learning)	Q1	<ul style="list-style-type: none"> Open first of additional units under Contract 3 of Young Persons Gateway (YPG). Monitor placements into Contract 3 to ensure savings evidenced for Children's Services. Set up contract monitoring for Contract 3. Monitor transfer requests to establish housing need. Consider update of homeless assessment paperwork in partnership with Children's Services to ensure safeguarding and exploitation information is gathered and understood at earliest stage. Finalise Private Rented Sector package for young people. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Open remaining units under Contract 3. Create bespoke housing plans for all young people aged 15+ requiring accommodation leaving residential or foster placements. Review use of MDT / My Way Home for young people with complex needs requiring accommodation. Review referrals received into YPG from Children's Services to ensure all prevention avenues have been considered. 	
			Q3	<ul style="list-style-type: none"> Review transfer requests and outcomes having consideration for all accommodation pathways including Housing First. Create an accommodation directory to allow clearer understanding of project set up and support provided. Review success and sustainment of young people moving into Private Rented Sector accommodation. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Allocate first Tai Ffres accommodation. 	
			Q4	<ul style="list-style-type: none"> Complete end of year review for Contract 3. Review prisoner pathway for young people to ensure early intervention and referral into YPG. Review referral and allocation of Tai Ffres accommodation and its impact on YPG. 	

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S1.28	<p>Expand the offer of Flying Start funded childcare into new parts of the city through a phased approach following Welsh Government guidance to:</p> <ul style="list-style-type: none"> Maximise child development outcomes to support the best start in life, particularly for our most disadvantaged children; Address inequality and alleviate some of the impacts of deprivation; Support and strengthen Welsh-medium provision; Address gaps in the availability of provision. 	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> Recruit additional teaching and placements staff to ensure Flying Start standards of childcare are maintained. Identify areas where current Flying Start childcare providers can accommodate increased numbers of children & seek approval to vary contracts where applicable. Identify where additional childcare places are needed. Identify existing operational registered childcare providers in those areas and any gaps in provision. Review opportunities to use Early Years & Childcare Capital Grant scheme to apply for funding to support development of provision where needed. Develop an online admission process for newly eligible families, test, finalise and translate. Begin the procurement process to contract with more childcare providers to deliver Flying Start Childcare. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Identify and contact newly eligible families via letter 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>to inform them of eligibility & direct them to the online admission process.</p> <ul style="list-style-type: none"> • Incorporate information for families in relation to the promotion of Welsh Language childcare/ education into the initial letter and social media posts. • Liaise with Hubs and CFAS for them to provide support to families that need help in completing the admission process. • Induct newly appointed staff. • Use the admission information from families to offer a Flying Start placement. • Continue with the procurement processes to contract additional childcare providers. 	
			Q3	<ul style="list-style-type: none"> • Complete the procurement process and award new contracts to childcare providers. • Audit where additional childcare places are now needed. Potentially conduct another procurement exercise. • Contact newly eligible families to inform them of eligibility and to direct them to the online admission process. • Use the admission information from families to offer them a Flying Start childcare placement. 	
			Q4	<ul style="list-style-type: none"> • Develop a Dynamic Purchasing System for additional childcare providers, including childminders, across the city to join to future proof further expansions. 	
CP S1.30	<p>Complete a full review of Young Person's Services and implement recommendations to:</p> <ul style="list-style-type: none"> • Offer a clear route into joined-up services 	<p>Helen Evans / Suzanne Scarlett</p> <p>(Step shared</p>	Q1	<ul style="list-style-type: none"> • Carry out a mapping exercise to fully understand current services provided or procured by the Council for children and young people. This will assist in identifying any areas of duplication or gaps in services. 	<p><i>To develop and deliver services which are responsive to</i></p>
			Q2	<ul style="list-style-type: none"> • Bring forward proposals that address both the gaps 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	for young people that can be accessed by young people, families and professionals; <ul style="list-style-type: none"> • Expand the current universal offer, offering more services and activities from more locations; • Ensure the right balance of youth work is available to meet the needs of young people; • Optimise access to school sites and facilities outside of the school day for youth work provision. 	with Education & Lifelong Learning, and Children's Services)		and areas of duplication that have been identified.	<i>Cardiff's inequality gap</i>
			Q3		
			Q4	<ul style="list-style-type: none"> • Implement the agreed proposals which will provide more universal services in more locations and make the best use of existing resources. • Roll out a 'Young Persons virtual hub'. An online one stop shop for services to support children and young people. 	
DDP	Implement & deliver an Early Years & Childcare Capital Small Grants scheme to enable capital funding for childcare providers, in line with Welsh Government guidance.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Develop all application documentation, guidance for scheme and get translated. • Set dates for application process and share with providers. • Launch and promote scheme across Cardiff. • Assess & approve applications. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> • Continue to assess & approve applications. • Share notable practice examples with childcare providers as exemplars. 		
		Q3	<ul style="list-style-type: none"> • Recruit and induct Childcare Business Support Officer to support Capital Small Grants scheme. 		
		Q4	<ul style="list-style-type: none"> • Review scheme documentation & guidelines and make any necessary changes/recommendations for future implementation. 		
DDP	Develop a more integrated approach with partners to support the emotional health and wellbeing of parents, infants, children, and young people.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Complete the induction of the new Specialist Health Visitor and Clinical Psychologist roles in Parents Plus as part of the Early Years Integration Transformation pathway. • Contribute to the development of the Community Connectors role to support families who are on the neurodevelopmental pathway. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Initiate joint Thinking Together Conversations with Primary Mental Health Workers Work with Children's Services, Health, Education and Police to improve knowledge and awareness of out of court parenting support pathways and response to unlawful chastisement. 	
			Q2	<ul style="list-style-type: none"> Establish pathways for families with partners that improves access to appropriate services for families at the time that they are looking for help. Work with colleagues in the Health Early Help Single Point of Access (SPOA) to identify how the Joint Formulation with Barnardos Wellbeing and the Thinking Together Conversations with Primary Mental Health Workers can be broadened to link with the SPOA Multi-Disciplinary Team model and improve pathways for young people. Link with education to support families under stress, offer schools more onsite parenting groups. 	
			Q3	<ul style="list-style-type: none"> Broaden the early engagement offer to families in Cardiff with children of a wider age range and in a wider area, in partnership with our new Play Service. Establish thresholds with partners to ensure our offer is for early help, focus on early intervention & prevention. 	
			Q4	<ul style="list-style-type: none"> Submit for assessment of the National Autistic Society Autism Inclusion Award Evaluate Joint Formulation with Barnardos family Wellbeing using a years' worth of parental/professional feedback 	
DDP	Support the distribution of the All Wales Play	Avril	Q1	<ul style="list-style-type: none"> Establish process with Welsh Government on an 	<i>To develop and</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	Opportunities Grant (AWPOG) Playworks Funding to Children's play providers.	Hooper-Williams		annual proposal & monitoring format. <ul style="list-style-type: none"> • Develop new application and evaluation documentation in line with updated guidance and Welsh Government SMART forms. • Meet with partners to review projects and process 2022/23. Update on new guidance and process. • Set application, evaluation dates and process for 2023/24. Share with partners. • Promote funding to Play providers. • Review and submit SMART proposal for approval to Welsh Government. • Notify Providers of approval • Review any requests for training to establish group Play training opportunities. • Complete all financial requirements. 	<i>deliver services which are responsive to Cardiff's inequality gap</i>
			Q2 <ul style="list-style-type: none"> • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. 		
			Q3 <ul style="list-style-type: none"> • Meet with Partners to discuss progress and any good practice or concerns to share. • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. 		
			Q4 <ul style="list-style-type: none"> • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. • Request completed evaluations from all partners. • Complete and submit SMART monitoring to Welsh Government. 		

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Complete end of year finance for Playworks grant. • Complete Welsh Government claim form. • Review Playworks guidelines and all documentation for the grant - making required updates for 2024/25 	
DDP	Provide a Playwork Alternative Curriculum offer to schools, for children on a Pastoral Support Plan, to support children's emotional, cognitive, and social development and well-being.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Meet with Vocational Education Team to review current scheme and plans for 2023/24. • Build business case to recruit additional support staff to ensure delivery of play alternative curriculum, maintains high standard and achieves expected outcomes for children. • Review attendance for new starters when spaces become available. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and expected outcomes. • Support staff team to attend appropriate training opportunities. • Investigate additional suitable training opportunities for staff team to develop skills in required areas. • Investigate scope to increase number of play sessions per week, considering impact on other areas of work. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
Q2	<ul style="list-style-type: none"> • Subject to Business Case, Recruit and Induct newly appointed staff. • Support staff team to attend appropriate training opportunities. • Investigate additional suitable training opportunities for staff team to develop skills in required areas. • Review attendance for new starters when spaces become available. • Attend monthly Pastoral Support Plan meetings with 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				each school participating in the programme. Review support for each child and whether expected outcomes are being achieved.	
			Q3	<ul style="list-style-type: none"> • Receive new referrals for September start. Including School applications, parents' information and My Book. • Meet with Vocational Education Team manager to review current scheme and progress (6 monthly). • Investigate scope to increase number of play sessions per week, considering impact on other areas of work. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and whether expected outcomes are being achieved. 	
			Q4	<ul style="list-style-type: none"> • Review current year attendance, referral process and make required changes. • Review programme for template to work with other hard to reach groups. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. • Review support for each child and whether expected outcomes are being achieved. 	
DDP	<p>Review and analyse demographic data relating to families accessing support from CFAS to:</p> <ul style="list-style-type: none"> • Increase accessibility for families with wider ranging needs, particularly disabilities and additional learning needs. • Develop and enhance relationships 	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Review recording practices with a view to more easily identifying specialist areas of need already supported by the service. • Launch the new online Index registration form and promote to partner agencies and families. • Establish a task and finish group to review current feedback processes and explore new and innovative ways to seek the views of service users. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>with new and existing stakeholders.</p> <ul style="list-style-type: none"> Utilise the services online presence to share key messages and encourage self-referrals. 			<ul style="list-style-type: none"> Update social media strategy to ensure it meets best practice guidelines for individuals with specific needs. 	
			Q2	<ul style="list-style-type: none"> Implement agreed changes to recording practices to enable an easier analysis of specialist needs. Work with NDP Community Connectors to raise awareness of the Index and explore automatic registration processes. Develop a draft feedback strategy for consultation with service users and partner agencies. 	
			Q3	<ul style="list-style-type: none"> Develop a PowerBI dashboard showing the type of disabilities and additional needs of children and young people referred to the service. Review the new Index registration form, analyse the impact on the return rate, the quality of feedback received and how this has been utilised to inform service development. Implement CFAS feedback strategy Undertake a review of website accessibility in line with best practice guidelines and feedback received from service users. 	
			Q4	<ul style="list-style-type: none"> Review Power BI data to ascertain gaps in service provision Review implementation of the CFAS feedback strategy to ascertain the impact on the return rate, quality of feedback received and how this has been utilised by the to inform service development. Implement changes to website following accessibility review. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K1.34	The number of people supported through the Family Gateway	7, 058	10,340	10,849	9,000	Avril Hooper-Williams
CP K1.35	The number of people supported by the Family Help Team and Family Help Disability Team	New Measure	New Measure	New Measure	2,500	Avril Hooper-Williams
CP K1.36	The percentage of families referred to Family Help, showing evidence of positive distance travelled	71%	78%	85%	85%	Avril Hooper-Williams
DDP	Percentage of individuals with evidence of distance travelled following a parenting intervention/programme with Cardiff Parenting Service	96%	96%	96%	96%	Avril Hooper-Williams
DDP	Number of 5-14 year olds accessing play provision	8,791	24,634	27,025	26,000	Avril Hooper-Williams

Well-being Objective 2: Cardiff is a great place to grow older
Supporting older people to stay active and connected in an Age-Friendly City

Tudalen 744

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.01	<p>Work with a wide range of partners to deliver our commitment to be an Age Friendly and Dementia Friendly City by:</p> <ul style="list-style-type: none"> • Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities; • Measuring our success through a city-wide evaluation framework and key performance indicators; • Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Working in collaboration with Public Service and third sector partners, use the Age Friendly evaluation framework to review progress towards an Age Friendly Cardiff and publish the first annual report. • Build a case study around the significant performance improvement in relation to the numbers of organisations pledging to dementia friendly action with the aim of securing the Regional Partnership Board’s ongoing support. • Contribute to the delivery of Dementia Action week – including via a Dementia Friendly Cardiff Festival and widespread promotion of the Volunteer Scheme and the Dementia Friendly Cardiff website. • Launch Age Friendly Cardiff Forum. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
Q2	<ul style="list-style-type: none"> • Review internal and partner Age Friendly KPIs and reframe where appropriate. • Report progress in relation to Age Friendly Cardiff’s Action Plan to Public Services Board and all stakeholders. • Deliver Age Friendly Cardiff – first year celebration city wide event. 				
Q3	<ul style="list-style-type: none"> • Involve users in testing our Dementia Friendly and Age Friendly websites to identify areas for improvement and future development. 				
Q4	<ul style="list-style-type: none"> • Evaluate the performance of the Age Friendly and Dementia programmes. • Publish end of year review of Dementia Friendly City to report progress. 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S2.02	<p>Encourage employment and prevent discrimination against older people in the job market by:</p> <ul style="list-style-type: none"> Recruiting a designated employment mentor to support older people to access employment opportunities; 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; Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme; 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. 	Hayley Beynon/ Nicola Pitman	Q1	<ul style="list-style-type: none"> Host a city-wide jobs fair in partnership with DWP, engaging local employers who value the skills and experience of older people, and are committed to providing employment opportunities for older employees. Review current timetable of Digital Sessions across the city, reviewing demand and gaps in provision, expanding in to further Council Buildings, Supported Accommodation Settings and Community Venues. Work with the Centre for Ageing Better to create bilingual pledge materials to ensure fully translated pledge pack. Work with the Centre for Ageing Better to ensure oversight of numbers of organisations in Cardiff who undertake Age Friendly pledges. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Recruit designated Employment Mentors to work across the city, as part of a cluster approach, supporting older people to upskill and secure employment or volunteering opportunities. Work in partnership with the Academy to run digital courses for Council Teams where upskilling is required for non-PC users and older employees. Build Employer Pledge content into the Age Friendly Website to promote Age Friendly Employers to Older people and also to raise awareness of the pledging process to organisations. Capitalise on Council touchpoints with all Employers including Commissioning, Procurement, Into Work and Economic Development to generate awareness and increase Age Friendly pledges. 	
			Q3	<ul style="list-style-type: none"> Set up a programme of Adult Learning's 50+ 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>Employable Me courses, delivering across the city; using the Employer Liaison team to engage with local employers to secure guaranteed interviews for learners.</p> <ul style="list-style-type: none"> • Present and promote Age Friendly Employer pledge scheme to Public Service Board • Promote the Age Friendly Employer pledge scheme within the wider Age Friendly Cardiff network. • Capitalise on promotional opportunities including via Newsletters (Age Friendly Cardiff, Health and Wellbeing News, Care'Diff), social media, E-mail, Events, Job Fairs) 	
			Q4	<ul style="list-style-type: none"> • Work with the Cardiff Works team to secure specific roles for older jobseekers, as a pathway into working for the Local Authority; using the Cardiff Works Engagement Officer to reach out to communities where there is a higher population of unemployment in the 50+ age group. • Review performance of the initiative both in relation to organisations within Cardiff taking up the pledge and Cardiff focused activities and achievements against Age Friendly Employer actions e.g. Health and Wellbeing, Retirement preparation and supporting older employees. 	
CP S2.03	<p>Provide opportunities for all people to get involved in their community, and in particular to support older people to stay active and connected, including:</p> <ul style="list-style-type: none"> • Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved; 	Bev King	Q1	<ul style="list-style-type: none"> • Finalise the community volunteer team set up and recruitment and set up volunteer role profiles. • Development of Hubs for All pilot to include identification of Community Hub venues and recruitment of peripatetic team. • Complete recruitment processes and training programme for Age Friendly Advice officers and Hubs for all peripatetic team 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<ul style="list-style-type: none"> • Improving access to activities through a “Hubs for All” approach; • Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs; • Strengthening the advice and support available in Hubs for older people and carers; • Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation. 		Q2	<ul style="list-style-type: none"> • Ensure the website is updated listing all volunteer role profiles available, in conjunction with Into Work Services to ensure no duplication. New team to have a high presence in outreach venues to encourage volunteering. • Undertake evaluation of current age-focused Health engagement programmes via Hubs and capitalise on opportunities to expand health awareness programmes in collaboration with UHB and Public Health Wales • Develop Hubs for All booking processes and programme – to include consideration of building unpaid carer confidence in accessing respite via this offer. • Build Hubs for All person-centred activity programme mirroring the personalised and community focused activity programmes of the Care Hubs. 	
			Q3	<ul style="list-style-type: none"> • Obtain feedback and suggestions from volunteers on how we can improve our offer to volunteers and suggestions for improvement. • Establish focus groups of current service users to review current Age Friendly activity programmes and identify additional needs. • Promote Hubs for All service utilising all channels – including Care’Diff, Age Friendly Cardiff and Health and Wellbeing newsletters, the Ageing well network and via social media channels and websites 	
			Q4	<ul style="list-style-type: none"> • Following volunteer feedback and suggestions, review volunteer offer and evaluate/amend role profiles offered. • Review service continuity i.e. Day Opportunities and 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			Health and Wellbeing mentors to ensure that service users are being signposted effectively following engagement with targeted teams <ul style="list-style-type: none"> Evaluate the Hubs for All pilot and scope potential to expand programme to additional Hub locations 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.01	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
CP K2.02	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	New Measure	New Measure	89%	85%	Nicola Pitman
CP K2.03	The number of events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	500	Nicola Pitman
CP K2.04	The number of participants at the events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	8,000	Nicola Pitman
CP K2.05	The number of events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	1,400	Nicola Pitman
CP K2.06	The number of participants at the events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	15,000	Nicola Pitman

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP / DDP S2.04	<p>Provide the right help at the right time to help people stay independent at home by:</p> <ul style="list-style-type: none"> • 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; • Fully embedding empowering and strengths-based social work through improved training and support; • Working with partners and across services to develop a trusted assessor approach • Modernising our homecare service to provide both a full reablement service and short-term emergency care; 	Carolyn Palmer	Q1	<ul style="list-style-type: none"> • Scope the current "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points. • Further develop the Integrated Discharge Hub to incorporate the Pink Army and set out the role of all partners to ensure the correct pathway is identified. • Trial this via the Discharge to Recover and Assess (D2RA) in-reach model. • Agree the Trusted Assessor Standard Operating Procedure and training matrix. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Incorporate the Trusted Assessor protocols in community and hospital settings with identified Local Authority staff. • Implement new homecare rotas aligned to providing reablement and continuity of care. 	
			Q3	<ul style="list-style-type: none"> • Evaluate the "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points. • Determine via working groups the "to be" model for access to services. • Develop the proposed "to be" triage and flow model. • Develop "strengths-based" training for existing staff and update the onboarding new staff. • Explore and develop the Trusted Assessor for Health Community Resource Team Therapist to refer for equipment and adaptations. 	
			Q4	<ul style="list-style-type: none"> • Trial stage 1 of new triage within Social Work, First Point of Contact (FPOC) and Occupational Therapy community access points. 	

Tudalen 749

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Determine stages 2 & 3 of new triage within Social Work, First Point Of Contact (FPOC) and Occupational Therapy community access points. 	
CP / DDP S2.04	Provide the right help at the right time to help people stay independent at home by: <ul style="list-style-type: none"> Embedding the use of new technology and equipment to support independence and developing proposals for an Independent Living Wellbeing Centre; 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Review the trial of TEC- with both prescribers and service users - create a spread and scale model for Social Work /Occupational Therapy and access staff. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> Deliver training on TEC. Agree the design of the Independent Living Wellbeing Centre. 	
			Q3	<ul style="list-style-type: none"> Explore expanding the TEC offer to compliment/negate need for some low-level care incorporating equipment and TEC as part of strength - based practice. 	
			Q4	<ul style="list-style-type: none"> Evaluate impact of TEC on supporting independence 	
CP/ DDP S2.04	Provide the right help at the right time to help people stay independent at home by: <ul style="list-style-type: none"> Improving the support available to help older people move to more appropriate housing. Delivering new models of housing with care 	Laura Garvey-Cubbon / Matt Evans	Q1	<ul style="list-style-type: none"> Scope current accommodation provision, demand, services and support currently available to help people to stay living independently where they live now or in more suitable accommodation. Define 'Specialist' Accommodation and current use of provision. Recruit to Specialist Housing Co-ordinator Post. Review and develop new application arrangements for the assessment and allocation of Extra Care and Respite (Llys Enfys). Develop incentives and assistance to help older people to downsize to more suitable accommodation to be provided through the Rehousing Solutions Team. Promote assistance to downsizers to older people under-occupying not registered on the Housing Waiting List. Develop promotional material for Addison House 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				Community Living Scheme. <ul style="list-style-type: none"> • Begin to conduct desktop and critical literature review of best practice in older persons housing with care. 	
			Q2	<ul style="list-style-type: none"> • Review data following scoping exercise for current accommodation provision, demand, services and support available to inform future arrangements and the development of a central housing pathway for Older People and People with Specialist Needs. • Implement new arrangements for Extra Care and Respite (Llys Enfys) • Review responses following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion. • Continue to conduct desktop and critical literature review of best practice in older persons housing with care. 	
			Q3	<ul style="list-style-type: none"> • Finalise new proposals, procedures and processes following Specialist Accommodation Review to inform the development of the ‘Specialist Accommodation’ Gateway. • Monitor numbers of older people assisted to move to more suitable accommodation following new approaches to downsizing. • Review progress following implementation of new arrangements for Extra Care/Respite (Llys Enfys) • Allocate Addison House. • Following desktop and critical literature review of best practice in older persons housing, prepare a draft brief for proposals for use in the new housing schemes 	
			Q4	<ul style="list-style-type: none"> • Finalise arrangements for the creation of the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>'Specialist Accommodation Gateway'. Development and implementation to be completed 2024-25.</p> <ul style="list-style-type: none"> Review success of additional incentives/support providing by the Rehousing Solutions Team on numbers assisted to move to more suitable accommodation. Finalise proposals for the delivery of new models of housing with care. 	
CP S2.05	<p>Deliver new older persons housing which supports independent living, including:</p> <ul style="list-style-type: none"> Commencing the community living schemes in the Maelfa, St Mellons, Bute Street and Canton; Completing Addison House in Rumney by August 2023; Submitting a planning application for the Michaelston Well-being Village by September 2023. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Commence the Pre-Application Consultation process for the Michaelston College site - May 2023. Start on site to be achieved for the Canton Community Centre Community Living Project – April 2023. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Submit application for planning at the former Michaelston College site in Ely during September 2023. Start on site to be achieved for the Bute Street community living project – July 2023 Start on site to be achieved for the St. Mellon's Community Living project – August 2023 	
			Q3	<ul style="list-style-type: none"> Handover of the new development at Addison House on the Eastern High site expected November 2023. Start on site to be achieved for the Maelfa Community Living project 	
			Q4	<ul style="list-style-type: none"> Target planning determination for the Michaelston College site by March 2024. Undertake a consultation event with residents of Addison House to review the project and get residents views of the new development, how they find living in the flats and the use of communal facilities. To include lessons learned. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.07	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	93%	95%	96%	95%	Carolyne Palmer
CP K2.08	The percentage of new cases assisted by First Point of Contact where a more comprehensive assessment is not required	New Measure	New Measure	New Measure	65%	Carolyne Palmer
CP K2.09	The average number of calendar days taken to deliver a disabled adaptation (from initial contact to the works certified completed date)	133	122	141	150	Carolyne Palmer
CP K2.10	The number of service user sessions delivered within Care Hub day services	New Measure	New Measure	New Measure	6,500	Bev King
CP K2.11	The number of care hours delivered by Care Hub day services	New Measure	New Measure	New Measure	40,000	Bev King
CP K2.12	The percentage of people satisfied with services provided by Adult Social Care	New Measure	New Measure	New Measure	70%	Angela Bourge
CP K2.13	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	New Measure	New Measure	New Measure	95%	Carolyne Palmer

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

Tudalen 754

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S2.06	<p>Work to support timely and safe hospital discharge by:</p> <ul style="list-style-type: none"> Improving and strengthening management arrangements in the Integrated Discharge Hub; 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; 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. 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Review the current Integrated Discharge Hub (IDH) and evaluate its strengths and weaknesses and propose changes to strengthen service delivery model. Set up winter planning meeting and strategy 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Work with Paris IT and Care First leads to develop a set of IDH Performance Indicators detailing pathway, time in triage, time to discharge and outcome pathways. Develop comparable improvement data. Put into place any changes to structure and management to support the IDH one system approach. Introduce streamlined referral form. Expand Discharge to Recover and Assess (D2RA) model (subject to available funding) 	
			Q3	<ul style="list-style-type: none"> Put in place all components, and resilience measures to meet winter planning requirements. Have all partners agree and commit to Business Continuity Planning for IDH continuity over winter. 	
			Q4	<ul style="list-style-type: none"> Provide impact evaluation report on the delivery of IDH, Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) 	
CP S2.07	<p>Work with care providers to deliver good-quality care that meets current and future needs, to include:</p> <ul style="list-style-type: none"> Further developing locality working through recruitment of local care co- 	Carolyne Palmer / Lisa Wood / Angela Bourge	Q1	<ul style="list-style-type: none"> Secure funds for Care Co-ordinator's and recruit into roles. Work with IPC to undertake desktop review of good practice in other LAs and examples of effective quality rating processes. Commence stage one of engagement with care home 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	ordinator; <ul style="list-style-type: none"> • Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision; • Refocusing care provision away from general residential care towards home-based care; • Promoting the development of high-quality nursing and dementia care. 			providers to understand what systems they already have in place, what works well - particularly in areas such as service users and staff engagement, evidencing outcomes and quality auditing. <ul style="list-style-type: none"> • Implement a project to improve quality of care and undertake market shaping in collaboration with providers to ensure the market can meet Adult Services commissioning priorities, initially prioritising the cost of care exercise for care homes for older people to inform a fee setting strategy. • Explore opportunities to access capital funding to support market re-shaping for care homes. • Begin scoping of work of Dementia and Care Quality Team. • Begin working with Contract Monitoring and Dementia and Care Quality Team when arranging and analysing care home visits. 	
			Q2	<ul style="list-style-type: none"> • Set Care Co-ordinator process and partnership links. • Engage with care home providers to develop Quality Assurance (QA) framework, test out its key components and learn from experience to inform implementation using a phased approach. • Implement interim QA measures for Domiciliary Care providers to ensure quality scores reflect current practice. • Complete the agreed cost of care exercise with the market and undertake an analysis to understand the implications for a new Fee Setting Strategy for Care Homes for Older People. • Continue scope of Dementia and Care Quality Team. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Establish matrix of meetings and information sharing to ensure the Dementia and Care Quality Team links in with others appropriately. Establish rotas for scheduled reviews of the Dementia and Care Quality Team and establish approaches for unscheduled reviews. 	
			Q3	<ul style="list-style-type: none"> Implement the new Quality Assurance (QA) framework for care homes using phased approach. Implement Managed Locality Networks in Dom Care to support market shaping. Building on the QA work undertaken with Dom Care providers in Q2, initiate further engagement with Dom Care providers replicating methodology used with care home providers to inform development of comprehensive Quality Assurance framework. Develop new Fee Setting Strategy for the Older Persons care home market, with engagement from providers and secure formal sign off in readiness for implementation in Q1 2024/25. Launch capital grant scheme to support reshaping of care home market if funding is secured. Engage with care home providers to sign off the operating model for the Dementia and Care Quality Team and provide clarity for staff in other teams. Commence scheduled review of the Dementia and Care Quality Team. 	
			Q4	<ul style="list-style-type: none"> Implement new QA framework for Dom Care using phased approach. Conclude capital grant scheme and implement 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>mechanisms to monitor impact.</p> <ul style="list-style-type: none"> Review “as is” for Dementia and Care Quality Team. Establish what has worked well in the team and where changes can be made to improve. 	
CP S2.08	<p>Listen to the voices of our citizens and increase their choice in care provision by:</p> <ul style="list-style-type: none"> Improving our engagement with older people, seeking meaningful input and feedback; Increasing choice through direct payments, including the development of micro-enterprises; Piloting a trusted partnership approach with care providers to increase flexibility of care; Reviewing current usage of our services and taking steps to ensure all Cardiff communities are aware of, and have access to, our services. 	<p>Angela Bourge/ Hayley Beynon / Jane Thomas</p>	Q1	<ul style="list-style-type: none"> Develop clear actions for engagement opportunities with older people, utilising connections with people through Day Services and Hubs. Roll out of client feedback surveys and surveys for carers. Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment completed, including a Community Catalyst & Micro-Enterprise Coordinator. Continue to operate the Trusted Partner Approach pilot. To ensure services are responding to the needs of our diverse communities and that everyone is aware of the services available, develop a cross directorate Adults, Housing & Communities Equality Action Plan. 	
			Q2	<ul style="list-style-type: none"> Collate the client and carer feedback and review this against current service provision. Use results as a baseline to further understand current position and review future service offers. Complete an Options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house. Review the Trusted Partner Approach pilot related to single to double and double to single handed care and consider opportunities for extending beyond its current scope. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Further develop the Adults, Housing & Communities Equality Action Plan 	
			Q3	<ul style="list-style-type: none"> Implement opportunities identified from feedback from clients and carers. Complete a full service review of the Direct Payments Team – including the roll out of training, to-be process maps and staff structures Develop proposal to extend Trusted Partner Approach if review undertaken in Q2 indicates it is appropriate to do so. Consult widely with key stakeholders for views and comments on the proposed Adults, Housing & Communities Equality Action Plan and implement the plan. 	
			Q4	<ul style="list-style-type: none"> Review implemented changes to ensure that they meet the expectations of feedback received from the original client survey. Prepare client survey to go out in Quarter 1 2024/25. Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments & Self-Funding. Implement extended scope for Trusted Partner Approach if review in Q2 and proposal developed in Q3 indicate it is appropriate to do so. Review and monitor the Adults, Housing & Communities Equality Action Plan. 	
CP S2.09	Support the social care workforce by: <ul style="list-style-type: none"> Working with Welsh Government to maintain the Real Living Wage for care 	Angela Bourge/ Hayley Beynon /	Q1	<ul style="list-style-type: none"> Ensure that the Real Living Wage (RLW) uplift for registerable posts is taken into consideration when finalising fee uplift decisions for 2023/24 Issue variation of contract forms to providers in 	<i>To build an inclusive and representative</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	workers; • Further developing the Cardiff Cares Academy to provide training, mentoring and employer support; • Providing proactive support to help care workers achieve registration; • Further developing carer skills to support hospital discharge and reablement.	Carolyne Palmer		receipt of the RLW uplift to ensure they pass it on to registerable workers. <ul style="list-style-type: none"> • Begin to develop meaningful data collection on provider workforce qualification and registration • Utilise the Shared Prosperity Fund to recruit additional staff to support the increase in people accessing the Cardiff Cares Academy, providing mentoring support to candidates interested in working within the Care Sector. 	<i>organisation.</i>
			Q2	<ul style="list-style-type: none"> • Follow up any outstanding RLW variation of contract forms that have not been returned. • Undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements. • Provide targeted support regarding registration and qualifications to those providers most in need of it and develop systems for monitoring impact. • Refresh publicity materials and carry out a publicity campaign, highlighting employment opportunities within the care sector, both Local Authority and external Care Providers, prior to winter pressures. • Create a reablement training matrix for Community Resource Team carers, which empowers the carer to prescribe equipment/aids - delivery of reablement care, review plan, that sets reablement goals, linking in with the holistic approach of Independent Living Services. • Utilise Community Occupational Therapists to support the reablement end to end process and trial for change. 	
			Q3	<ul style="list-style-type: none"> • Continue to follow up any outstanding RLW variation 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>of contract forms that have not been returned.</p> <ul style="list-style-type: none"> • Continue to undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements. • Review effectiveness of support provided regarding registration and identify any required changes to improve / strengthen arrangements. • Link in with Community Catalyst and Micro-Enterprise Coordinator to establish a pathway for people wanting to work in the Care Sector but with more flexibility through becoming a Micro-Enterprise. • Trial and review new reablement practice 	
			Q4	<ul style="list-style-type: none"> • Monitoring and review compliance with RLW requirements as part of on-going contract monitoring arrangements. • Implement recommendations for strengthening / improving effectiveness of support to providers re workforce registration. • Undertake a full service review of Cardiff Cares Academy ensuring the service meets the needs of employers and candidates • Embed full reablement practice into Community Resource Team (CRT) home care. 	
CP S2.10	Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.	Angela Bourge	Q1	<ul style="list-style-type: none"> • Develop and consult on Workforce Development Plan • Review current “Grow our Own” initiatives and make recommendations for future arrangements 	<i>To build an inclusive and representative organisation.</i>
			Q2	<ul style="list-style-type: none"> • Put in place monitoring arrangements to track progress and the impact of agreed Workforce Development action plan. • Ongoing monitoring and review of Workforce Strategy actions 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Develop arrangements for extending “Grow our Own” 	
			Q3	<ul style="list-style-type: none"> Ongoing monitoring and review of Workforce Strategy actions Implement new “Grow our Own” arrangements and develop monitoring arrangements to evidence impact 	
			Q4	<ul style="list-style-type: none"> Ongoing monitoring and review of Workforce Strategy actions 	
DDP	<p>Continue to review and modernise services, including:</p> <ul style="list-style-type: none"> Carrying out a review of the Emergency Duty Team Finalising the review of the Internal Supported Living service Investigating opportunities for more joined up working across the directorate Strengthening management arrangements within Adult Services 	Jane Thomas	Q1	<ul style="list-style-type: none"> Complete consultation on the review of the Emergency Duty Team (EDT) and finalise the proposals. Complete consultation on Internal Supported Living (ISL) review and make decision on the way forward. Bring forward proposals for increased joined up working across the Adults Housing and Communities Directorate. Bring forward proposals for a review and strengthening of management within Adult Services 	
			Q2	<ul style="list-style-type: none"> Implement EDT changes. Commence implementation of any changes agreed as a result of the ISL review. Commence implementation of any changes agreed as a result the Joined Up working and Management Reviews. 	
			Q3	<ul style="list-style-type: none"> Complete implementation of ISL review Complete implementation of any changes identified as part of the Joined Up Working and Management Reviews 	
			Q4	<ul style="list-style-type: none"> Review success of the changes made and identify any further action needed. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.14	The percentage of permanent social worker vacancies in Adult Services	New Measure	New Measure	New Measure	12%	Angela Bourge
CP K2.15	The total number of domiciliary care workers in Cardiff registered with Social Care Wales	New Measure	New Measure	New Measure	2,600	Angela Bourge
CP K2.16	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	New Measure	New Measure	New Measure	7.5%	Angela Bourge
CP K2.17	The average time from referral to the Brokerage Team to the start of domiciliary care	New Measure	New Measure	New Measure	14 Days	Angela Bourge
CP K2.18	The average number of people waiting for domiciliary care at month end	New Measure	New Measure	New Measure	<30	Angela Bourge
DDP	Number of people aged 65 and over in residential care per 10,000 population.	76.6	63.0	67.6	No Target but year on year reduction	Lisa Wood
DDP	Number of placements in residential care prevented	New Measure	New Measure	New Measure	To be developed	Lisa Wood
DDP	Integrated Discharge Hub - Number of referrals triaged within 1 working day	New Measure	New Measure	New Measure	85%	Carolyne Palmer
DDP	Discharge medically fit people within 72 hours of triage	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer
DDP	Review care package following discharge within 10 days at home	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer

Supporting unpaid carers and valuing their role

Tudalen 763

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.11	<p>Listen to unpaid carers and families to ensure we provide the help they need by:</p> <ul style="list-style-type: none"> • Consulting and co-producing services with carers; • Reviewing the range of respite provided; • Improving advice services and support for carers; • Reviewing the carer’s assessment process to improve take-up. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Launch carers support groups within Community Hubs across all districts. Develop Care’Diff brand and platform. • Launch and distribute widely Care’Diff Newsletter. • Publish respite consultation report and highlight key areas of focus from the unpaid carer feedback within the report. • Establish information governance elements related to data management to create unpaid carers database to distribute newsletters, event information, financial support opportunities etc. • Working with Carers Wales, deliver bitesize training sessions for unpaid carers – including support to get their voice heard in decision making. • Hold facilitated focus groups in conjunction with Carers Wales and unpaid carers in receipt of carers assessments to better understand the unpaid carers end to end journey. • Host assessment focused Carers Officers Learning and Improvement Network meeting – to identify examples of best practice in relation to unpaid carers assessments within Local Authorities. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Build content and advice within the carers pages of the Age Friendly Cardiff website. • Recruitment of Age Friendly Advice officers and development of Age Friendly Advice offer across the Community Hubs. • Ensure Carer targeted information is included within signposting map of financial, practical and health and 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>wellbeing support to include the following areas of focus:</p> <ul style="list-style-type: none"> • Money – Grants/Carers Allowance/benefits/help with bills/Help with care costs • Power of Attorney • Respite • Peer Support • Getting out and About • Looking After yourself • Training Opportunities • Social Prescribing • Develop pilot and booking programme for Hubs For All – to include consideration of building unpaid carer confidence in accessing respite. • Utilise all communication channels to ensure effective promotion of availability of respite flats at Llys Enfys – including Care’Diff, Age Friendly Cardiff and Dementia Friendly Cardiff websites. • Evaluate findings of the unpaid carers assessment themed focus groups in collaboration with Carers Wales and establish areas for improvement within existing assessment process. • Work with Carers Wales to host facilitated focus groups with unpaid carers to establish training and wider support needs (to include mental health and wellbeing). 	
			Q3	<ul style="list-style-type: none"> • Scope opportunities to establish a digital platform for unpaid carer focused training. • Launch self-identification promotional campaign by developing targeted resources and distributing widely via community networks including GP surgeries. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Promote wider respite availability via external service providers utilising the Carer pages of the Age Friendly Cardiff and website and the Care'Diff Newsletter Raise awareness of unpaid carers rights during Carers Rights Day 23rd November including the right to receive a carers assessment and support. Utilise the unpaid carer focus groups as a sounding platform to collectively agree the new person-centred carer's assessment process prior to roll out in Q4. 	
			Q4	<ul style="list-style-type: none"> Deliver internal communications with targeted staff groups to develop awareness of opportunities for unpaid carer respite residential and non-residential (including age friendly programmes within Hubs/Hubs for All/Inclusion groups etc). Additionally promote respite availability via the Care'Diff Newsletter and the Care'Diff distribution platform Evaluate Hubs for All Pilot and scope potential to expand respite availability at additional Hub venues. Roll out the new carers assessment process. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.19	The percentage of eligible carers who were offered a carer's assessment	New Measure	New Measure	New Measure	60%	Lisa Wood
DDP	The percentage of eligible carers who accepted the offer.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer
DDP	The percentage of those who accepted the offer, for whom an assessment was completed.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer

Ensuring our services meet the needs of those living with dementia

Tudalen 766

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.12	<p>Support people with dementia to stay at home wherever possible by:</p> <ul style="list-style-type: none"> • Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning; • 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. 	<p>Angela Bourge / Lisa Wood / Claire Hiles</p>	Q1	<ul style="list-style-type: none"> • Relevant managers and staff to attend Community of Practise (COP) sessions linked into ICP and Health Service sessions. • Review outcomes for complaints regarding dementia care and establish themes. • Review dementia training previously available and in conjunction with colleagues from the UHB, consider options for more accessible training that better meets needs whilst covering all key components. • Deliver the virtual dementia tour bus experiential training. • Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia by way of a workshop and individual 1:1's. • Ensure that the desktop and critical literature review of best practice in older persons housing fully takes into account the learning and best practice on dementia. • Represent at regional dementia programme, influencing understanding of regional priorities including, breadth of meetings and service provision • Through the Ageing Well Board, ensure that priorities are aligned across directorate and partnership. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Evaluate effectiveness of Community of Practice (COP) and its likely impact on care provision. • Maintain attendance at partnership meetings and network with dementia care providers to inform future commissioning . 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Draw themes from dementia complaints about service and look at preventative measures and service responses. • Look at case narratives and examples of good practice. • Commission new arrangements for more accessible dementia training. • Begin to review impact of the virtual dementia tour bus experiential training. • Participate in current research areas including dementia and ethnicity. • Promote Dementia Week. • Review the outcome of the review of best practice into older persons housing and how this aligns with the learning on dementia. 	
			Q3	<ul style="list-style-type: none"> • Launch new dementia Learning Network for care home providers following launch of Dementia Community of Practice (COP) in Q2. • Continue to maintain attendance at COP and all relevant meetings to support partnership working in the community. • Evaluate process regarding a dementia complaint and outcome. How is learning shared? • Deliver new arrangements for dementia training • Evaluate impact of the virtual dementia tour bus training on practice • Incorporate best practice in working with people with dementia into the development of the service model and physical aspects of future housing developments for older people. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Evaluate strength of Community of Practice (COP) and other professional information sharing sessions to establish outcomes. Review feedback on dementia training held during year, assess impact and inform commissioning plans for 24/25. Ensure new delivery models for older persons housing are fully informed by the learning on dementia. 	
DDP	Develop a full set of indicators and targets to monitor success of implementing the Ageing Well Strategy	Jane Thomas	Q1	<ul style="list-style-type: none"> Identify key activities to be monitored and develop draft indicators 	
			Q2	<ul style="list-style-type: none"> Commence collation of information for the indicators 	
			Q3	<ul style="list-style-type: none"> Review information and develop targets where possible 	
			Q4	<ul style="list-style-type: none"> Review indicators and further develop these as necessary 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.20	The percentage of Council staff completing Dementia Friends training	52%	49.8%	54.4%	85%	Nicola Pitman
DDP	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
DDP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	20	16	79	40	Nicola Pitman
DDP	The number of ambassadors recruited to promote Dementia Friendly Cardiff	New Measure	New Measure	New Measure	4 per district	Nicola Pitman
CP K2.21	The number of over 75s new to residential care	New Measure	New Measure	New Measure	No target, but year-on-year reduction	Lisa Wood

Well-being Objective 3: Supporting people out of poverty
Supporting those most impacted by the cost-of-living crisis

Tudalen 769

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S3.01	<p>Respond to the impact that the cost-of-living crisis is having on residents by:</p> <ul style="list-style-type: none"> • Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email; • 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; • Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty 	Hayley Beynon	Q1	<ul style="list-style-type: none"> • Upskill the Advice Line staff knowledge so they are able to offer more ‘same day advice’ reducing the need to refer to other teams and the customer’s wait time for support. • Establish timetabled face to face Welfare Liaison support for Council Contract Holders in areas of high Council properties including Central, Ely and St Mellons Hubs. • Support Care Experienced Young People and the Personal Assistance Service by providing one to one tailored money advice support. The offer will provide a new one to one dedicated young person’s money advisor that can help with better off calculations and advice on Basic Income Pilot. These sessions will be held at youth clubs and hubs, supported accommodation, virtually or via a home visit if required. • Work with Community Foundation Wales to formalise the Together for Cardiff Fund arrangement, setting out a Funding Agreement and Memorandum of Understanding; securing legal and financial advice from council officers. 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap.</i></p>
Q2	<ul style="list-style-type: none"> • Review the locations services are currently delivered from. Adjusting provision to meet demand where appropriate. Exploring and providing services from new locations including, schools and hospitals with a focus on providing services where there are currently no council buildings present. 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Further align the Welfare Liaison and Money Advice Team, with the Advice line manging calls on behalf of the Welfare Liaison team to reduce waiting times and make better use of resources. • Review all current Cost of Living publicity/marketing materials and our website to ensuring information is accurate and up to date and available in community languages. • Work with third sector organisations to continue the Fuel Voucher Scheme, securing funding from businesses/Together for Cardiff Fund in readiness for the end of Government Support Schemes and colder weather. 	
			Q3	<ul style="list-style-type: none"> • Deliver publicity campaign for Council Contract Holders and Welfare Liaison Team to encourage early take up of support before falling in to rent arrears. Campaign to include potential rename and rebranding in line with Advice Service identity. • Review accounts of customers who accessed Cost Of Living Discretionary Scheme (COLDS) Funding, to offer further support to ensure they are not at risk of falling back into debt. • Utilise the Food & Fuel Champions to provide support in Council and partner Warm & Welcome spaces. • Evaluate the Advice Contract, reviewing outcomes and impact the support has been for citizens of Cardiff. Reviewing any duplication of support and gaps in provision, in readiness for a new Contract term. 	
			Q4	<ul style="list-style-type: none"> • Increase publicity of the Welfare Liaison Team targeting those potentially eligible for DHP / Rent Rescue and who would be unaware of the services. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Engage with Community Inclusion Officers across Housing & Communities, to jointly target communities who do not currently access Council Advice Services and who would benefit from Money Advice /Welfare Liaison Support. Provide support to the Together for Cardiff Trust fund to organise annual event to raise awareness of the fund amongst businesses and third sector organisations. 	
CP S3.03	<p>Support more people into work:</p> <ul style="list-style-type: none"> Through the newly expanded Into Work Service, creating new bespoke employment and training packages to meet any new or emerging workforce demands in the city; Working alongside major regeneration projects, including the new Indoor Arena, to support local people into the new jobs the projects create; Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> Develop and roll out a city-wide engagement plan, to reach and engage with groups not previously engaged with employment and council services. Utilising the new Engagement team and Community Inclusion Officers to work with under-represented and priority groups, such as those with Additional Learning Needs, Economically Inactive, Carers, and at risk of homelessness, living in the Southern Arc of the City. Consult with HR and Senior Managers to create a new subsidised 3 month work placement for young people and under-represented groups via Cardiff Works funded by Cardiff Works Income for placements within the Council. Deliver specific Onsite Construction Academy training provision for clients, who have been identified by Employment Mentors as having a background in construction; working with employers to set up interviews following training. Use the new Training Coordinator post to create training plans for jobseeker customers for different employment sectors by working with Adult Learning to create bespoke packages and utilising barriers fund to source higher level training course. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> • Host a Bright Start Event highlighting the success / placements young people experiencing looked after care have completed, engaging employers who have supported the scheme. • Create employment specific project teams to support priority sectors within the city including Cardiff Council as an employer, drawing best practice from the Cardiff Cares Academy model; in particular to support HGV, Teaching Assistants, Hospitality and Catering roles. • In partnership with Economic Development, develop a rolling engagement plan to support citizens living in Cardiff South access employment opportunities as part of the Atlantic Wharf developments. • Roll out the 3 month placement scheme via Cardiff Works 	
			Q3	<ul style="list-style-type: none"> • Using the Social Value Officer to work in partnership with the Procurement team to ensure that Social Value commitments in Local Authority contracts are met, accessing training and employment opportunities for Into Work customers. • Increase the number of external Bright Start placements available to care experienced young people across a range of sectors, giving young people a varied range of opportunities. • Work in partnership with the Adult Services team to identify people with additional learning needs/autism to support with upskilling, employment and volunteering opportunities; and providing support to employers through the new Local Supported Employment Project. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Align the work of the Youth Employment team and Personal Assistant (PA) Service, to ensure every care experienced young person with a PA has access to Bright Start placements, funding for training, employment help and wellbeing support. Undertake a review of Social Prosperity Funding and CfW+ employment delivery and funding, ensuring services are constantly adapting to meeting the needs of residents and the local economy. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.03	The number of Council posts filled through placements from Cardiff Works	4,075	4,593	4,227	2,800	Hayley Beynon
CP K3.04	The number of interventions which supported people receiving into work advice through the Employment Gateway	49,756	62,512	77,102	55,000	Hayley Beynon
CP K3.05	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	814	1,241	1,115	1,200	Hayley Beynon
CP K3.06	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	6.08%	15%	13%	<12%	Hayley Beynon
CP K3.07	The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	New Measure	New Measure	New Measure	Monitor KPI, no target set	Hayley Beynon
CP K3.08	The number of employers which have been assisted by the Council's employment support service	237	266	347	300	Hayley Beynon
CP K3.09	The number of customers helped with Universal Credit financial support	2,841	3,708	5,989	3,000	Hayley Beynon
CP K3.10	Additional weekly benefit identified for clients of the Advice Team	£15,447,013	£17,220,466	£21,320,362	£17,000,000	Hayley Beynon

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S3.06	<p>Continue to promote the help available to prevent homelessness, and improve and expand prevention services in the community by March 2024, including:</p> <ul style="list-style-type: none"> • 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; • Providing a dedicated caseworker to all but the most straightforward cases; • Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> • Evaluate current demand for Housing Solutions and Prevention Officers across the city. Adjusting availability to meet this demand. • Ensure input into the new Housing Website – creating a section for homeless prevention and understanding the implications of the new webchat facility. • Create new processes for cases when home visits are required. Roll out these home visits and monitor the effectiveness of these, particularly for parental notices to quit. • Set a baseline for the length of time that individuals and families have to wait for a prevention appointment, then seek to improve this on a monthly basis. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> • Review the work of the Housing Helpline service including opening hours, improving on current waiting times and abandoned calls, ensuring that as many enquiries / calls are answered. • Create a more effective triaging process at entry into the service based on the needs of the individual or family. Less complex cases to be managed by the Housing Solutions Officer. All other cases to be case loaded to a dedicated Senior Housing Solutions Officer or Prevention Officer depending on the complexity of the case, utilising Floating Support services to provide rapid intervention for the most complex cases. • Reduce duplication between homeless support teams, setting clear boundaries to ensure customer journey is as streamlined as possible. 	

Tudalen 775

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Carry out audits on Prevention and Housing Solution Officer work to ensure that correct advice is given and that regular client contact is made. Review the current training for the Housing Helpline and consider additional training requirements. 	
			Q3	<ul style="list-style-type: none"> Expand the Prevention Team provision into further outreach locations, including co-location for the Prison Prevention Officer with Probation/Prison, and Llamau/Hafan Gobaith for the Young Person's Prevention Officer. Complete the update of Housing Solutions & Prevention procedures and process maps, to ensure support for customers is timely and streamlined, providing support for as long as is required. 	
			Q4	<ul style="list-style-type: none"> Work with partners to ensure the Prisoner Pathway is proactive in supporting people, ensuring homeless applications are received quickly. Review and evaluate the impact of the new processes and procedures to ensure that caseload for prevention officers has reduced and waiting times are kept to a minimum, whilst prevention rates remain high. 	
CP S3.07	Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Meet with Welsh Government to seek feedback on the Rapid Rehousing Plan submitted and discuss their views on resource requirements outlined in the plan. Continue to attend the Welsh Government Rapid Rehousing Task & Finish Groups to feed back the challenge of delivering rapid rehousing whilst responding to the current increase in homeless demand. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Consider Welsh Government feedback on the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				resource requirements submitted in the Rapid Rehousing Plan. <ul style="list-style-type: none"> Undergo further data analysis on projected homelessness demand, housing market conditions and permanent accommodation pipeline to outline updated resource requirements, including staffing and grant allocation. 	
			Q3	<ul style="list-style-type: none"> Submit updated resource requirement plan to Welsh Government. 	
			Q4	<ul style="list-style-type: none"> Seek feedback from Welsh Government on submitted plan and continue to bid for available funding. 	
CP S3.08	Increase Temporary Accommodation capacity to address homelessness pressures by: <ul style="list-style-type: none"> Delivering phase 2 of the Gasworks site by August 2023; Increasing the number of buy backs; Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants; Increasing the number of managed schemes to improve move-on into permanent accommodation; Exploring other meanwhile use of development land. 	Laura Garvey-Cubbon / Louise Bassett / Dave Jaques	Q1	<ul style="list-style-type: none"> Ensure factory production of modular units commences and that the groundworks package is underway on site. Continue to identify suitable properties to purchase from market and ensure suitable budget is in place to continue buy-backs at scale. Review difficult-to-house cases in Temporary Accommodation and consider buying specific properties for them through the buy-back scheme. Continue to work with Registered Social Landlord colleagues to discuss hard to let properties, considering all possible usage for the property e.g. Homeless Leasing Scheme /permanent/supported accommodation. Develop management agreements on Bay Chambers Identify potential sites with RSL partners to develop a short term and longer term property plan for managed scheme Identify further sites to be considered for meanwhile use. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> • Ensure first modular units arrive on site at Gasworks 2 July/August 2023 and achieve handover of phase 1 by September 2023 • Continue to update RSL partners regularly at RSL quarterly meeting on housing need and homelessness in Cardiff. • Prepare for the handover of Bay Chambers Scheme by Sept 2023. • Continue to identify suitable mechanisms to add additional meanwhile use sites into the Housing Delivery Programme. 	
			Q3	<ul style="list-style-type: none"> • Achieve handover of phase 2 Gasworks modular units • Review difficult-to-house cases on Immediate and Band A with a need for adaptations and consider buying back properties for them through the buy-back scheme • Develop Management Agreement for Colchester Avenue Scheme. • Achieve no less than 25 property purchases by end of Q3 	
			Q4	<ul style="list-style-type: none"> • Achieve handover of final phases of Gasworks 2 modular project • Complete handover of Colchester Avenue Scheme by January 2024. • Review use of buy backs, considering further expansion of the scheme and whether targeted work in TA and the waiting list has been successful. 	
CP S3.09	Improve access to the private rented sector and promote this to address housing need , through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> • Implement ability for landlords to claim Optimised Retrofit Programme funding, offering another incentive to landlords to join the Leasing Scheme Wales. 	<i>To develop and deliver services which are</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	Welsh Government Leasing Scheme			<ul style="list-style-type: none"> • Produce landlord newsletter to provide updates on available schemes and support available. • Continue to attend Cardiff Landlord Forum providing a drop-in service at each forum and a briefing each quarter. • Produce publicity action plan for 2023/24. • Monitor early landlord engagement process aimed at contacting all landlords as soon as a notice is issued to promote the service. • Target landlords / properties on the Empty Homes List to encourage bringing the property back to rental standard and working with LETS. • Finalise website updates to better publicise schemes and provide relevant information. 	responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> • Review current team structure to ensure staffing levels are able to meet the demand of the service. • Review all processes to ensure a smooth customer journey. • Implement changes to the incentives package, ensuring flexibility within any agreed package. • Commence landlord surgery in Community Hubs around the City • Review current incentives packages offered and seek feedback from landlord and agents around improvements to the packages. 	
			Q3	<ul style="list-style-type: none"> • Review partnership with Shared Regulatory Services 	
			Q4	<ul style="list-style-type: none"> • Review publicity plan in place using information obtained on successful publicity. • Meet target of bringing 40 additional properties onto the Leasing Scheme Wales. 	
CP	Develop innovative housing solutions to	Ellen Curtis /	Q1	<ul style="list-style-type: none"> • Develop incentives and assistance for downsizing to 	To develop and

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
S3.10	address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by: <ul style="list-style-type: none"> • Promoting mutual exchanges; • Providing tailored support to those who wish to downsize; • Expanding the use of modular extensions; • Reviewing the co-ordination and use of adapted and older persons accommodation. 	Laura Garvey-Cubbon		be provided through Rehousing Solutions Team and under-take exercise to promote services to older people under-occupying not registered on the Housing Waiting List. <ul style="list-style-type: none"> • Review 2022/23 pilot to establish best property route (buyback/void/DFS/other) for POD/Extension, considering costs and length of time to complete. • Develop and finalise promotional material for Addison Housing Community Living Scheme. • Review success of new approaches to the allocation of adapted accommodation for people with physical disabilities on the housing waiting list and identify areas for improvement/alternative solutions to address this housing need. • Develop new approaches and solutions to addressing overcrowding using data held on housing waiting list. 	<i>deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> • Review response following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion. • Implement any new approaches to the assessment and allocation of adapted accommodation to improve the housing outcomes for people with physical disabilities. • Following the conclusion of the review of the pilot, work with the Allocations team to identify overcrowded families on the waiting list and seek solutions to these considering lessons learnt from the pilot. • Consider possibility of incorporating Disabled Facility Grants to solve both disability needs and overcrowding. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Finalise new arrangements and develop processes relating to overcrowding. 	
			Q3	<ul style="list-style-type: none"> Monitor progress for 'right sizing'. Monitor progress on new approaches to overcrowding. Complete Addison House allocations Create new mutual exchanges dedicated officer to promote, encourage and support more mutual exchanges. 	
			Q4	<ul style="list-style-type: none"> Review success of new approaches to downsizing and service user feedback on their housing experience following new arrangements and identify areas for improvement. Review outcomes for meeting the housing needs of people with physical disabilities following the implementation of innovative solutions to address this need. Review all modular / Pod extensions to assess outcomes including cost, timescales and customer impact. Should the scheme be expanded further? Review success of new approaches to overcrowding, identifying areas for review/improvement. 	
CP S3.11	<p>Improve the quality of our Supported and Temporary Accommodation by:</p> <ul style="list-style-type: none"> Completing the phasing out of accommodation that no longer meets the required standards; Reducing the use of hotel accommodation for families. 	Louise Bassett	Q1	<ul style="list-style-type: none"> Review the outcome of phase 2 closures of unsuitable accommodation projects. Plan for phase 3 closures of single persons accommodation. Continue to review all sites and develop potential property plans for remodelling/replacement of supported accommodation sites. Option appraisal on continued use of Countisbury House and explore potential purchase of site 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> Alternative use of properties which are due to close to be explored and options for repurposing developed. Review planned closures of schemes to ensure March 2024 date for closure is achievable, adjust target date if appropriate. 	
			Q3	<ul style="list-style-type: none"> Continue to review and undertake option reviews on all supported accommodation sites in readiness for phase 3 closure/remodelling by March 2024. 	
			Q4	<ul style="list-style-type: none"> Complete phase 3 closures/remodelling by March 2024 Continue to review and undertake option reviews on all supported accommodation sites in readiness for next phase of closure/remodelling/replacement. 	
CP S3.12	<p>Ensure that the complex needs of homeless people are met by:</p> <ul style="list-style-type: none"> Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move-on to mainstream services when appropriate; Ensuring that appropriate health and support services are available in hostels and supported accommodation; Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer; Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and 	Matt Evans	Q1	<ul style="list-style-type: none"> Conduct a review into the existing MDT with a focus on identifying specific pathways of substance misuse, housing and health services. Use this review to identify gaps in service. Review existing Diversionary Activities Service, exploring opportunities on offer and establishing whether they are fit for purpose and provide meaningful outcomes. In line with the expansion of specialist housing service, review the business support service to ensure current levels are sustained and enhanced. Provide recommendations for service improvements in line with this review. 	To develop and deliver services which are responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> Review all complex needs projects to ensure we can facilitate health interventions equally across the service, specifically optometry, the dietician and assertive outreach GP services. This to be completed in partnership with Health colleagues, with 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.			consideration for health inclusion across the wider homeless population in Cardiff. <ul style="list-style-type: none"> Identify suitable opportunities for clients to engage with training and volunteering, linking in with Advice Services to achieve this. Review success of the pilot for the Young Persons MDT. Review to have specific focus on health gaps with a view of securing health professionals as part of the team. Consider lessons learnt and areas for development to enhance the service moving forward. 	
			Q3	<ul style="list-style-type: none"> Work with Health colleagues to review the success of health pilot “Attend Anywhere” in Ty Ephraim. From this review consider expansion and resources to ensure this can be rolled out across all complex needs services. Review the success of the “The Pantry” foodbank scheme which was created to address food poverty in partnership with dieticians / MDT. 	
			Q4	<ul style="list-style-type: none"> Review the success of the Managed Block scheme at Blue Dragon. Review the impact of Out of Hours accommodation service. Review demand on the service and consider further accommodation options. 	
CP S3.13	Prevent youth homelessness and ensure that young people leaving care are supported by: <ul style="list-style-type: none"> Reviewing and enhancing advice and mediation services, with particular regard to young people; Considering targeted interventions and 	Hayley Beynon / Laura Garvey-Cubbon/ Dave Jaques	Q1	<ul style="list-style-type: none"> Review Llamau contract to ensure quality of assessments for homeless young people; greater working with the Young Person’s Prevention Officer, allowing Llamau to concentrate on mediation for Parental Notices to Quit. Open first additional units in contract 3 of Young Persons Gateway (YPG) 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>support for school-aged children and their families;</p> <ul style="list-style-type: none"> • Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed; • Developing the Citadel supported housing scheme for young people with complex needs. 		Q2	<ul style="list-style-type: none"> • Use social media, webchat, websites as an alternative method of receiving homelessness advice for young people; linking in with a young person specific publicity campaign. • Better join up with the PA Service by co-locating in young person buildings and earlier working to prevent risk of homelessness. • Closer working with schools to identify young people at risk of homelessness. • Open remaining additional units in contract 3 of YPG 	
			Q3	<ul style="list-style-type: none"> • Setting clear criteria for Young Person's Prevention Officer cases and establishing a referral process for those who sit outside of the criteria. • Contributing to the wider work of bringing together youth appropriate information on housing and homelessness for the Virtual Youth Hub. • Review data from Children's Services detailing housing needs of those aged 15+ to ensure provision meets future demand. • Allocate first Tai Ffres accommodation. • Ensure input into the new virtual online Youth Hub Website, with dedicated resources for young people on homelessness and housing. • Complete Preliminary site clearance and preparatory works for the Citadel. 	
			Q4	<ul style="list-style-type: none"> • Carry out briefings for young people services across the authority, including Youth Service, Into Work, the PA Service, Children's Services, for earlier referrals to the service. • Feeding-in to wider young person provision work with 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			<p>online resources for app/website.</p> <ul style="list-style-type: none"> Review yearly YPG waiting list data and consider need for further expansion Formal commencement on site to deliver the Citadel project in partnership with Wates. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.13	The percentage of households threatened with homelessness successfully prevented from becoming homeless	76%	80%	79%	80%	Hayley Beynon
CP K3.14	The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	New Measure	New Measure	New Measure	<40%	Hayley Beynon
CP K3.15	The average waiting time for a homelessness prevention appointment	New Measure	New Measure	New Measure	<7 days	Hayley Beynon
CP K3.16	The number of additional properties on the Leasing Scheme Wales	New Measure	New Measure	New Measure	40	Laura Garvey-Cubbon
CP K3.17	The total number of rough sleepers in the city	New Measure	17.5	26	<20	Matt Evans
CP K3.18	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	95%	93%	94%	85%	Matt Evans

Well-being Objective 4: Safe, confident and empowered communities
Building new Council homes and investing in community facilities

Tudalen 786

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.01	Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Dave Jaques	Q1	<ul style="list-style-type: none"> Ensure all live development projects are resourced adequately and progress monitored 	
			Q2	<ul style="list-style-type: none"> Achieve handover of Wakehurst Place & lowerth Jones sites 	
			Q3	<ul style="list-style-type: none"> Achieve Handover of Addison House, Brookfield Drive and significant number of units at the Gasworks site. 	
			Q4	<ul style="list-style-type: none"> No milestones in Q4. 	
CP S4.02	Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and ensure that sufficient sites are identified to build at least 4,000 new homes overall , including the delivery of properties for rent or sale to keyworkers.	Dave Jaques	Q1	<ul style="list-style-type: none"> Appoint the consultant team for the 2nd partnership programme and agree main principles and minimum requirements 	
			Q2	<ul style="list-style-type: none"> Finalise the list of development sites for the 2nd Partnership and begin soft market testing 	
			Q3	<ul style="list-style-type: none"> Finalise the tender pack and begin competitive dialogue procedure. 	
			Q4	<ul style="list-style-type: none"> Update Cabinet on progress for appointing partner developer for 2nd partnership. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.05	<p>Invest in our local communities by:</p> <ul style="list-style-type: none"> • Preparing and adopting a new Regeneration Strategy to support district and local centres, and 15-minute city principles; • Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway; • Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible; • Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding for projects; • Implementing a further three-year programme for Neighbourhood Renewal Schemes (NRS) based on ideas submitted by Ward Members. 	Rebecca Hooper	Q1	<ul style="list-style-type: none"> • Complete the first draft an overarching framework for the regeneration of district and local centres & a 15minute city toolkit by June 2023 (identifying key principles & priorities). • Carry out an engagement programme for Cowbridge Road East (CRE) regeneration scoping by April 2023. • Complete scoping work and a project brief for a future estate regeneration scheme at Caerwent Rd/ Penmark Green • Agree a funding route & project scope for the Trowbridge Green estate regeneration & consider alternative delivery routes. • Prioritise schemes supported under the Transforming Towns funding allocation. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> • Engage with services areas on the draft regeneration strategy and 15minute city toolkit, obtaining feedback to help shape the strategy. • Prepare a Cabinet report to seek approval for the strategy by August. • Prepare project brief for a placemaking plan for Cowbridge Road East (CRE), following the review of the community engagement report and secure Transforming Towns funding to progress the plan design. • Undertake scoping work to review regeneration priorities around the agreed council housing development schemes to identify opportunities to integrate local regeneration projects with new-build schemes. • Commence engagement work with ward councillors & service areas on year 1 NRS schemes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> • Prepare a first draft of a Cowbridge Road East (CRE) placemaking plan and outline an engagement plan on proposals. Review these with Ward Councillors to reach agreement on next steps. • Secure Cabinet approval for the regeneration strategy & toolkit and prepare wider engagement on the strategy. • Commence a start on site for one estate regeneration scheme. • Deliver priority schemes under the Transforming Towns placemaking allocation. • Prepare project briefs & engagement plans for year 1 NRS schemes • Work with transportation to progress design ideas for the Roath/ Adamsdown Business Corridor. 	
			Q4	<ul style="list-style-type: none"> • Engage with residents, business and the wider community on the placemaking plan and possible schemes for Cowbridge Road East (CRE) with funding opportunities identified. • Prepare transforming towns funding applications for district centre schemes as identified. • Commence design work on year 1 NRS schemes by March 2024. • Implement actions in the regeneration strategy and roll out the toolkit across the Council. 	
CP S4.06	<p>Investigate and deliver future Community, Youth and Wellbeing Hubs with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for a youth hub in the city centre and agree a preferred option by 	Rebecca Hooper	Q1	<ul style="list-style-type: none"> • Review design options for the delivery of a city centre youth hub by May 2023. • Engage with and seek agreement from the youth hub project team on the proposals. • Conclude RIBA stage 2 work for the city centre youth Hub by June 2023. 	<i>To develop and deliver services which are responsive to Cardiff's</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	Autumn 2023; <ul style="list-style-type: none"> Securing planning permission for a new Health and Wellbeing Hub at Ely & Caerau by December 2023; Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects. 		Q2	<ul style="list-style-type: none"> Agree Heads of Terms with CAVUHB for the Ely & Caerau Parkview Wellbeing Hub by September Work closely with CAVUHB on all council related elements of the scheme- existing hub, POS and planning & encourage community engagement on proposals. 	<i>inequality gap</i>
		Q3	<ul style="list-style-type: none"> Prepare a Cabinet report on proposals for the city centre youth hub project by October. Support CAVUHB in their Full Business Case for the Health & Wellbeing Hub at Ely Progress joint design work & service planning on combined Health and Wellbeing hubs for strategic sites at Lisvane and Plasdwr & the Michaelston Hub. 		
		Q4	<ul style="list-style-type: none"> Work towards a full planning application submission with CAVUHB on the Ely Health Hub Progress to RIBA stage 3 design work on the City Centre Youth Hub 		
CP S4.07	Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered through the Social Housing Grant Programme, including: <ul style="list-style-type: none"> Implementing a five-year plan to build the specialist and supported accommodation required; Achieving a full spend of allocated Welsh Government funding; Maximising opportunities to secure additional monies. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Approve the Programme Development Plan (PDP) and grant allocation for 2022/23. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> Monitor progress across the Social Housing Grant programme and identify any risks 		
		Q3	<ul style="list-style-type: none"> Monitor progress across the Social Housing Grant programme and identify any risks 		
		Q4	<ul style="list-style-type: none"> Provide an update report on grant spend for the year and if any schemes have been added to programme to take slippage from other regions. 		
CP S4.09	Improve fire safety in homes by: <ul style="list-style-type: none"> Continuing to communicate and work with 	Colin Blackmore	Q1	<ul style="list-style-type: none"> Ensure that Fire Safety Issues are communicated following annual Fire Risk Assessments or as 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>Council tenants to ensure high-rise buildings are safe and suitable for occupants;</p> <ul style="list-style-type: none"> Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties; Ensuring regular fire safety assessments are carried out and acted on in Council properties; Working with partner organisations including South Wales Fire & Rescue Service in regard to training and high-rise familiarisation events; 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. 	(step shared with Economic Development)		<p>identified/required to our tenants throughout the year.</p> <ul style="list-style-type: none"> Introduction of new dedicated compliance team including a technical manager and maintenance persons to carry out and monitor fire safety works in low and high raise flats. Continue re-cladding work at Lydstep High-rise (3 blocks). Project Management consultant to be appointed to assist with works at Loudoun & Nelson high-rise. Sprinkler installation to be signed off at Lydstep and Loudoun & Nelson High-rise. Sprinkler designs to be commissioned for Beech & Sycamore House (Highrise). Fire Risk Assessments programmed and completed as required. 	
			Q2	<ul style="list-style-type: none"> Continue re-cladding work at Lydstep High-rise (3 blocks). Commence Loudoun & Nelson over-cladding tender documentation and associated Cabinet reports. Mini tender sprinkler designs for Beech & Sycamore House (High rise). 	
			Q3	<ul style="list-style-type: none"> Complete recladding works at Lydstep. Issue Loudoun & Nelson over cladding tender documentation to market. Issue sprinkler work to contractors for Beech & Sycamore House (Highrise). Fire Risk Assessments programmed for completion. 	
			Q4	<ul style="list-style-type: none"> Hand over Lydstep site. Award Loudoun & Nelson over cladding tender to contractor. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Beech & Sycamore House (Highrise) sprinkler installation to commence. 	
DDP	Progress with the BISF property External Wall Insulation (EWI) scheme in Llandaff North and Rumney.	Colin Blackmore	Q1	<ul style="list-style-type: none"> Produce mini tender documentation for both Llandaff North & Rumney schemes and issue to contractors. Appoint retrofit coordinator (scheme decarbonisation consultant) 	
			Q2	<ul style="list-style-type: none"> Award frameworks to winning contractors (2 contractors). Consult with residents. Start site setup 	
			Q3	<ul style="list-style-type: none"> Commence work at both locations – Llandaff North & Rumney. 	
			Q4	<ul style="list-style-type: none"> Continue works. 	
DDP	Take a more strategic approach to tackling Anti-Social Behaviour (ASB) in our council homes by listening to what tenants want and understanding their concerns.	Sandra Canham	Q1	<ul style="list-style-type: none"> Proactively engage with the community – review current ASB surgeries. Establish Victim Support Service with new officer. Identify ASB Hotspots and develop action plans and Operational Groups to pull in stakeholders such as the Police, Youth Offending Service (YOS) and the Local Action Team to deal with the issues. Review relationships with internal and external partners such as Noise Pollution and Adult Services/SAFE, RSL's and the Police. This can then feed into hotspot work. Create a bespoke survey for Tenancy, ASB and Sustainment Teams to understand the issues being faced by tenants. 	
			Q2	<ul style="list-style-type: none"> Proactively engage with the community – continue with existing surgeries and identify locations for new surgeries. Set targets for the Victim Support Service and monitor 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				Service Level Agreement. <ul style="list-style-type: none"> Hotspots – Develop Action Plan and identified initiatives with the police, YOS, and Local Action Team to deal with ASB issues. Identify any new hotspots. Develop/review any SLA, procedures/meetings with partners. This could include regular meetings/forum for RSL's. 	
			Q3	<ul style="list-style-type: none"> Proactively engage with the community – set up new surgeries. Hotspots – Progress Action Plan, identify any new hotspots. Put in place joint initiative with partners such as regular reviews/meetings, forum for RSL's. Analyse the results of the tenant survey – where appropriate carry out any recommendations. 	
			Q4	<ul style="list-style-type: none"> Proactively engage with the community – review attendance/engagement at surgeries Review Victim Support Service and monitor SLA. Hotspots – Review Action Plan and Outcomes. Relationships with partners – Review meetings/forums/attendance and adjust. 	
DDP	Develop The Local Action Team to build on community engagement to empower communities to take pride in where they live.	Ellen Curtis	Q1	<ul style="list-style-type: none"> Create a 3 year 'clean up' programme across Cardiff whilst engaging with key teams such as Tenancy Management, Waste Management and Caretaking Services to ensure a joined-up approach. This will include localised joint 'street action days' with Waste Management. Create KPI's to measure and benchmark success from previous years including refining the 'Are you proud of where you live?' residents survey to ensure we can measure impact of the Local Action Teams in amongst 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				communities.	
			Q2	<ul style="list-style-type: none"> Build on relationships already established via the 'Cardiff Art Project' to promote anti littering and carrying out joint litter pick activities with pupils. 	
			Q3	<ul style="list-style-type: none"> Work with the Community Inclusion Officers, Community Hubs, Tenant Participation Teams and Cardiff third sector to engage communities to define what a 'street champion' is with a view to encourage residents to take up the role. As well as promoting other voluntary roles as part of the 'street champion' 	
			Q4	<ul style="list-style-type: none"> Review success based on KPI's set out in Q1 with a view to set further targets for next year using lessons learnt to refine processes and approaches. 	
DDP	<p>Continue to monitor our rent levels by:</p> <p>Using the Joseph Rowntree Foundation Living Rents to measure affordability.</p> <p>Supporting the Welsh Government to develop a national approach to measuring affordability.</p> <p>Ensuring that help is available for tenants who are struggling financially.</p> <p>Ensuring no eviction takes place for rent arrears where the tenant is working with us to resolve the issue.</p>	Sandra Canham	Q1	<ul style="list-style-type: none"> Look at average rent information across our housing stock and consider reviewing those with high arrears. Provide information to Welsh Government confirming rent setting. (declaration) Examine the schemes available in 2023/24 to help tenants who are struggling financially and set criteria for one off DHP/Rent Rescue. Review arrears data from 2022/23 and set realistic targets. 	
			Q2	<ul style="list-style-type: none"> Review one off DHP/Rent Rescue criteria and ensure new criteria is meeting the needs of those most in need of financial help. Review working practices with Welfare Liaison Team to ensure affordable agreements are being made and continued support is provided to contract holders. 	
			Q3	<ul style="list-style-type: none"> Undertake Rent Setting Consultation with contract holders. Examine Rent Setting proposals and make decision to 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				go to Cabinet for approval.	
DDP	<p>Review the Tenant Participation Team programmes to ensure that more tenants are reached.</p> <p>Provide more opportunities for tenants to get involved and have their say including via regular survey engagement.</p>	Bev King	Q1	<ul style="list-style-type: none"> Review “as is” position of the current Tenants Participation offer in collaboration with tenants. Establish inclusive focus groups to identify areas of participation, engagement and support in conjunction with tenants (16-25, Adult and Older persons) ensuring that underserved communities and key groups (e.g. unpaid carers, young parents) are represented. 	
			Q2	<ul style="list-style-type: none"> Develop new co-produced engagement programme. Relaunch Tenants Times newsletter and improve website and social media presence. Undertake “mystery shopping” exercise 	
			Q3	<ul style="list-style-type: none"> Develop a comprehensive communication strategy to promote service and build on tenant's engagement as well as opportunities to provide support. Creating a timetable of events for tenants to provide feedback on services. Capitalise on all internal and external communication touchpoints with tenants including Youth Council, Child Friendly City, Age Friendly City, Youth services etc. Ensure promotional opportunities are fully exploited to reach tenants – including via additional internal newsletters (Age Friendly Cardiff, Health and Wellbeing newsletter, Care'Diff etc) 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Evaluate efficacy of the new programme including via survey feedback and identify areas for development. 	
DDP	<p>Deliver a robust, joined up, rapid response service in order to address damp and mould in council properties by:</p> <ul style="list-style-type: none"> Delivering an action plan for addressing damp and mould led by a case management approach which addresses and all aspects of the individual case. Creating a new dedicated team that will carry out damp and mould works in the home. Effectively communicating and engaging with contract holders whilst providing support and advice to prevent and address damp and mould. 	Ellen Curtis / Colin Blackmore	Q1	<ul style="list-style-type: none"> Review existing processes and gather requirements to enable a case management approach. Carry out a case management pilot. Develop an action plan and create different work streams with appointed leads to drive workstreams forward. Workstreams will include: <ul style="list-style-type: none"> Case Management Increasing resources and meeting demand Prevention, advice and support Management Information/Data Monitoring Inspection and decision making process. Develop key performance indicators to measure success. Create new dedicated officer to support RRU to deal with the increase in communications from tenants regarding damp and mould issues. 	
			Q2	<ul style="list-style-type: none"> Redesign process from end to end. Adopt the new case management approach that ensures a full assessment of circumstances and a package of support is provided. Complete recruitment of damp and mould team and further develop working processes for referrals into the team, responding to complaints, effective start to end case management, customer liaison, referrals into other department such as Money Advice and a streamlined, swift and customer friendly approach to the repairs that we do. Create a 'toolkit' for operatives and maintenance persons, providing differing solutions to address damp and mould. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Complete and roll out a new video and leaflet providing advice to contract holders on shared responsibilities for preventing and addressing damp and mould 	
			Q3	<ul style="list-style-type: none"> Develop a bespoke training package and inspection form for all inspecting Technical Staff based on key advice from internal and external experts to ensure consistency in the repairs that we carry out. Establish a clear path of escalation for severe cases, ensuring these are reviewed by a 'damp board' to resolve. 	
			Q4	<ul style="list-style-type: none"> Measure success of new approach using KPI's identified in action plan and set targets based on KPI results with a view for continuous improvement (shorter timescales and less complaints) Identify and implement an IT system that provides visibility of cases at all stages and meaningful data to monitor performance and identify trends. Review and amend processes where required to ensure service is fit for purpose 	
DDP	<p>Establish the Repairs Academy to assist with workforce planning in the Responsive Repairs Unit to ensure that there are no gaps in resource, experience, and skills by:</p> <ul style="list-style-type: none"> Providing a support system for apprentices and trainee's; giving them the best possible chance to qualify and obtain as much experience as possible whilst employed by Cardiff Council. 	Ellen Curtis	Q1	<ul style="list-style-type: none"> Analyse what trades are key to ensure effective service delivery and use this information to start recruitment of 6 trade apprentices working closely with Cardiff and Vale College. Work with Into Work Team to increase the pool of potential applicants. Establish key performance indicators to measure success of the Academy. 	
			Q2	<ul style="list-style-type: none"> Appointment of remaining trainee positions, providing a non-academic route into the Responsive Repairs Unit. The successful candidates will be given the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<ul style="list-style-type: none"> Giving a more diverse range of people the opportunity to explore their interest in Construction, with the option of different routes in to the Sector; regenerating the experience and skills held by our existing workforce. 			<p>opportunity to build experience across all trades, with support from the Academy encouraging them to discover where their natural passion and skills are.</p> <ul style="list-style-type: none"> Arrange all necessary training and provide support to the trainee's – assigning a suitable mentor from the 150+ operatives within the workforce. Work with internal training teams to develop mentoring programme for Repairs Schedulers to provide on hand support assist with staff retention on this area. Work with Women's Network to encourage more women into trade-based careers with Responsive Repairs. Appointment of 6 Trade Apprentices in September 2023 	
			Q3	<ul style="list-style-type: none"> Provide support and mentoring for apprentices; offering guidance in relation to their college work and training to allow them to maximise the experience. Initiate the development of a promotional video focussing on existing tradeswomen and their experience of working for the council with a view to encouraging women into tradesperson roles in Responsive Repairs 	
			Q4	<ul style="list-style-type: none"> Measure success of Academy using KPI's identified in Q1. Obtain feedback from Corporate Apprentices and trade apprentices and analyse this information to ensure that we are learning lessons to further develop our approach. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.01	The number of homes capable of being delivered on approved sites in the housing development programme (Target to be achieved by September 2023. Sites for 3,368 homes already approved.)	New Measure	New Measure	New Measure	632	Dave Jaques
CP K4.02	Total number of new Council homes completed through the current housing delivery programme (Target to be achieved by December 2023.)	New Measure	New Measure	New Measure	1,000 cumulative	Dave Jaques
CP K4.03	Total number of new homes completed and provided through all housing delivery programmes (Target to be achieved by 2035.)	New Measure	New Measure	New Measure	4,000 cumulative	Dave Jaques
CP K4.04	Total number of new affordable housing units (Council and Housing Association) completed per annum	New Measure	New Measure	New Measure	300	Dave Jaques
CP K4.08	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)	New Measure	New Measure	New Measure	£1m per annum	Rebecca Hooper
CP K4.09	The number of funding bids submitted per year	New Measure	New Measure	New Measure	4	Rebecca Hooper
CP K4.10	The number of in-person visitors to libraries and Hubs across the city	New Measure	New Measure	New Measure	1.5 million	Bev King
CP K4.11	The number of virtual visits to our 24-hour digital library	New Measure	New Measure	New Measure	Baseline being set	Bev King
CP K4.12	The number of physical books borrowed from libraries and Hubs across the city	New Measure	New Measure	New Measure	1.4 million	Bev King
CP K4.13	The number of digital books downloaded from our 24-hour digital library	New Measure	New Measure	New Measure	1 million	Bev King
CP K4.14	The number of page views on the Hubs website	N/A	111,006	360,678	300,000	Bev King
CP K4.15	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	97.9%	96%	97%	95%	Bev King
CP K4.16	The number of visits (page views) to the volunteer portal	156,153	112,622	80,416	75,000	Hayley Beynon

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.17	The number of hours given volunteering within Housing & Communities	New Measure	New Measure	New Measure	18,000	Hayley Beynon/ Bev King

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.10	<p>Ensure that all people, however vulnerable, retain a voice in their care by:</p> <ul style="list-style-type: none"> Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control; Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services; Recommissioning Advocacy Services in line with the commitments set out in the Cardiff & Vale Advocacy Strategy by March 2024; 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. 	<p>Angela Bourge / Matt Russell / Hayley Beynon</p>	Q1	<ul style="list-style-type: none"> Develop and embed a strengths-based approach to practice with an outcome focus - putting in place a strengths based delivery Action Plan. Strengths-based training refresher workshops held for managers. Complete data collection of Deprivation of Liberty Safeguards (DoLS) cases across the service including Children's Services. Work with partners and agree on priorities for utilising Welsh Government funding to support Mental Capacity Act Training and reducing further the number of outstanding DoLS cases. Prepare documents for new Advocacy Services tender Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment to be completed, including a Community Catalyst & Micro-Enterprise Coordinator. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Commence two-day training on strengths-based practice. Commence "bite sized" strengths-based training 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>workshops.</p> <ul style="list-style-type: none"> Analyse the Deprivation of Liberty Safeguards (DoLS) data gathered via mapping across service areas and identify likely number of cases that would come under new Liberty Protection Safeguards legislation. Roll out Mental Capacity Act Training across service areas to ensure that knowledge and principles are embedded in practice. Go out to tender for new advocacy contracts Complete an options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house. 	
			Q3	<ul style="list-style-type: none"> Commence one day strengths-based refresher training Commence strengths-based mentor programme Continue roll out of Mental Capacity Act Training Work with ECLIPSE implementation team to ensure that Liberty Protection Safeguard data can be captured on new system. Conclude Advocacy tender and issue contract awards Complete a full service review of the Direct Payments Team – including the roll out of training, “to-be” process maps and staff structures. 	
			Q4	<ul style="list-style-type: none"> Review and evaluate strengths-based training to inform direction in 2024/25. Review progress on grant spend and re-directed resources as required to ensure Welsh Government funding for Liberty Protection Safeguards is fully utilised to meet objectives identified. Consider implementation timetable based on any Welsh Government announcements and put together an options appraisal paper on how Liberty Protection 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>Safeguard legislation can be implemented across the Local Authority.</p> <ul style="list-style-type: none"> • Launch new Advocacy Services, undertake awareness raising and implement monitoring arrangements. • Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments & Self-Funding 	
CP S4.11	<p>Improve the support available to people with mental health issues by:</p> <ul style="list-style-type: none"> • Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services; • Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues; • Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate; • Developing proposals for improving the environment for Ty Canna day services for mental health, continuing to build on 	<p>Matthew Russell / Bev King/ Louise Bassett</p>	Q1	<ul style="list-style-type: none"> • Support the Health Board in identifying an appropriate venue for the new Sanctuary service. • Further develop the Health and Wellbeing Service by establishing a partnership with Papyrus – the national charity dedicated to the prevention of young suicide. Proposed programme includes roll out of sample “Hope” boxes to all Community Hubs during Mental Awareness Week (filled with personalised items that bring comfort during points of crisis) and resources that will support young people to develop their own. • Repurpose Mind 11 units of supported housing to assist with Hospital discharge and limited move on from residential placements. • Review success of Malvern Drive & Brithdir House • Identify new build sites or possible modular build locations as new opportunities to step down for residential care. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> • With the Health Board, review progress and issues with the new “111 press 2” service • Work with Health to commence the Sanctuary service. • Increase referrals into Health and Wellbeing Mentor programme by using all distribution channels and vehicles including via newsletters and Age Friendly 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	volunteer support and completing early-stage design in partnership with Ty Canna service user representatives/ volunteers and cost feasibility work by September 2023			distribution networks. <ul style="list-style-type: none"> Review and identify cases that could step down from residential placements. Develop a property pipeline to manage demand pressures (short term and longer term). Complete early-stage design for new Ty Canna building in collaboration with Ty Canna team and volunteers. 	
			Q3	<ul style="list-style-type: none"> Continue to work with the Health Board in relation to the Sanctuary Service and “111 press 2” service to ensure it is meeting its objectives and address any issues. Increase the number of activities that are delivered city wide by Inclusion Officers and increase participation by working with Age Friendly partners (tracked through preventing social isolation KPIs) Identify suitable candidates for Colchester Avenue Scheme Agree numbers and commission 1 support provider to work on Colchester Avenue site. Work with design team, the Ty Canna team and volunteers on a funding bid for new Ty Canna building. 	
			Q4	<ul style="list-style-type: none"> Review Sanctuary Service and “111 press 2” Deliver “do something different” events programme in all Community Hubs to encourage communities to participate in new experiences and activities with the aim of boosting moods and benefiting social inclusion Finalise arrangements for Colchester Avenue Scheme and move in plans. Review Mind Scheme increase number to 26 units by April 2024 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Submit funding bid for new Ty Canna building 	
CP S4.12	<p>Enhance the support available for people living with learning disabilities by:</p> <ul style="list-style-type: none"> Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community; Improving and increasing overnight respite, setting out proposals for building development; Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care. 	Emma Mulinder / Louise Bassett	Q1	<ul style="list-style-type: none"> Continue gathering information and work alongside pupils who are leaving school in July 2023 and have been referred to Ty'r Bont to co-produce a support plan. Continue to develop the respite project to increase capacity in current provision and identify future demand. Complete I work regarding building specification Understand need/demand pressures for new accommodation and support options (current & future) Review current plans and build on success with core and cluster model. Develop proposals and action plan to deliver on objectives. 	To develop and deliver services which are responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> Work with transition partners to capture future demand. Arrange keep in touch days for young people in transition from school to the Complex Needs Day Service. Continue to develop respite, identifying the specification moving forward. Identify suitable cases to step down from residential placements into independent living. Develop an option appraisal on scheme for younger people with learning disabilities. 	
			Q3	<ul style="list-style-type: none"> Using the data captured, develop a detailed forecast of future demand, analyse resources required and workforce development needs for the Complex Needs Day Service. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Complete transition to Complex Needs Day Services for 2023 school leavers. • Identify 2024 transition referrals. • Complete an options appraisal paper for future commissioning of respite services. • Develop property plans to match demand and source potential sites for short term/longer term use, including modular build. • Develop commissioning plans for care and support element. 	
			Q4	<ul style="list-style-type: none"> • Develop an implementation plan for the Complex Needs Day Service that includes resource allocation, workforce requirements and a risk management plan. • Upskill the workforce to be able to meet the needs of 2024 school leavers referred to Ty'r Bont. • Start gathering information in preparation for working alongside pupils who are leaving school in July 2024 and have been referred to Ty'r Bont. • Review respite provision and complete a business case for future services if data evidence shows increased demand. • Review successes of accommodation schemes brought online over the last 12 months. 	
CP S4.13	<p>Improve services for people with autism by:</p> <ul style="list-style-type: none"> • Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people; • Developing a specialist approach to neurodiversity within Adult Services. 	<p>Angela Bourge / Matt Russell</p>	Q1	<ul style="list-style-type: none"> • Ensure that staff are completing the appropriate E-Learning modules in line with their role and responsibilities: <ul style="list-style-type: none"> ○ Level 1 - Understanding Autism ○ Level 2 - Autism skilled • Complete recruitment into all posts within the Neurodiversity Service (Social Workers, social work assistant, support workers plus admin support) 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> Develop specialist training program for Neurodiversity Service. Begin to deliver Level 3 training – “Autism Enhanced” Develop referral pathway into Neurodiversity Service. Soft launch of Neurodiversity Service 	
			Q3	<ul style="list-style-type: none"> Review and evaluate autism training to inform 2024/25. Review referral pathway for the Neurodiversity Service and demand on service, ensuring resources are sufficient 	
			Q4	<ul style="list-style-type: none"> Ensure staff have completed the appropriate autism learning in line with their role and responsibilities. Review of Neurodiversity Service, including referral pathway, demand, staffing levels and training need. 	
CP S4.14	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Implementing the Regional Safeguarding Board’s Annual Plan; Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year; Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues. 	<p>Dave Murray-Dickson (step shared with Children’s Services and Performance & Partnerships)</p>	Q1	<ul style="list-style-type: none"> Review Regional Safeguarding Boards (RSB) Annual Plan and ensure AHC Joint SMT are aware of key actions. Liaise with Childrens Services to review SAFE agenda for 2023/2024 and developments under the SAFE partnership. Consolidate data from 2022/2023 into an Annual Adult Safeguarding Report with analysis of trends and redefined service specific strategic objectives. 	
			Q2	<ul style="list-style-type: none"> Initiate service level strategic development activities in line with RSB priorities. Provide feedback through RSB Policy & Procedure Subgroup to the RSB on progress. Initiate development of SAFE developments within Adult Services in partnership with Children’s Services and key partners, in line with the strategic priorities of the service area and wider local authority. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year. Provide quarterly reports via Joint AHC SMT on emerging trends and service performance. 	
			Q3	<ul style="list-style-type: none"> Continued participation in RSB Subgroups and Task & Finish groups. Review SAFE development activities for effectiveness. Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year. Continue quarterly reporting through Joint AHC SMT on emerging trends and service performance. 	
			Q4	<ul style="list-style-type: none"> Prepare for annual consolidation of development activities. Participate in end of year activities within the CVRSB calendar. Provide analysis of annual trends prior to end of year data in preparation for following year. 	
CP S4.15	<p>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</p> <ul style="list-style-type: none"> Promoting health screenings; Promoting the take-up of vaccinations. Combatting childhood obesity. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs. Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video. Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project) 	<i>To lead the way on equality and inclusion in Wales and beyond</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities. Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns. Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners. 	
			Q3	<ul style="list-style-type: none"> Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination. Contribute to HIV testing week awareness campaigns. 	
			Q4	<ul style="list-style-type: none"> Review progress against health analytics in collaboration with Public Health Wales and the Health Board. 	
CP S4.16	<p>Work with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</p> <ul style="list-style-type: none"> Contributing to a partnership approach to improve community-based services to prevent hospital admissions; Supporting work by Cardiff & Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers 	Carolyne Palmer / Louise Bassett	Q1	<ul style="list-style-type: none"> Contribute to the Pan Cluster Development Group (PCDG) to support older people to remain at home Establish a workstream and develop an action plan to take forward Health inclusion/substance misuse services alignment. Secure joint funding for a post to take forward work. 	
			Q2	<ul style="list-style-type: none"> Working in partnership with the @home programme to create an intermediate care model which will deliver a rapid response service aimed at reducing admissions, through an integrated MDT inclusive of a medical team, who will in-reach into the community to avoid conveyance to hospital. Explore opportunities to work with Cardiff & Vale Health Inclusion Service (CAVHIS) to make further 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				inclusion health service changes, including expanding the MDT approach, walk-in clinics, co-location with other services, and hospital in-reach with consideration to resourcing required.	
			Q3	<ul style="list-style-type: none"> • Trial the intermediate care model, in partnership with First Point of Contact, Community Resource Team and community wellbeing services, on a focussed cohort to evaluate the impact on: GP, the citizen and numbers conveyed to hospital. • Develop an action plan to improve continuity of care for people with health needs being discharged from prison/hospital into homelessness. 	
			Q4	<ul style="list-style-type: none"> • Review progress to date and develop longer term plans to improve health services to marginalised groups. • Review progress of work with UHB to develop community approach to prevent hospital admissions and consider next steps. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.18	The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	New Measure	New Measure	New Measure	Monitor KPI, no target set	Louise Bassett
DDP	Number of young people with complex support needs in transition from school to Adult Services referred to the Complex Needs Day Service	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder
DDP	Number of young people with Learning Disabilities with complex support needs in transition from school to Adult Services who chose to stay in local education	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
DDP	Number of people with Learning Disabilities supported by the Complex Needs Days Service to continue living at home through preventative services	New Measure	New Measure	New Measure	Quarterly Target to be developed	Emma Mulinder
CP K4.19	The number of adult protection enquiries received	N/A	1,685	1,696	Not appropriate to set target	Dave Murray-Dickson
CP K4.20	The percentage of adult protection enquiries completed within seven days	98.90%	99%	93%	99%	Dave Murray-Dickson

Creating safe and inclusive communities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.20	Tackle all forms of violence against women and girls 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.	Louise Bassett	Q1	<ul style="list-style-type: none"> Publish revised strategy and circulate along with detailed implementation plan 	
			Q2	<ul style="list-style-type: none"> Implement the agreed recommendations from the Safe Lives review of MARAC operations: <ul style="list-style-type: none"> Overarching regional MARAC Steering Group Appoint Cardiff MARAC Coordinator Improve data monitoring and regular reporting 	
			Q3	<ul style="list-style-type: none"> Develop a workforce training needs assessment. Work with colleagues in the Corporate Equality Team to develop and implement a Convention on the Elimination of Discrimination Against Women (CEDAW) city action plan. 	
			Q4	<ul style="list-style-type: none"> Assist partners to update workplace policies to include sexual harassment. Establish a task and finish group to review data collection with partners in the region. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Develop clear protocol for integration and operation of daily discussions with MARAC meetings and management. 	
CP S4.21	<p>Ensure all those who experience domestic abuse can access specialist support by completing the review of refuge accommodation in the city by March 2024 and developing full proposals for change.</p>	<p>Louise Bassett</p>	Q1	<ul style="list-style-type: none"> Collate data on demand and usage of existing provision and identify current pathways 	
			Q2	<ul style="list-style-type: none"> Review current arrangements and demand for services for women with complex needs 	
			Q3	<ul style="list-style-type: none"> Explore best practice and undertake stakeholder engagement in the design of proposals 	
			Q4	<ul style="list-style-type: none"> Develop a proposal for future use of refuge provision including agreed pathway through support 	
DDP	<p>Improve and develop services for Gypsy, Roma & Traveller communities residing on local authority sites by:</p> <ul style="list-style-type: none"> Introducing a replacement Allocation Policy Improving on site community facilities Increasing the quantity of culturally appropriate accommodation available, to meet the short term needs, of Gypsy & Traveller communities in Cardiff. Developing a strategy for transient site / temporary stopping places/ negotiated stopping in light of new 	<p>Matt Evans</p>	Q1	<ul style="list-style-type: none"> Obtain quotes for the provision of WIFI on local authority sites in order to address digital inequalities and identify funding streams in partnership with Welsh Government. Request concept designs for developing the existing Shirenewton office building into a multi-purpose space which can accommodate different services and partners. Planning determination for extension of Shirenewton Gypsy & Traveller Site expected in May 2023 – Expansion would see the development of 4 additional pitches. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Finalise Draft Allocation Policy to replace the existing point-based system which is in use across sites. Develop a partnership engagement strategy and equality impact assessment in line with proposed development of Shirenewton site office. Collaborate with South Wales Police and other Local Authorities in developing replacement unauthorised encampment protocol. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	legislation “Police Crime Sentencing and Courts Act 2022”			<ul style="list-style-type: none"> As part of the result of the Gypsy & Traveller Accommodation Assessment, identify a suitable location for a new Gypsy & Traveller site. 	
			Q3	<ul style="list-style-type: none"> Explore opportunities for the Allocation Rehousing Unit or Gateways within specialist accommodation to take ownership of the proposed Allocation Policy once effective. Meet with planning colleagues to discuss feasibility and possible location for Transient site/negotiated stopping areas and whether this should be addressed as a regional approach or at a local level. Construction procurement initiated for the Shirenewton expansion scheme 	
			Q4	<ul style="list-style-type: none"> Installation of Wifi provision on sites Seek approval from Cabinet for the replacement Gypsy & Traveller Service Allocation Policy Engage with Partners to develop services on site, in anticipation of site office development, e.g. South Wales Police, Health & Education 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.23	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	70%	51%	84%	85%	Louise Bassett

Well-being Objective 6: One Planet Cardiff

Decarbonising the city and leading a green recovery

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S6.05	Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme 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.	Colin Blackmore (step shared with Planning, Transport & Environment and Economic Development)	Q1	<ul style="list-style-type: none"> Continue to deliver planned programmes of works to upgrade public housing – benefiting from measures like window upgrades, heating upgrades, loft and wall insulation (circa 200 homes per quarter). Identify 9 blocks of flats to undergo decarbonisation work utilising Optimised Retrofit Programme (ORP) funding. Continue with re-cladding works at Lydstep House high rise block. Appoint project consultants for re-cladding works at Loudoun House & Nelson House high rise blocks. Issue tender to deliver a mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties in Llandaff North and Rumney (up to 252 properties) 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i>
			Q2	<ul style="list-style-type: none"> Commence survey work on the 9 blocks of flats to be decarbonised utilising Optimised Retrofit Programme (ORP) funding. Prepare tender exercise for re-cladding works at Loudoun House & Nelson House. Award contract to deliver the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. Identify an additional resource to concentrate on creating a strategy for the decarbonisation of Cardiff Housing stock. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> • Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding. • Complete re-cladding works at Lydstep House. • Issue tender for re-cladding works at Loudoun House & Nelson House. • Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. • Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements. • Create a draft of a strategy for the decarbonisation of Cardiff Housing stock 	
			Q4	<ul style="list-style-type: none"> • Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding. • Complete re-cladding works at Lydstep House. • Issue tender for re-cladding works at Loudoun House & Nelson House. • Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. • Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements. • Create a draft of a strategy for the decarbonisation of Cardiff Housing stock 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K6.02	The number of energy efficiency measures installed in Council-owned domestic properties	New Measure	New Measure	New Measure	750	Colin Blackmore

Well-being Objective 7: Modernising and integrating our public services.
Improving the Council’s digital offer and enhancing the use of data

Tudalen 815

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
DDP	Continue to develop and improve digital methods of service delivery across Adults, Housing & Communities including “Repairs Online”.	Sandra Canham	Q1	<ul style="list-style-type: none"> • Scope out other teams who require DocuSign in Housing. • Scope out teams requiring documents added to Scan stations. • Meet with ICT to discuss costs and requirements for web chat for Finance, Debt Enforcement and Housing Advice Line and scope out requirements for email and SMS services. • Continue to meet with ICT and Civica to discuss Workflow upgrade. • Scope out requirements for Responsive Repairs Unit (RRU) for informational videos on basic repairs, to create a library on the website / public facing SharePoint. • Work with Stones Throw Media to complete the Condensation Awareness Video • Housing Online My Repairs – Complete Design. End to End User Acceptance Testing to be undertaken including Officers, SAP Support and ICT. • Implement English Version of INTERFINDER • Scope out a Respite booking system • Create a database for the Gypsy Traveller Sites service. • First phase of Power BI Core Data to be completed including Housing Waiting List Automation and dashboards and Complaints and Enquiries data. • Fully set up governance and working groups for the implementation of Eclipse and agree timeline. 	
			Q2	<ul style="list-style-type: none"> • Advertise and launch first phase of scan stations for 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			<p>Housing.</p> <ul style="list-style-type: none"> • Housing Website to go live. • Develop My Scan. • Scope out and consider Self Service payment point project. • Roll out condensation awareness video. • Meet with teams across Housing requiring DocuSign and gather document information and users. • Train the Trainer days to be conducted in preparation for Repairs Online going live. Trainers to cascade training to relevant officers in Hubs and the Responsive Repairs Unit using “Repair Finder” and the “Housing Online” computer system for office staff. • Meet with teams across the service to scope out document types for scan stations. • Implement Welsh Version of INTERFINDER. Phase 1 Go Live NEC Housing Back Office Function. • Work with ICT to implement required build for web chat. • Continue to meet with ICT and Civica to discuss Workflow upgrade. • Review quotes for RRU for informational videos on basic repairs, to create a library on the website / public facing SharePoint to establish if these are cost effective. • Delivery of Respite booking system. • Go Live for the Gypsy Traveller Sites service. • 2nd phase of Power BI Core Data to be completed. • Ensure outcomes of the Process Review in Adult Services can be accommodated within Eclipse. • Prepare for the replacement of Com Care with Eclipse 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
				Finance.	
			Q3	<ul style="list-style-type: none"> • Phase 1 Go live Housing Online My Repairs. • Phase 2 of Housing implementation for scan stations. • Go Live with Housing web chat. • Implement DocuSign for new teams. • Implement My Scan. • Investigate to see if scope for RRU for informational videos on basic repairs needs to be changed or if affordable. • 3rd phase of Power BI Core Data to be completed. • Replace Com Care with Eclipse Finance. • Continue to prepare for implementation of Eclipse. 	
			Q4	<ul style="list-style-type: none"> • Phase 3 scan stations and my scan full implementation across housing. • Review Housing Website content and progress with Housing Online My Repairs. • Final phase of Power BI Core Data to be completed. • Continue to prepare for the implementation of Eclipse. 	

Ensuring the Council represents and responds to the diversity of Cardiff's Communities

Tudalen 818

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
DDP	<p>Ensure our services respond to the diversity of Cardiff's Communities, and that everyone is aware of, and has access to them by:</p> <ul style="list-style-type: none"> • Developing an Adults, Housing & Communities Equality Action Plan • Working with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city. • Continuing to deliver against our commitments in response to the Race Equality Taskforce recommendations. 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Complete an analysis of equalities data held across the directorate and conduct research into best practice in the delivery of inclusive services. • Use findings from the data analysis and research to identify gaps in service delivery. • Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs. • Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video. • Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project) • Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia via a workshop and individual one-to-ones. • Continue to monitor and increase participation of ethnic minority groups in the Into Work Advice Service by delivering regular targeted engagement events and monitoring progression of participation. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> • Develop the Equality Action Plan. • Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns. • Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners. • Maintain contact with PhD student to ascertain progress of research findings related to how social workers perceive race and ethnicity in the context of dementia and establish timeframe to receive initial summary of findings. 	
			Q3	<ul style="list-style-type: none"> • Consult widely with key stakeholders for views and comments on the proposed Equality Action Plan and implement the plan. • Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination. • Contribute to HIV testing week awareness campaigns • Receive initial summary of findings from PhD student research related to how social workers perceive race and ethnicity in the context of dementia. Consider recommendations for improvement through structured conversations with all social work senior management. • Continue to widen access and visibility of the Cardiff Works Service ensuring barriers are reduced for ethnic minority job seekers. 	
			Q4	<ul style="list-style-type: none"> • Review and monitor the Equality Action Plan. • Review progress against health analytics in collaboration with Public Health Wales and the Health 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>Board.</p> <ul style="list-style-type: none">• Deliver any appropriate recommendations for improvement from the PhD student research related to how social workers perceive race and ethnicity in the context of dementia.• Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the Cardiff Works Service to ethnic minority job seekers.	

5. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate.

The Adult Services Risk Register can be found [here](#)

The Housing & Communities Risk Register can be found [here](#)

6. Audit Recommendations

External Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from external Auditors, including WAO, Estyn, CIW. To view the audit tracker, please select the following [Link](#) You will be able to search and view any audit recommendations relevant to your directorate.

Recommendations are set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
CIW Risk Based Inspection November 2020	<p>DIRECT PAYMENTS: In adults services we found direct payments not routinely offered. The local authority must ensure people are routinely offered and supported to make informed choices about accessing direct payments and how the level of control they wish to maintain over their own care and support can be achieved.</p>	<p>Ensure people are consistently and correctly advised about direct payments:</p> <ul style="list-style-type: none"> • Monitor data on direct payments offered / in place - on a team basis. • Explore opportunities to include mandatory fields for DP on CareFirst / Eclipse to ensure offer is appropriately captured. • Review information on DP and update to ensure clear written information is available. • Set out communication strategy for citizens, professionals and other colleagues. <p>Review procedures including Safeguarding arrangements to give confidence to professionals on the use of direct payments.</p> <p>Review current arrangements for Direct Payments and complete options appraisal for future arrangements</p> <p>April 2023 Update: Work has been undertaken to look at strengthening offer via Micro enterprises. The Micro-Enterprise project in</p>	Jane Thomas	See April 2023 Update

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p>partnership with Community Catalysts CIC has been officially launched. Funding was secured from the Shared Prosperity Fund. A Project Manager has been appointed who is currently writing a scoping report outlining what Cardiff does well, and what Cardiff needs for the Micro-Enterprise project to thrive.</p> <p>The Catalyst, who will be responsible for recruiting, training & mentoring Micro-Enterprises has also been appointed, and is due to start in Q1 of 2023/24.</p> <p>Awareness training modules for staff are in development – expected to be launched in June '23.</p> <p>Options being considered for future delivery of the service.</p>		
CIW Risk Based Inspection November 2020	<p>CARERS ASSESSMENTS: In Adults Services some carers were refusing carers' assessments wanting the focus to be on the needs of the cared for. Managers need to consider the variation in practice between teams and promote learning from its own areas of positive practice. The local authority must ensure carers are provided with the right information, advice and assistance to support them</p>	<p>Review how carers assessments are carried out and communicated:</p> <ul style="list-style-type: none"> • Review monitoring of carers assessments • Consider increased intervention at First Point of Contact. • Review how carers assessments are communicated to ensure the potential benefits to carers are promoted. • Consider approach currently used and context/title of document. • Consult with appropriate partners to establish carer friendly system. • Plan the full approach from initial referral and onward into Locality Team and link assessment with Carefirst/Eclipse work. • Carers Gateway currently provides support, ensure this fully promotes carers assessments • Provide additional community support groups through the Hubs and promote carers assessment as part of this. 	Jane Thomas	See April 2023 Update

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p>April 2023 Update:</p> <ul style="list-style-type: none"> • A review of the Carers Assessment Team and its working partnership with Independent Living Services (ILS) Visiting Team and FPOC will be carried forward into Q1 2023/24. • The facilitating of focus groups with service users who have received assessments to understand the customer journey etc is in hand – dates/venue has been set and Carers Wales are working on the invite. 		
CIW Risk Based Inspection November 2020	<p>ADVOCACY: Some practitioners were aware of arrangements to commission formal advocacy whilst others were not. The local authority must ensure consistent consideration is given to both informal and formal advocacy as outlined in Part 10 Code of Practice for 2014 Act.</p>	<p>Ensure consistent approach to advocacy across the teams by:</p> <ul style="list-style-type: none"> • Implement advocacy strategy following consultation • Undertake awareness raising sessions for teams re gateway and range of advocacy services available • Ensure clear guidance is available based on code of practice • Introduce monitoring reports to ensure advocacy is used appropriately across the teams • Re-commission IPA arrangements to meet identified needs – based on an analysis of data provided by the Gateway. <p>April 2023 Update:</p> <ul style="list-style-type: none"> • Retendering of advocacy services is currently underway – using the commissioning model set out in the advocacy strategy. • New contracts are expected to commence in October 2023. 	Jane Thomas	See April 2023 Update

Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors.

Our open internal audit recommendations can be found [here](#)

Directorate Performance Data: Audit

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	75%	No Target

7. Scrutiny Recommendations

Directorates must ensure that they respond in a timely manner to the recommendations arising from any Scrutiny Task and Finish Report and any Strategic Recommendations included within Scrutiny letters which have been either accepted or partially accepted by the Cabinet. To view the scrutiny recommendations tracker please select the following [link](#). You will be able to search and view any scrutiny recommendations relevant to your directorate.

Any scrutiny recommendations which are open may be set out below:

There are no open recommendations at present – Cardiff Council’s Support to Residents with the Cost-of-Living Task & Finish Inquiry recommendations have not yet been accepted by cabinet. Cabinet report to be submitted in July 2023.

8. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

The full Adult Services Workforce Plan can be found [here](#). We are currently developing a new Adult Services Workforce Development Strategy and key actions from this are listed below:

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Carefully monitor recruitment to identify trends and to ensure vacant posts are advertised quickly.	Service Improvement Manager	August 2023
Target recruitment from diverse local communities in Cardiff, working closely with community leaders and	OM Strategy,	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
local organisations.	Performance & Resources	
Review the market supplement annually to ensure it is working.	Service Improvement Manager	September 2023
Complete work to implement a new structure for Adult Services that provides opportunities for career progression in order to improve management capacity and to support professional development and retention.	Director, Adults, Housing & Communities	December 2023
Complete work on a new induction framework for staff and implement this.	Training and Development Manager	September 2023
Review available management training opportunities and consider most appropriate programme to roll out to managers.	Training and Development Manager	September 2023
Continue to develop the Social Work Resource Assistant Pilot.	Business Support Managers	August 2023
Continue to implement strength-based approaches within Adult Services and ensure mechanisms are in place to monitor quality of practice and impact by re-launch mentoring and other support arrangements to ensure collaborative communications is firmly embedded in practice.	Training and Development Manager	December 2023
Develop a shared workforce-wide vision to ensure strength-based approaches become fully embedded in practice by offering training, mentoring and ensuring practice tools support strength-based, outcome focus practice.	Case-management OMs / Quality Assurance Manager	December 2023
Fully develop the Trusted Assessor Approach completing work on the training and competency matrix to	Training and	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
include clarification on the type of training that is required for different roles that will undertake the Trusted Assessor Approach.	Development Manager	
Upskill staff to confidently carry out a trusted assessor role.	Training and Development Manager	September 2023
Undertake work to review the Occupational Therapist career pathway to provide appropriate career progression activities for OTAs and Senior OTAs.	OM Independent Living Services	August 2023
Review arrangements for secondments to the Social Work degree course and consider other options for growing our own social workers	Training and Development Manager & ASMT	September 2023
Join up services to make best use of resources and to provide more progression opportunities for our staff	Director Adults Housing & Communities	September 2023
Review our support roles to ensure they allow staff to develop their skills	Case Management Oms & Business Support Managers	December 2023
Re-launch the Social Work Cardiff Website to ensure a stronger Adult Services presence.	OM Strategy, Performance & Resources	August 2023
Redesign our job adverts and review and update our Job Descriptions and Person Specifications to ensure they provide the best opportunities to recruit to vacant posts.	OM Strategy, Performance & Resources / All OMs	Adverts 2023 JDs/ Person Specs Dec 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Embed the Exit Interview process into practice and learn lessons from what this tells us about retention.	Complaints & Compliments Manager	August 2023

The full Housing & Communities Workforce Plan can be found [here](#). Key actions from the Housing & Communities Workforce Plan are listed below:

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Review of staffing to ensure it is representative of the communities we serve.	Service Improvement Manager / All Operational Managers	June 2023
Attracting new people into Housing and Communities inclusive to those that are of BAME background, have a disability and those who are over 50 by undertaking a full review of job adverts.	All Operational Managers / Into Work Manager / Service Improvement Manager	July 2023
Review of recruitment / interview process for non-office related posts	Housing Services Operational Manager	August 2023
Full review of Job Descriptions and Person Specifications to assess if they are fit for purpose as roles and service areas have developed.	All Operational Managers/ Service Improvement	September 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
	Manager	
Succession planning to be addressed within all service areas	Service Improvement Manager/ All Operational Managers	October 2023
Training of specialist skills to be sources to offer staff the ability to upskill.	Staff Development Coordinator (when filled) / Service Improvement Manager	October 2023
Continue to support the council with Trainee and Apprenticeships. Where able increasing new Traineeship and Apprenticeship roles across the service.	All Operational Managers	September 2023
To show commitment to our corporate parent responsibilities and encourage young people to work for the council by OM's promoting and encouraging the scheme across the Directorate. (Bright futures /start)	Operational Manager - Advice	July 2023
Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments.	Cardiff Works Manager/OM Advice	July 2023
To ensure the role of Cardiff Works and Cardiff Works Ready is being fully utilised across the authority. Making managers aware of the resources within Cardiff Works and to also myth bust around associated costs. Ensuring candidates that need further support and development are directed to Cardiff Works Ready for mentoring.	Operational Manager Advice	July 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Utilise emerging technology to help support staff to deliver services.	Operational Manager Tenant Services / Service Improvement Manager	July 2023
Sharper focus on work to support the One Plant agenda, including a dedicated officer to take the lead on increasing energy efficiency and reducing carbon emissions via the Housing Energy Efficiency and Retrofit Programme in our Council stock and across our fleet. Also, to include new requirements for WHQS2.	Assistant Director	July 2023
The Into work team to be the first point of contact, assisting and supporting with recruitment issues across the council.	Into Work Manager/ Operational Manager Advice	July 2023

Directorate Performance Data: Sickness Absence and Wellbeing

Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	N/A	12.50	14.38	13.00
% Sickness Absence Short-term	N/A	32%	35%	No Target
% Sickness Absence Long-term	N/A	68%	65%	No Target

Training and Personal & Professional Development

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	N/A	97%	98%	100%
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	33.25%	No Target
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	5.97%	No Target
	Personal Review Output: % Overachieving	N/A	N/A	20.70%	No Target
	Personal Review Output: % Achieving	N/A	N/A	70.24%	No Target
	Personal Review Output: % Developing	N/A	N/A	8.50%	No Target
	Personal Review Output: % Underachieving	N/A	N/A	0.56%	No Target
	% of staff completing mandatory training modules: Dementia Friendly	N/A	43.3%	45%	85%
	% of staff completing mandatory training modules: Violence Against Women	N/A	72.7%	94%	85%

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	58	49	45	50 - 60

9. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Recommendations relating to our Directorate are set out below:

Ref	Race Equality Task Force Recommendation	Lead Officer
1.3	<p>Use planning and commissioning powers to require employers to recruit apprenticeships from disadvantaged groups and to increase transparency about the diversity of their workforces</p> <p>Commitments:</p> <ul style="list-style-type: none"> ➤ Deliver the Council's Socially Responsible Procurement Policy including ensuring maximum social value is delivered through the Council's contracts. This will include ensuring that the Social Value TOMs are included in all contracts over £250,000 and monitoring the Social Value Portal and tendered contracts to ensure commitments are being met. ➤ Strongly encourage contractors to utilise the Into Work and Cardiff Commitment provision when seeking new staff in order to support an increase in diversity of their contracted workforces by employing from underrepresented and disadvantaged groups. 	Hayley Beynon (joint with John Paxton)
1.5	<p>Increase participation of ethnic minority groups in the Into Work Advice Service</p> <p>Commitments:</p> <ul style="list-style-type: none"> ➤ Continue to deliver regular targeted engagement events and monitor progression of participation. ➤ Gather data of participation within services delivered by Into Work ensuring it is regularly monitored. 	Hayley Beynon
1.6	<p>Improve access to and visibility of Cardiff Works for ethnic minority groups</p> <p>Commitments:</p>	Hayley Beynon

Ref	Race Equality Task Force Recommendation	Lead Officer
	<ul style="list-style-type: none"> ➤ Continue to widen access and visibility of service, monitoring the impact of changes made to the Cardiff Works service in 2021/22 to ensure barriers are reduced for ethnic minority job seekers ➤ Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the service to ethnic minority job seekers. 	
1.8	<p>Cardiff Council should explore employer led ESOL (English for Speakers of other languages) for Council Staff where their language skills are a barrier to progression.</p> <p>Commitment:</p> <ul style="list-style-type: none"> ➤ Provide and promote ESOL provision to support staff whose English language skills are a potential barrier to career development within the organisation. 	Hayley Beynon

Measuring Progress

Measure	2022/23 Result
Monthly applicants from ethnic minority backgrounds into Cardiff Works.	227 (33%)
Number of staff completing ESOL courses	0*

*The directorate is unable to deliver ESOL training but has committed to promoting the course via the Skills for Work and Life Team. This however has been limited in 2022/23.

The latest update of our Race Equality Taskforce Recommendations can be found [here](#)

10. Corporate Safeguarding Requirements

Safeguarding is keeping children and adults at risk safe from abuse- whether it is sexual, physical, emotional, financial or neglect- and other kinds of harm, such as exploitation and radicalisation.

All Directorates are responsible for safeguarding and must therefore ensure that:

- The Corporate Safeguarding Self Evaluations (CSSE) is completed annually for each Directorate. The self-evaluation process and guidance on how to complete it can be found in Appendix 5 of the Corporate Safeguarding Policy Corporate Safeguarding Information (sharepoint.com)
- When it is determined that a specific Services Are must complete the Corporate Safeguarding Self Evaluations (CSSE), a nominated lead must be identified and that the evaluation is completed annually.
- Safeguarding operational procedures are in place and that these support the development of safeguarding practices.

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Self Evaluations (CSSE) are to be circulated in June / July 2023. Once they have been completed for Adult Services and Housing & Communities and actions will be included here:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date

Directorate Performance Data: Safeguarding

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	% of staff completing mandatory training modules: Corporate Safeguarding	82%	68.5%	93%	85%
	Number of referrals from directorates into Children’s services	N/A	N/A	474	N/A
	Number of referrals from directorates into adult services	N/A	N/A	272	N/A

11. Delivering the Welsh Language Standards

Each Directorate must ensure compliance with the [Welsh language standards](#), the commitments of the [Welsh Language Skills Strategy](#) and any issues raised by the Welsh Language Commissioner. Each directorate will therefore ensure that:

- Any recommendations or improvement plan actions issued by the Welsh Language Commissioner are responded to within the agreed timescales
- Every Customer Facing posts must be Welsh Desirable
- All service areas have an appropriate complement of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:

There are no recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Adults, Housing & Communities Directorate

Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	% of staff completing training modules: Welsh language e-learning module	12%	N/A	53%	No Target
	% of staff attending beginners Welsh course	N/A	N/A	TBC	No Target

12. Information Governance

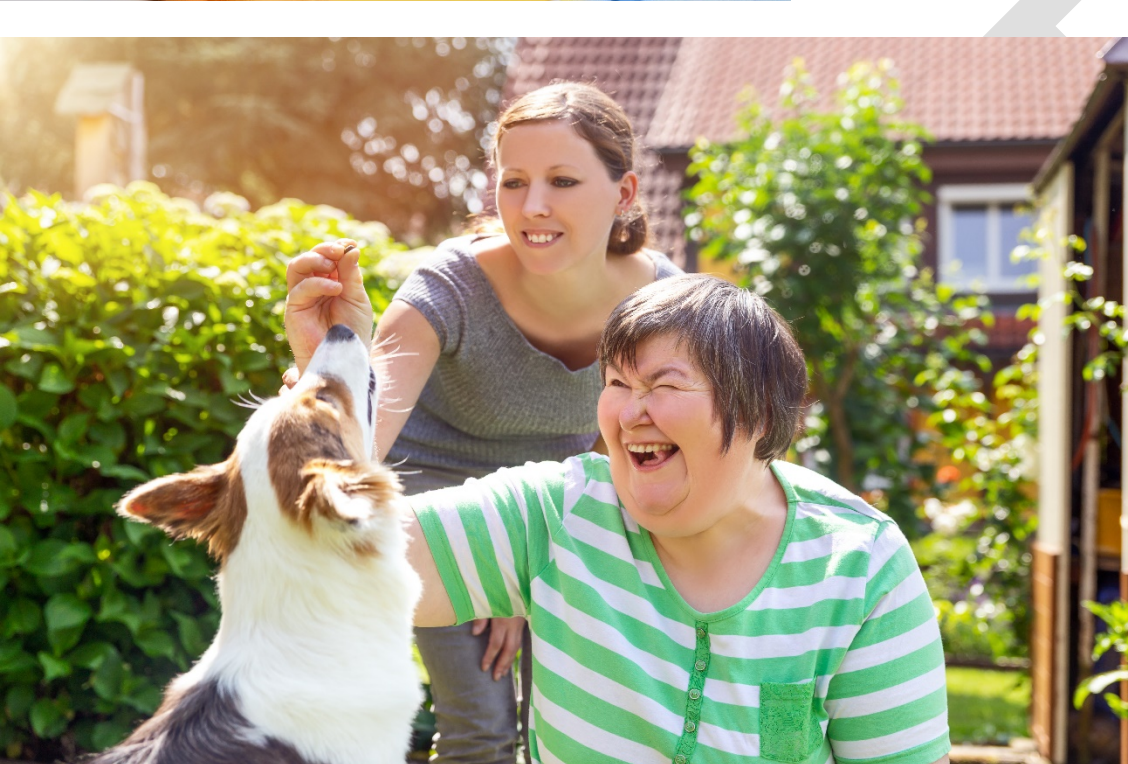
Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	94%	97%	85%
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	95%	100%	85%
	Number of data breaches	N/A	91	80	No target
	% of staff completing mandatory training modules: Bob's Business	N/A	N/A	76%	85%
	Data Protection Essentials	N/A	N/A	15% as at 6/6/23	N/A

13. Citizen Satisfaction (section to be developed over 2023/24)

This section may include:

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments



Cardiff Council Social Services Annual Complaint, Compliments and Members Enquiries Report April 2022 – March 2023

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Mae'r ddogfen hon ar gael yn Gymraeg



1. INTRODUCTION AND BACKGROUND

It is a statutory requirement for all Local Authorities in Wales to have a procedure for complaints and representation for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014.

In addition to this, each Local Authority is required to produce and publish an annual report regarding the operation of their Social Services Complaints Procedures. This report contains statistical information and analysis relating to complaints and representations dealt with during the period April 2022 to March 2023.

Adult and Children's Services take a positive approach to all complaints, concerns and issues raised. Work is undertaken with individuals and teams to identify and put in place suitable outcomes for individuals as well as taking the opportunity to learn lessons from complaints raised where expected standards have not been met.

Social Services are committed to ensuring that concerns raised are listened to and resolved as quickly and efficiently as possible. The information gathered by the complaints teams is a key source of intelligence which enables understanding, learning and reflection in respect of people's experience of Social Services.

Whilst we are now post-pandemic, COVID-19 has continued to have impact across Social Services and the Council as a whole. The significant pressure and demand for our services has resulted in some delays in receipt of services and this has impacted the complaints across both Adults and Childrens Services.

Whilst there have been no changes to the way in which complaints are recorded by Children's Services, recording of complaints have continued to be improved and enhanced in Adult Services. This is reflected in the report with an improvement in the way in which Adult Services has been able to illustrate some of the themes and categories of complaints and how they are dealt with.

The new council wide complaints system, HALO, is being introduced over the next 12 months. This will manage all complaints and councilor correspondence being received into all services and will offer a more consistent reporting tool. Adult Services have been pivotal to the testing and trialing of this system.

2. THE MANAGEMENT OF COMPLAINTS

In November 2021 Social Services separated the Complaints Teams across Adult Services and Children's Services to strengthen management capacity and oversight of complaints received by the individual service areas following the creation of a Children's Services Directorate and an Adults, Housing and Communities Directorate. Both Directorates are located under the overarching leadership of the Corporate Director of People and Communities who also upholds the statutory responsibilities of the Director of Social Services.

The Complaints Teams are supported by Senior Managers in each of the service areas of Adults Services and Children's Services and by the Corporate Complaints Team.



During 2022/23, Adult Services recruited two Complaints and Engagement Officers to work under the direction of the Complaints Manager to strengthen the complaints and service users' engagement functions. This increase in resource has seen improved response times to complaints and enquiries even though the numbers have increased. Whilst there is currently only one Complaints and Engagement Officer in post, there is a commitment to recruit to the second one early 2023/24.

In Adult Services, a monthly report on complaints and compliments is produced as well as quarterly statistics and analysis which is presented to the Adult Services senior management team in their regular meetings.

In Children's Services, two officers job share the Complaints Manager role, aided by two full time Complaints and Correspondence Assistants for efficient communication with complainants and streamlined complaints resolution. Weekly meetings with Operational Managers guide ongoing investigations and response drafting, whilst weekly updates highlight open complaints and unresolved issues. Quarterly analysis of complaints is completed to monitor statistics and drive service improvement.

3. THE PROCESS

Cardiff Council has separate Adult and Children's Services Complaints Policies that are based on the principles of the Welsh Government legislation: The Social Services Complaints Procedure (Wales) Regulations 2014.

All complaints received by Adults and Children's Services are required to be acknowledged within the statutory timescale of two working days. In some cases, where some of the concerns raised fall outside the responsibility of Social Services, the Complaints Officer liaises with the appropriate Service Area or Agency to provide a joined-up response.

The Adult and Children's Social Services complaints process has two stages:

- **Stage One: Local Resolution** – The emphasis at this stage of the process is to resolve the complaint by means of discussion and problem solving. The complainant will be offered a discussion about the issues they have raised, and this is either undertaken by telephone, or face to face in an attempt to resolve the issues. This must be completed within 10 working days of the receipt of the complaint. Following this initial discussion and any further investigation that is necessary, a written response is provided within 5 working days.
- **Stage Two: Formal Consideration** – If the complainant remains dissatisfied after completion of Stage 1 complaints process, they may request that the complaint proceeds to Stage 2 of the process. This involves a formal independent investigation of the complaint with a report being produced by the investigating officer appointed to the case. The timescale for dealing with this stage is 25 working days from agreement of the issues to be reviewed.

If the complainant remains dissatisfied with the outcome of the Stage 2 investigation, they may progress their complaint to the Public Service Ombudsman for Wales. All individuals accessing services receive information regarding how to raise a complaint, the 2 stages for handling complaints within Social Services and how to contact the Ombudsman. This is set out in the Adult and Children’s Services ‘How to be Heard’ documents.

4. MEMBERS ENQUIRIES PROCESS








The Adults and Children’s Services Complaints Standard Operating Procedures makes provision for an individual to approach their Local Councillor, Assembly Member or Member of Parliament. Elected Members carry out an important role in handling concerns and queries that an individual constituent may have. Collectively, these are called Member Enquiries and can range from requests for services, comments, and queries to complaints.

Social Services receives concerns from Elected Members through 3 routes:

- directly through the Cabinet Office,
- through the HALO portal,
- by direct email.

All methods of contact are managed in the same way across Social Services. Whilst they do not form part of the formal recorded complaints data, the number and range of complaints that are received through this route are collated and analysed in order for services to be able to identify themes and patterns of concerns being raised as well as assisting to identify key areas of pressure on the complaints system.

5. SOCIAL SERVICES STATISTICS

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	365	351	14	32	323	25	334
%	↓ 2%	↓ 3%	↑ 40%	↓ 31%	↑ 85%	↓ 1%	↑ 0%
2021/2022	373	363	10	47	175	26	334

During 2022/23 there were 699 cases of feedback recorded for Social Services. Of these, 365 were complaints and 334 were compliments. Additionally, a total of 323 Member Enquiries were received for Adults and Children’s Services.

Overall, the figures for Stage 1 complaints were slightly down when compared to last year, while Stage 2 complaints had increased. While complaints relating to Childrens Services had decreased, those relating to Adult Service had increased. There was a 60% increase in Member Enquiries in Children’s Services and a 94% increase in Member Enquiries for Adult Services. An analysis of these figures is provided in section 6 of this report.

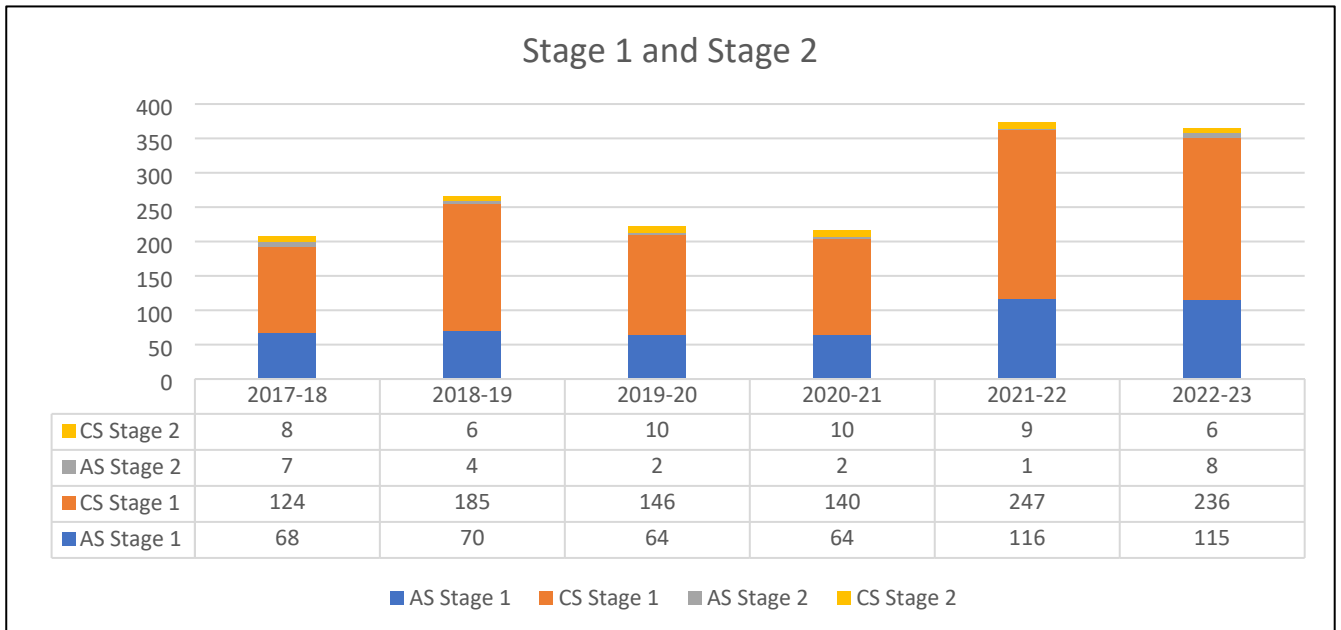









Chart 1: Stage 1 and Stage 2 Complaints for both Adult and Childrens Services 2017 - 2023

6. ADULT SERVICES OVERVIEW

	All Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	123	115	8	28	227	21	158
%	↑ 5%	↓ 1%	↑ 700%	↓ 40%	↑ 94%	↓ 0	↓ 13%
2021/2022	117	116	1	47	117	21	182

As stated above, overall complaints received by Adult Services have increased slightly during 2022/23, when compared to the previous year. While there was a small reduction in Stage 1 complaints, there was an increase in complaints progressing to Stage 2. The increase is consistent with the experience of other Local Authorities across Wales who have also reported an increase in the number of requests being made for Stage 2 investigations. However, it should also be noted that the outcomes from the Stage 2 complaints have substantially reflected the Stage 1 decisions, indicating that even though complainants have not been satisfied with the findings at Stage 1, the original investigations were undertaken in a manner that identified the most appropriate outcome.

The following reasons are understood to underpin the increase in Stage 2 complaints:

- ❖ **Increase in demand and pressure on services** and resultant delays in service provision – In 2022 Adult’s Services supported 4675 individuals with care and support plans which was a 6% increase from the previous year.
- ❖ **Increased awareness** – The service has revised its guidance, available documents and support resulting in that citizens becoming better informed about how to make a complaint, in particular this could explain the increase in Stage 2 complaints.

6.1 ALL CORRESPONDENCE

Correspondence is any written or verbal contact received to the Compliments and Complaints teams from members of the public, professionals or Councillors and Elected Members. These may not always be complaints, and include requests for information, enquiries, compliments, and other general correspondence as well as complaints. These are recorded as every item of correspondence requires an action and monitoring these ensures that the Council are able to have an understanding of the workload of each team. Sometimes the general correspondence received can take significant work to address, including supporting managers to respond appropriately and prevent a general correspondence becoming a complaint.

During 2022/23, Adult Services received a total of 553 pieces of correspondence. This is a 32% increase from 2021/22 when 418 items of correspondence were received. The main increase is in Members Enquiries, which have increased from 117 in 2021/22 to 227 in 2022/23. Councillors and Assembly Members became more accessible to citizens during the year, with the removal of pandemic restrictions, offering opportunities for citizens to speak to them in person through their surgeries in addition to the opportunities for digital contact.

The number of informal issues and enquiries that are raised to the Adult Services Compliments and Complaints Team outside the normal complaints' procedure continues to grow. It is recognised that if a satisfactory outcome can be secured at the informal stage it improves overall customer satisfaction through the achievement of an early resolution. However, the formal complaints received are often more complex and frequently involve issues that relate to several service areas within the Council and have multiple themes. Consequently, they often take longer to investigate and resolve.

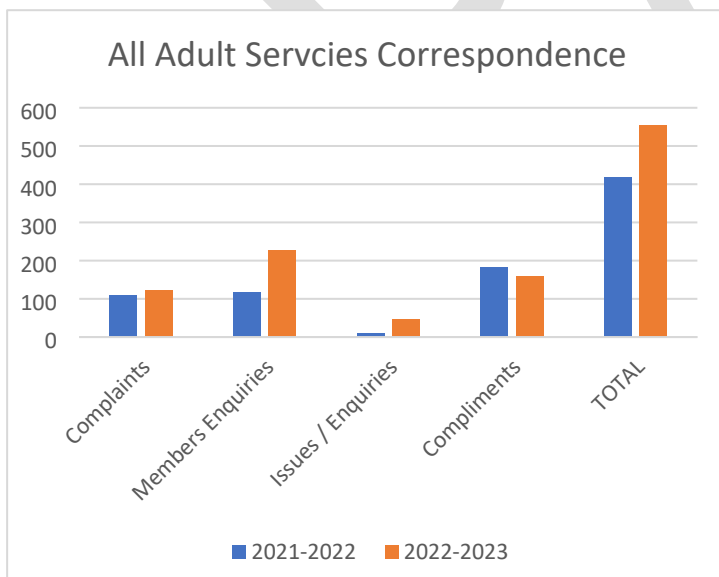


Chart 2: All Adult Services Correspondence Received in 2022/23

2022-2023

- 227 Members Enquiries
- 123 Complaints – including 8 Stage 2 complaints and 5 Withdrawn complaints.
- 158 Compliments
- 45 Issues/Enquiries (dealt with outside of complaints procedure)

5 complaints were withdrawn during the year. On review these were withdrawn during the complaints process, where early intervention by services had resolved the initial complaint



that had been raised and complainants were satisfied that issues had been addressed. Any complainant who informs the Compliments and Complaints Team that they wish to withdraw a complaint has this request confirmed in writing and are invited to refer to the team should they be dissatisfied at any later point in their journey. The team do not actively contact complainants to ask if they wish to withdraw complaints, and where issues are resolved during the complaints process and no request to withdraw the complaint has been received, a full response is provided in line with the regulatory requirements.

Examples of the issues and enquiries dealt with by the team outside of the complaints process include but are not limited to:

- Request for services, including information regarding how to access services.
- Requests to review a decision made by teams within Adult Services (these are managed through a formal appeals process and overseen by the Compliments and Complaints Team).
- Requests for information that do not require input through other formal processes.
- Queries regarding services offered through the Council, such as types of day services available, and other organisations that services will refer to in order to support citizens.
- Public concerns regarding the wellbeing or behaviour of individuals where there is no formal relationship, such as concerns regarding a neighbour.

Quarter 2 and 3 were the busiest months for the Adult Services Compliments and Complaints Team which is consistent with previous years. The highest month for complaints and enquiries was October, where 40 cases were received. 3 Stage 2 complaints were received in November which would link to the increase in complaints received in Quarters 2 and 3.

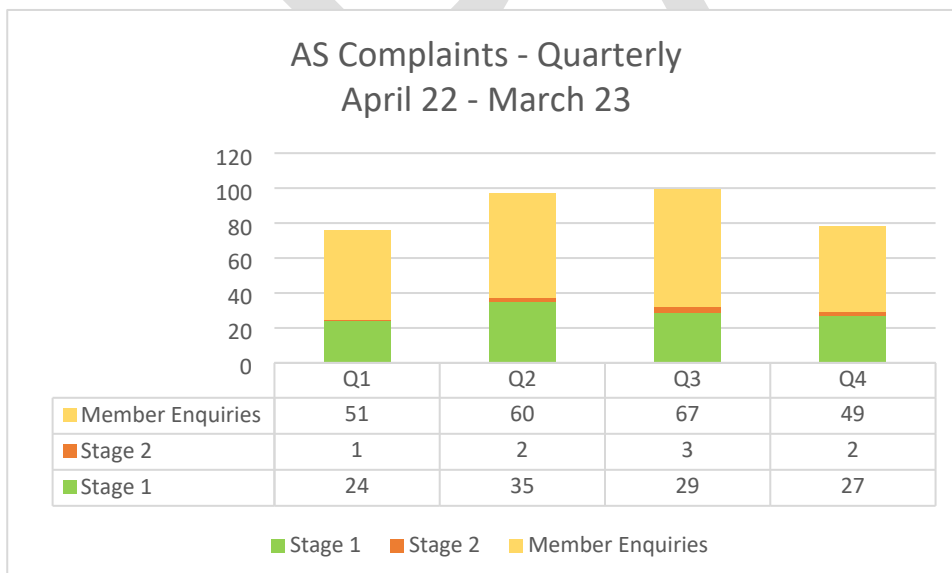


Chart 3: Adult Services Complaints by Quarter 2022/23



THEMATIC ANALYSIS OF ADULT SERVICES COMPLAINTS, LESSONS LEARNED AND HOW WE ARE ADDRESSING THESE.

Adult Services has seen an increase in complex cases this year. As a result of the pandemic a number of citizens did not receive services due to restrictions on visitors to their homes or the reduced availability of community support and this has resulted in the increased level of need that citizens are now presenting with. An increase in demand for services post pandemic and delays in undertaking assessments due to a lack of social work and service capacity has impacted on the complexity of some of the complaints received. The service has taken steps to address significant areas of delay in accessing assessments by introducing additional capacity from a dedicated commissioned service, improving our recruitment arrangements, and reviewing the links between the hospital teams and community teams to reduce delays. The Discharge to Assess and Discharge to Recover and Assess pathways are being utilised to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment.

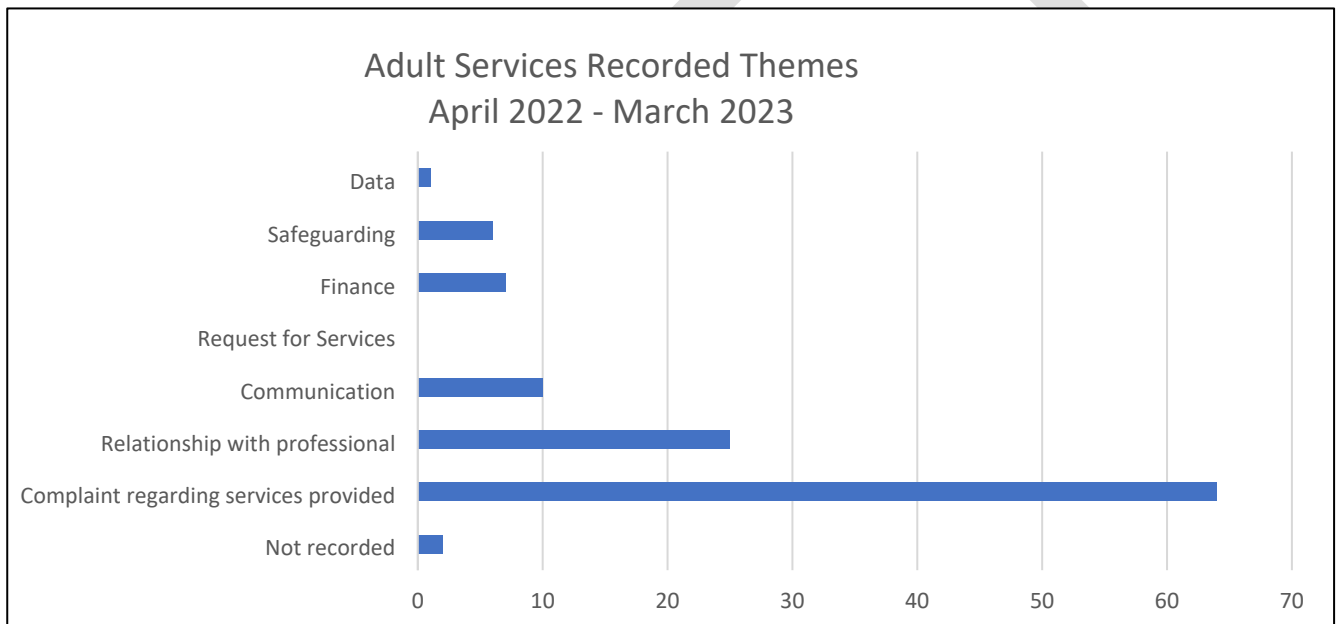


Chart 4: Recorded Themes of Complaints Received

56% of the complaints received in 2022/2023 were regarding services being received, and nearly a quarter of complaints received were regarding relationships with a professional.

The key themes underpinning many complaints received are as follows.

- **Communication:** complaints were often in relation to citizens being unable to contact the right person at the right time, and delays in assessments or requests with no clear communication provided.
- **Relationship with professional:** complaints generally relate to specific members of staff where the individual is unhappy with their approach, support, and advice. This can be in relation to Council staff but also commissioned providers delivering care on behalf of Adult Services



- **Services provided:** complaints were often in relation to commissioned services provided on behalf of Adult Services and / or delays in assessments being undertaken.

When an outcome for a complaint is identified, there is consideration regarding lessons learned following this and actions that can be taken to reduce the likelihood of the same situation occurring in the future.

Some of the lessons learned and actions undertaken from 2022-23 have included:

- Review of policy relating to Hospital Discharge for individuals into the community to ensure that the right level of support is put in place to support an individual whilst they settle back into an independent life.
- Improved recording relating to who is important to an individual, and those they want to be involved in their care and support.
- Better access to training for staff, particularly relating to challenging conversations to ensure that communication for individuals is as positive and inclusive as possible.
- Improved formal/written communication with complainants following phone conversations to ensure that they remain fully informed regarding any delays.
- Where a relationship with a professional has broken down, ensuring that the individual is supported to understand any impact a change in professional may have and to support them to navigate this, either through support to rebuild relationships or to develop a positive relationship with a new professional.
- Closer links with the Training Unit and Quality Assurance Manager have been developed to support better address the concerns being raised, and to ensure that the learning from complaints is fed into the training needs assessment for staff, informing policy and service development.
- The whole service approach to embedding Collaborative Communication training into practice supported by mentoring and opportunities for reflective practice is also expected to positively impact on the way in which assessments are carried out and the relationships that Social Workers have with individuals receiving services.
- Additionally, work has been undertaken to strengthen the management of provider performance issues for commissioned services and to improve Quality Assurance processes so that where issues related to the quality of commissioned care are raised, there are formal structures in place to address these in a timely way.

Lessons learned ensures that Adult Services can continue to develop its services to meet the needs of citizens in a way that has a positive impact on their lives. Further feedback opportunities are being introduced in 2023-24 to not only consider lessons learned following a complaint being raised but offering the opportunity for citizens to feedback more regularly through their journey with social services and allowing teams to be more proactive in their approach to supporting people. A short satisfaction survey to seek views following both Stage 1 and Stage 2 complaints has been developed, providing better opportunities to assess the success of the strengthened complaints process and to identify other areas of development through feedback from individuals.

6.2 TIMESCALES FOR RESPONSES

The performance on acknowledging complaints has improved in 2022/23. The reporting mechanisms for logging the acknowledgement date has improved and more complete figures will be available for 2023/24. Further work is being completed to ensure that every complaint receives a formal acknowledgement within 2 days.

The table below provides an analysis of the length of time it has taken to send out acknowledgement letters, measured against the target timescales.

Acknowledgement for Stage 1 (Target - 2 working days)	2021/2022		Within deadline	2022/2023		Within deadline
Same Day	22	19%	24%	76	69%	95%
1-2 working days	6	5%		28	26%	
3+ working days	3	3%		5	5%	
not recorded	86	74%		1	1%	
Average	2 Days			1 Day		

An analysis of response times has indicated that all 6 complaints raised that were not acknowledged within the target timescale had been received directly by Social Work Teams who had not informed the Compliments and Complaints Team until later in the process. Work has been undertaken with teams to address this issue, including awareness raising of the complaints process.

The table below summarises response times for stage 1 complaints measured against the target timescale.

Stage 1 Responses (Target - 15 working days)	2021/22		Within deadline	2022/23		Within deadline
0-7 Days	12	10%	16%	21	19%	38%
7-14 days	7	6%		21	19%	
14+ working days	82	71%		68	62%	
not recorded	15	13%		0	0%	
Average	50 Days			28 Days		

While a high number of complaints were still not responded to within deadline during 2022/3, the figures show an improving trend and the average number of days to provide a full response to complainants has decreased from 50 days to 28 days, ensuring that complainants are responded to in a timelier way than experienced previously. This improvement has been achieved despite the higher number of complaints and their increased complexity.

An escalation procedure is now in place, with overdue cases referred to the relevant Operational Manager and the Director is also informed where prompt responses are not provided by the service managers.



There has been a significant increase in the requests for Stage 2 investigations this year. On review 2 key-reasons have been identified for this:

- The complexity of the cases has increased.
- Complainants felt that the complaint has not been fully investigated or investigated in a balanced way.

The table below summarises the response times for Stage 2 complaints.

Stage 2 Responses (Target - 25 working days)	2021/2022		2022/2023	
0-25 Days	0	0%	0	0%
25+ working days	1	100%	8	100%
not recorded	0	0%	0	0%
Average	85.5 Days		53 Days	

While the timescales for responding to Stage 2 complaints have improved in 2022/3, from 85.5 days to 53 days, these are still above the target of 25 working days. Stage 2 complaints are carried out by external independent investigators. A period is required to appoint the investigator and it will usually take at least 20-25 days for the investigator to carry out the review, including speaking to the complainant and interviewing any officers involved, and for a report to be drafted. Once the report is submitted, it is then reviewed internally, and a letter is drafted to go along with the report setting out the Council's response, this is then sent to the complainant. The Stage 2 complaint process can therefore be time consuming, and the average timescales reflect this.

As stated above Local Authorities across Wales have reported that there has been an increase in the number of requests being made for Stage 2 investigations which has impacted on the availability of the investigators. This together with the complexity of the complaints has also impacted on time scales. The service is continuing to work to improve response times, while ensuring that a thorough investigation is carried out.

Of the 8 Stage 2 complaints to Adult Services in 2022/23, 2 did not go through Stage 1 as the complainant did not engage with the process. In the 6 cases where there had been a Stage 1 response, the Stage 2 outcome supported the original findings.

6.3 OUTCOMES

Complaints provide the service area with an opportunity to review their practices, and where a complaint is received the outcome of that complaint may be that it is upheld. Even in cases where a complaint is not upheld it often offers the opportunity for the team to review why an individual has raised a concern and to change the approach from the team when supporting that individual.

23% of complaints received during 2022/23 were upheld and 61% not upheld. The number of upheld complaints this year is an increase from 2021/22 (10% of cases). However, during the previous year, recordings were also made for partially upheld (17%) and not recorded (33%). On this basis, it is unlikely that the increase seen this year is a more accurate reflection of the findings.

Examples of where a complaint has been upheld include:

- Evidence of delays experienced when waiting for an assessment.
- Complaints regarding relationships with professionals where there has been a breakdown in relationship.
- Issues with commissioned care providers where it is identified that the care agency is at fault.

From April 2022, clearer outcomes for individual complaints were recorded. This is in line with the Ombudsman return requests.

Upheld – where the main point of the complaint is upheld, even if smaller areas are not upheld.

Not Upheld – where a complaint is either not upheld at all, or a smaller part of the complaint is upheld.

Not Applicable – when a response is regarding a councillor enquiry or a complaint has been withdrawn or abandoned, such as when an individual is involved in a Court of Protection process.

Progress to Stage 2 – where a complainant is unhappy with the initial outcome and a Stage 2 investigation is triggered.

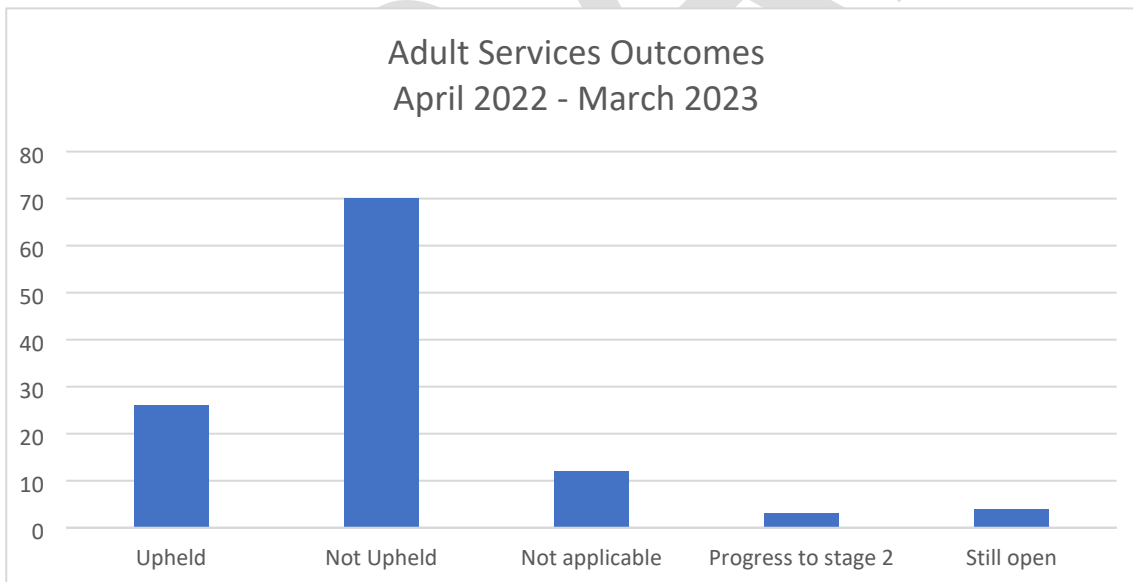


Chart 5: Adult Services Outcomes



6.4 OMBUDSMAN COMPLAINTS FOR ADULT SERVICES

Adult Services had 3 complainants approach the Ombudsman in 2022/2023. Of these:

- 1 was closed after initial consideration.
- 1 had an early resolution settlement.
- 1 was closed due to premature contact.

During 2022/23 no Ombudsman cases relating to Adult Services required investigations that led to reports.

6.5 MEMBERS ENQUIRIES

There has been a significant increase in Member Correspondence for 2022/2023. This has been reviewed and on reflection there are a number of reasons identified why this may be the case:

- Prior to the pandemic citizens would attend a weekly ward surgery where they would raise queries and concerns. Councillors and Assembly Members are now more accessible, with social media presence and through other digital formats, in addition to local surgeries.
- There was an election held in May 2022, and a lot of canvassing was carried out at that time. Following this there was a new intake of Councillors.
- There has been an increase in Member Enquiries requesting information about accessing services, rather than raising complaints or concerns and the number of enquiries of this nature have been the predominant theme of Councillor Correspondence

In total, Adult Services received 227 member enquiries broken down by the following service areas:

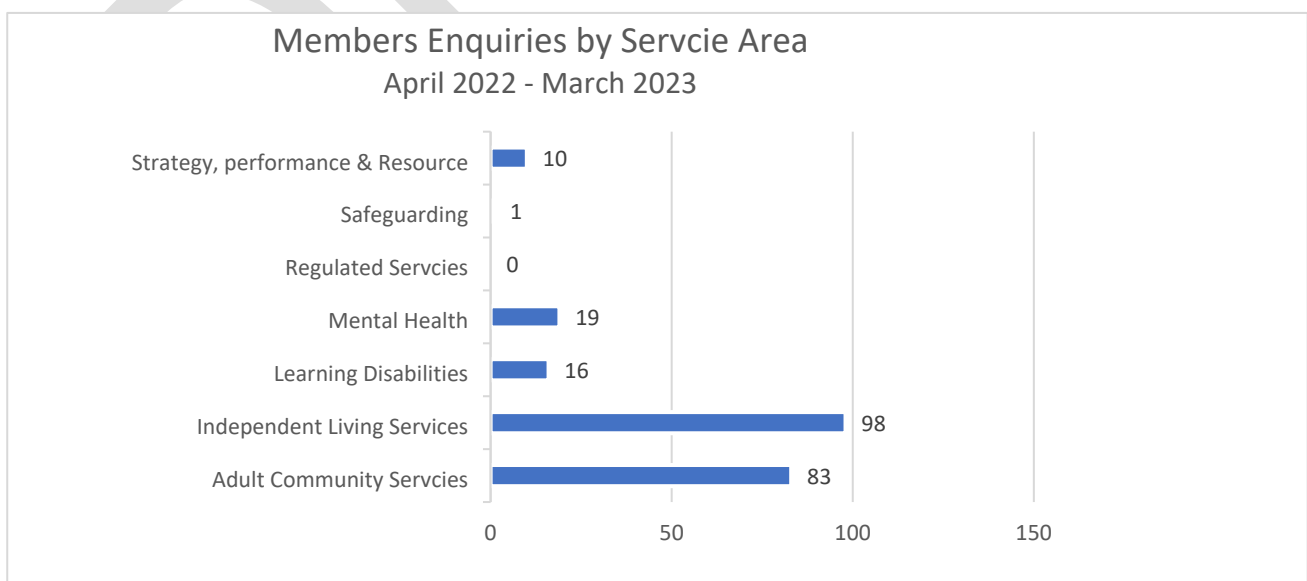


Chart 6: Members Enquiries by Service Area



The Table below summarises the response times for Members Enquiries measured against the target timescale.

Members Responses (Target - 10 days)	2021/2022		2022/2023	
0-10 Days	36	30%	113	50%
11+ working days	62	26%	114	50%
not recorded	23	19%	0	0%
Average	21 Days		21 Days	

Of the Members Enquiries received, 132 (58%) were a request for services or information relating to available services, highlighting the increase in individuals requiring help and support living in the community. These requests for service are predominantly referred to the Independent Living Services (ILS) to carry out an initial 'What Matters' conversation to support identification of further services that may be suitable to support them. A further 28 (12%) instances of correspondence were requests for information, including information requested about the closure of care facilities and information about funding to support transport to community groups. The remaining 30% of correspondence received were relating to concerns relating to care services, including issues with commissioned care services, delays in assessments being undertaken, finance issues and relationships with professionals.

Adult Services aim to provide a full response to elected members, the target time is often not met due to the time taken to ensure that a thorough review takes place. However, the approach of resolving a concern to achieve the best outcome for an individual is supported by Members, and they are kept informed as to the progress of all enquiries raised

6.6 COMPLIMENTS

Adult Services receives compliments from people accessing services and their families as well as from other professionals. When compliments are received these are shared with the Director and feedback is provided directly to the individual or team receiving the compliment and their Operational Manager. Cardiff Social Services believes it is very important to highlight positive feedback to staff and to share this with staff teams.

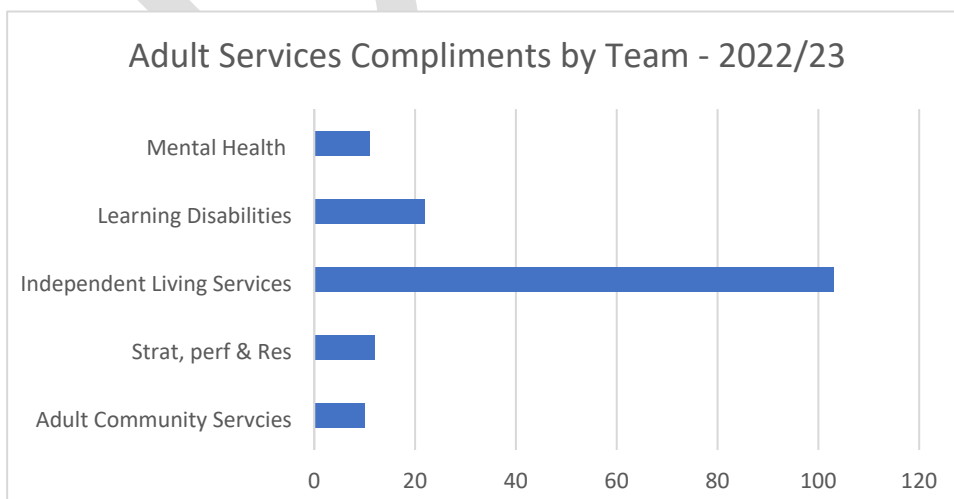




Chart 7: Compliments

Compliments are captured regarding support received from both professionals and individuals and their families. Independent Living Services actively seek feedback from individuals regarding the support received, evidenced in the large number of compliments received for this team. The compliments for this team are relating to support received to access services and as a reflection of the care received by the Community Resource Team (CRT). Whilst other areas in Adult Services do not currently actively seek feedback following intervention there has been excellent feedback evidencing the positive work that social workers and other professionals have undertaken to support individuals.

There has been evidence of excellent joint-working between Social Care staff and colleagues in Health evidencing the strong relationships between the teams. Feedback from family members regarding the support received by Social Work staff has remained very positive with evidence of services making a meaningful difference to the lives of individuals and their family members and those who are important to them.

A summary of some of the positive feedback received regarding Adult Services teams.

Family member for a social worker in the Learning Disability Team

I would like to say a huge thank you for the support & understanding you have shown to O & myself during our time of need. You have listened, understood our needs and fought our corner, the outcome has had a truly positive impact on our family which I cannot thank you enough for. We will be both sad to leave your care and wish you all the best for the future. You have truly been a fantastic advocate for us all

Service user for Independent Living Services

You were compassionate and caring. Though communication because of various restrictions was sketchy/difficult at times, I never felt abandoned and when the contractor finally undertook the work, it has so far been excellent and so beneficial

Service user for day services

I very much enjoy the time I spend at the day centre and could do with it more than twice a week. All the staff are very friendly and helpful.

External professional for Learning Disability Team

I should add how much I've enjoyed working with yourself and Cardiff colleagues on this case. I've learnt an enormous amount about your approach to wellbeing and least restrictive care practice which has been incredibly valuable.



Service user for an outreach worker and Ty Canna Mental Health support unit

Thank you to the team at Ty Canna for all the help over the last 3+ years. I was in a real bad place when you first started working with me and A has been a big support to me in that time. He has helped me to get out more, helped me when I am down and to socialise more by inviting me to the groups which I have started to go to and enjoying the Hilton. I know my 1-2-1 support has stopped but A still rings in his spare time and I know he is only a phone call away if something comes up. I don't think I would have made any progress without A and Ty Canna. I am forever grateful for Ty Canna, you and A's help.

Service user for CRT Care staff

Excellent, very caring and supportive, such nice girls. Could not be happier with the care I received. Carers are wonderful.








External professional for discharge team

I just wanted to thank you and the team for the fantastic change we have seen in triage and IDH process, the difference is remarkable. Your influence and guidance is obviously making a huge difference.

Family member for social worker in the community team

I am writing to express my deep appreciation for the outstanding care and support provided by social worker, R. My father, who has been disabled due to a stroke, was recently seen by R for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation. R's professionalism, kind and understanding nature helped make a difficult time easier for my father and our family. She truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update on the progress.

7. CHILDREN SERVICES OVERVIEW

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	242	236	6	36	93	29	180
%	↓ 5%	↓ 4%	↓ 33%	↓ 21%	↑ 60%	↓ 6%	↑ 18%
2021/2022	256	247	9	46	58	31	152

The 236 complaints received in 2022/23 represent 6.5% of the total children, young people and families (3635) that were supported, and just 0.5% of the total number of contacts received across Children’s Services (45,264)

2022/23 saw a decrease in complaints recorded for Children’s Services, compared to the 247 in 2021/22.

Children’s Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives.

7.1 ALL CORRESPONDENCE

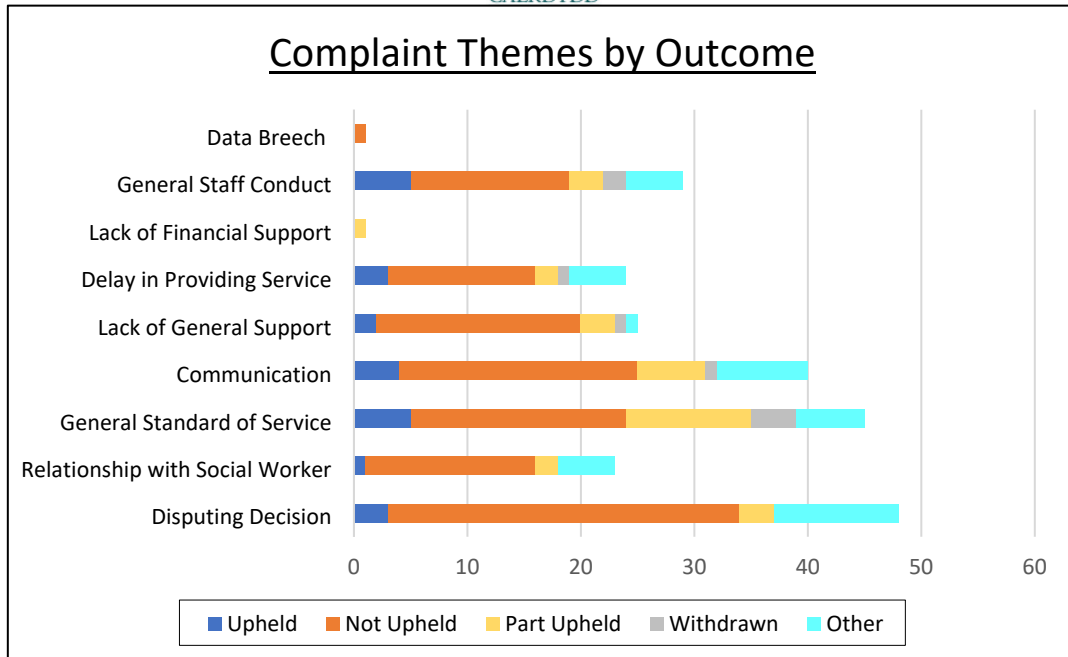
Children’s Services have received a total of **561** cases of feedback in 2022/23

- **236 Complaints**
- **93 Member enquiries** (which is a 60% increase from the 2021/23 figure)
- **52 ‘Fast Track’ requests for service**
- **180 Compliments**

Whilst a decrease was seen in the number of Stage 1 and 2 complaints received, Member enquiries saw a large increase of 60% compared to the previous year.

The decrease in complaints can in part be attributed to the introduction of the ‘fast track’ requests for service; to improve customer satisfaction and minimise complaints, the Children’s Services complaints team has introduced a ‘48-hour call back’ request in the 2022/23 period. This ‘fast track’ option enables a Team Manager to contact the service user within 48 hours to address concerns and resolve issues at first point of contact, preventing issues from progressing to a formal complaint stage. This both enhances the quality of service delivery and improves the overall customer experience. Children’s Services received **52** ‘fast-track’ requests in 2022/23

7.2 THEMATIC ANALYSIS FROM CHILDRENS SERVICES COMPLAINTS



'Disputing Decision' was the most dominant theme to Children's Services complaints throughout 2022/23, accounting for 20% of complaints made. Due to the nature of the work in Children's Services, decisions must be made in the best interest of the young person. Complaints included disputing the decision to remove a child from their parent's care, or to move a looked after child from their placement.

'General Standard of Service' was the second most common theme, accounting for 19% of complaints made. This theme broadly covers dissatisfaction with the service received from Children's Services, including complaints that involved multiple allegations covering the other themes outlined, that represented perceived poor overall service.

'Communication' accounted for 17% of complaints made. This theme accounts for complaints regarding the communication received from the Local Authority, and most commonly refers to perceived poor communication from a social worker, for example the time taken to return calls or text messages. Of the 39 complaints received regarding communication, just 4 were upheld.

7.3 LESSONS LEARNT FROM CHILDREN'S SERVICES COMPLAINTS

Children's Services are dedicated to reviewing practices when complaints are identified. This commitment ensures that the service takes feedback into account and takes appropriate action to prevent similar impacts on other families.

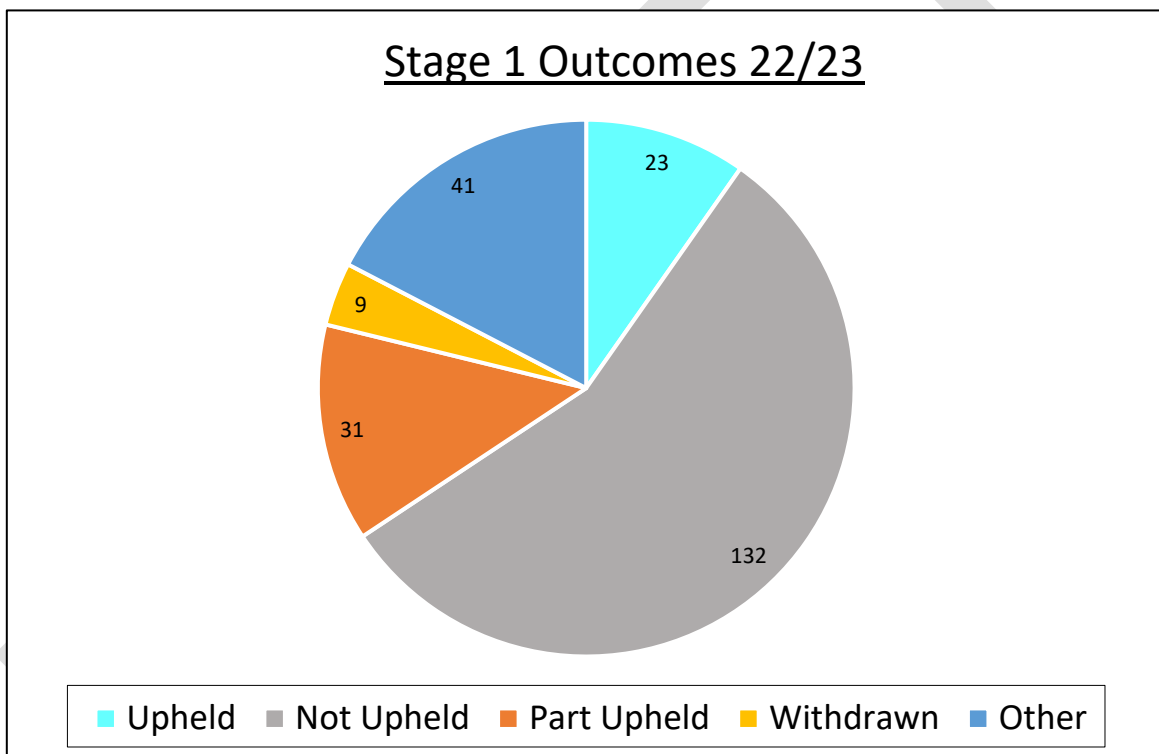
During 2022/23, a member of the public lodged a complaint regarding their previous interaction with Children's Services. The complainant had initially contacted the service to raise concerns about safeguarding but felt that the call handler had lacked professionalism and empathy.



In order to learn from this complaint and prevent recurrence of similar mistakes, staff members were reminded about how difficult a decision it can be to reach out to Children's Services, and the importance of providing support to individuals expressing concerns. The caller had been unsure of the children's names or addresses but did have valuable information to start the process of finding out, and so staff were further reminded of their duty to make efforts to gather information and fill in any gaps using the contacts and resources available to them.

These measures were applied to improve the overall responsiveness and quality of support provided by Children's Services, fostering an environment where persons are encouraged and empowered to share their safeguarding concerns.

7.4 OUTCOMES

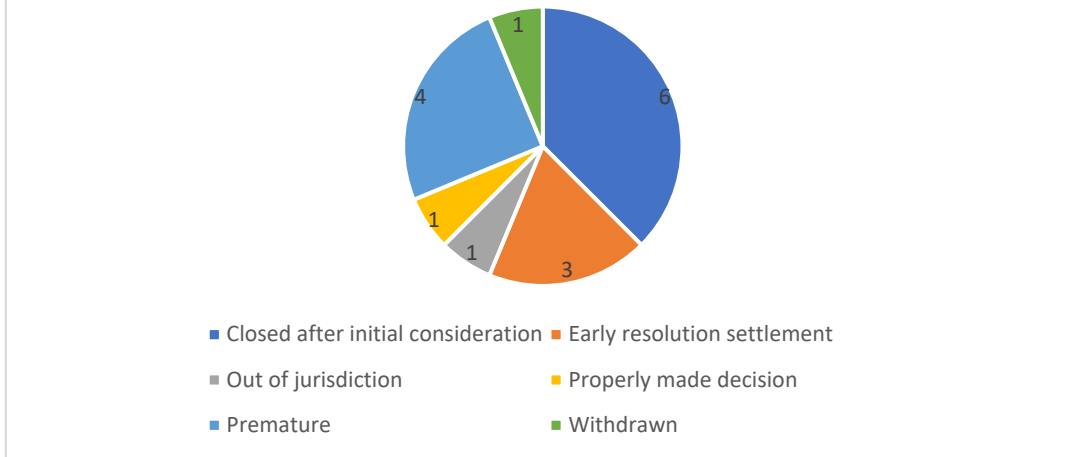


Just 10% of Stage 1 complaints received by Children's Services in 2022/23 were upheld. 13% were part-upheld, with the majority (56%) not upheld. 4% were withdrawn and the remaining 17% were categorised as 'other'; this category includes complaints which, for example, were in court, or had no consent.

Of the 6 Stage 2 complaints received, 1 was part-upheld, and the remaining 5 are ongoing.

7.5 OMBUDSMAN COMPLAINTS FOR CHILDRENS SERVICES

Children's Services Ombudsman Complaint Outcomes 22/23



16 complainants approached the Ombudsman in 2022/23 about Children's Services. Of these complaints;

- 6 were closed after initial consideration
- 4 were premature
- 1 was out of jurisdiction
- 1 withdrawn
- 3 reached an early resolution settlement by completing ombudsman's recommendations
- 1 was decided by the Ombudsman to have had a decision properly made previously by the Authority.

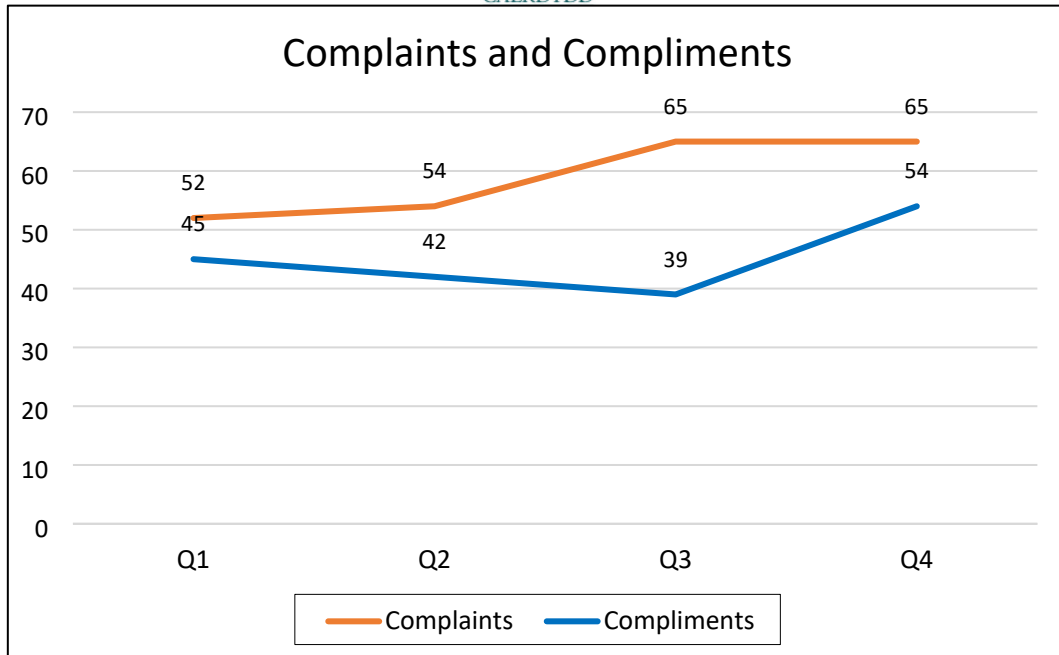
None reached formal investigations that led to reports.

7.6 COMPLIMENTS

Compliments

2019-20	2020-21	2021-22	2022-23
91	178	152	180

The commitment and hard work demonstrated throughout the service area is reflected in the 180 compliments received in 2022/23, an 18% increase compared to the previous year (152). The complaints team will continue to seek out improved methods of gathering positive feedback.



When compliments are received, they are shared with the individual concerned as well as the Director and the relevant Operational Manager.

The 180 compliments received by Children's Services in 2022/23 were received from a variety of individuals, including young people, families, foster carers, and other professionals.

Some feedback from the people we support in Children's Services:

I have been meaning to contact you to pass on some positive feedback for Matt Smith. I know he has left the team now to train as a social worker, but I just wanted to say how excellent Matt was during the case with my son. Unfortunately, my son stopped engaging at the latter stage of his restorative order, but Matt was there from the start with good advice, care and so knowledgeable that it helped us tremendously. Matt will make a brilliant social worker and whatever family he works with again are very, very lucky. He is truly amazing. Thank you.

Parent wanted me to pass on to you how grateful the family are for all of your support. She commented that your support has helped them mature both as parents and as a couple.

Feedback from other professionals in Children's Services:

Following [young person's] review with him advising that he now wants to remain living in Cardiff but independently, along with all the other issues identified. Cath has just updated me that she has followed through with arranging a separate meeting with [young person] with his PA to address the other issues. She has also submitted the YGR – for a Tenancy Training. All this done today, amazing. He is one lucky young person to have Cath following up with things so promptly.

I recently visited the Multi Agency Safeguarding Hub (MASH) to talk to staff about their work in supporting some of our city's most vulnerable children, often in crisis situations; and met with Head Teachers in a number of schools in the city's southern arc. The work being undertaken is simply outstanding. Collectively, it represents a huge contribution to giving children and young people the support they need at critical times in their lives. It was equally clear that demand pressures of unprecedented scale and complexity continue to grow – highlighting the need to for us to protect critical services.

8. SUMMARY AND FINDINGS

Overall Social Services have evidenced clear improvements regarding responding to complaints and correspondence throughout 2022/23. There has been a general trend of better acknowledgement and response times, as well as stronger reporting offering service areas the opportunities to reflect on practise and decision making.

Adult Services have seen an improvement to acknowledgement timescales to 95% of all Stage 1 complaints being acknowledged formally within the 2 days timescale. There has also been an increase in the number of complaints having an increase in the response time of 15 days from 16% to 38%.

Adult Services have identified that whilst the introduction of the themes and categories reflected in this report has been useful, there needs to be some further development of this into 2023/24 reporting structure. This includes separating out the commissioned services and strengthening the 'services' theme to identify the teams more effectively.

Children's Services have seen a reduction in the overall number of complaints received in 2022/23 compared to the previous year. Additionally, improvements have been seen in response times to both complaints and enquiries, despite a large increase in the number of Member enquiries received in 2022/23 from 2021/22.

9. FUTURE DEVELOPMENTS

In the previous year's report, there was reference to the introduction of the new Halo system, that is being introduced to manage and oversee all Complaints and Correspondence received across the Council. There has been several delays in the introduction of this system, and it is now hoped that this will be introduced for Social Services in 2 Stages, throughout the next year. It is intended that all Councillor and Members correspondence will go live on Halo by quarter 2 and the remaining complaints will go live by the end of quarter 3.

Adult Services are developing a stronger system for overseeing the Stage 2 investigators, including a clear letter of intention to be issues alongside all Stage 2 complaints to the investigators. This is to ensure that the standards expected and the support the independent investigator receives from the team is clearly laid out and is designed to improve the communication between the investigator and the team, and the team and the complainant.

Children's Services have previously encountered delays in initiating and concluding Stage 2 investigations due to a shortage of available independent investigators. Furthermore, concerns were raised regarding the quality of reports produced by certain investigators, resulting in additional delays in the conclusion of Stage 2 complaints.

To address these issues, in 2023/24 the team have undertaken a thorough review and expansion of our list of approved investigators. Going forward, this step will ensure a larger and more diverse group of professionals available to undertake investigations promptly and maintain the standard of report quality.

By increasing the pool of approved investigators, Children's Services aim to improve the efficiency and effectiveness of our processes, reducing delays and an ensuring the timely conclusion of investigations.

Annual Report of the Corporate Safeguarding Board

Cardiff Council 2022/23



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

Tudalen 865







Introduction

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Everyone – employees, contractors, volunteers and councillors – has a role to play in protecting children and adults from harm, whether this is inside or outside the home. It is the Council’s responsibility to ensure that staff, volunteers and contractors are aware of safeguarding in their day-to-day work for the Council and know when and how to raise concerns. In order for this to happen the Corporate Safeguarding Board has agreed the following thematic areas of focus:

-  **Safe Governance**
-  **Safe Employment**
-  **Safe Workforce**
-  **Safe Practice**
-  **Safe Partnerships**

-  **Appendix A**
-  **Appendix B**

This annual report aims to update Cabinet on the work undertaken in relation to each of these areas over the course of 2022/2023 and identifies areas for improvement and action in 2023/2024.

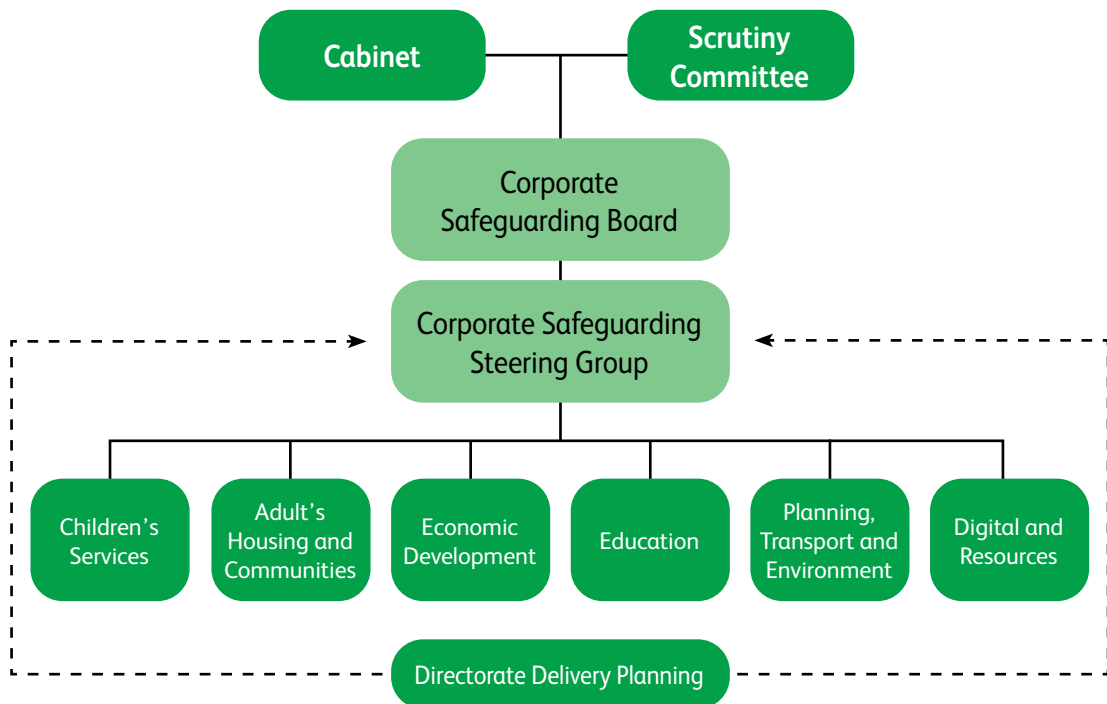
A woman with short, light-colored hair is seated and playing a keyboard instrument, possibly a piano or digital synthesizer. She is wearing a light-colored blazer over a striped scarf and matching striped cuffs. The background is blurred, showing other people in a professional or educational setting. The entire image is overlaid with a semi-transparent green filter.

Priority 1: Safe Governance

Priority 1: Safe Governance

Ensuring Safeguarding is seen as **everyone's** responsibility is a corporate strategic priority for the Council. To ensure that this happens the Council has put in place cross-Council governance arrangements at the most senior level of the organisation. The Corporate Safeguarding Governance arrangements can be seen below in Figure 1.

Figure 1: Governance Arrangements for Corporate Safeguarding



1.1 Corporate Safeguarding Board

Corporate Safeguarding board is chaired by the Cabinet Member for Finance, Modernisation and Performance, Councillor Christopher Weaver and meets on a quarterly basis in line with the Terms of Reference ([Appendix A](#)).



1.2 Corporate Safeguarding Delivery Group

The Corporate Safeguarding Steering group was established in May 2021 and is chaired by the Corporate Director for People and Communities. Each directorate is represented on the steering group by their Designated Safeguarding Person (DSP, see below). The delivery group works to deliver improvements and to act as a forum to share good practice, enable the cascade of information to teams and to identify any additional areas for improvement.

1.3 Designated Safeguarding Person (DSP)

Each Directorate has a nominated DSP whose roles and responsibilities include:

- Ensuring all staff are aware of the 'Duty to Report' function of their role
- Acting as a source of advice and support and signposting for staff in their Service on all safeguarding issues, including:
 - » Safeguarding Adults and Children
 - » Violence against Women
 - » Prevent
 - » Child Sexual Exploitation
 - » Modern Slavery
- Supporting staff or taking the lead in referring safeguarding concerns
- Ensuring all staff are aware of who the Directorate Safeguarding Lead is within their Department.
- Co-ordinating the annual Safeguarding Self-Assessment and ensuring that appropriate actions are contained within Directorate Delivery Plans.
- Ensuring safeguarding is regularly considered at Directorate Management Team meetings and that appropriate performance detail is provided to support the discussion.
- Attending and contributing to the quarterly Corporate Safeguarding Delivery Group. Sending a deputy if unable to attend.
- Publicising and promoting national campaigns, including through organisations websites, social media or other mediums.

A full and current list of the DSP for Cardiff Local Authority can be found [here](#).



1.4 Corporate Safeguarding Policy

In December 2023 the Council's Cabinet agreed a refreshed Corporate Safeguarding Policy.

The refreshed Policy was enhanced to ensure that it aligns with the Welsh Government Corporate Safeguarding best practice guidance, placing a focus on prevention and on ensuring all staff, councillors and partners are committed to safeguarding, and includes a focus on safeguarding in our communities.

The Corporate Safeguarding Policy can be found [here](#).

1.5 Corporate Safeguarding Directorate Self Assessments

Each year all Directorates are required to undertake a self-assessment of the arrangements they have in place to support corporate safeguarding.

The self-assessments identify areas and actions for improvement for each Directorate, to be reported through to the Corporate Safeguarding Board. The actions for improvement, once agreed by the Board, will be included automatically in all Directorate Delivery Plans.

Progress against the delivery of the actions is monitored by both the Corporate Safeguarding Board (on a quarterly basis) and via the Council Corporate Performance Management Framework (at mid-year and year end).

1.6 Performance Indicators and Data Development

The following Key Performance Indicators have been agreed by the Corporate Safeguarding Board. Alongside Directorate Delivery Plan progress and audit recommendation, tracking these will provide a clear performance framework for the Corporate Safeguarding Board to monitor.

- Overall training compliance (Quarterly)
 - » Corporate Safeguarding Training
 - » Violence against Women, Domestic Abuse and Sexual Violence
 - » Modern Slavery
 - » PREVENT (when available)



- Members training Compliance (Quarterly)
- Corporate Safeguarding Self-Assessment Completion Rates (Annual)
- DDP RAG Rating (12 months)
- DDP Actions Completion Rate (12-month review)
- Corporate Referrals Received (Monthly)
- Contract Monitoring Frameworks Safeguarding Checks Completed (Monthly)

Reporting, analysing and understanding data on referrals across the Council has been identified by the Corporate Safeguarding Board as a data development priority. Over the course of 2022/23 some progress has been made to better understand our referral data for managers to easily identify where in the council safeguarding referrals are made. For example, alterations have now been made to the case management systems so that it is now possible to identify which schools individual referrals have originated from.

1.7 Responding to Recommendations made by Audit Wales

Audit Wales conducted a national review of Corporate Safeguarding arrangements in Wales in 2015, with a follow-up in Cardiff July 2019 making 9 recommendations.

Over the course of 2022/23 progress has been made in relation to these recommendations (see table below), with 8 of 9 recommendations now responded to and closed by the Board. This progress was reported to both the Corporate Safeguarding Board and the Council's Governance and Audit Committee.

The only outstanding recommendation relates to extending the safeguarding training offer, for example 'Exploitation awareness training' and making this available to external partners (for example those working in the night time economy)'.

This recommendation has been progressed and is also a key priority within the Regional Safeguarding Board Annual Plan 23/24.

The Night Time Economy group which forms part of the Community Safety Partnership has provided a package of ‘vulnerability training’ to the night time economy workforce including hospitality, hotels and taxis.

An exploitation e learning module has also been drafted and once finalised, a programme of training delivery will be put in place for both the relevant Local Authority staff and wider partners across the city, including schools, 3rd sector, commissioned services and the night time economy workforce.

The full Audit Wales updates are available in [Appendix](#)

Audit Name	Recommendations Open/Closed Jan 2021		Recommendations Open/Closed November 2021		Recommendations Open/Closed April 2022		Recommendations Open/Closed April 2023	
	Corporate Safeguarding	Open	8	Open	5	Open	3	Open
Closed		1	Closed	4	Closed	6	Closed	8

1.8 Internal Audit

The council’s Audit team reviewed the Corporate Safeguarding arrangements in Q1 2022/23. The audit found that the Council’s arrangements for Corporate Safeguarding were ‘effective with opportunities for improvement’ and made four recommendations. Update on progress against these recommendations is included in Appendix C.

Progress against Safe Governance Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Publish updated Corporate Safeguarding Policy 2022-2025 following review of Welsh government best practice.	Complete	Corporate Safeguarding Policy
Continue to develop the role of DSPs, particularly ensuring that each DSP has the knowledge and skills required to confidently advise on safeguarding issues within their Directorates.	Complete	<ul style="list-style-type: none"> Regular DSP delivery group meeting in place. Bespoke DSP training delivered to all DSPs with supporting Q&A sessions. DSP Sharepoint developed to easily share resources and best practice tools.
Agree a new Corporate Safeguarding Action Plan, based on the outcome of the best practice review and the Directorate Self-Evaluations.	Complete	<ul style="list-style-type: none"> Regularly reviewed and updated in line with delivery group.
Review internal audit findings for 2022/23 and build any recommendations into Corporate Safeguarding Board action and delivery plan.	Complete	<ul style="list-style-type: none"> Summary of progress included within report.
Finalise and ratify final set of KPIs for monitoring.	Complete	<ul style="list-style-type: none"> Proposed KPIs have been agreed for implementation in 23/23.
Make recommendations for data system development, in particular to better understand referral data.	Ongoing	<ul style="list-style-type: none"> Review of available referral data conducted and recommendations report produced. Changes made to data systems to now include the name of the school referrals originated from. Additional recommendations in terms of 'referral source' have been piloted with adult services.

Safe Governance Priorities 2023-2024

- Ensure further alignment between the Corporate Safeguarding Board and the Regional Safeguarding Board governance arrangements.
- Progress the referral data recommendations and develop KPIs for directorates to review, analyse and respond to safeguarding referrals from their service.
- Progress the internal audit recommendations to completion.
- Develop KPI Data dashboard for use at Corporate Safeguarding Board.

A photograph of a man and a young child sitting on the floor. The man is wearing a denim jacket and has his arms around the child. The child is wearing large white headphones and a denim jacket. The entire image is overlaid with a semi-transparent blue filter. The text 'Priority 2: Safe Employment' is written in white, bold, sans-serif font over the left side of the image.

Priority 2:
**Safe
Employment**



Priority 2: Safe Employment

Safer recruitment, employment, learning and development of the Council's workforce is a strong pillar to ensuring that children, young people and adults at risk are protected from abuse and harm.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe employment:

- Ensure staff are aware of the key policies and the updates that have been made.
- Schedule HR sessions with DSPs via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.

2.1 Safe Recruitment

To ensure that all managers involved in recruitment are aware of their safeguarding responsibilities the Council's Recruitment and Retention Policy ([Recruitment and Selection Policy and Procedure.pdf \(sharepoint.com\)](#)) is circulated widely, and ongoing training is available for managers to ensure understanding of and compliance with the policy.

The Council has a [Volunteering Policy](#) which recognises the valuable contribution made by volunteers to the services provided by the paid workforce, with the ultimate aim of enhancing services for citizens and communities in Cardiff. The policy sets out the safeguarding requirements which must be embedded in recruitment procedures for volunteers, and depending on the nature of volunteering roles, includes Disclosure and Barring service checks.

In line with the Volunteer Policy, the Council's HR system, DigiGOV, includes the ability for managers to record details of volunteers and when they are engaged in their areas, and information on safeguarding checks, where required.


Over the course of 2022/23 additional training was delivered to DSPs in the Delivery Group on the DBS policy and process; staff guidance has been shared with DSPs for dissemination.

Summary of Progress against Safe Employment Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Ensure staff are aware of the key policies and the updates that have been made.	Complete	Cascaded via DSPs
Schedule HR sessions with DSPs via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.	Complete	Presentation delivered on DBS check process – associated guidance and tools were shared with DSPs to be cascaded.

Safe Employment Priorities 2023-2024

- Continue to refresh and cascade the relevant policies and procedures in relation to safe employment via the DSPs.
- Support DSPs in conducting management audits to provide assurance that the safe recruitment practice is being followed.

A photograph of three young women standing behind a counter, each holding a tablet. They are wearing dark jackets with 'The hyb' logo. The background shows a library or office setting with bookshelves. The image is overlaid with a teal tint.

Priority 3: **Safe Workforce**



Priority 3: Safe Workforce

The key to effective Corporate Safeguarding is that all employees are equipped with a good basic understanding of what to do if they are concerned about a child, adult or children or adults in the course of their day-to-day work.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for a safe workforce:

- Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates, if successful.
- Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.
- Deliver Member training sessions on Safeguarding as part of the introductory Member training programme.
- Continue to monitor training compliance and routinely address non-compliance.

3.1 Training

All Staff are required to complete the mandatory Corporate Safeguarding e-module.

The mandatory training is designed to ensure;

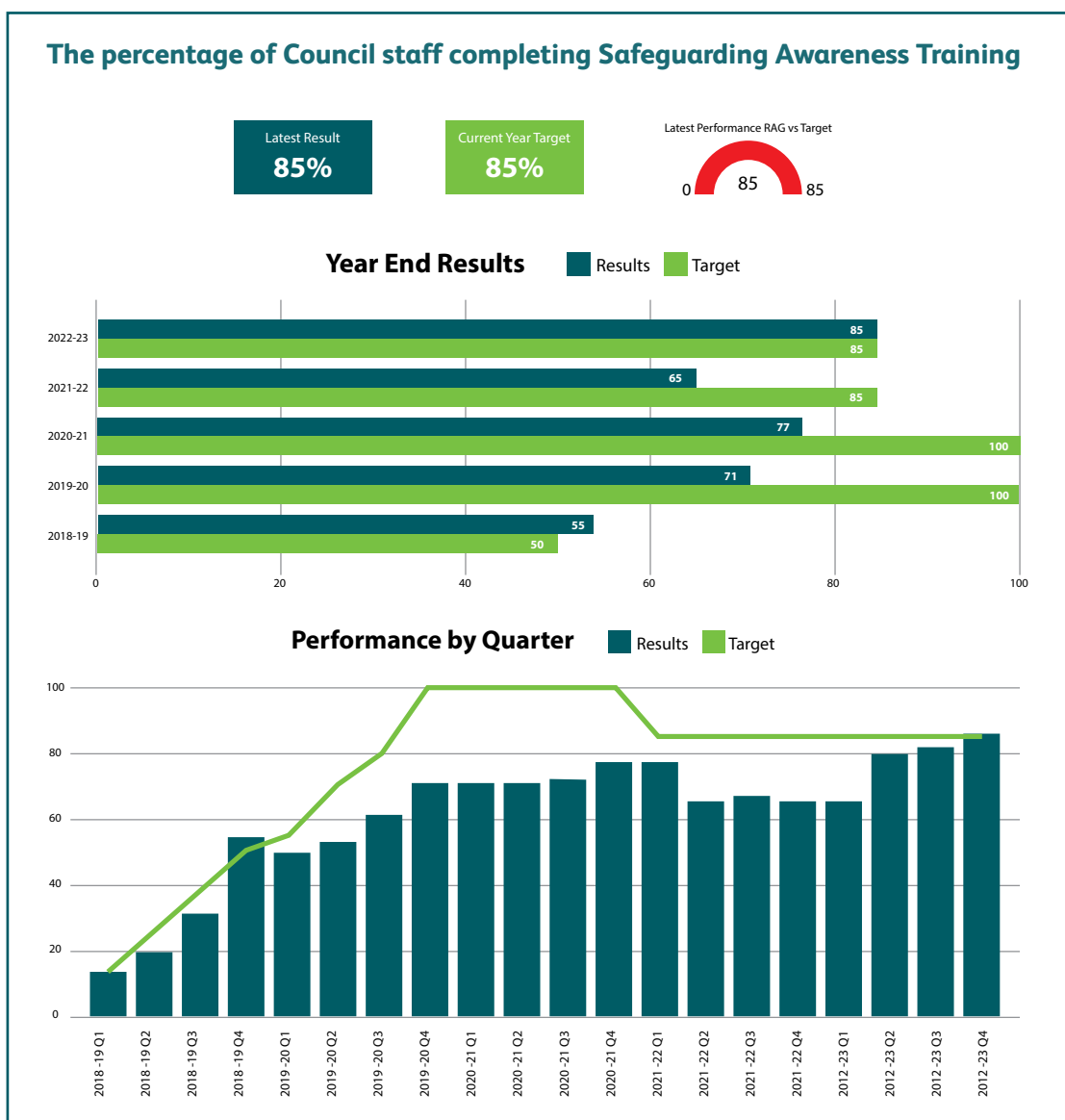
- I know what the term safeguarding means.
- I know what to look out for.
- I know who to report to.

Training aim - If you see something wrong, or you're worried about something, then you report it.

3.2 Training Compliance

Corporate Safeguarding Board track and monitor training compliance for the Corporate Safeguarding E-module on a quarterly basis. The below graphic shows quarterly training compliance figures since Q1 2018/19 – Q1 2022/23.

Compliance over the past 12 months has increased from 64.90% to 85%.



The year-end compliance rate for completion of the module was 85%.



3.3 Supporting non-desk based staff

This year a non-PC users paper based pilot was conducted with key teams within the Local Authority who had historically struggled to ensure compliance of their non-PC using teams. The pilot was conducted with the following teams in the first instance;

- Economic Development – Cleaning Operatives
- Economic Development – Parks Teams

The pilot was a success with training rates from both teams increasing.

- 205 cleaning staff were trained via the paper workbook (50 % of the overall cohort).
- 69 Parks staff were trained via group sessions using the PowerPoint resource (85 % of overall cohort).

“They are easy to use, informative and a good reference to keep”.

As a result of this pilot Directorate compliance improved from 58.7% to 70.1%. (11% increase)

Feedback was gathered as part of the pilot and the training approach was rated 8/10 by training facilitators.



3.4 Recognition of those with other, relevant qualifications and training.

In line with WLGA best practice and aligned to the development of the National Safeguarding Training Standards, the Corporate Safeguarding Board agreed that staff with relevant approved prior training or qualifications may be exempt from being required to complete the online e-learning module. A list of approved training will be agreed by Board and compliance for this training can then be approved by the record of prior learning (RPL) process via the Academy.

3.5 Refresh of Training

The Corporate Safeguarding Board have agreed that requirement for staff training to be refreshed every 3 years go ahead, beginning in April 2022.

3.6 Schools Assurance Process

School staff receive safeguarding training on an annual basis and a record of who has received this is kept by the headteacher.

This year the Corporate Safeguarding Board has agreed that assurance will be provided that all staff have received this training to the Education Directorate on a termly basis via all school risk meetings and this will be reported to the Corporate Safeguarding board on a quarterly basis. The alternative training options available will be provided for use by schools if for any reason school staff have been unable to access the in-house training offer.

3.7 Member Training

It is mandatory that all Members complete the corporate safeguarding training content. Members are offered an in person session on induction that will cover the mandatory training content and some additional information relating to Cardiff specific processes and procedures.

Training compliance for Members is recorded via Members services and reported to Corporate Safeguarding Board on a quarterly basis. There has been marked improvement in the training compliance rates for Councillors over 2022/23. The rate of compliance has increased from 46 % in March 2022 to 98.71 % in June 2022.

Summary of Progress against Safe Workforce Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates if successful.	Complete	Successful pilot undertaken - roll out planned for 23/24.
Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.	Complete	Record of prior learning process now in place to allow for existing qualifications.
Deliver Member training sessions on Safeguarding as part of the introductory Member training programme.	Complete	Members compliance now at 98.71 %.
Continue to monitor training compliance and routinely address non-compliance.	Complete	Training compliance is monitored via the DSP delivery group and the Corporate Safeguarding board.

Safe Workforce Priorities 2023-2024

- Roll out the paper-based workbook to wider teams with low completion rates – targeted focus on increasing compliance with school catering teams.
- Continue to monitor training compliance and routinely address non-compliance.
- Review staff who need to refresh training (3-year expiry).
- Review wider safeguarding training and develop safeguarding training framework.

A photograph of a woman and two children sitting at a table, engaged in a painting activity. The woman is in the center, looking down at the children's work. To her left is a young girl with blonde hair, focused on painting. To her right is a young boy with blonde hair, also focused on painting. The table is covered with various art supplies, including paint palettes, brushes, and bowls of water. The entire image is overlaid with a semi-transparent green filter. The text 'Priority 4: Safe Practice' is written in white, bold, sans-serif font over the left side of the image.

Priority 4: **Safe Practice**



Priority 4: Safe Practice

Safeguarding practice must be timely and effectively delivered, to expected standards and with consistency in practice. The Council can be assured that effective safeguarding arrangements are in place, and that all safeguarding practice within the wider workforce (including partners, providers and volunteers) is continuously improving and working towards enhancing the lives well-being and safety of Cardiff citizens.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe practice:

- Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.
- Build the Council's [White Ribbon](#) Action Plan into Corporate Safeguarding.
- Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.

The Local Authority Social Services Annual Report 2023/24 sets out the achievements and areas for improvement within Social Services, providing a clear overview of the current mechanisms in place to ensure the safeguarding of children and vulnerable adults.

The additional areas listed below highlight progress and good practice in wider safe practice.

4.1 Contextual Safeguarding

Children, young people and adults live, learn, work, play and visit a wide range of settings: at home, in school and learning environments, peer/friendship groups, neighbourhoods, communities and online spaces. Whilst these interactions, activities and interplays are part of growing up and learning to manage risk, the risks within those environments may often be more serious.



4.2 Safeguarding Adolescents from Exploitation (SAFE)

Cardiff have developed a model of working that looks to identify and address contextual harm in our communities. Safeguarding Adolescents from Exploitation (SAFE) model recognises that children and young people can be at risk of or subjected to harm through exploitation and abuse from adults and / or other peers outside of their family network.

Safeguarding Adolescents from Exploitation: Progress

This year the SAFE team have undertaken a large programme of locality consultations to explore and compare the experiences of children and young people living in different localities across Cardiff, and to understand more about what factors within communities could keep young people safe.

41 focus groups have taken place, with nearly 400 participants from housing, youth justice, police and other statutory and third sector agencies. 42 schools, including high schools, primary schools, 6th forms and specialist provisions also took part in the focus groups.

The SAFE Partnership Group has been established and is made up of over 40 multi-agency partners who work together to review and discuss the findings of the locality consultations to generate action and progress the suggested solutions.

Working in partnership is essential to effectively safeguard children and young people in our communities. To help strengthen multi-agency working a number of events have also taken place across the year including a SAFE Partnership Event, Professional Interest Networking Group (PING), Schools DSP Forum, A range of Community Forums and Practice improvement sessions.

The SAFE team have also made significant progress in developing some of the key SAFE priorities, including the development of a missing children protocol and procedure, initiating the development of SAFE curriculum resources to inform the new Curriculum for Wales area of health and wellbeing and to



ensure the key messages in relation to exploitation are cascaded, developing a SAFE Parent / carer engagement and support plan, producing an Exploitation awareness training matrix for the partnership and developing a universal SAFE e-learning product. The team have also worked closely with Cardiff Child Friendly Cities to progress a programme of young person's consultation.

4.3 Violence Against Women, Domestic Abuse and Sexual Violence - VAWDSV

Cardiff Council achieved [White Ribbon](#) Accreditation again in May 2022 and our award was formally presented to the Mayor by the White Ribbon CEO in November 2022. A 3-year action plan has been approved and has recently been updated to reflect progress made during the first year.

During year 1, the focus has been on the development and ongoing delivery of the VAWDASV mandatory National Training Framework to Council staff and the development of the revised regional VAWDASV Strategy 2023-28. The final versions of the VAWDASV Strategy and its accompanying Implementation Plan can be accessed [here](#).

To date 10,072 Cardiff Council staff have completed the Group 1 awareness raising e-learning and 2,426 staff have attended the Group 2 'Ask & Act' training. In addition 38 staff have attend the Group 3 Workplace Champion training.

A successful White Ribbon 'Calendar of Events' featuring a variety of online and face to face training and awareness-raising events were delivered during November and December 2022 with staff participation from across the Council.

The main focus for year 2 will be to increase the active engagement from staff across the organisation, particularly men. This will include encouraging staff from across the organisation to become registered White Ribbon Ambassadors or Champions in an effort to increase the visibility and reach of the work.



4.4 Prevent

The Cardiff Prevent Team work across the council and statutory partners to ensure that Cardiff residents are safeguarded from the ideologies associated with terrorism and violent extremist narratives. The team also work with the third sector, community, and faith-based organisations to promote awareness of Prevent. The work of the team includes:

- The multi-agency Cardiff & Vale Channel Panel which supports individuals who are susceptible to exploitation and have become involved with groups that promote violent or extremist ideologies.
- A targeted Prevent training package to ensure people know how to spot the signs of radicalisation and make a referral.
- Engagement with schools to embed Prevent into the 'Schools of Sanctuary' programme.
- Commission a range of projects that operate in Schools and community settings.

In the post-pandemic era, we have seen several emerging trends that will be the focus of the team's work during the 2023/24. These include the use of the online space by extremists to radicalise others and the increasing prevalence of individuals who are 'self-initiated' and act on their own to commit terrorist acts. To find out more visit the Prevent Team SharePoint page.

4.5 Modern Slavery

Employees across the authority have a key role to play in identifying cases of modern slavery with other public sector bodies and partners in the third sector. This is to enable the best possible response for potential victims.

All Council employees are required to complete training to help them identify the signs of modern slavery and to know the steps to follow in suspected cases.

The Council has published its [Annual Modern Slavery Statement for 2023 to 2024 \(843kb PDF\)](#), setting out our commitments to ensuring modern slavery and human trafficking have no place in our business and supply chains.



The statement forms part of the Council's over-arching Corporate Safeguarding Policy and sets out what we have achieved to date to tackle modern slavery. It also sets out the commitments we are making to manage and minimise the risk of slavery or trafficking occurring within day to day operations.

Some of the highlights and developments include:

- i. Measures have been developed to identify Key Performance Indicators which reveal the number of Council staff who have completed the Modern Slavery online training module have increased to 4069, which is up from 3509 last year.
- ii. The Council has supported Monmouthshire County Council and Torfaen County Borough Council in formulating and publishing their first Modern Slavery Statements.
- iii. Support is provided to Category Managers within the procurement process on the risk assessment and due diligence elements of contract management with a view to identifying high-risk suppliers and ensure access to the latest case studies and relevant intelligence on potential exploitative practices.
- iv. The Council has produced National Referral Mechanism training which includes raising awareness and the referral process itself, including information on the devolved decision-making pilot which now aligns with the Safeguarding Adolescents from Exploitation (SAFE) operational delivery and wider strategic framework.
- v. Suppliers have been collaborated with to help them achieve commitments made through social value that are related to Modern Slavery and will seek to pilot a Modern Slavery Self-Assessment Questionnaire (SAQ) to identify risks of exploitation within supply chains.

4.5.1 National Referral Mechanism

The National Referral Mechanism (NRM) is the UK's framework for identifying and supporting victims of modern slavery.



New figures from the National Crime Agency show that Cardiff Council is making a significant contribution towards tackling people trafficking and modern slavery.

In 2022, the NCA recorded 536 potential victims of trafficking in Wales, an increase of 57 on the previous year, and 58 of these referrals were made by employees of Cardiff Council, the highest by a Local Authority in Wales (out of a total of 233 for all LAs in Wales). This is a slight decrease from the 2021 figure of 65 but continues the trend of previous year's exponential increases which saw just 10 in 2019.

Cardiff	58
Vale of Glamorgan	7
Torfaen	2
Monmouthshire	0

The majority of cases referred by Cardiff Council came from Children's Services and involved U18 males in the category of criminal exploitation, largely relating to 'County Lines' drugs activity (35) and U18 females in the category of sexual exploitation (18).

4.6 Safeguarding Themes

Over the course of 2022/23 the Corporate Safeguarding Board and Delivery Board have received briefings on the following safeguarding themes:

- Safeguarding Referrals by directorate.
- Safeguarding training for Polling staff.
- Estyn Inspection Feedback on Safeguarding.
- White Ribbon.
- Welsh Government Guidance on Corporate Safeguarding.
- Commissioning & Procurement.
- My Concern (Education Safeguarding Data).

- DBS Checks.
- Whistleblowing Policy.
- SAFE and Contextual Safeguarding .
- Modern Slavery.

Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.	Complete	SAFE framework has made progress in this area. Number of consultation events and partnership events have taken place to promote the awareness of extra familial risks.
Build the Council’s White Ribbon Action Plan into the Corporate Safeguarding.	Complete	White ribbon action plan is overseen by the Corporate Safeguarding Board. See section 4.3 for white ribbon update.
Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.	Complete	This priority is within the Regional Safeguarding Annual Plan as a key priority within Safeguarding Themes.

Safe Practice Priorities 2022-2023

- Develop a public facing raising awareness campaign in partnership with Regional Safeguarding Board to raise awareness of exploitation, the signs to spot and the steps to take to seek help.
- Enhance safeguarding considerations within licencing and planning processes and procedures.
- Pilot a modern slavery self-assessment questionnaire with suppliers.
- Increase the number of white ribbon champions and ambassadors (particularly male) across the organisation.

A photograph of two chefs in a kitchen, overlaid with a red tint. The chefs are focused on their work, with one in the foreground and another in the background. They are surrounded by various kitchen equipment and ingredients. The text 'Priority 5: Safe Partnerships' is prominently displayed in white over the image.

Priority 5: **Safe Partnerships**



Priority 5: Safe Partnerships

The ability to work with, share information and develop interventions across partnerships is crucial, and involves working in places and contexts that are not traditionally associated with children or adult social care. In addition to public bodies (health, police, probation, education and social services) other, non-traditional partners to consider could include:

- Local businesses and shops.
- Nightclub owners.
- Theatre and music venues.
- Shopping centres.
- Takeaways.
- Fast food outlets.
- Local taxi or cab companies.
- Cinemas Hotels, bars and restaurants, late night takeaways, off licences, cinemas or other licensed premises may come into contact with children and adults at risk of harm.

People who work in these industries are in a unique position to spot the signs of exploitation and other forms of abuse.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe partnerships:

- Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.
- Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.

Cardiff has established a Night-time Economy task and finish group to review how safeguards can be strengthened with these partners. To date, training has been delivered on exploitation and county lines to some key night-time economy sectors and targeted raising awareness operations have taken place in key hot spots in Cardiff. The Night-Time Economy group continues to tackle issues such as underage drinking, improving CCTV, reducing sexual assaults and drug harm reduction. This year a student subgroup has been established to enhance communication with the student population, providing an opportunity to further understand their needs and concerns within the night time economy.



In addition, the group have a key focus on enhancing women's safety within the night time economy and are supporting 'ForCardiff' in their Women's safety charter implementation.

5.1 Commissioning and Procurement

There has been marked progress in terms of ensuring safeguarding is embedded into our commissioning and procurement arrangements.

The Council has developed a Safeguarding Policy for Contractors which is available on the [Council website](#) and is being linked to in all Tender Documents.

A Procurement Self-Assessment Guide aims to ensure that officers engaged in planning a procurement consider safeguarding issues in a consistent way that is proportionate to the risk. The Guide is available on SharePoint - [Safeguarding Assessment Guide.docx](#). A key document in the Council's procurement process is the Pre-Tender Report Form, this now includes the following question which the procuring Directorate must answer: "Please confirm that Safeguarding issues have been considered in accordance with the Council's Procurement Safeguarding Assessment Guide (contains a link to the Guide)".

As a minimum all tenders should include the following pass/fail questions:

- Confirm that you will abide by Council's Contractor Safeguarding Policy.
- Confirm that you will undertake Safeguarding training as required by Council.

On contracts where the workforce are delivering services directly to or with children, young people and vulnerable adults who may be at risk. The Procurement Self-Assessment Guide sets out minimum requirements for the tender specification.

The Council has also strengthened Safeguarding clauses within its standard Terms & Conditions for Services and Goods & Services Contracts - [Tender & Contract Management \(sharepoint.com\)](#).

In addition, In early 2023 the Council worked to strengthen its Contract Management Performance systems so that it would ask contract managers to classify contractual safeguarding performance. The Performance System now requires all contract managers to confirm the Safeguarding Classification allocated to their contract(s) and then to confirm whether the safeguarding measures associated with the contract are being met or not.

The Contract Manager needs to do this assessment on a quarterly, half yearly or annual basis depending on the nature of the contract. The new Safeguarding Contract Management Performance arrangement went live in May 2023 and performance will be reported as part of the Corporate Dashboard.

Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.	Ongoing	Raising awareness activity has taken place with a wide range of partners through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular.
Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.	Complete	Partnership arrangements have been strengthened through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular. A number of partnership events have taken place to raise awareness of safeguarding.

Safe Partnerships Priorities 2022-2023

- Support embedding the contract management framework across the authority to facilitate regular safeguarding checks with our commissioned services.
- Develop supporting tools and training available for contract managers to cascade through the supply chain that ensures appropriate safeguarding processes are in place throughout.
- Progress work via the Night Time Economy group to increase women's safety in the city centre.

Appendix A



Appendix A: Corporate Safeguarding Board

- Terms of Reference

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that all of its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Corporate Safeguarding is the activity required by all Council Directorates to effectively protect the health, wellbeing and human rights of children and adults so that they are able to live free from harm, abuse and neglect.

In order to effectively implement these duties and activities, the Corporate Safeguarding Board must seek to ensure that all staff are compliant and fully understand their duties under the Act.

The Corporate Safeguarding Board (CSB) will:

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and adults.
2. Ensure that all directorates within the council are aware of their contribution to keeping children, young people and adults at risk safe and free from harm or abuse.
3. Agree, implement and review clear actions for the group within a ratified annual action plan.
4. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Support HR in the delivery of a robust Safer Recruitment process to include key vetting and barring requirements and workforce development.



7. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
8. To identify clear areas of safeguarding risk, and agree how the risks will be managed within the authority and by whom.
9. Review and develop appropriate corporate safeguarding performance measures.
10. Ensure that Safeguarding training is promoted and mandated across all Directorates within the authority.
11. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
12. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement. Receive and consider recommendations and learning from Child / Adult Practice / Domestic Homicide Reviews.

Membership

Membership will include; the Cabinet Member with responsibility for Corporate Safeguarding, the Chief Executive, Corporate Directors, Director (including the Monitoring Officer) from each Service Area or a representative Assistant Director, Head of Performance & Partnerships and the Corporate Safeguarding Project Manager.

Appendix B

Appendix B: Update on internal audit recommendations

Recommendation	Risk Rating	Management Update	Status
Following the pilot of paper-based training for non-desk-based officers, the outcome should be reviewed to assess its success. Once the final version has been agreed, the module should then be rolled out to all non-desk-based officers, with compliance monitored and escalated as appropriate.	Amber/Green	27.06.23 - Paper based pilot is now complete. Parks services delivered the PowerPoint version of the approved training to staff as a single training exercise. 50 Paper workbooks were piloted with cleaning operatives from County Hall and City Hall buildings and initial feedback was really positive – ‘they are easy to use, informative and a good reference to keep ’ a further 500 booklets were then rolled out to all cleaning operatives. Compliance for these training methods has then been recorded via the Record of Prior Learning process via the Academy. Economic Development Directorate compliance was at 58.7% pre pilot and now has improved to 70.1%. (11% increase) Further feedback and data was provided post pilot, plans are now in place to roll this approach out to wider teams across the Council.	Pilot, Complete Full roll out, Dec 2023
A safeguarding communications plan should be put in place, with key messages reinforced as part of National Safeguarding Week (representing one such communication).	Amber/Green	Corporate Safeguarding Communications plan and calendar is in place – monthly Corporate Safeguarding comms is issued to all staff. Staff also have access to the corporate safeguarding information tile on the intranet. A quick guide has been developed and disseminated. All Safeguarding comms (not directly issued by the corporate safeguarding team) will include the tag line ‘safeguarding is everyone’s responsibility’ with a link back to the Corporate Safeguarding resources. Plans are in place in alignment with the Regional Safeguarding Board for enhanced communications over national safeguarding week (Nov) and this year there is a thematic focus on ‘exploitation’	Recommendation, complete
There should be further engagement with management in Commissioning and Procurement to be satisfied that all safeguarding risks associated with contracts have been appropriately considered with necessary mitigations in place.	Amber/Green	In addition to the procurement safeguarding assessment guide implemented for all tendered services, a new contract management framework has been developed by commissioning and procurement and implemented across all services. Safeguarding is a key component to this framework and allows for regular assurances with our commissioned provisions via this framework. Further work is also being progressed to ensure training and supporting guidance is easily available for commissioned services to access. We are now looking at how we can support commissioned services when they subcontract services, to ensure the expected level of safeguarding arrangements are in place. We will also look to regularly report KPI data in terms of the contract management framework to the CSB to ensure compliance with this framework across teams.	Initial action, Complete Follow up actions, Dec



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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 21 SEPTEMBER 2023

INCREASING THE USE OF DIRECT PAYMENTS FOR THE DELIVERY OF CARE AND SUPPORT.

SOCIAL SERVICES (COUNCILLOR NORMA MACKIE AND COUNCILLOR ASH LISTER)

AGENDA ITEM: 9

Appendix 3 to this report is exempt from publication pursuant to Paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Reason for this Report

1. To provide an update on the work underway to improve access to direct payments for care and support, including the progress in creating a pool of “micro-enterprises” to deliver services in the community.
2. To approve a new direct payment rate for micro-enterprises.

Background

3. One of key requirements of the Social Services and Well-being (Wales) Act 2014 is that people who need care and support should have voice and control over the services that are provided to them. Direct payments are one of the keyways in which social services can meet this requirement.
4. Direct payments are a way that a service user with an assessed care and support need can arrange their own care, rather than receiving care from the Council’s commissioned care providers. Direct payments are usually used to employ a Personal Assistant (PA) but can also be used to commission care from an agency. Local Authorities are required to make Direct Payments available, provided that they allow the service user’s requirements and personal outcomes to be met.
5. Commissioning care directly from a PA provides the service user with the greatest level of choice and control over their care. This can be of significant benefit, particularly to an individual’s specific requirements such as language or cultural needs. Of the current users of direct payments, 27% are from an ethnic minority background, while for domiciliary care provision as a whole they make up only 9% of recipients.

The use of a PA can also lead to a much more flexible service than care agencies can generally provide, in terms of timing and frequency of calls.

6. The use of a PA however does involve additional complexity and responsibility for the service user. The service user must become the employer of the PA with all the responsibilities that entails such as identifying and interviewing the PA, issuing payslips, ensuring tax and national insurance is paid, providing a pension, ensuring appropriate insurance is in place and providing annual leave.
7. Support for service users who wish to take up direct payments is provided on behalf of the Council by a third sector organisation, Dewis CIL. Dewis CIL provide a core support service for each direct payment service user and also additional support tailored to each service users' needs, which can include help with employing a PA, payroll services and managed banking support.
8. While this support is available from Dewis CIL to carry out these functions, this level of responsibility can still deter some service users from taking up this opportunity. There is also a shortage of PAs which has resulted in delays in putting care in place. Currently there are 68 adults who are waiting to receive a direct payment as they are unable to recruit a PA.
9. For these reasons, together with the need to increase the availability of care provision generally, many councils are now exploring the opportunities that micro-enterprises can offer in delivering care and support.
10. The Council has an internal Direct Payments Team responsible for making payments, liaising with social workers regarding care packages, and conducting audits. Unfortunately, the administration around direct payments can lead to delays, which can be a further deterrent from using the system.
11. As of the end of 2022/23 there were 763 direct payment recipients, with 602 in Adult Services and 161 in Childrens Services. Prior to the pandemic this number was increasing having reached 842 in 2019, but numbers decreased during the pandemic. The table below illustrates direct payment spend as compared to domiciliary care spending across both Adult Services and Childrens Services in 22/23:

Domiciliary Care and Direct Payments Spend 2022/3

Service	All Domiciliary Care	Direct Payments	No. of DP Users
Adults	£32,377,000	£9,871,386	602
Childrens	£1,756,112	£665,907	161
Total	£34,133,112	£10,537,292	763

12. A direct payments project board was formed in October 2022 with the aim of reviewing the overall process and the support provided, increasing the availability of personal assistants through the development of micro-enterprises and better promoting the use of direct payments among service users.

Issues

Developing Micro-Enterprises

13. Micro-enterprises are very small care and support businesses. The majority would be sole traders although they can also be registered as a limited company employing a maximum of 5 members of staff. They are exempt from normal registration requirements with Care Inspectorate Wales provided that they support no more than 4 clients if they employ staff.
14. Micro-enterprises can provide a range of services, but the principal services for this purpose would be:
 - Support to remain independent at home – cleaning, preparing meals, gardening.
 - Companionship and support to access social groups and activities.
 - Support with personal care needs (within Care Inspectorate Wales guidelines).
15. Micro-enterprises are capable of meeting both council funded and client self-funded needs, giving them much greater flexibility and control and helping people to remain independent and supporting their wellbeing.
16. In a direct payment context, micro-enterprises are considered to be self-employed. When using a micro-enterprise, the service user would just need to pay an invoice from the provider rather than taking on the role of employer, considerably reducing the responsibilities and administrative burden for service users. To ensure that they are not employed directly by the service user, micro-enterprises will be required to support more than one service user and are encouraged to support both direct payment and self-funding clients.
17. Micro-enterprises are most suited for service users with lower care needs. The service user would still need to be able to select a suitable care provider and have the ability to manage the payments, although support would still be available for this through current arrangements with Dewis CIL.
18. Supporting the creation of a pool of micro-enterprises will both create additional options for meeting the growing demands for care while also expanding the choice available for service users. They are a useful addition to the commissioned care arrangements currently in place, helping to fill gaps in provision and to provide more flexibly or more tailored support where this is required.

19. Due to the clear benefits, projects to encourage micro-enterprises have been established across England & Wales (9 local authorities in Wales have active projects). However, there are some challenges that need to be addressed in setting up these arrangements:
- A micro-enterprise is a business with all the attendant risks of running a business – support needs to be put in place for individuals considering setting up a micro-enterprise.
 - Micro-enterprises are not regulated by Care Inspectorate Wales – it is essential that appropriate quality assurance arrangements are in place.
 - The legislative and regulatory framework for providing care and support is complex – micro-enterprises will need support to ensure that they fully understand and comply with these requirements.

Community Catalysts CIC

20. To address these challenges Cardiff Council have partnered with Community Catalysts CIC, for a two-year contract. Community Catalysts specialise in working with local authorities to help local people provide care and support in the community by establishing micro-enterprises. The company was established in 2009 and has since worked in over 75 areas throughout the UK, creating or sustaining over 5,600 jobs. Community Catalysts are currently working with Wrexham (where 60 micro-enterprises have been established) and Powys (where 52 micro-enterprises have been established). The Powys project was highlighted as good practice in an annual Care Inspectorate Wales report.
21. Community Catalysts CIC have devised the “Doing It Right” quality standards. These standards ensure that any micro-enterprises established via this project will be sustainable, safe, and legal. The checks include enhanced DBS checks, public liability insurance, registration with a relevant trade body (eg NACAS or ILG), ensuring that relevant policies and procedures are in place, such as Complaints and Safeguarding policies, and that they are well run and sustainable. Each micro-enterprise on the directory will be audited annually to ensure ongoing compliance.
22. Community Catalysts will operate a directory of micro-enterprises “Small Good Things” where service users will be able to look for a suitable micro-enterprise to suit their needs. They will also support the creation of local WhatsApp groups so that local micro-enterprises can communicate with each other, developing a community of local care providers. Before being added to the directory of services or to any WhatsApp group, micro-enterprises must have passed a successful audit of the “Doing It Right” quality standards.
23. As part of this project, Community Catalysts have appointed a “Catalyst” as project lead for Cardiff. The Catalyst will be responsible for providing one to one mentoring and support to prospective micro-enterprises. This support will involve help with becoming self-employed; market intelligence; guidance on how to run a sustainable business, and

training on regulation and legislation surrounding personal care to ensure compliance. The Catalyst for Cardiff is still currently undertaking induction but already has an active caseload of 9 aspiring new micro-enterprises. In addition, 30 existing micro-enterprises have also been identified, which advertise as delivering care and support, and they will be contacted to see if they are interested in joining the scheme, this will increase quality across the market.

24. In addition to providing more choice and control for service users the development of micro-enterprises will also create jobs and encourage an accessible form of entrepreneurship. They will introduce new people to the care workforce. Cardiff Cares Academy has a number of clients who, due to the limited hours that they are available or restricted locality in which they can work, are unable to work for a care agency. Becoming a micro-enterprise could provide the flexibility they need to join the care workforce.

Direct Payment Micro-Enterprise Rate

25. Micro-enterprises will be mainly sole traders and therefore self-employed, which gives rise to additional costs in terms of business overheads. Community Catalysts have issued guidance to help local authorities calculate direct payments to ensure that micro-enterprises are remunerated fairly for their work and that becoming a micro-enterprise is a sustainable and viable option. The Council is also required to ensure that the direct payment is sufficient to meet the cost of securing the care and support. It is recommended therefore that a new direct payment rate is introduced for micro-enterprises. Setting a micro-enterprise rate will ensure that relevant costs can be met. It also ensures that self-funding service users are aware of what would be considered a reasonable charge.
26. The current direct payment rates for 2023/24 are £14.78 for personal assistants employed directly by the service users and £20.71 for direct payment through an agency. It is proposed that the new rate for micro-enterprises is £16.86 per hour. This rate has been proposed based on guidance from UKHCA (UK Homecare Association) and Community Catalysts. An adjustment has been made to the rate to allow for the Real Living Wage, rather than the National Living Wage, while travel costs and national insurance rate have been reduced to reflect the local and part time nature of these businesses. A breakdown of the proposed new micro-enterprise rate is included at Appendix 1.
27. This rate would ensure that micro-enterprises are paid the Real Living Wage whilst also factoring in business costs ensuring that the care provided is sustainable. The rate would only be applied to micro-enterprises that have been through the quality assurance process and who have met the "Doing it Right" quality standard.
28. It is proposed that the new rate will come into effect from 2nd October 2023 and will not be backdated.

29. It is anticipated that this project will lead to an uptake in direct payments by removing the barriers which prevent service users from hiring a personal assistant, as the service user will no longer have to employ them directly. It will address the shortfall of available personal assistants by offering improved autonomy and flexibility, and by promoting an accessible community focussed form of entrepreneurship.
30. It is envisaged that increasing direct payment uptake will lead to cost savings for Adults and Childrens Services, even at the higher micro-enterprise rate. The current average rate for council commissioned domiciliary care is £22.90. At a rate of £16.86 per hour, every client that uses the services of a micro-enterprise rather than a commissioned care agency will generate a saving of £6.04 per hour. It should be noted that micro-enterprises are targeted towards those with lower care needs, so it is assumed that a package of care with a micro-enterprise would be for 10 hours (which currently accounts for 47% of directly commissioned care packages). Each use of direct payments through a micro-enterprise would save £60.40 per week, or £3,150 per annum.
31. In Somerset, where micro-enterprises have been providing care and support since 2017, it is estimated that £2,000,000 annual savings are being delivered. While it is not anticipated that this level of saving will be made in Cardiff, which already has a relatively high take up of direct payments, however it is clear that micro-enterprises can deliver financial benefits. A saving of £98k has therefore been included for 2023/4, in respect of Adult Services, based on a part year effect.
32. There is some risk that existing direct payment PAs may move to becoming micro-enterprises, as the PA rate would be lower than that for a micro-enterprise this could increase costs. While this may happen in a limited number of cases, experience in other local authorities has not shown a significant move of existing PAs to become a micro-enterprises, due to the additional skills and responsibility involved in becoming a self-employed sole trader. For this reason, it is also unlikely that care workers from care agencies will move to become micro-enterprises. There is evidence to suggest that a micro-enterprise project not only increases retention in social care but can also attract new talent to the workforce.
33. Cardiff is fortunate that it currently has a buoyant domiciliary care market, with a number of providers competing for each care package. Due to the ongoing growth in demand, it is not envisaged that the creation of micro-enterprises will have undue effect on the commissioned care providers as it will be focused on meeting lower-level care needs where the service user wants more flexibility than can easily be provided by a standard agency.
34. Full monitoring will be put in place to assess the effectiveness of the approach in increasing direct payments, any impact on the wider market and savings delivered.

Support Service Review

35. An initial service review of the current direct payments process has been completed, covering both the internal council administrative process and the support services provided by Dewis CIL. This review indicated that there are potential advantages to delivering more of the services within the Council. Currently Cardiff Council are one of only six local authorities in Wales that have a fully external direct payments support service with 3 having a fully in-house support service and 13 having a hybrid support service, partly managed within the council with more complex areas of work such as the management of the PA payroll provided externally.
36. A review by the Welsh Audit office in April 2022 found that:
- People in areas where support services to help manage Direct Payments are directly provided by local authorities have a more positive overall experience than those using a 'commissioned' service.*
- This finding is likely to be related to the duplication and number of hand-offs involved where the support service is provided externally. Delivering services in-house could make the service more streamlined and provide more flexibility for service users.
37. The contract with Dewis CIL costs in the region of £500,000 per annum, the exact amount will vary depending on the different services required by each individual service user. This contract has been extended until the end of June 2024 to allow a full options appraisal to be carried out to determine the future model of service delivery. The options to be considered will include providing the full service in house or re-tendering all or part of the service. It should be noted that if a decision is made to deliver the service wholly or partly in house, TUPE arrangements may apply. Once the outcome of the options appraisal is known a further decision will be required, this will be made following the appropriate council decision making processes.
38. Policies, procedures and training around direct payments are being also reviewed to set out Cardiff's commitment to supporting service users to access direct payments, while ensuring that care needs are met and service users are safeguarded.

Impact Assessment

39. An Impact Assessment has been carried out and the findings are that the promotion of micro-enterprises is expected to have a positive impact, providing many groups with flexibility in their care provision to better meet cultural and language preferences, including Welsh, and other specific requirements. Monitoring will continue to ensure that the change is meeting its objectives across the community, and a further assessment and consultation will be carried out if any other changes are proposed as part of the wider project. The Assessment can be found at Appendix 2.
40. The requirements of the Future Generations Act have been considered and taken into account in developing these proposals.

Reasons for Recommendations

41. To inform Cabinet of the approach being taken to encourage and increase the use of direct payments, in line with the Social Services and Wellbeing Act (Wales) 2014, providing more voice and control for services users over their care and increasing choice through the provision of more flexible care and support options. To update Cabinet of the approach being taken to promote the development of micro-enterprises to deliver care and support and to outline the proposed review aimed at enhancing the support provided for direct payment recipients.
42. To put in place a new direct payment rate for micro-enterprises which provide care and support, to ensure that they are compensated fairly and that any new businesses are able to provide sustainable, ongoing services.

Financial Implications

43. The proposal is to increase access to direct payments by supporting the creation of a pool of micro enterprises to deliver care services in the community. The report references that to support the establishment of the microenterprises, a two-year arrangement is in place with Community Catalysts. Specific grant funding is in place to fully cover these arrangements for the two-year period.
44. The new hourly rate proposed for the microenterprises is £16.86/hour taking into account UKCHA guidance, advice from Community Catalysts and areas of the UK where these arrangements are already in place. As the £16.86 hourly rate is £6.04 less than the £22.90 average hourly rate that the Council is currently paying for domiciliary care, each 10 hour/week care package that is placed with a microenterprise could generate savings of c£3,150 per annum on the domiciliary care budget. As part of the 2023/24 Budget, a £98,000 saving was included in Adult Services in anticipation of the proposed arrangements. To deliver this level of saving approximately 31 packages a year would need to be commissioned via this route based on a full year of operation. Full achievement of the saving in 2023/24 would require double this, based on an October implementation date. There could be a risk of additional costs should personal assistants (PAs) who are paid an hourly rate of £14.78 PA decide to set up as micro-enterprises. However, the report notes that other Local Authorities have not experienced a significant shift from PAs to micro-enterprises, potentially due to the additional responsibilities associated with becoming a sole-trader.
45. The report also references a planned review of support services associated with the direct payments process. Current arrangements have been extended to June 2024 to allow time for review to take place, and the extension is covered within existing resources. Specific financial implications will need to be provided to inform officer and member

decisions in relation to the review, its findings, and any associated proposals as this work progresses.

Legal Implications

Social Services and Well Being (Wales) Act 2014

46. In considering this matter the Council must comply with its duties under the Social Services and Well-being (Wales) Act 2014 (the “Act”) and have regard to the code of practices issued under the Act. In brief the Act provides the legal framework for improving the well-being of people who need care and support and carers who need support, and for transforming social services in Wales.
47. The code of practice (amongst other things) sets out what should be taken into account when calculating the Amount of Direct Payments. Please see below:

“A local authority must ensure the value of a direct payment made is equivalent to its estimate of the reasonable cost of securing the care and support required, subject to any contribution or reimbursement the recipient is required to make. The value must be sufficient to enable the recipient, or their representative, to secure the care and support required to a standard the local authority considers reasonable. While there is no limit on the maximum or minimum amount of a direct payment, it must be sufficient to enable the outcomes to be met. In calculating the value of a direct payment a local authority must include inherent costs associated with being a legal employer or by providing sufficient financial support to purchase an adequate legal service to ensure the recipient complies with the legalities of being an employer. A local authority must also consider including, on a case-by-case basis, discretionary costs associated with the requirements for achieving the recipient’s personal outcomes. For example, non-statutory liabilities such as an ex-gratia bonus payment. A local authority must keep abreast of any external factors such as regulatory changes imposed by central government which could determine the value of a payment. Adjustments to incorporate any changes must be made in a timely manner.”

Equalities

48. In considering this matter the decision maker must have regard to the Council’s duties under the Equality Act 2010. 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.

49. 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 - Standard legal imps

50. 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.
51. 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 2023-26. 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.
52. 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
53. 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

54. Legal Services are instructed that any contract with the Council has been procured in line with the contract procedure rules.
55. The decision maker should be satisfied that the decision is in accordance within the financial and budgetary policy and represents value for money for the council.
56. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards
57. Please see Appendix 3 for further legal implications.

HR Implications

58. There are no HR implications directly arising from this report.

Property Implications

59. There are no property implications for this report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the approach being taken to encourage the use of direct payments, including work to support the development of micro-enterprises to provide care and support and the review that is underway to improve support services for direct payment recipients.
2. agree a new direct payment rate of £16.86 per hour for care and support services provided by micro-enterprises, to recognise their additional expenses and to ensure sustainability of the services provided.

SENIOR RESPONSIBLE OFFICER	Jane Thomas Director Adults, Housing & Communities
	15 September 2023

The following appendices are to be attached:

- Appendix 1 – Micro-Enterprise Direct Payment Rate Calculation
- Appendix 2 - Single Impact Assessment
- Confidential Appendix 3 – Further Legal Implications

Mae'r dudalen hon yn wag yn fwriadol

Micro-Enterprise Direct Payment Rate Calculation

Rate Type	Cost	Calculation
RLW	£10.90	
Travel Time	£0.63	30% of UKHCA calculation*
NI	£0.57	4.92% of RLW + Travel Time as per UKHCA**
Pension	£0.35	3% of RLW + Travel Time as per UKHCA
Holiday	£1.40	11.25% of RLW & On-costs as per UKHCA
Training Time	£0.43	3.45% of Pay & On-costs as per UKHCA
Sickness	£0.47	3.80% of Pay & On-costs as per UKHCA
Mileage	£0.57	30% of UKHCA calculation
Training & Supervision	£0.48	As per Community Catalyst guidance
IT & Telephony	£0.21	As per Community Catalyst guidance
PPE & Consumables	£0.44	As per Community Catalyst guidance
Finance, Legal & Professional	£0.16	As per Community Catalyst guidance
Insurance	£0.08	As per Community Catalyst guidance
Other Overheads	£0.17	As per Community Catalyst guidance
Total	£16.86	

All rates are calculated with reference to guidance provided by Community Catalysts or the UKHCA (UK Homecare Association) Real Cost of Homecare Document 2023/24.

*Micro-Enterprises are very small care and support businesses that operate within their local community. Although they will have multiple clients, they are expected to be local clients unlike Domiciliary Care Providers who have clients throughout the city. Therefore, in line with Community Catalyst guidance 30% of UKHCA recommended travel time was deemed appropriate for these businesses.

**Micro-Enterprises are generally expected to be sole traders which operate on a part-time basis; therefore a part-time National Insurance calculation has been used.

Mae'r dudalen hon yn wag yn fwriadol

Single Impact Assessment

Cardiff Council



1. Details of the Proposal

What is the proposal?

Title: Increasing the use of Direct Payments by creating a pool of micro-enterprises

Is this a new proposal or are you amending an existing policy, strategy, project, procedure or service?

New

Existing

Directorate/Service Area:

Adults, Housing & Communities

Who is developing the proposal?

Name: Taliesin Davies

Job Title: Improvement Project Manager

Responsible Lead Officer (Director or Assistant Director):

Jane Thomas

Cabinet Portfolio:

Councillor Norma Mackie/Councillor Ash Lister

Authorisation	
Completed By:	Taliesin Davies
Job Title:	Improvement Project Manager
Date:	03/08/2023
Approved By:	
Job Title:	

Document History – do not edit

The Single Impact Assessment (SIA) can be strengthened as time progresses, helping shape the proposal. Version control will provide a useful audit trail of how the SIA has developed. Draft versions of the assessment should be retained for completeness, however only the final version will be publicly available. Draft versions may be provided to regulators if appropriate.

Version	Author	Job Title	Date
1	Fiona Gibson	Senior Corporate Policy Officer	12/10/2022
2	Fiona Gibson	Senior Corporate Policy Officer	12/04/2023

2. Overview of the Proposal

What action is the Council considering and why?

Please provide a detailed outline of the proposal. This information will support your findings in the impact assessments.

Cardiff Council have partnered with Community Catalysts CIC to deliver a project which will create a pool of micro-enterprises delivering care and support in the community. Micro-enterprises are very small businesses, the vast majority will be sole traders although it is possible for micro-enterprises to be a limited company employing a maximum of 5 staff.

Micro-enterprises can provide a range of services, but the principle services for this project will be:

- Support to remain independent at home – cleaning, preparing meals, gardening.
- Companionship and support to access social groups and activities.
- Support with personal care needs (within Care Inspectorate Wales guidelines).

Micro-Enterprises can therefore support both council-funded and self-funded clients. This project will provide comprehensive advice on how to establish a sustainable micro-enterprise, ranging from training to self-employment advice to marketing.

Direct Payments have traditionally been used to employ Personal Assistants (PA), however this does bring with it additional complexity and responsibility for the service user as they are required to be the employer of the PA. This entails responsibilities such as identifying and interviewing the PA, issuing payslips, ensuring tax and national insurance is paid, providing a pension, ensuring appropriate insurance is in place and providing annual leave. Alongside this, there is also currently a PA shortage, with 68 adults in Cardiff currently awaiting a direct payment start date as they are unable to recruit a PA.

As micro-enterprises will be self-employed, the service user will not be required to be the employer, which will significantly simplify the direct payment process for service users. Alongside this, becoming a micro-enterprise will provide flexibility and promote an accessible form of entrepreneurship which isn't possible in a traditional care role. By addressing the complexities of direct payments and the current PA shortage this project will encourage the uptake of direct payments, providing care users with voice and control over their care in line with the Social Services and Well-being (Wales) Act 2014.

This project will not affect existing service users, this project is intended to instead increase direct payment uptake by encouraging new service users to receive them. Existing service users will have the option of using a micro-enterprise if it is suitable with their agreed care plan or using their own funds to top up their care with a micro-enterprise. However, the anticipated impact of this project, based on experiences in other local authorities will be the uptake in new service users.

A review of the direct payments support service has been completed; this review indicated that there are potential benefits to delivering more of the service in-house. (The current support service is provided by a third-sector organisation, Dewis CIL). However, a

full options appraisal is being completed before a decision is finalised. Another EIA will be completed, and stakeholders consulted once the options appraisal has been finalised.

What are the costs and/or savings?

What will the proposal cost and how will it be funded?

How might costs be reduced through involvement and collaboration, across Cardiff Council and/or with external stakeholders?

Are there savings and how will these be realised?

This project is funded until March 2025 by UK government Shared Prosperity Funding. There is the potential for cost savings as this project will assist to encourage the take-up of direct payments for lower-level care needs. For each client that uses the services of a micro-enterprise rather than a domiciliary care agency a minimum saving of £6.04 is made per hour.

3. Impact Assessments

Which impact assessments do you need to complete to support your proposal?

Further information is included about each assessment at the start of the relevant section.

The [Impact Assessment Screening Tool](#) provides advice tailored to your proposed policy, strategy or project regarding which impact assessments may be required and who to contact to find out more.

The screening tool is an online form with mainly multiple-choice questions which should take less than 10 minutes to complete.

Once the answers have been submitted, an automated email will be sent to you with the recommended next steps and details of who to contact for expert advice.

Put Yes or No next to each of the impact assessments listed below to indicate which ones are being carried out. For assessments which are not being carried out, please delete the relevant sections on the subsequent pages.

Impact Assessment	Completed: Y/N
A. Equality Impact Assessment	Y
B. Child Rights Impact Assessment	N
C. Welsh Language Impact Assessment	Y
D. Habitats Regulations Assessment	N
E. Strategic Environmental Assessment	N
F. Data Protection Impact Assessment	Y
G. Health Impact Assessment	N

For further information on all the above impact assessments including who to contact for advice, please visit the [Policy Portal](#).

A: Equality Impact Assessment

Guidance in completing this assessment can be accessed [here](#). Please consult the Equality Team for any further assistance with completing this assessment EqualityTeam@cardiff.gov.uk

Under the Equality Act 2010, “differential impact” means that people of a particular protected characteristic (e.g. people of a particular age) will be significantly more affected by the change than other groups.

Impact on the Protected Characteristics

Age

Will this proposal have a **differential impact [positive/negative]** on different age groups?

	Yes	No	N/A
Up to 18 years	Y		
18 - 65 years	Y		
Over 65 years	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

This project was established to focus on providing care to adults on the one hand, and on the other to support adults to become a micro-enterprise. Demographics obtained from other local authorities indicate that those who receive care from MEs tend to be over 65 years, and older women close to retirement are a key proportion of those who decide to re-train as a ME.

However, as a micro-enterprise is an independent business, it can provide care and support to any client (within Care Inspectorate Wales Guidelines), therefore it is possible that they provide care and support to individuals under 18 years old. This would not be a key aim of the project however.

What action(s) can you take to address the differential impact?

Demographic monitoring of both those who train to become a micro-enterprise and the clients who receive care. It is anticipated that this will be a positive differential impact as it will provide more autonomy for the client.

Disability

Will this proposal have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	Y		
Learning Disability	Y		
Long-Standing Illness or Health Condition	Y		
Mental Health	Y		
Neurodiversity	Y		
Physical Impairment	Y		

Substance Misuse	Y		
Visual Impairment	Y		
Other	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The aim of this project is to provide those with a lower care need (likely to fall into one of the categories above) with increased voice and control over their care, without having to go through the standard commissioning route. Additionally, a report published by the University of Birmingham indicated that micro-enterprises are significantly more likely to be run by disabled people for disabled people than any traditional domiciliary care provider.

What action(s) can you take to address the differential impact?

It is anticipated to be a positive impact as it will provide increased autonomy for disabled people, but demographic monitoring will take place to ensure this.

Gender Reassignment

Will this proposal have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (Transgender people are people whose gender identity or gender expression is different from the gender they were assigned at birth.)	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

One of the key aims of this project is to provide more voice and control for those with lower care needs, which will allow for greater personalisation and flexibility for clients in selecting who provides care. This will enable clients to potentially select carers of a similar background. People who are transgender may have negative experiences of traditional care, and this project may enable them to receive care from someone with a similar background. According to a survey conducted by Stonewall, 7 out of 10 transgender people report being impacted by transphobia when accessing health services. There are a few micro-enterprises run by transgender people in Wales. These were developed by similar projects in other local authorities.

What action(s) can you take to address the differential impact?

It is anticipated to be a positive impact but demographic monitoring will occur.

Marriage and Civil Partnership

Will this proposal have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			Y
Civil Partnership			Y

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

There is no evidence to suggest a differential impact on this group.

What action(s) can you take to address the differential impact?

No impact identified, no action necessary.

Pregnancy and Maternity

Will this proposal have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy			Y
Maternity			Y

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

There is no evidence to suggest a differential impact on this group.

What action(s) can you take to address the differential impact?

No impact identified, no action necessary.

Race

Will this proposal have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White			Y
Mixed / Multiple Ethnic Groups	Y		
Asian / Asian British	Y		
Black / African / Caribbean / Black British	Y		
Other Ethnic Groups	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

27% of current direct payment recipients in Cardiff are of a BAME background, which is higher than the current % BAME population, indicating that direct payments are viewed favourably. This project, by significantly simplifying the direct payment process, is anticipated to lead to a further increase of direct payments amongst Cardiff's BAME community.

What action(s) can you take to address the differential impact?

It is expected to be a positive impact as it will provide increased opportunities for autonomy and flexibility in choice of care provider.

Religion, Belief or Non-Belief

Will this proposal have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	Y		
Christian	Y		
Hindu	Y		
Humanist	Y		
Jewish	Y		
Muslim	Y		
Sikh	Y		
Other belief	Y		
No belief	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

By encouraging the uptake of direct payments, this project will provide service users with greater voice and control over their care, allowing service users to potentially receive care from those of a similar religious background. Work is currently being undertaken on religiously sensitive care (for example, awareness of prayer times) and community outreach with local faith groups will be held.

What action(s) can you take to address the differential impact?

It is anticipated to be a positive impact, but community outreach with faith groups will allow us to monitor that impact.

Sex

Will this proposal have a **differential impact [positive/negative]** on male, female or non-binary persons?

	Yes	No	N/A
Male persons	Y		
Female persons	Y		
Non-binary persons	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The greater personalisation and flexibility that micro-enterprises provide will enable service users to receive care from members of their own gender if so desired.

What action(s) can you take to address the differential impact?

Demographic monitoring of both those who become micro-enterprises and those who receive care from micro-enterprises will be completed.

Sexual Orientation

Will this proposal have a **differential impact [positive/negative]** on people with different sexual orientations?

	Yes	No	N/A
Bi	Y		
Gay	Y		
Lesbian	Y		
Heterosexual			Y
Other	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The greater personalisation and flexibility that using micro-enterprises provides, as opposed to traditional domiciliary care, will enable service users to receive care from people of the same sexual orientation if desired. According to a survey by Stonewall, 23% of LGBT+ have witnessed discriminatory or negative remarks about LGBT+ people in a social care setting.

What action(s) can you take to address the differential impact?

It is anticipated to be a positive impact but engagement with local LGBT+ community groups and demographic monitoring will ensure it is having a positive impact.

Socio-economic Duty

Is the change anticipated to reduce or contribute to inequality of outcome as a result of socio-economic disadvantage? (e.g. will the change negatively impact on those on low-incomes or those living in deprived areas?)

	Yes	No	N/A
Socio-economic impact	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

This project will encourage an accessible form of entrepreneurship. The vast majority of micro-enterprises will be sole traders, and evidence from other local authorities

suggests that micro-enterprises both attract new candidates to the care workforce and encourage retention amongst the existing workforce.

What action(s) can you take to address the differential impact?

Employment status monitoring will occur.

Welsh Language

Will this proposal have a **differential impact [positive/negative]** on the Welsh language?

	Yes	No	N/A
Welsh language	Y		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Currently, for service users who wish to receive their care through the medium of Welsh this would usually be delivered through the larger domiciliary care agencies. Direct payment service users can face delays in finding Welsh-speaking personal assistants. The increased flexibility and personalisation provided by micro-enterprises will make it easier for those with lower-level care needs to receive care through the medium of Welsh via direct payment and not through the larger agencies (who are more appropriate for higher-level care packages).

What action(s) can you take to address the differential impact?

It is expected to be a positive impact although demographic monitoring will confirm that.

Consultation and Engagement

What arrangements have been made to consult/engage with equality/ community organisations, especially those who are representative of those you have identified as being likely to be affected?

It is not expected that this new project will interfere with existing service delivery – although service users may decide to use micro-enterprises to supplement their care. Engagement events will be held for existing direct payment service users to encourage creativity with direct payments & micro-enterprises, i.e pooled direct payments.

A comprehensive engagement plan will be drafted to engage with the groups above who are impacted, including regular community forums linking service users with micro-enterprises.

As part of the options appraisal on the future of the direct payment support service engagement with existing direct payments service users will be held, and will form a crucial role in final decision making.

Summary of Actions (Listed in the sections above)

	Actions
Age	Demographic monitoring
Disability	Demographic monitoring & community engagement
Gender Reassignment	Demographic monitoring & community engagement
Marriage & Civil Partnership	N/A
Pregnancy & Maternity	N/A
Race	Demographic monitoring & community outreach
Religion/Belief	Demographic monitoring & analysis of faith sensitive care
Sex	Demographic monitoring
Sexual Orientation	Demographic monitoring & community outreach.
Socio-economic Impact	Monitoring of jobs created
Welsh Language	Demographic monitoring
Generic/ Over-Arching (applicable to all the above groups)	Community engagement & outreach with all impacted groups listed above.

Next Steps

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.

Where the Equality Impact Assessment shows negative impacts, you must append the form to the Cabinet or Officer Decision Report.

On completion of this Assessment, please ensure that the whole 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

B: Child Rights Impact Assessment

The aim of a Child Rights Impact Assessment is to put children and young people at the forefront of decision-making. The assessment helps officers to consider how the rights of children and young people may be affected by a proposed policy or project.

Click [here](#) to start a Child Rights Impact Assessment.

You will receive an automated email containing a link to your Child Rights Impact Assessment template and the Child Friendly Cardiff Team will be in contact to support you.

Guidance for Local Government prepared by Unicef is available here:
[Child Rights Impact Assessment - Child Friendly Cities & Communities \(unicef.org.uk\)](https://www.unicef.org.uk/child-rights-impact-assessment-child-friendly-cities-communities)

For further information or assistance in completing the Child Rights Impact Assessment, please contact the Child Friendly Cardiff Team ChildFriendlyCardiff@cardiff.gov.uk

Next Steps

Where it is considered that a Child Rights Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

C: Welsh Language Impact Assessment

Please consult with Bilingual Cardiff for any assistance with completing this assessment
Bilingualcardiff@cardiff.gov.uk

Welsh Language Standards 88-97

Standard 88

Will this proposal have a **differential impact [positive/negative]** on:

	Yes	No	N/A
The opportunities for persons to use the Welsh language?	Y		
Treating the Welsh language no less favourably than the English language?		Y	

Please give details/ consequences of the differential impact, and provide supporting evidence, if any.

The aim of this project is to increase voice and control for service users in how they receive care. A key aim alongside this is to provide service users with language and cultural choice in their care. Welsh speakers who have lower-level care needs will be able to purchase services from a Welsh speaking micro-enterprise.

Standard 89

Could this proposal be formulated or re-formulated, so that it would have positive effects, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

All communications relating to the project will be bilingual, alongside any forms/letters/applications completed during the lifespan of the project. Welsh speaking staff are involved in the project to ensure that face to face services can also be delivered in Welsh.

Treating the Welsh language no less favourably than the English language?

N/A

Standard 90

Could this proposal be formulated or re-formulated to ensure that it does not have adverse effects, or a decreased adverse effect, on:

The opportunities for persons to use the Welsh language?

As above

--

Treating the Welsh language no less favourably than the English language?
--

N/A

Standard 91

When consulting on the proposal, were views considered, and sought, on the effects (both positive and negative) that it would have on:

The opportunities for persons to use the Welsh language?

When procuring the contract with Community Catalysts CIC, this was included in the mini-competition, to ensure that the project adheres to the Council's bilingual requirement.

Treating the Welsh language no less favourably than the English language?
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Standard 92

Did the consultation seek and give consideration to views on how the proposal could have positive, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

As above

Treating the Welsh language no less favourably than the English language?
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Standard 93

Did the consultation seek and give consideration to views on how the proposal could have no adverse effects, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

As above

Treating the Welsh language no less favourably than the English language?

Standard 94

If the proposal includes the awarding of grants, has consideration been given to the guidance presented in Cardiff Council's Policy on Awarding Grants in Compliance with the Welsh Language Standards with regard to:

The opportunities for persons to use the Welsh language?

N/A

Treating the Welsh language no less favourably than the English language?

Standard 95

If research was undertaken or commissioned to assist with the development of the proposal, did it give consideration to whether it would have a **differential impact [positive/negative]** on:

The opportunities for persons to use the Welsh language?

Yes – in discussions with other local authorities who have similar projects, it was raised that micro-enterprises can provide opportunities for people to receive care through the medium of Welsh, which is not always possible through a traditional care provider.

Treating the Welsh language no less favourably than the English language?

Standard 96

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have a positive effect, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

As above

Treating the Welsh language no less favourably than the English language?
--

Standard 97

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have no adverse effect, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

As above

Treating the Welsh language no less favourably than the English language?
--

Material and Services

In addition to the impact assessment to ensure that the proposal meets the requirements of the Welsh Language Standards, consideration must also be given to the supporting materials and services that may be required.

These include (please click on the hyperlinks to view detailed information about the requirements under the Welsh Language Standards):

- [Correspondence](#) - receiving and replying (emails, letters, online communication).
- [Telephone](#) – receiving and answering calls.
- [Meetings & Public Events](#) – public meetings or events, group meetings, consultation, individual meetings.
- [Public Messages – electronic – video](#)
- [Signs, Notices & Display Material](#)
- [Publicity & Advertising](#)
- [Producing Public Documents](#) - policies, strategies, annual reports, corporate plans, guidelines, notices, codes of practice, consultation papers, licences, certificates, rules, brochures, leaflets, pamphlets or cards, ticket/vouchers.
- [Producing Forms](#)
- [Reception Services](#)
- [Websites, Apps and Online Services](#)
- [Social Media](#)
- [Self Service Machines](#)

- [Education Training Courses](#)
- [Public Address Announcements](#)

Are all supporting materials and services compliant with the requirements of the Welsh language standards?

Yes

Cardiff Council’s Welsh Language Skills Strategy

This strategy may be viewed here and additional guidance documents have been produced to support its implementation:

- [Assessing Welsh Language Skills and Identifying Welsh Essential Roles](#)
- [Recruitment, Selection, and Interview Procedures and the Welsh Language](#)

Do you have access to sufficient Welsh speaking staff to support the delivery of the proposal in compliance with the requirements of the Welsh language standards?

Yes

Next Steps

Where it is considered that a Welsh Language Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

A copy must also be emailed to Bilingual Cardiff Bilingualcardiff@cardiff.gov.uk

D: Habitats Regulations Assessment

	Yes	No
Will the proposal affect a European site designated for its nature conservation interest*, or steer development towards an area that includes a European site, or indirectly affect a European site?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

** Only two European sites designated for nature conservation interest lie within Cardiff's boundaries – the Severn Estuary and Cardiff Beech Woods, but be aware if your project affects an area close to a neighbouring authority.*

If the answer is 'Yes', then a screening exercise may need to be conducted to determine if a Habitats Regulations Assessment is required or not.

Contact the [Biodiversity Team](#) who will guide you through the process.

E: Strategic Environmental Assessment

	Yes	No
Does the strategy, policy or activity set the framework for future development consent?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
Is the strategy, policy or activity likely to have significant environmental effects (positive or negative)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you have answered 'Yes' to both of the above questions, then a full Strategic Environmental Assessment Screening is needed.

Contact the [Sustainable Development Unit](#) who will guide you through the process.

F: Data Protection Impact Assessment

	Yes	No
Will the proposal involve processing information that could be used to identify individuals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If the answer is 'Yes', then a Data Protection Impact Assessment may be required.

Click [here](#) to read the guidance and start the Data Protection Impact Assessment process if needed.

For further information, contact the [Data Protection Service](#).

G: Health Impact Assessment

A Health Impact Assessment helps to develop policies and projects that consider the mental, physical and social health and well-being of a population during planning and development. Considering health inequalities and their impacts on local communities is an essential part of any Health Impact Assessment.

Health Impact Assessments will become a statutory requirement for public bodies in specific circumstances in the future. These circumstances have yet to be published by Welsh Government.

For further information and advice, please contact the Wales HIA Support Unit.

Website: [Home - Wales Health Impact Assessment Support Unit \(phwwhocc.co.uk\)](http://phwwhocc.co.uk)

Email: WHIASU.PublicHealthWales@wales.nhs.uk

Yn rhinwedd paragraff (au) 16 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 21 SEPTEMBER 2023

LOCAL LIST OF BUILDINGS OF ARCHITECTURAL OR HISTORIC INTEREST - ARTICLE 4 DIRECTIONS

TRANSPORT & STRATEGIC PLANNING (CLLR. DAN DE'ATH)

AGENDA ITEM: 10

Reasons for this Report

1. To seek approval of a first phase review of the Cardiff Local List of Buildings of Architectural or Historic Interest.
2. To revise the arrangements for the making and confirmation of Article 4 directions restricting permitted development rights.
3. To note the use of Urgency Action powers with regard to the Immediate Article 4 Direction issued in respect of the Rompney Castle, Wentloog Road, Rumney.

Background

4. In shaping how the city is developed, Stronger Fairer Greener commits the Council to '*protect and celebrate local buildings such as pubs, community spaces and music venues – particularly those rich in the city's working-class history – by strengthening our planning regulations and continuing to lobby the Welsh Government for stronger powers*'. The Local List will play a key part in the recognition and protection of these assets.
5. Planning Policy Wales (para 6.1.29, Feb 2021) sets out that planning authorities may develop lists of historic assets of special local interest, that do not have statutory protection, but that make an important contribution to local distinctiveness and have the potential to contribute to public knowledge.
6. The existing Local List of Buildings of Merit contains 202 entries, some of which cover several grouped buildings. The list was approved by Planning Committee in November 1997, with 323 buildings identified at that time. The list has not been maintained or comprehensively reviewed over the last 26 years, although around one third of those buildings have since been listed by Cadw, giving them statutory protection.

7. Due to the relative lack of national planning controls afforded to local listing, some buildings have unfortunately been significantly altered, or in extreme cases demolished. The list therefore requires revision to accommodate these changes, include new additions and to bring in new controls over demolition and alteration where applicable.

Issues

Existing Planning Policy and Regulations

8. Unlike Listed Buildings, buildings on the local list are not subject to any additional planning controls over alteration or demolition. The status simply means that when planning applications are assessed, the building's special local architectural or historical interest can be taken into consideration before making a decision.
9. Adopted Cardiff Local Development Plan Policy EN9 notes that development will only be permitted where it can be demonstrated that it preserves or enhances a locally listed building's architectural quality, historic and cultural significance, character, integrity and/or setting.
10. Notwithstanding this policy, some types of development benefit from what are commonly called 'permitted development rights'. These are set out in the Town and Country Planning (General Permitted Development) Order 1995 (as amended) ('GPDO'). For example, Part 31 of Schedule 2 of the Order permits demolition of a building.
11. Should an owner wish to demolish a building that is not listed by Cadw or within a conservation area, they must first issue a 'prior notification' of proposed demolition. In assessing such a proposal, the council may only control the method of demolition and the site restoration proposals. This means that the principle of demolition cannot be considered.
12. Where a Local Planning Authority (LPA) considers it expedient that any development described in any Part of Schedule 2 to the GPDO 1995 should not be carried out unless express planning permission is obtained, it can make a direction under Article 4 of this legislation to withdraw permitted development rights to reflect or respond to local circumstances if there is reliable evidence to suggest that such rights could damage an "interest of acknowledged importance". The procedure for making Article 4 directions was simplified in October 2022, meaning that LPAs can now make such directions without requiring confirmation from Welsh Ministers.
13. Article 4 directions enable the LPA to have some planning control over the proposed development and ensure that appropriate consideration is given to a building's potential for re-use or incorporation into any new development. It does not prohibit development for example, it does not mean that no buildings will ever be demolished, however it is likely that demolition would only be permitted in exceptional circumstances, for example where the public benefits of such demolition and/or redevelopment would materially outweigh the harm caused by it. Policy

and guidance within the forthcoming Replacement LDP (2021-2036) will add detail.

Planning Regulations and Public Houses

14. Unlike in England, there is currently no Welsh Policy or Regulation against which to consider the demolition or change of use of pubs. In May 2017, Regulations in England were changed to remove all permitted development rights from buildings in use as pubs, including demolition.
15. The (English) GPDO was amended again in September 2020 when pubs were made *Sui Generis* (in a class of their own) in planning terms. This excludes them from all forms of permitted development. This is not the case in Wales, where they remain as A3 (food and drink) with automatic change of use permitted to A1 (shops) or A2 (financial services) uses.
16. It is noted that currently 57 pubs in Cardiff are Grade II Listed (or above). However, while this protects their special architectural or historic interest, it does not protect their use. This will also be the case for buildings identified for local listing.

Buildings of Local Interest within Existing Conservation Areas

17. Cardiff has 27 conservation areas, within which conservation area consent (CAC) is required to demolish most buildings (those with a volume greater than 115m³). Given that demolition is already within the Council's planning control, it is not proposed to *locally list* buildings or issue Article 4 directions for buildings where that building makes a 'positive' contribution to the character or appearance of a conservation area, as demolition can be resisted on such grounds.
18. However, where an individual building is considered to make a 'neutral' contribution to the character of a conservation area, but merits local listing individually, it is intended that they will be proposed for local listing and Article 4 directions. This is because conservation area designation protects overall special quality of an area, so consideration of individual merit would not be material to the determination of a Conservation Area Consent application for demolition. These instances are likely to be rare.

Compilation and Consultation on the Revised Local List

17. Cadw guidance 'Managing Lists of Historic Assets of Special Local Interest in Wales' (May 2017) notes that local lists should be based on clear criteria, sound local evidence and consultation. The document states that local listing is *'important because it provides the base for local planning authorities to develop policies for their protection and enhancement. This means that local planning authorities can manage change through the planning system so that local historic assets continue to contribute to the vitality of the area.'*
18. Cadw note that consultation is a fundamental element to the success of local listing in that it *'provides an opportunity for a community to get*

involved in the identification of historic assets of special local interest and in caring for them appropriately’.

19. Eight local listing selection criteria have been developed to enable the identification and assessment of buildings and structures for potential inclusion. These are as follows:

1) Aesthetic or Design Merit	Historic assets of importance to the locality or region for the interest of their design, decoration or craftsmanship, including well-preserved examples of locally representative building types or styles, or locally distinctive techniques of construction or use of materials.
2) Historic Interest	Historic assets of all types which illustrate important aspects of the past life of the region or locality, particularly its social, economic, or cultural history.
3) Historical Association	Historic assets of all types which have close historical association with people, events or movements important to the region or locality. Key works by distinguished or notable architects.
4) Landmark Status	(a) Buildings which contribute significantly to townscape appearance e.g., pubs, churches, factories, cinemas, banks, etc. (b) Buildings that are a focal point of social or visual interest (e.g. prominent corner sites).
5) Group Value	Historic assets of all types which have a clear visual, design or historical relationship, or which make a positive contribution to the setting of other historic assets, or to the character of a settlement. (a) Groups which as a whole have a unified architectural or historic value to the local area. (b) Terraces, enclosing buildings (surrounding squares etc.), uniform rows etc.
6) Social and Communal Value	Historic assets which have social value as a source of local distinctiveness or social interaction; assets that contribute to local identity or collective memory; assets that have spiritual value, or symbolic significance. Such buildings may include churches, schools, village and town halls, chapels, public houses, memorials, places of employment and workhouses, which formed a focal point or key social role in the historical development of the area.

	Given their particularly unique contribution to collective memory, public houses (or purpose-built former pubs) will be prioritised for local listing where they also have both historic (generally pre-WWII) and architectural interest.
7) Age	Buildings surviving from the earliest phases of development (in Cardiff's case prior to c.1875) and early 20th suburban development and surviving in anything like their original form. Superficial alterations which may be reversed in the future, e.g., reinstatement of timber windows, will not preclude inclusion on the list.
8) Rarity	Historic assets that provide rare surviving evidence of a particular aspect of the history and development of the locality.

20. With the commitment within *Stronger Fairer Greener* in mind, an initial review of locally significant public houses, former hotels and members' clubs has been undertaken.
21. It is proposed to undertake consultation on this first thematic phase of the local list review in late 2023. Ward Councillors will be specifically invited to make observations and to propose other buildings for consideration. The results of the consultation will be presented to Cabinet for approval in 2024.
22. Subject to future Cabinet approval, it is proposed to undertake a full review of the Local List in 2024-25, using experience gained from the first phase to guide the process. In addition, Cadw have informally stated that they are exploring grant funding opportunities to enable LPAs to undertake local listing reviews.
23. When the full review is completed, it is likely that an expert panel will be created to make decisions on future building nominations. Proposals relating to this will form part of future Cabinet recommendations.

Cases of Urgency

24. The issue of protection for local heritage assets has been well-publicised and debated at national level more than once. Proposals involving the loss of historic buildings across Wales and within Cardiff have generated significant opposition in recent years. Local cases involving former public houses include The Vulcan (since relocated to St Fagans National History Museum), The Roath Park, Poets Corner, The Grosvenor Hotel (later retained) and The Gower, with other characterful buildings lost such as College Buildings Splott and Roath Laundry. Each of these buildings was put forward for assessment by Cadw for statutory listing, however the requests were denied. It should be noted that none of these buildings were on the existing Local List compiled in 1997. The lack of control over

demolition afforded to Planning Committee and its delegated functions has led to well-publicised concern and frustration.

25. To address these concerns and to bring known demolition proposals within control of the Council, a procedure is also available to the Council under the recently simplified statutory procedures to make an immediate Article 4 direction if a LPA wants to restrict certain Permitted Development Rights quickly in respect of buildings which are of particular local interest within the street scene, as assessed against the criteria identified above, and where intent to demolish is known (e.g. through planning applications or application for Prior Notification of Demolition (PND)).
26. On 27th July 2023, an application was received (ref. [23/01746/PRNO](#)) which proposed the demolition of The Rompney Castle, Wentloog Road, Rumney Cardiff CF3 3EB. This followed the refusal of planning application ref. [22/00094/MJR](#) in April 2022 which proposed demolition and redevelopment of the site for 26 no. one-bedroom apartments and 1no. commercial unit, and which was refused on a number of grounds, including that: -
 1. *The proposed development requires the demolition of a historic building of some character, that is of considerable significance to the local community and the loss of the building and land will cause unacceptable harm to the wellbeing of the local community and to local character and distinctiveness, contrary to guidance in Planning Policy Wales 11, Policy KP5 of the adopted Cardiff Local Development Plan 2006-2026, and the Council's approved Supplementary Planning Guidance 'Planning for Health and Well-being'.*
27. In response to the above PND application, and given the immediate threat to the future of the building which is considered to meet the criteria for 'local listing', an Article 4 Direction was issued on 6th September 2023 under Urgency Action powers to prevent the demolition of the building in question without first obtaining planning permission (i.e. withdrawing permitted development rights under Part 31).
28. Having regard to the need to protect buildings of local importance when under immediate threat (whether through a planning application or a PND application), it is recommended that Cabinet confirm that the power to issue Article 4 Directions can be delegated to the Head of Planning in future cases.

Reason for Recommendations

29. To enable Cabinet to approve local listing selection criteria, and to authorise consultation on the first phase review of the local list.
30. To delegate authority to the Head of Planning to serve and confirm any future Immediate and Non-Immediate Article 4 directions in consultation with the relevant cabinet member, and/or Director of Legal Services, s.151 officer if considered appropriate by the Head of Planning.

31. To report the use of Urgency Action powers to issue an Article 4 Direction in respect of the Rompney Castle, Wentloog Road, Rumney Cardiff CF3 3EB, as set out in the delegated report attached in the background papers.

Financial Implications

32. Whilst there are no direct financial implications arising from the proposed review of the Cardiff Local List, Cabinet will need to ensure that they receive full information and a detailed understanding of any potential future financial impact to the Council.
33. This will include consideration of the potential scenarios where financial liabilities will rest with the Council either due to Council ownership of a building, as a result of any decision by the Planning Committee or projects undertaken by the Council itself which may be impacted by any decision making in this regard.
34. The management of any resulting future applications will be met from within existing resources and, where there are pressures, these will need to be contained within the overall budget for Planning.

Legal Implications

Local list

35. The existing local listings are registered as a Local Land Charge, meaning that the designation is recorded on the Local Land Charges register, which is a public register maintained by the local authority. The identification of locally listed buildings is typically made when transferring ownership (conveyancing) following a request for a local search. All new designations will also be registered in this way. Designation information will also be accessible on the Council's website and iShare mapping site.
36. Section 35 of the Historic Environment (Wales) Act 2016 requires adopted lists of historic assets of special local interest to be added to the local historic environment record (HER), which is the primary source of information about the historic environment that should be used for planning decisions and is publicly available.
37. Local listing is considered as a 'material planning consideration' that can be included in the decision-making process of any application affecting the property.

Article 4 directions

38. The Town and Country Planning (General Permitted Development) Order 1995 prescribes in its Schedules those types of development for which permission is granted without having to make an application for planning permission. Article 4 of that GPDO enables directions to be made to restrict certain of those permitted development rights. The General Permitted Development Order 2022 amended Article 4 of the GPDO The procedure

for making such a direction is set out in Schedule 2A to the Order. It also removes the need for Welsh Ministers to confirm directions before they can take effect but in most cases a LPA must after confirming an article 4 direction, give notice to the Welsh Ministers of the confirmation and provide a copy of the confirmed direction.

39. Following the making of an Article 4 direction, the LPA must, as soon as practicable give notice by local advertisement and comply with the notification and publication provisions prescribed in Schedule 2A of the Order, specifying a minimum period of 21 days, stating the date on which that period begins, for representations to be made to the LPA (*paragraph 1(4)(e), Schedule 2A, GPDO 1995*). Any representation received by the LPA during this period must be taken into account by the LPA in deciding whether to confirm the Article 4 direction (*paragraph 1(8), Schedule 2A, GPDO 1995*).
40. There are two types of direction. The first is a direction without immediate effect, in which permitted development rights are only removed upon confirmation of the direction. This non immediate Article 4 direction will come into effect following its confirmation by the LPA following publicity and taking into account representations received during public consultation. However in certain circumstances an Article 4 direction can come into effect immediately.
41. The second type of direction is the Immediate Article 4 directions, in which permitted development rights are removed with immediate effect but must be confirmed by the LPA following public consultation within 6 months, or else the direction will lapse. Directions with immediate effect can be made where certain development would be prejudicial to the proper planning of the area or constitute a threat to the amenities of the area. The Immediate Article 4 direction takes effect on the date the notice of the direction is served on the owners or occupiers (or first published or displayed where service is considered impracticable).
42. The effect of an Article 4 direction (which can cover a single building, street, site or area) is that an application for express planning permission has to be made for those development proposals excluded under the direction (no planning application fee is payable) which will be considered on its merits, the LPA will assess the proposed development in the light of policies in its development plan documents and consider any other factors that are material. If the permission is refused or granted subject to conditions other than those conditions imposed by Schedule 2 to the GPDO 1995, the landowner is entitled to claim compensation for abortive expenditure and any loss or damage caused by the loss of rights. This can include the difference in the value of the land if the development had been carried out and its value in its current state, as well as the cost of preparing the plans for the works (*section 107, Town and Country Planning Act 1990* ('TCPA')).
43. Where directions are made with immediate effect or with less than 12 months notice Section 108(2A) of the TCPA 1990 provides that compensation is only payable if a planning application for certain

development formerly permitted by the [GPDO 1995](#) is made within 12 months of the Article 4 direction taking effect. The onus is on the claimant to prove financial loss in relation to applications which are subsequently refused or where permission is granted subject to conditions. No compensation for the withdrawal of certain permitted development rights is payable if an LPA gives notice of the withdrawal between 12 months and 24 months in advance.

44. A claim for compensation must be made in writing and must be served within 12 months from the date of the decision in respect of which the claim is made ([regulation 12, Town and Country Planning General Regulations 1992 \(SI 1992/1492\)](#)).

Equality Act 2010

45. 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.
46. 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.
47. 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

48. The Well-being of Future Generations (Wales) Act 2015 84. 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.
49. 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.

50. 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.

51. 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 online using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang>

Welsh Language

52. 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.

HR Implications

53. There are no HR implications arising from this report.

Property Implications

54. The Council owns property that is currently on, or may form part of a new, local List, and any such buildings identified for inclusion on the list would be subject to the same level of control as all other buildings on the local list.

55. Any Article 4 direction served on a Council-owned building would preclude demolition under Part 31 of the GPDO 1995 (as amended for Wales), however local listing, or the service of an Article 4 direction, does not prevent demolition. Instead, it brings demolition under planning control,

allowing a conclusion to be reached over the acceptability of any future development proposal involving demolition.

56. While local listing and any associated Article 4 direction could impact upon future disposals / valuations or redevelopment proposals, as for all developers/owners it remains open to the Council to put forward proposals where the public benefits of a scheme are considered to outweigh the importance of retaining the building in question.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the local listing selection criteria (as set out at paragraph 19) and to undertake consultation on the first phase review of the local list, the results of which will be reported back to Cabinet for approval.
2. delegate authority to the Head of Planning to make, serve and confirm any future Immediate and Non-Immediate Article 4 directions in consultation with the relevant Cabinet Member, and/or Director of Legal Services, Section 151 officer if considered appropriate by the Head of Planning.
3. Note the use of Urgency Action powers to issue an Article 4 direction in respect of the Rompney Castle, Wentloog Road, Rumney Cardiff CF3 3EB.

SENIOR RESPONSIBLE OFFICER	Andrew Gregory Director Planning, Transport & Environment
	15 September 2023

The following appendices are attached:

- Appendix 1 – Officer Decision Report – Rompney Castle Article 4 Direction
- Appendix 2 – Rompney Castle Article 4 Direction

Mae'r dudalen hon yn wag yn fwriadol

OFFICER DECISION: REPORT

ADDRESSED TO: Corporate Director, Communities, as Nominated Deputy for the Chief Executive

PREPARED BY: Steve Ball, Operational Manager, Strategic Development Management and Placemaking (Planning, Transport and Environment)

Delegation Reference No: **CE1**, section 4 E of the Scheme of Delegations in the Council's Constitution

TITLE OF REPORT: Article 4 Direction in respect of the Rompney Castle, Wentloog Road, Rumney Cardiff CF3 3EB.

Report reference: 2023 - Article 4 (Rompney Castle)

PROPOSAL:

The recommended decision is:

To seek Chief Executive / Nominated Deputy approval to serve an Immediate Article 4 Direction in respect of the Rompney Castle, Wentloog Road, Rumney (Appendix A), to remove permitted development rights afforded under Parts 2 and 31 of the Schedule to the Town and Country Planning (General Permitted Development) Order 1995 (as amended for Wales) in relation to the property.

The reason for the recommended decision is that the local planning authority is satisfied that such development should not be carried out unless permission is granted for it on application; and would be prejudicial to the proper planning of the area or constitute a threat to the amenities of the area.

PURPOSE

This report is to ensure that a proper and reasonable decision can be taken on the above proposal and

- (a) contains and/or appends all the information necessary to make a proper decision;
- (b) contains or appends all the advice given in relation to the proposal; and
- (c) has been prepared in accordance with the Scheme of Delegations

BACKGROUND

1. On 27th July 2023, an application was received (ref. [23/01746/PRNO](#)) which proposed the demolition of The Rompney Castle, Wentloog Road, Rumney Cardiff CF3 3EB. This followed the refusal of planning application ref. [22/00094/MJR](#) in April 2022 which proposed demolition and redevelopment of the site for 26 no. one-bedroom apartments and 1no. commercial unit, and which was refused on a number of grounds, including that: -

1. *The proposed development requires the demolition of a historic building of some character, that is of considerable significance to the local community and the loss of the building and land will cause unacceptable harm to the wellbeing*

of the local community and to local character and distinctiveness, contrary to guidance in Planning Policy Wales 11, Policy KP5 of the adopted Cardiff Local Development Plan 2006-2026, and the Council's approved Supplementary Planning Guidance 'Planning for Health and Well-being'.

ISSUES

2. In response to the above prior notification application, and given the immediate threat to the future of the building which is considered to meet the criteria for 'local listing', an Article 4 Direction is required under Urgency Action powers to prevent the demolition of the building in question without first obtaining planning permission (i.e. withdrawing permitted development rights under Part 2 and 31 of Schedule 2 of the Town and Country Planning General Permitted Development Order 1995) ('GPDO').
3. Article 4 directions can either be immediate or non-immediate. Immediate Article 4 directions can be made where certain development would be prejudicial to the proper planning of the area or constitute a threat to the amenities of the area. The Immediate Article 4 direction takes effect on the date the notice of the direction is served on the owners or occupiers (or first published or displayed where service is considered impracticable) and is subject to the publicity and confirmation procedures as set out in Schedule 2A of the GPDO 1995. An Immediate Article 4 direction expires at the end of the period of 6 months beginning with the date on which it comes into force unless confirmed by the Council before the end of the 6 month period.
4. Its effect is that an application for express planning permission has to be made for those development proposals excluded under the direction (no planning application fee is payable) which will be considered on its merits, the LPA will assess the proposed development in the light of policies in its development plan documents and consider any other factors that are material. The Council may be liable to pay compensation if the permission is refused or permission is granted subject to conditions other than those conditions imposed by Schedule 2 to the GPDO 1995. The landowner is entitled to claim compensation for abortive expenditure and any loss or damage caused by the loss of rights. This can include the difference in the value of the land if the development had been carried out and its value in its current state, as well as the cost of preparing the plans for the works (*section 107, Town and Country Planning Act 1990* ('TCPA')).
5. Section 108(2A) of the TCPA 1990 provides that compensation is only payable if a planning application for certain development formerly permitted by the *GPDO 1995* is made within 12 months of the Article 4 direction taking effect. No compensation for the withdrawal of certain PDRs is payable if an LPA gives notice of the withdrawal between 12 months and 24 months in advance.
6. A claim for compensation must be made in writing and must be served within 12 months from the date of the decision in respect of which the claim is made (*regulation 12, Town and Country Planning General Regulations 1992 (SI 1992/1492)*).

7. It is considered appropriate to make an Immediate Article 4 Direction to remove the following permitted development rights from the site as such development would be prejudicial to the proper planning of the area or constitute a threat to the area in which the Site is located:
 - (a) Any building operation consisting of the demolition of a building being development comprised within Class A of Part 31 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.
 - (b) The painting of the exterior of any building or work building being development comprised within Class C of Part 2 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.

RESOURCE REQUIREMENTS

11. As set out above.

CONSULTATION REQUIREMENT

12. Local Ward Councillors Bob Derbyshire and Jacqueline Parry have been consulted on this proposal and are supportive.
13. The statutory notification and publication requirements are set out under the Legal Implications below.
14. Councillor De'Ath Cabinet Member (Cabinet Member for PTE), has been consulted on this proposal and is supportive.

ADVICE

Financial Implications

15. As set out in the body of this report.

Legal Implications

16. Relevant legal provisions are set out in the body of the report.
17. Following the making of an Article 4 direction, the LPA must, as soon as practicable give notice by local advertisement and comply with the notification and publication provisions prescribed in Schedule 2A of the Order, specifying a minimum period of 21 days, stating the date on which that period begins, for representations to be made to the LPA (*paragraph 1(4)(e), Schedule 2A, GPDO 1995*). Any representation received by the LPA during this period must be taken into account by the LPA in deciding whether to confirm the Article 4 direction (*paragraph 1(8), Schedule 2A, GPDO 1995*).
18. In cases of urgency or emergency, the Chief Executive has delegated power to exercise any Executive Function (even where such matters are reserved to the Cabinet) or take any decisions on behalf of the Council, where this is necessary to protect the Council's interests – Delegation reference CE1 in Section 4E of

the Scheme of Delegations. Any such decision must be published in the Officer Executive Decision Register.

19. Under the Scrutiny Procedure Rules (Rule 13), call-in does not apply where the decision is urgent; and a decision is urgent if the Monitoring Officer (or Chief Executive or Section 151 Officer) certifies that any delay likely to be caused by the call-in process could seriously prejudice the Council or the public interest; and the Chair of the relevant scrutiny committee (or in his/her absence, the Chair of the Council, or in both their absences, the Vice-Chair of the Council) agrees that the matter is urgent. The Monitoring Officer has certified that this decision is urgent and that any delay caused by the call in process would prejudice the public interest, as clearly it would allow the building to be demolished before the decision takes effect. The Chair of the Environmental Scrutiny Committee has agreed this matter is urgent.
20. Decisions taken as a matter of urgency must be reported for information to the next available meeting of the Council, together with the reasons for urgency.

Signature:

Steve Ball

Designation: Operational Manager, Strategic Development Management and Placemaking

Report Reference: Report date: 31st August 2023

THE COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF
TOWN AND COUNTRY PLANNING ACT 1990
TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT)
ORDER 1995 (AS AMENDED)
DIRECTION MADE UNDER ARTICLE 4 (1) (WITH IMMEDIATE EFFECT)
THE FORMER ROMPNEY CASTLE PUBLIC HOUSE, WENTLOOG ROAD,
RUMNEY, CARDIFF CF3 3EB

WHEREAS the Council of the City and County of Cardiff ('the Council') being the appropriate planning authority within the meaning of article 4(6) of the Town and Country Planning (General Permitted Development) Order 1995, as amended, ('the Order') is satisfied that it is expedient that development of the description(s) set out in the Schedule below should not be carried out on the land shown edged red on the attached plan, known as The Former Rompney Castle Public House, Wentloog Road, Rumney, Cardiff CF3 3EB, unless permission is granted on application made under Part III of the Town and Country Planning Act 1990 (as amended).

AND WHEREAS the said Council considers that the development of the description(s) set out in the Schedule below would be prejudicial to the proper planning of its area and would constitute a threat to the amenities of its area

NOW THEREFORE the said Council in pursuance of the power conferred on them by Article 4(1) of the Town and Country Planning (General Permitted Development) Order 1995, as amended, hereby directs that the permission granted by article 3 of the said Order shall not apply to development on the said land of the description(s) set out in the Schedule below.

THIS DIRECTION is made under article 4(1) of the said Order and shall remain in force until [] (being six months from the date of this direction) and shall then expire unless it has been confirmed by the local planning authority following public consultation in accordance with paragraphs 1(8) and (9) of Schedule 2A of the said Order before the end of the six month period

THE SCHEDULE

1. Any building operation consisting of the demolition of a building being development comprised within Class A of Part 31 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.

2. The painting of the exterior of any building or work building being development comprised within Class C of Part 2 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.

GIVEN UNDER THE Common Seal of the County Council of the City and County of Cardiff

This day of 2023

THE COMMON SEAL OF THE
COUNTY COUNCIL OF THE
CITY AND COUNTY OF
CARDIFF



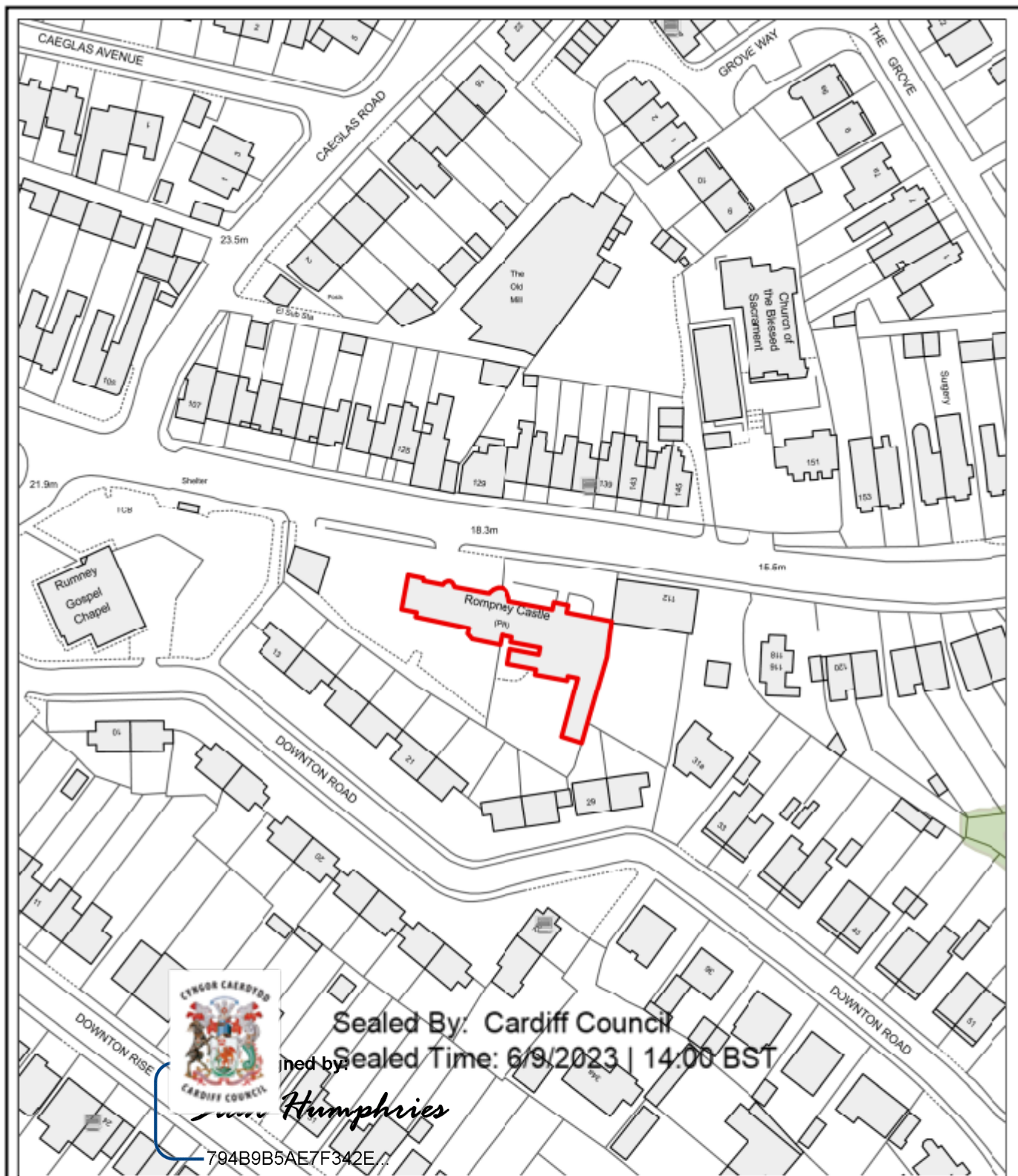
Sealed By: Cardiff Council
Sealed Time: 6/9/2023 | 14:00

Was here unto affixed in the

Presence of

DocuSigned by:
Sian Humphries
.....
794B9B5AE7F342E...

Authorised Signatory



Sealed By: Cardiff Council
 Sealed Time: 6/9/2023 | 14:00 BST

ined by:
Humphries

794B9B5AE7F342E...

Neuadd y Sir,
 Glanfa'r Iwerydd,
 Caerdydd,
 CF10 4UW.

County Hall,
 Atlantic Wharf,
 Cardiff,
 CF10 4UW.

CYNGOR SIR CAERDYDD
CARDIFF COUNTY COUNCIL

Romney Castle,
 Rumney, Cardiff

Article 4(1) Direction

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Town and Country Planning Act 1990

Town and Country Planning (General Permitted Development) Order 1995

DIRECTION MADE UNDER ARTICLE 4 OF THE TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT) ORDER 1995 RESTRICTING PERMITTED DEVELOPMENT RIGHTS IN RELATION TO THE FORMER ROMPNEY CASTLE PUBLIC HOUSE, RUMNEY, CARDIFF CF3 3EB

STATEMENT OF REASONS FOR MAKING THE DIRECTION

Introduction

The above Direction (an "Article 4 direction") is proposed to be made, in order to restrict the Permitted Development Rights of the former Rompney Castle public house, Wentloog Road, Rumney, Cardiff CF3 3EB ("the building").

A description of the former Rompney Castle public house

The building is located in the Rumney Ward on Wentloog Road. Tithe maps evidence indicates that the building pre-dates 1846, when it was known as the Pear Tree Inn. By 1881 it had been reportedly acquired by the American Consul in Cardiff, Harry Harris Davies, and had been renamed the Rompney Castle. Davies extended the building and carried out a number of alterations. Upon his death in 1890 the pub was sold, passing through a number of hands before further extensive changes in 1932 (likely by Brains – some early "Brains" branded stained glass survives in a lean-to on the left-hand side) when the surviving half timbering was added. It is also reported to be on the site of illicit tunnels leading to the river Rhymney.

It survives as an inter-war remodelling of a late Victorian inn, with earlier origins. It features some external architectural character that is very distinctive; being a very long slate-roofed range with an unbroken ridge of approx. 45m, punctuated by four tall and decorative polygonal chimney stacks, half-timbering to first floor and polychromatic rubble stone ground floor with a battered plinth.

Ground floor windows and doors have red brick surrounds; many of which feature shallow-arched hood mouldings. There is fine, toothed ornamentation to the windowsills of the central tower. Windows to the front are timber casements with small leaded panes. A prominent two-storey round tower with conical roof and finial is positioned centrally within the front elevation, with single-storey slate porches to the left (gabled) and right (conical). Set-down and slated lean-to to left side.

Aside from the roofscape, the rear elevation is of no particular interest, being rendered throughout and lacking distinctive architectural features or the use of high-quality materials.

Although in need of maintenance, the building is relatively well preserved. It remains substantially in its inter-war form and in particular the distinctive chimneys and long ridged roof survive.

Grounds on which the Article 4 direction is needed

The building makes an important contribution to the street scene within Rumney, adding to the strong sense of place within the environs of Wentloog Road.

The building exhibits evidential, historical, aesthetic and cultural value all adding to its significance.

It is noted that given the building is in commercial use, Permitted Development Rights do not apply for any alterations to the roof, chimneys, windows or other features where this would materially alter the appearance of the building. However, the demolition or insensitive repainting of the building would prejudice the proper planning of the area, through failing to preserve a building of particular importance in the street scene.

To this end, the decision has been made to remove Permitted Development Rights for the following works to be carried out to the building:

3. Any building operation consisting of the demolition of a building being development comprised within Class A of Part 31 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.
4. The painting of the exterior of any building or work building being development comprised within Class C of Part 2 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 not being development comprised within any other Class.