

**CABINET: THURSDAY, 18 FEBRUARY 2016 at 3.30 PM**

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A Cabinet Meeting will be held in the City Hall on at 3.30 pm

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**A G E N D A**

- 1 Minutes of the Cabinet meeting held on 21 January 2016 *(Pages 1 - 6)*

**Leader - Economic Development & Partnerships**

- 2 Corporate Plan *(Pages 7 - 60)*  
3 Assistant to Cabinet Member *(Pages 61 - 66)*

**Skills, Safety & Engagement**

- 4 Draft Local Government Wales Bill *(Pages 67 - 94)*

**Corporate Services & Performance**

- 5 Quarter 3 Performance 2015/16 *(Pages 95 - 146)*  
6 Budget Monitoring - Month 9 Report *(Pages 147 - 214)*  
7 Budget Proposals 2016/17 *(Pages 215 - 494)*

**PAUL ORDERS**

Chief Executive

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**CITY OF CARDIFF COUNCIL**  
**CYNGOR DINAS CAERDYDD**



**MINUTES**

CABINET MEETING: 21 JANUARY 2016

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Peter Bradbury Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Dianne Rees (Min 86 to 93) Councillor Neil McEvoy (Min 91 to 95) Councillor Judith Woodman
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer Marie Rosenthal, Monitoring Officer Joanne Watkins, Cabinet Office
Apologies:	Councillor Dan De'Ath (due to Paternity Leave) Councillor Sue Lent

**86 MINUTES OF THE CABINET MEETINGS HELD ON 3 AND 10 DECEMBER 2015**

**RESOLVED:** that the minutes of the Cabinet Meetings of 3 and 10 December be approved.

**87 TO RECEIVE THE COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE REPORT ENTITLED 'INFORMATION, ADVICE AND ASSISTANCE (IAA) SERVICES FOR MENTAL HEALTH SERVICE USERS IN CARDIFF'**

Cabinet received the report of the Community and Adult Services Scrutiny Committee entitled Information, Advice and Assistance Services for Mental Health Service Users in Cardiff.

The report contained 31 key findings and 10 recommendations.

**RESOLVED:** that the report be received and responded by May 2016.

**88 ANNUAL REVIEW OF THE COUNCIL'S VOLUNTARY REDUNDANCY SCHEME.**

The Cabinet considered a review of the Council's voluntary severance scheme. The review recommended that the scheme's provisions remain unchanged at the current time.

It was noted that the Trade Unions views' were sought in relation to this matter.

**RESOLVED:** that

1. the current Voluntary Redundancy Scheme be agreed and that it will continue to apply to both voluntary and compulsory redundancies.
2. the Voluntary Redundancy scheme be subject to annual reviews.

## **89 REVIEW OF THE COUNCIL'S DISCIPLINARY POLICY AND ASSOCIATED POLICIES & PROCEDURES**

Following an internal review of Council workplace investigations, a detailed review of the disciplinary police associated procedures has been undertaken, with a view to streamlining the procedure, improving efficiencies and building and developing a more standardised process.

It was reported that the Trade Unions had fully participated in the review. The views of the Policy, Performance and Review Scrutiny Committee were also sought.

It was highlighted that the new arrangements will be subject to ongoing monitoring and an initial review will be undertaken after 6 months, particularly in relation to the role of the HR advisor.

**RESOLVED:** that

1. the Disciplinary Policy (Appendix A), the new Resolution Policy (Appendix B) and the 6 new Guidance documents to support those involved in various aspects of the process be approved.
2. the revised arrangements be implemented from 1 April 2016.
3. there will be ongoing monitoring of the implementation of the revised arrangements
4. the new arrangements (particularly those referenced under paragraph 14) will be subject to an initial review after 6 months with a full review following 12 months of operational experience.
5. training be mandatory for those involved in this process e.g. Chairs, Investigating Officers
6. the revised Council policies, procedures and guidance can be used in the forthcoming schools policy review as part of the Consortium arrangements.

## **90 INDEPENDENT COMMISSION ON LOCAL GOVERNMENT FINANCE WALES: CITY OF CARDIFF COUNCIL RESPONSE**

Cabinet considered a report regarding the Council's response to the Independent Commission on Local Government Finance Wales.

The Council's response to the Commission proposed a series of reforms which would support a vibrant local democracy.

It was noted that recommendations arising from the Economy and Culture Scrutiny Committee regarding National Non Domestic Rates allocation would be considered by Cabinet in due course.

**RESOLVED:** that

1. the ongoing Economy and Culture Scrutiny Committee Task & Finish Inquiry into the issue of Cardiff's National Non Domestic Rates (NNDR) allocation be noted.
2. the Council's response to the Independent Commission on Local Government Finance Wales be agreed, subject to the inclusion of an amendment relating to Core City data on NNDR.

## **91 CCTV BODY WORN CAMERA POLICY AND PILOT DEPLOYMENT**

Cabinet received a report regarding a policy determining the use of personal body worn CCTV camera equipment which outlined a pilot scheme.

The policy would seek to ensure that the risks associated with the use of body worn cameras would be managed with the pilot deployment seeking to provide a level of evidence to inform a review of the implementation.

**RESOLVED:** that

- 1 the CCTV Body Worn Camera Council wide Policy (Appendix 1) be approved.
- 2 the current delegation to the Council's Senior Information Risk Owner in relation to approvals for Body Worn cameras initiatives that accord with the Policy be noted.

## **92 THE PERFORMANCE OF CARDIFF SCHOOLS AND THE YOUTH SERVICE IN 2014/2015**

Cabinet received an update on the performance of Cardiff schools during 2014/15.

The report provided an initial analysis of educational outcomes for the academic year 2014-2015 and identified the main strengths and shortcomings in performance.

**RESOLVED:** that the performance of Cardiff schools in the academic year 2014/2015 be noted.

## **93 CARDIFF COMMITMENT TO YOUTH ENGAGEMENT AND PROGRESSION**

The report detailed the development of a comprehensive, integrated, Cardiff Commitment to Youth Engagement and Progression Strategy for the city.

The strategy set out how the Council would work with a wide range of partners in the public, private and third sectors in order to achieve a positive outcome for all young people in Cardiff.

The strategy would enable the Council to progress its commitments to young people within the context of its ambition for the future social and economic prosperity of Cardiff as set out in the Corporate Plan.

**RESOLVED:** that

1. the implementation of 'The Cardiff Commitment' - ensuring positive destinations for all young people in Cardiff – The Cardiff Youth Engagement and Progression Strategy 2015 – 2018 (Appendix 1) be agreed, and its profile be raised to a new Corporate commitment in the 2016/17 Corporate Plan.
2. the approach to employer and business engagement in delivering the Cardiff Commitment as set out in paragraph 28 of this report be agreed.
3. the development of a pilot 'Junior Apprenticeships Scheme' with Cardiff & Vale College be supported.
4. the Council continue to develop its Community Benefits approach to maximise opportunities for young people and raise awareness of this Strategy within its supply chain.
5. authority be delegated to the Chief Executive, in consultation with the Leader and Cabinet Member (Education) and relevant senior officers, to ensure that the necessary resources to achieve the above recommendations are identified.

## **94 GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT AND SITE ASSESSMENT CRITERIA**

The Cabinet considered the Gypsy and Traveller Accommodation Assessment prior to submission to Welsh Government, together with the proposed site selection criteria.

It was noted that this report was considered by the Community and Adult Scrutiny Committee at its meeting of 6 January.

**RESOLVED:** that

1. the Gypsy and Traveller Accommodation Assessment be approved for submission to Welsh Ministers for approval (Appendix 1).
2. the proposed Gypsy and Traveller Site Selection Criteria which will be used to assess potential sites (Appendix 2) be endorsed.
3. a further report be brought to Cabinet setting out the findings of the site assessment process and recommendations on preferred sites.

## **95 ADOPTION OF CARDIFF LOCAL DEVELOPMENT PLAN (LDP)**

The Cabinet received the Local Development Plan Inspector's Report, Adoption Statement, Final Sustainability Appraisal Report and Habitats Regulation Assessment together with a proposed programme of Supplementary Planning Guidance prior to consideration by Council.

**RESOLVED:** that

Council be recommended to:

1. adopt the Cardiff Local Development Plan 2006 to 2026 and endorse the Inspectors Report, Adoption Statement, Final Sustainability Appraisal Report and Habitats Regulation Assessment
2. endorse the preparation of the programme of Supplementary Planning Guidance (SPG) as set out in Appendix 8 and authorise the Director of City Operations to issue SPG for public consultation prior to it being considered by Cabinet and Council for final approval.
3. Authorise the Director of City Operations to correct any typographical and factual errors together with any other necessary presentational matters and consequential changes prior to the final publication of the Cardiff Local Development Plan.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**CORPORATE PLAN 2016-2018**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 2**

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**PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)**

**Reason for this Report**

1. To enable Members to consider and approve the Council's Corporate Plan for 2016-2018 and recommend it to Council for approval.

**Background**

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, setting out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a three year period and is subject to an annual refresh.
3. The Council has to develop the Corporate Plan for 2016-2018 in the context of sustained severe financial pressures. The Budget Strategy 2016/17 report that was considered by the Cabinet in July 2015 set out a potential savings requirement of £47.378 million for the financial year 2016/17 and £117 million for the period 2016/17–2018/19.
4. The Wales Audit Office (WAO) Corporate Assessment report of the City of Cardiff Council, which was published in September 2014, found that the Corporate Plan 2014-17 lacked "sufficiently clear measures of success". The Corporate Assessment also noted that "variation in the way in which directorates describe outcomes, confused use of terminology and lack of clarity about the improvement sought ...mean that the Plan does not provide a clear reference point from which performance can be evaluated in the future." However, the report also noted that "the Council produced a more concise document with the aim of establishing a clearer focus on priorities".
5. In October 2014, Cabinet considered the report entitled, "Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning". The report outlined the Council's approach to

strengthening corporate and partnership planning in order to deliver the organisation's vision and address key organisational issues including those identified in the previous Wales Audit Office Corporate Assessment. The Corporate Plan 2015-17 was developed in this context and forms the template for the refreshed Corporate Plan for 2016-18.

6. The Wales Audit Office published the Council's Annual Improvement Report for 2014-15 in August 2015 in which it was noted that "the Council had made a step change in improving the quality of its 2015-16 Improvement Plan when compared to the previous year."

## Issues

7. The Cabinet has established a new vision for Cardiff to be "Europe's most liveable capital city." This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and third sector partners in the city. These outcomes are included in Cardiff's Single Integrated Plan – "What Matters":
  - People in Cardiff are safe & feel safe
  - Cardiff has a thriving & prosperous economy
  - People in Cardiff achieve their full potential
  - Cardiff is a great place to live, work & play
  - People in Cardiff have a clean, attractive & sustainable environment
  - People in Cardiff are healthy
  - Cardiff is a fair, just & inclusive society
8. In addition, the 'Liveable City Report' captures how the city is performing against a range of high level indicators associated with each outcome and will be published annually.
9. The Corporate Plan captures the Council's contribution to delivering Cardiff's seven outcomes, setting out the organisation's priorities and what will be done to deliver against these priorities. It should be noted that other city partners have an important contribution to make, and whilst the Council works with many of them on a range of issues, the Corporate Plan focuses on the Council's contribution to the city.
10. With reducing funding and increasing demand for services, the Council must be clear about its priorities. The four priorities which formed the basis of the Corporate Plan 2015-18 have therefore been maintained. The Corporate Plan 2016-18 continues to be structured around the following four corporate priorities:
  - Priority 1 – Better education and skills for all
  - Priority 2 – Supporting vulnerable people
  - Priority 3 – Creating more and better paid jobs
  - Priority 4 – Working together to transform services
11. For each priority, a limited number of high-level improvement objectives have been established and for each improvement objective a number of commitments and performance indicators have been identified to

measure progress. The priorities of the Corporate Plan are also consistent with the organisation's co-operative values.

12. The Cabinet also agreed on 21 January 2016 to include an additional new corporate commitment in the 2016/17 Corporate Plan under Priority 3 (Creating more and better paid jobs). This relates to 'The Cardiff Commitment' and seeks to ensure that 'young people in Cardiff make a successful transition into employment, education or training'.
13. The "business as usual" and more service focused change will be included in Directorate Delivery Plans prepared by individual directors. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan.
14. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Performance and Development Reviews (PPDRs). In this way, the Council will maintain an overview and manage the key organisational functions of:
  - identification and delivery of priorities;
  - service and financial planning;
  - timely performance management integrating financial and service performance; and
  - objective setting for and performance of individual members of staff.
15. The Corporate Plan 2016-18 includes clear priorities, a reduced number of improvement objectives to deliver the priorities and clear terminology for how the plan will be structured. The development of the Corporate Plan 2016-18 has also been informed by the findings of the consultation on the budget proposals for 2016/17.
16. Following the publication of Quarter 3 performance results for 2015/16 in late January 2016, proposed targets for inclusion in the Corporate Plan 2016-18 were discussed by Cabinet Members and Directors at 'Star Chamber' sessions that were held in early February 2016. The Corporate Plan includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) as well as "Local" indicators selected for their particular relevance to directorates. The Appendix to the Corporate Plan includes details on past performance to enable trend analysis, benchmarking information on the Council's relative position (where available) and targets for 2016/17 and 2017/18.

17. All Councillors were invited to a Member briefing session on the Liveable City report and draft Corporate Plan 2016-18, which was held on 11 January 2016. This provided an opportunity for Members to learn more about the development of the Corporate Plan 2016-18 prior to formal consideration by all Scrutiny Committees during February 2016.
18. The Policy Review and Performance Scrutiny Committee was provided with an early opportunity to help inform the development of the Corporate Plan 2016-18 when it considered a draft version of the Plan on 12 January 2016. Members were briefed on the approach undertaken to 'refresh' the Corporate Plan for 2016-18 and were able to comment on the draft commitments and targets. A draft version of the Corporate Plan 2016-18 was also provided to each of the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2016/17 between the 15<sup>th</sup> and 17<sup>th</sup> February 2016.
19. The Corporate Plan 2016-18 and relevant supporting documents will be published on the Council's website. To ensure the Corporate Plan and, more specifically, the Council's priorities and objectives are communicated effectively, a suite of stakeholder appropriate documents will be continue to be produced. These include a shortened "community facing" version of the Corporate Plan, which does not include some of the technical detail required by statute, and a "Plan on a Page" for staff and Members that assists in crystallising the key messages contained in the Plan.

### **Reason for Recommendations**

20. To enable the draft Corporate Plan 2016-2018 to be considered by the Council on 25 February 2016 and to be published thereafter, subject to any consequential amendments.

### **Financial Implications**

21. This report sets out the Council's Corporate Plan for the period up until 2018. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the February 2016 Budget Report which included the revenue and capital budgets for 2016/17, the indicative Medium Term Financial Plan for the period up to 2019/20 and the indicative Capital Programme for the period up until 2020/21.
22. Some of the objectives contained in this report will need to be the subject of further reports so that detailed financial implications can be determined when further financial information is known. The Plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. As such it is important that the financial implications and risks of actions in the Corporate Plan are considered as part of robust business cases. This is particularly the case for proposals which are not yet fully developed to be included in the current budget

proposals, such as significant infrastructure developments of City Deal. Such projects will need to be carefully appraised for the financial impact and affordability and considered as part of the Council's Medium Term Financial Plan for future years

### **Legal Implications**

23. The Local Government Measure 2009 sets out the Council's obligations to ensure continuous improvement in the exercise of its functions. This report sets out the steps taken in identifying and consulting on the improvement objectives contained in the Corporate Plan for 2015-2017. The Corporate Plan is part of the Policy Framework and a decision on whether to adopt the draft Corporate Plan is a matter for full Council.
24. The Council has to satisfy its public sector duties under the Equalities Act 2010. Decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act. The Council needs to make its decision to make a proportionate and rational decision with proper regard for its equality duty.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the Corporate Plan 2016-2018 as set out in **Appendix A** for consideration by Council on 25 February 2016;
2. recommend to Council that authority be delegated to the Chief Executive in consultation with the Leader of the Council to make any consequential amendments to the Corporate Plan following consideration by Council on 25 February 2016.

### **PAUL ORDERS**

Chief Executive  
12 February 2016

*The following Appendix is attached:*

Appendix A – Corporate Plan 2016-2018

# The City of Cardiff Council Corporate Plan

Appendix A

2016 - 2018

# DRAFT



# make the difference



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# Corporate Plan 2016-18



Our vision is for Cardiff to become Europe’s most liveable capital city. This Plan sets out what the Council will do to achieve that ambition, how we will do it and how we will measure our progress.

People love living in Cardiff. It’s got the capital city feel, but with a real sense of community. It’s got the benefits of a big city, but without many of the drawbacks and it is a city where having a great career or a great quality of life isn’t an ‘either/or’ question.

The recently published Liveable City Report sets out how Cardiff is performing on a wide range of issues which together make a great city. The Report takes a fascinating look at life in the city, highlighting where we are performing well, whilst also identifying where we need to improve. Overall, it paints a picture of a city that’s going places, but equally one where deep inequalities persist.

As a Council we are clear about our priorities for taking the city forward and tackling inequality:

- Better education and skills for all;
- Supporting vulnerable people;
- Creating more and better paid jobs;
- Working together to transform services.

Despite ongoing public sector austerity, we are making progress in each of these priorities.

In **education**, we have protected school funding, spending more and delegating a greater proportion of budget to schools than other Welsh local authorities. We are investing £168m to modernise our schools, and our focus on improving performance has helped GCSE results improve by 10% since 2012.

We have backed our commitment to **supporting vulnerable people**, spending around £91m on adult social services and £137m on social services. We provide over 13,000 social homes for people in most need, and have recently signed a contract to deliver another 1400 affordable homes in the city. We have worked with our partners to make 2,320 offers of accommodation to help those affected by the UK Government’s Welfare Reform programme.

We’re **creating more and better paid jobs** in the city through the regeneration of Central Square, the new bus interchange, alongside a new Local Development Plan and the proposed £1.2bn Cardiff Capital Region City Deal.

We’re making efficiencies and **transforming our services**. Our community hubs are a great example, where a number of different partners offer a range of services all under one roof. This improves access to services and helps us save money. That is why I was pleased to see three new community hubs open in Cardiff Central, Grangetown and Rumney over the last year.

In the face of increased demand for our services and rapidly reducing budgets we are delivering for the city.

I believe great cities need great public services. No matter the scale of the challenge, we are committed to delivering great public services for the people of Cardiff, and to making the capital city of Wales a great place to live and a city of opportunity for everyone, regardless of background.

**Cllr Phil Bale | Leader,  
City of Cardiff Council**

# Our Vision for Cardiff:

'To be Europe's most liveable Capital City'

*Being a liveable capital city means achieving seven shared outcomes*



## Co-operative Council: Delivering the Vision

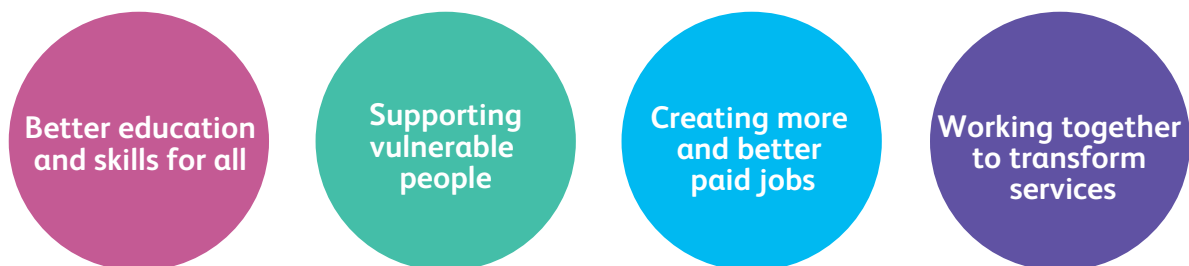
We will be a Co-operative Council, **connected to the citizens and communities** of Cardiff

Cardiff will **connect Wales to the world** and be a **Capital city that attracts business, investment, talent and tourism**

## Co-operative Values: We Are Cardiff



## Our Priorities:



# Delivering Our Vision

The Cabinet’s vision for Cardiff is to become **“Europe’s most liveable capital city”**.

This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and third sector partners in the city, as identified in Cardiff’s Single Integrated Plan - **“What Matters”**:

- **People in Cardiff are safe and feel safe**
- **Cardiff has a thriving and prosperous economy**
- **People in Cardiff achieve their full potential**
- **Cardiff is a great place to live, work and play**
- **People in Cardiff have a clean, attractive and sustainable environment**
- **People in Cardiff are healthy**
- **Cardiff is a fair, just and inclusive society**

The ‘Liveable City Report’ captures how the city is performing against a range of high level indicators associated with each outcome and will be published annually.

The Corporate Plan captures the Council’s contribution to delivering Cardiff’s seven

outcomes, setting out the organisation’s priorities and what will be done to deliver against these priorities. **Other city partners have an important contribution to make** and, while the Council works with many of them on a range of issues, this plan focuses on the Council’s contribution to the delivery of the seven city-wide outcomes.

It is not an expression of everything the Council does, but a statement on the strategic priorities of the organisation. Directorate Delivery Plans will provide greater detail on how objectives contained within this plan will be delivered, and will also contain details of Council activity which is not included in this Plan. Each individual employee’s contribution to Corporate & Directorate plans will be captured through the Personal Performance and Development Review process.

## Statutory Requirements

This Corporate Plan meets the Council’s duty to publish an Improvement Plan and set improvement objectives in line with the requirements of the **Local Government (Wales) Measure 2009**. The Council’s improvement objectives are identified under each of our priorities.

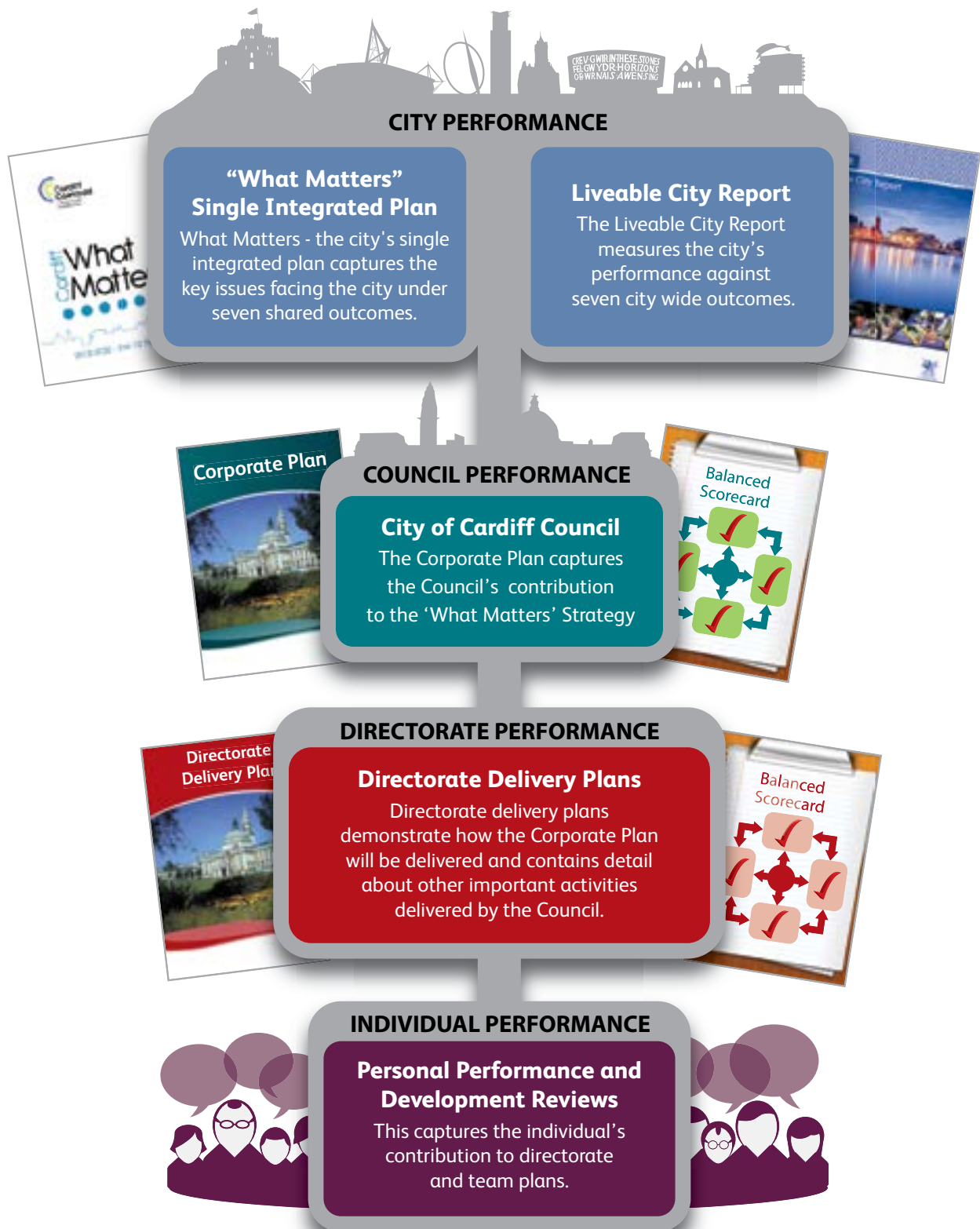
The City of Cardiff Council also supports the aims of the **Well-being of Future Generations (Wales) Act 2015** and welcomes the move to place sustainability at the heart of decision-making in Wales. The Act identifies **national well-being goals for Wales**, towards which the City of Cardiff Council is committed to contributing. The Council and its Public Service Board partners believe delivering the well-being goals will rely on effectively coordinating all local resources as part of a whole area approach. The City of Cardiff Council’s well being objectives will therefore be the outcomes identified within the What Matters Strategy.

This approach effectively demonstrates the contribution of the Council, and the collective contribution of local organisations across Cardiff, to the national outcomes framework set by Welsh Government.

The Council is also committed to all its statutory obligations, such as the duties expressed within the Single Equality Act and the Welsh Language Standards.

“Well Being Goals”	Local Area “Well-Being Objective” (Cardiff’s 7 outcomes)	The City of Cardiff Council Priorities
A prosperous Wales	Cardiff has a thriving and prosperous economy & People in Cardiff achieve their full potential	Sustainable economic development & Education and skills for people of all ages
A resilient Wales	Cardiff is clean, sustainable and attractive	
A healthier Wales	People in Cardiff are healthy	
A more equal Wales & A globally responsible Wales	Cardiff is fair, just and inclusive	Supporting vulnerable people & Working with people and partners to design, deliver and improve services
A Wales of cohesive Communities	People in Cardiff are safe and feel safe	
A Wales of vibrant culture and thriving Welsh language	Cardiff is a great place to live, work and play	

# Delivering the vision: Europe's Most Liveable Capital City



# Pressures facing the city: Austerity and Growth

The Council's vision will need to be delivered against a backdrop of pronounced financial pressures and increasing demand for public services.

Between 2013 and 2034 Cardiff's population is expected to increase dramatically, with the city experiencing the biggest percentage increase in population of any major British city. This growth is a sign of success – people want to live in Cardiff. However, it will also put additional demand pressure on public services. It will mean, for example, a big increase in the number of school age children and the number of older people, which in turn will put greater pressures on a number of important council services such as schools and adult social care.

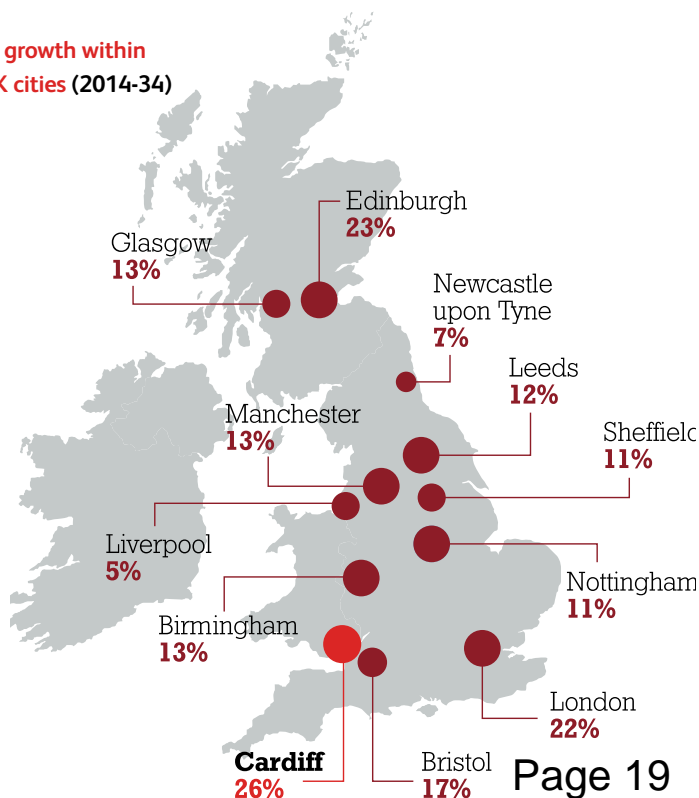
At the same time, the amount of funding available for public services is projected to continue to fall. The Council faces a budget shortfall of **£78m over the next three years**, in addition to the **£190m reduction in the budget over the past decade**. Less money means that providing the support

and services people need is becoming more difficult. These pressures are faced by other public and third sector organisations in the city as well. Over the next three years, public services across Cardiff need to save in excess of £100m each year. We must therefore guard against costs and pressures being unintentionally pushed onto other organisations or providers.

This will require close working with our partners. It will also mean that a number of difficult choices will need to be made about which services are delivered - and how they are delivered - in the future

PUBLIC SERVICES IN  
CARDIFF WILL HAVE  
**LESS MONEY,  
MORE PEOPLE  
NEEDING SUPPORT,**  
AND THE **FASTEST  
GROWING**  
POPULATION IN THE UK

## Population growth within selected UK cities (2014-34)



## Our Workforce

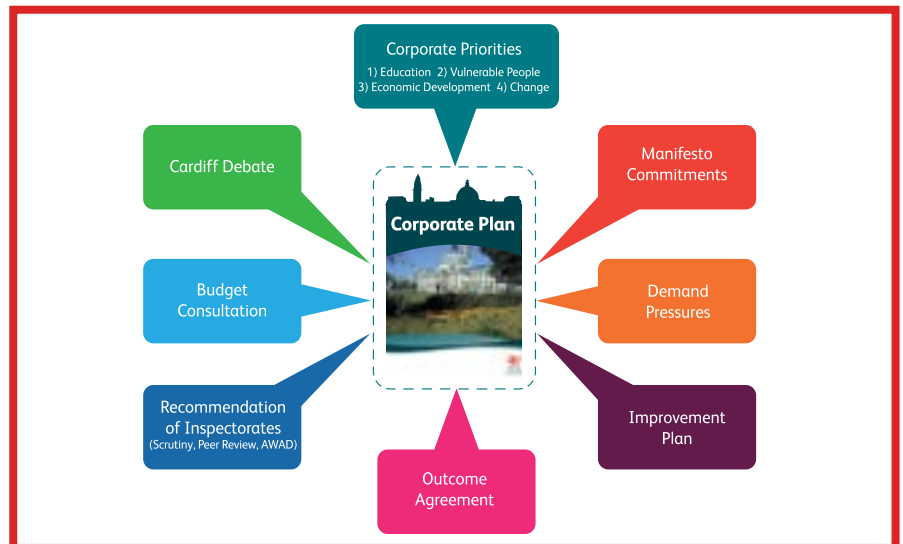
The Council believes that our workforce is our most valuable asset. Council employees are responsible for delivering services across the city and its communities every day and, in delivering this plan, the contribution of staff will be crucial.

In 2015/16 a programme of staff engagement has been underway to ensure that the organisation understands the challenges front-line staff experience in delivering service priorities, and fully considers the opportunities that they identify to improve performance. This has included Chief Executive roadshow events, where members of staff get to meet the Council's Chief Executive and discuss the Council's priorities, as well as a 'staff ambassadors' scheme which now has over 150 members.

Recognising the need to ensure staff interests are fully understood during a period of organisational change, the Council and the Trade Unions have agreed to work in partnership on a programme of reform. The agreement will see the Council's Leader, Cabinet and Trade Unions work together to reform the delivery of Council services. Key principles will include working together to provide a level of certainty for staff on major issues, to protect jobs wherever possible and to reform council services in a cost-effective manner.

# Shaping the Corporate Plan

A number of factors help shape the Corporate Plan, including local priorities and the views of the citizens of Cardiff, national priorities as set by the Welsh Government, and the recommendations of inspectorates and audit bodies in relation to the Council's performance and areas for improvement. The Council is committed to openness and engagement and has been running the Cardiff Debate - an extensive programme of citizen engagement - to provide an ongoing conversation with citizens, communities and partners. The graphic below illustrates how the Council is responding to some of the feedback and themes emerging from the consultation undertaken to date:



Cardiff Debate Feedback	Responding to Community Voices
<p><b>Which services are a priority for you and your family?</b></p> <ul style="list-style-type: none"> <li>• Health Services (12.9%)</li> <li>• Education &amp; Skills (9.8%) and</li> <li>• Keeping Children Safe (9.5%)</li> </ul>	<p><b>Education</b> and <b>Supporting Vulnerable People</b> are clear priorities for the Corporate Plan. There are specific objectives about integrating health and social care and promoting independent living, which is known to have an impact on health and quality of life.</p>
<p><b>Which services so you and your family use?</b></p> <ul style="list-style-type: none"> <li>• Parks and Green Spaces (24.3%)</li> <li>• Sports, Leisure &amp; Cultural Facilities (16.6%)</li> <li>• City Travel (13.7%)</li> <li>• Libraries, Community Centres &amp; Hubs (13.0%)</li> </ul>	<p><b>The Sustainable Economic Development</b> priority includes a number of objectives to improve transport in the city.</p> <p>This plan's 4th priority (<b>Working with people and partners to design, deliver and improve services</b>) has specific objectives on ensuring sustainable long term provision of non-statutory but highly valued services such as cultural and leisure centres, libraries and community services.</p>
<p><b>What matters most to you in the delivery of that service?</b></p> <p>Strong emphasis on service quality as opposed to other factors such as cost, proximity of services to home and who delivers the service.</p>	<p>This is addressed in this plan's 4th Priority: <b>Working with people and partners to design, deliver and improve services</b>. A three year <b>Organisational Development Programme (ODP)</b> has been established to ensure that Council services can change to meet the challenges of growth and austerity.</p>

Between 11th December 2015 and 12th January 2016 the Council consulted on its draft budget.

This was a wide-reaching process including 20 Community Engagement events and a Youth Council event. The online version of the survey had 11961 views, with the accompanying video played 5294 times. In addition 5000 hard copies of the questionnaire were distributed, ensuring greater accessibility. This all contributed to 3348 completed questionnaires.

A large proportion of respondents (88.5%) recognised the crucial fact that a budget gap means there are difficult choices to be made. There was strong support for exploring new ways of working (76%) as well as increasing digitalisation of services (88.1%).

Just over 1 in 3 respondents (34.3%) said they supported the idea of community and third sector groups running more services, with a similar number (35.1%) being unsure or opposing (31%).

The difficult question of charging more for some services received a fairly positive response, with close to half (46.5%) supporting this proposal.

While the Cardiff Debate and budget consultation are just two of several elements shaping the Plan, they have helped ensure services are responsive to local need and their outcomes have been considered in the development of the Plan.

# The Need to Prioritise

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities.

## Our priorities:

- Better education and skills for all;
- Supporting vulnerable people;
- Creating more and better paid jobs;
- Working together to transform services.

For each priority, a limited number of improvement objectives have been established.

For each improvement objective, high level commitments and performance indicators have been chosen, and associated targets have been identified to measure progress.

To ensure there is a clear accountability for delivering each objective, a Lead Member, or in some instances Members, are identified.

## Measuring Progress

The delivery of the Corporate Plan will be monitored through the Council's strengthened Performance Management Framework, including:

- Performance Challenge sessions of the Council's Senior Management Team;
- Joint Cabinet and Senior Management Team Performance Challenge meetings;
- A Challenge Forum involving Members, Senior Officers and external peer support to challenge the Council's progress against its improvement journey and delivery of the Corporate Plan.

Aligned monitoring and reporting cycles for finance and service performance information will further support this and afford far greater visibility of the Council's overall performance position – against which progress will be monitored on an ongoing basis.

## › Key Terms

### City Wide Outcomes

- Seven high level outcomes, which have been agreed with partners and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes requires action across a range of organisations.

### Council Priorities

- The Council's priorities recognise the most important areas that need to be addressed in the short to medium term.

### Improvement Objectives

- For each priority 2-3 Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific local outcome) we want to achieve and are therefore outcome focused improvement objectives.

### Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives and contribute to City Wide Outcomes

### Measuring Progress

- Progress will be measured by a set of indicators.
- These will include nationally set indicators (known as NSIs and PAMs), service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.



# Delivering for Cardiff:

## Our Core Business

Everyone in Cardiff uses public services and many of them are provided by the Council. It is sometimes easy to forget about all the important services that the Council delivers - every day - to people across the city.



Each year the Council **delivers over 700 services to 352,000 residents in 151,000 households**, helping to support local communities and improve the lives of local people. Many will be aware that the Council is responsible for collecting bins, cutting grass and cleaning streets, but it also provides support for older people and people with disabilities, it runs schools and manages a high quality housing stock, as well as looking after children who are in care.



The Council also ensures delivery of **leisure facilities across the city** which makes a positive impact on the health and well-being of communities. **Parks and green spaces** - which are a huge part of the city's appeal - are maintained by the Council. The Council will continue to work with

"friends groups" to make the best use of important natural assets and vital recreational areas. This is in addition to working with partners to improve community engagement and local management of green spaces and community facilities.

Supporting the city's **leisure and recreational offer** not only ensures that people in Cardiff have a wide choice of physical activities, but it also helps keep people healthy and reduces the likelihood of long term health problems.



Cardiff has a long and successful track record of delivering **major sporting events**. Hosting **Rugby World Cup matches and the first Test match in the Ashes Cricket series in 2015** again demonstrated the city's capacity to deliver globally recognised events. In the next few years, the city will host the **World Half Marathon**, a leg of the Volvo Round the World Race and club football's biggest game – the **Champions League Final**.

Cardiff has a strong cultural offer but, due to budgetary pressures, the Council needs a new model to support art and culture in the city. By working with artists and communities, art and culture are being taken out of museums and galleries and into the communities of Cardiff. It is an exciting agenda and a real demonstration of how the Council can support the Arts in the future.

As well as those living in the city, over 80,000 people commute into Cardiff every day from across the city-region. This represents over one third of the city's workforce. Keeping the city and the city-region moving is therefore a top priority. This will require planning and delivering with our neighbours across the Cardiff Capital Region.



Within the city boundaries the Council plays a crucial role as it **maintains roads and highways** as part of a wider strategy for dealing with traffic and congestion. Other important issues, like fixing potholes, are also addressed whilst a joined up transport strategy to keep the city moving during peak traffic is taken forward by the Council. This includes encouraging a shift towards more sustainable modes of travel, enabling people to get around Cardiff in a convenient, safe and more environmentally friendly way.

Council staff continue to work every day to keep Cardiff's streets clean and the Council also **monitors air quality and noise** and ensures that **public and consumer safety** is upheld to the highest standards.

While the financial pressures are undoubtedly challenging, the Council will continue to deliver and support a wide range of public services on behalf of citizens and communities across the city. Doing so will be fundamental to delivering the vision of becoming **Europe's most liveable capital city**.



# Our Priorities and Improvement Objectives



## Priority 1: Better education and skills for all

- 1.1 Every Cardiff school is a good school
- 1.2 Looked after children in Cardiff achieve their potential
- 1.3 Adult learners achieve their potential

## Priority 2: Supporting vulnerable people

- 2.1 People at risk in Cardiff are safeguarded
- 2.2 People in Cardiff have access to good quality housing
- 2.3 People in Cardiff are supported to live independently



## Priority 3: Creating more and better paid jobs

- 3.1 Cardiff has more employment opportunities and higher value jobs
- 3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure
- 3.3 All young people in Cardiff make a successful transition into employment, education or training.

## Priority 4: Working together to transform services

- 4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services
- 4.2 The City of Cardiff Council has effective governance arrangements and improves performance in key areas
- 4.3 The City of Cardiff Council makes use of fewer, but better, buildings

# Priority 1:

## Better education and skills for all



# Priority 1: Better education and skills for all

The Council is committed to helping all citizens and communities achieve their full potential, and to developing a well-educated workforce that the city's growing economy requires. Creating an excellent and inclusive school system and high quality opportunities for adult learning are therefore amongst the Council's highest priorities.

Because education doesn't begin and end at the school gate, meaningful collaboration with partners in the public, private and third sectors, and with parents and citizens across Cardiff will be essential to delivering the improvement required, and to making sure that this priority is achieved. All this forms an important part of delivering against our city wide outcome of helping people in Cardiff achieve their full potential.



## City Performance

Relative to the UK core cities, Cardiff has a high number of adults educated to degree level or equivalent, as well as a low number of people with no qualification. This suggests that the city has a highly skilled workforce.

Standards achieved by learners in Cardiff schools are now improving at a faster rate than previously and many at a faster rate than the rest of Wales. 2014 saw a significant step forward in nearly all measures but we want to see further and more rapid improvement in performance. We have put in place clear plans to drive this improvement across the Council and in all schools, working closely with the Central South Consortium.

year 2014/15 build on the improvements seen the previous year and indicate that improvement actions are now having a positive impact on outcomes for learners. However, we want to see further and more rapid improvement in performance, in particular for vulnerable learners facing challenges and barriers to successful learning and attainment. We have put in place clear plans to drive improvement across the Council and in all schools, working in partnership with the Central South Consortium.

In 2014/15, in the **primary phase**, at the end of the **Foundation Phase** and **Key Stage 2**, improvements continued at a faster rate than across Wales. The proportion of pupils achieving the Foundation Phase Indicator and Core Subject Indicator is in line with national averages. At **Key Stage 4** there has been further significant improvement in the Level 2 inclusive threshold to 59.3%. This has halved the number of secondary schools where less than 40% of pupils achieve five GCSEs grades A\*-C including English or Welsh and mathematics from six to three since 2013/14.

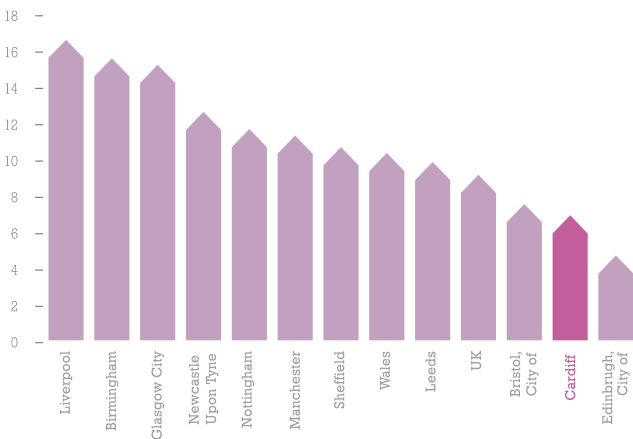
## School Performance

Within Cardiff's schools, standards of attainment continue to improve in all key stages and in many indicators at a faster rate than across Wales as a whole. Despite this strengthening picture, outcomes at the end of each key stage are not yet high enough. The results for the academic

### % with no qualifications (aged 16-64)

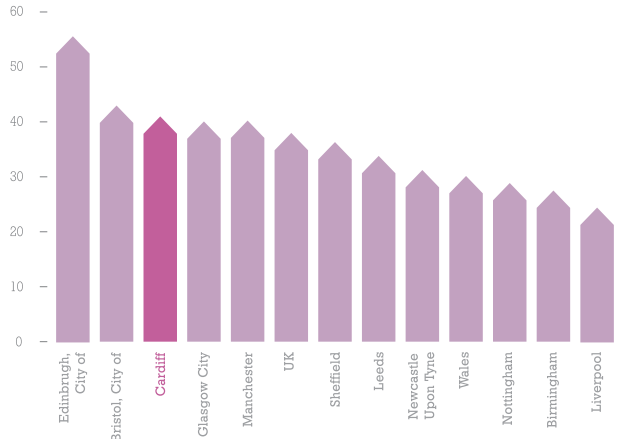
Jan - Dec 14

Source: Annual Population Survey



### % with NVQ4+ (aged 16-64)

Jan - Dec 14



In the **primary sector**, the proportion of schools in the categories requiring least support (green and yellow in the national categorisation model), is in line with both the Consortium and Wales figures, with around a third of primary schools in these two support categories. In the **secondary sector**, the proportion of schools in the green and yellow categories is below both the Consortium and Wales figures, with just under half of Cardiff schools in these two support categories

**Attendance in primary schools**

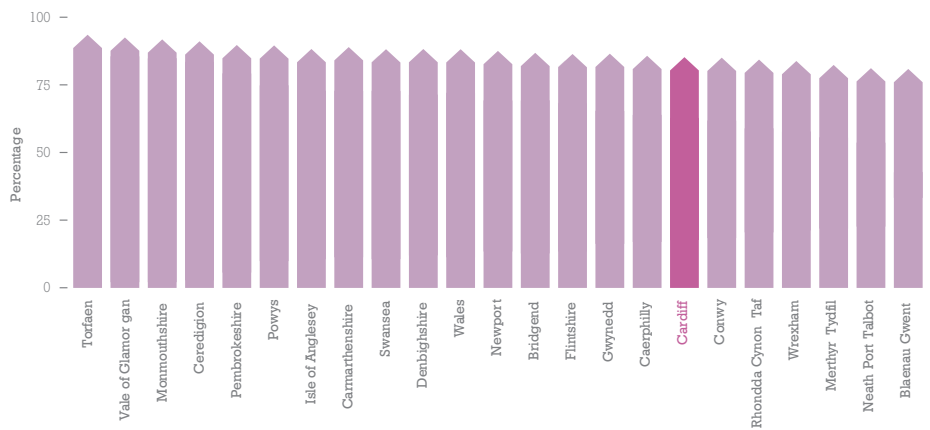
continues to improve. The primary figure for 2014/15 was 95.1%, above the average primary attendance for Wales of 94.9%, and Cardiff is now 6th out of the 22 local authorities in Wales. The 2014/15 overall **attendance figure for secondary schools** remained the same as in the last academic year at 93.8%, which matches the Welsh average. This places Cardiff 11th out of the 22 local authorities in Wales for secondary school attendance.

Areas of particular focus in the year ahead are:

- Standards of pupils' literacy and numeracy, particularly in some schools in the more disadvantaged areas of the city;
- The proportion of pupils leaving school and not continuing to ongoing education, employment or training;
- The achievement of vulnerable pupils, particularly at Key Stage 4 in the Level 1 and Level 2 thresholds;
- The markedly low performance in three of the city's secondary schools where the local authority has now taken intervention action;
- The number of schools which have been judged in Estyn's inspections to have standards, provision and leadership which are not good enough.

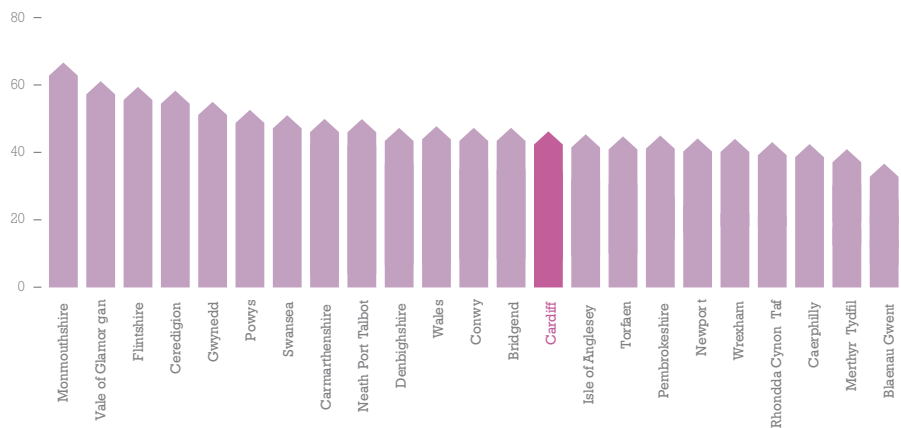
**The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment**

Source: Data Unit Wales (2015)



**The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A\*-C in English or Welsh first language and mathematics**

Source: Data Unit Wales (2015)



# Improvement Objective 1.1: Every Cardiff school is a good school

## 1 What do we want to achieve?

Our vision is that all children and young people in Cardiff attend a good school and develop the knowledge, skills and characteristics to become personally successful, economically productive and actively engaged citizens.

Over the next five years we will be striving to:

- Deliver consistently excellent outcomes for learners;
- Secure the best people to lead, teach, support and govern our schools;
- Offer inspiring, sustainable, community focused schools fit for the 21st Century;
- Deliver a self-improving school system, forming strong and dynamic partnerships between schools in the region;

- Ensure that schools are connected with the communities they serve and with business and enterprise in the city region.

The Council will make significant investment in new school buildings to transform some secondary schools and to meet the needs of the rapidly growing primary age population in both English and Welsh medium schools.

We also need the best leaders and teachers to be supported by good governing bodies. We will work closely with the Central South Consortium to achieve this and we want our schools to make the most of partnerships with colleges, universities, business and the creative and cultural sector in Cardiff.

We expect schools to ensure that every school leaver moves on successfully into ongoing education, employment or training and we will work together to deliver targeted support to address barriers to learning and ensure progression for all learners. This will focus on learners with the greatest need for support, including looked after children, those eligible for free school meals and those with additional learning needs.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31 March 2019	Cllr Sarah Merry
Contribute to the development of a regional 'Central South Wales networked learning community', run by schools for schools by September 2017, focused on improvements in the quality of leadership, teaching and learning	Cllr Sarah Merry
Implement the requirements of the new curriculum for Wales - 'Successful Futures' - by September 2021, commencing with the introduction of the Digital Competence Framework in all Cardiff schools by September 2016	Cllr Sarah Merry
Implement the new statutory framework for supporting children and young people with additional learning needs, in accordance with the legislative framework, by 2021	Cllr Sarah Merry
Turn around the performance of the minority of Secondary Schools that are causing concern by July 2018	Cllr Sarah Merry
Improve and sustain the expertise of Cardiff schools in Mathematics and English, increasing capacity in teaching and learning at all levels	Cllr Sarah Merry
Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of FSM pupils	Cllr Sarah Merry

# Improvement Objective 1.1: Every Cardiff school is a good school

## 3 Measuring Progress

Measure	Target 2016/17
<p>Increase the proportion of schools where Standards are judged by Estyn to be good or excellent on a 3 year rolling basis.</p> <ul style="list-style-type: none"> <li>• Primary Schools</li> <li>• Secondary Schools</li> <li>• Special Schools</li> </ul>	<p>80%</p> <p>50%</p> <p>100%</p>
<p>Increase the proportion of schools where Capacity to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis.</p> <ul style="list-style-type: none"> <li>• Primary Schools</li> <li>• Secondary Schools</li> <li>• Special Schools</li> </ul>	<p>80%</p> <p>50%</p> <p>80%</p>
<p>Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process.</p> <ul style="list-style-type: none"> <li>• Primary Schools</li> <li>• Secondary Schools</li> <li>• Special Schools</li> </ul>	<p>30%</p> <p>22%</p> <p>71%</p>
<ul style="list-style-type: none"> <li>• Increase the percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment</li> </ul>	89.62%
<ul style="list-style-type: none"> <li>• Increase the percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority, who achieved the Level 2 threshold at KS4, including a GCSE grade A*-C in English or Welsh first language and mathematics</li> </ul>	65%
<ul style="list-style-type: none"> <li>• Increase the percentage of pupils achieving the Level 2 threshold (5 GCSEs at A*-C) at KS4</li> </ul>	87.08%
<ul style="list-style-type: none"> <li>• Increase the percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A*-G) at KS4</li> </ul>	97.81%
<ul style="list-style-type: none"> <li>• Increase the percentage of FSM pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment</li> </ul>	81.14%
<ul style="list-style-type: none"> <li>• Increase the percentage of FSM pupils achieving the Level 2 Inclusive threshold (5 GCSEs at A*-C, including English or Welsh first language and mathematics) at KS4</li> </ul>	45.45%
<ul style="list-style-type: none"> <li>• Increase the attendance at secondary school</li> </ul>	95%
<ul style="list-style-type: none"> <li>• Increase the attendance at primary school</li> </ul>	95.4%

# Improvement Objective 1.2:

## Looked after children in Cardiff achieve their potential

### 1 What do we want to achieve?

The Council is committed to providing high quality care and support for looked after children to help them achieve their potential. Closer working across Council Directorates, Cardiff schools and partner organisations is crucial, and is supported by the Corporate Parenting Advisory Committee and a new Corporate Parenting Strategy.

The commitment and quality of support provided by the Looked After Children Education Team was commended in feedback from the Care and Social Services Inspectorate Wales, following an inspection in May 2014. More young people are now

being supported at university and, though challenges remain, the overall picture is one of stability and improvement. A new scheme was launched in April 2014 to provide care leavers with opportunities to secure work placements in Council departments and those already placed have acquired new work related skills. This supports wider efforts to ensure positive progression routes for all care leavers. As a result of work concerning Transitions undertaken by the Corporate Parenting Panel during 2014-15, the Cabinet agreed to increase the grant payable to care leavers on leaving care from £1,100 to £2,000.

The new Corporate Parenting Strategy sets out the shared vision of the City of Cardiff Council and the Cardiff & Vale University Health Board to work together to ensure the best possible outcomes for children who are looked after or who have left care, so that they can be happy and lead fulfilling lives. By virtue of its role as 'Corporate Parent', the Council has a duty to nurture, respect and be ambitious for all its looked after children and young people, as every good parent would for their own child.

### 2 Commitment

**In order to achieve the above the Council will:**

**Lead Member**

Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017

Cllr Sue Lent

### 3 Measuring Progress

Measure	Target 2016/17
% of all care leavers in education, training or employment at 12 months after leaving care	tbc*
% of all care leavers in education, training or employment at 24 months after leaving care	tbc*
% attendance of looked after pupils whilst in care in primary schools	98%
% attendance of looked after pupils whilst in care in secondary schools	96%
% of looked after children returned home from care during the year	tbc*
% of children looked after at 31 March who have experienced one or more non transitional changes of school in the 12 months to 31 March	16%
% of children looked after on 31 March who have had three or more placements during the year	12%

\*This new indicator is part of the Social Services and Well-being (Wales) Act 2014 Outcome Framework – see page 23 for detail.

# Improvement Objective 1.3: Adult learners achieve their potential

## 1 What do we want to achieve?

The Adult Community Learning service is delivered through the Cardiff and Vale Community Learning Partnership and offers a broad range of adult education courses that help support the citizens of Cardiff to meet their learning aspirations. The Council is especially focussed on supporting those on low income because income poverty can have a profound impact on people's aspirations as well as broader effects on the health, well-being and safety of citizens.

The Council's contribution to Adult Community Learning in Cardiff focuses on two key areas:

- **Learning for Work:** This focuses provision on priority learners as defined by the Welsh Government, and these learners include those currently not in Education, Training or Employment and those aged 50+ who are currently unemployed. Key learning categories include English for Speakers of Other Languages and Basic Skills, Digital Literacy and Welsh medium provision.

- **Learning for Life:** This element provides opportunities for recreational lifelong learning courses on a cost recovery basis. These courses are available to all community members.

By increasing the number of accredited courses delivered to priority learners and improving levels of enrolment, the Council will support adult learners to achieve their potential. This work will build on the recent improvement in Adult Community Learning Success Rate from less than 60% to over 85%.

The Into Work Advice Service provides free help and advice for Cardiff residents searching for work or people who are looking to upskill to improve their chances of employment, including providing work preparation courses and hosting Job Clubs in 13 different Hubs and community venues to support job seekers. The Into Work team assists on average 4,000 customers every month with CV writing, application forms and covering letters, Universal Job Match help, Job Search, and help with how to use email and the Internet.

The Council also holds local and city-wide Jobs Fairs which are attended by both employers and job seekers. In conjunction with the Department for Work & Pensions, two city-wide Jobs Fairs are held during the year which brings together major employers, local providers and Council services. In addition, local employer recruitment events are held in different areas of the city and we also support local guaranteed interview events in community buildings across the city.

We are working to widen digital inclusion within communities by helping people 'get online' through learning basic computer skills, using the Internet, creating an email address, completing online applications for jobs and benefits and help with online shopping, paying bills online and social media. The digital inclusion agenda is also assisting preparations for the full roll out of Universal Credit across the city and the Council will be supporting all new claimants and helping people to maintain their Universal Credit account online.

## 2 Commitment

### Lead Member

Increase the number of courses for priority learners in Communities First areas by March 2017 ensuring an increase in enrolment, retention and attainment, which leads to an increase in the overall success rate for learners

Cllr Dan De'Ath

By March 2017, the Into Work service will:

- Offer taster sessions in different employment sectors
- Hold 2 major Jobs fairs in collaboration with partner agencies
- Hold guaranteed interview events in community buildings across the city
- Put together an employment offer which provides sourcing, training, shortlisting and assistance in interview process to employees for organisations.

Cllr Dan De'Ath

## 3 Measuring Progress

### Measure

### Target 2016/17

Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)

83%

The percentage of Into Work Service Users who feel more 'job ready' as a result of completing a work preparation course

>90%



# Priority 2:

## Supporting vulnerable people



# Priority 2: Supporting vulnerable people

The Council is committed to prioritising services that support the people of Cardiff who are most vulnerable.

This includes older people in need of care and support, children in care, and people that require safeguarding from issues such as sexual exploitation, abuse and human trafficking. It also includes supporting those who are homeless, or need access to good quality housing.

Supporting vulnerable people is hugely important if Cardiff is to effectively manage the growing demand pressures on services, promote social justice within the city, help address inequality, and respond to the requirements of the Social Services and

Well-being (Wales) Act 2014.

Difficult times mean that more people need access to support and the Council has taken a number of actions to help those in need, for example working with partners to minimise the impact on those affected by welfare reform.

Developing a better understanding of the needs of individual service users and communities, and reshaping services in response, will be crucial, as will placing an increased focus on preventative action.

Doing this will require joined up working between different organisations in the public, private and third sectors because our

partners in South Wales Police, Cardiff and Vale University Health Board, the Probation Service and a number of voluntary and third sector organisations also commit much of their resources to helping vulnerable people.

The Council will also prioritise the delivery of high quality and affordable social housing across the city. This will include changing the way Council housing is allocated to ensure those with the highest need have access to housing, as well as ensuring private sector homes are fit for purpose.

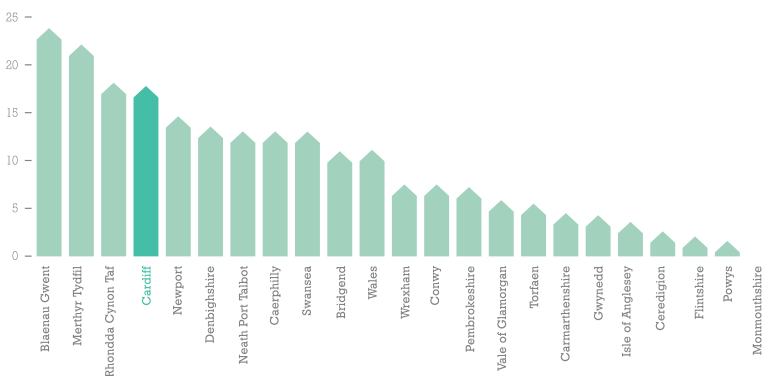
## City Performance

While Cardiff makes the greatest contribution to the Welsh economy, the local authority has the one of the highest percentages of areas that are among the most deprived in Wales. This means that there are high levels of inequality within the city. For instance, over a quarter (28.6%) of households in Cardiff were deemed to be living in poverty, meaning that 41,256 households were classified as below the poverty line.



### Percentage of Lower Super Output Areas (Areas roughly half the size of an electoral ward) in the 10% most deprived areas of Wales

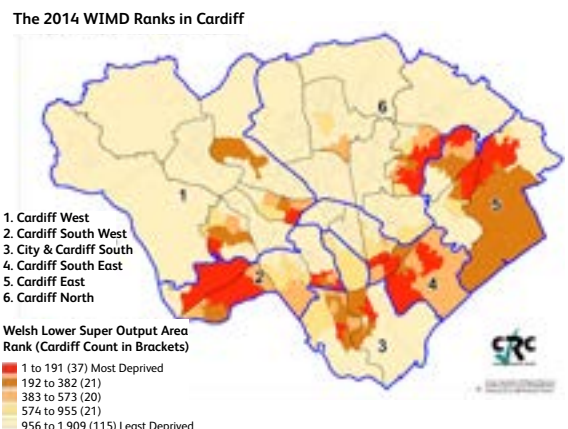
Source: Wales Index of Multiple Deprivation 2014



1: Percentage of Lower Super Output Areas in the 10% most deprived areas of Wales 2: 60% of National Median Income- Source: PayCheck, CACI)

### Overall Welsh Index of Multiple Deprivation Map of Cardiff

Source: Welsh Index of Multiple Deprivation 2014



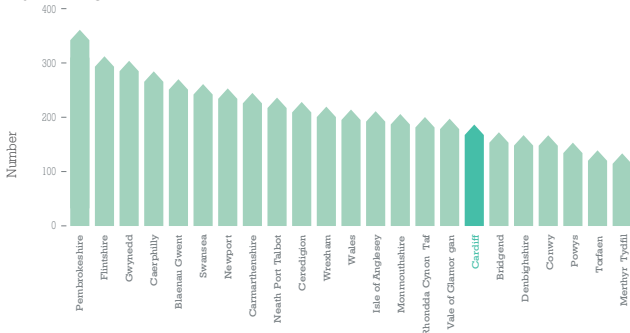
## Social Services and Well-being (Wales) Act 2014

The new Social Services and Well-being (Wales) Act 2014 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.

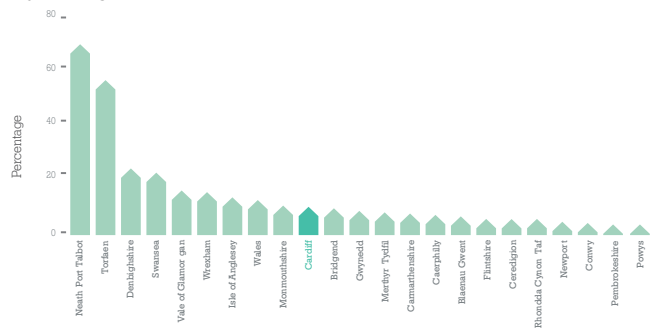
The Council is working on the implementation of the Act and the associated Outcome Framework during 2016/17. As many of the measures in the Outcome Framework are new measures, it is not possible to set targets for these. Over 2016/17 the Council will work to establish a baseline position which will then enable a robust target setting

methodology to be implemented. Where the Outcome Framework Measures were previously National Strategic Indicators or Public Accountability Measures, targets have been set for 2016/17.

### Days taken to get a Disabled Facilities Grant 2014 - 15

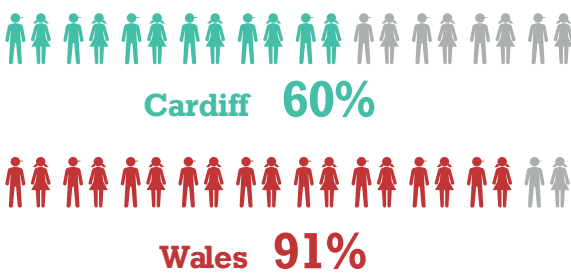


### Number of Vacant Private Homes brought back into use 2014 - 15



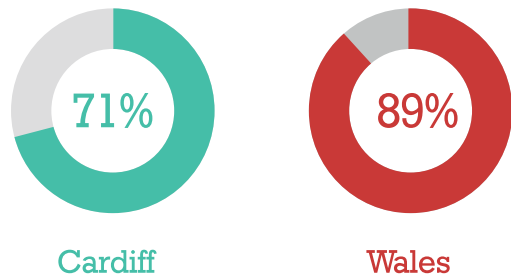
### Children in Care Approaching 18 who have a Plan of Support when they leave care

Information is shown to the nearest whole number, 2014-15



### Reviews of Vulnerable Children Completed on Time

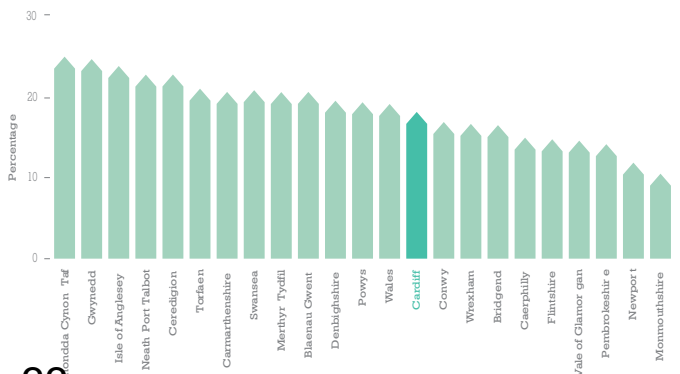
Information is shown to the nearest whole number, 2014-15



### Adults Helped to Live at Home 2014 - 15



### How many older people were helped to live in residential care 2014 - 15



# Improvement Objective 2.1: People at risk in Cardiff are safeguarded

## 1 What do we want to achieve?

The Council is committed to supporting children, young people and adults who may be unable to take care of themselves, and empowering individuals to protect themselves from significant harm or from exploitation. The Council, along with its partners, will continue to play a lead role in protecting and safeguarding individuals who need care and support from abuse and neglect or any other kinds of harm.

The Social Services and Well-being (Wales) Act 2014 aims to address these issues while giving people greater freedom to decide which services they need. The aim is to offer consistent, high-quality services across the country. Cardiff is well positioned to respond to the Act, which places safeguarding vulnerable adults on the same statutory footing applicable to children under previous legislation.

The Council also recognises the need to focus on developing a range of more effective services to prevent issues escalating, which may result in vulnerable children or adults being separated or cared for away from their families. Doing this effectively will offer a better quality of life for the individual and will be more cost-effective for the Council.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	Cllr Sue Lent
Improve the recruitment and retention of children’s social workers, ensuring the Council achieves and maintains a vacancy rate for children’s social workers below 18 % by March 2017	Cllr Sue Lent
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	Cllr Sue Lent
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation which ensures more integrated provision by March 2017	Cllr Dan De’Ath
Work to make Cardiff a recognised Dementia Friendly City by March 2018	Cllr Susan Elsmore
Work towards Cardiff becoming a ‘Child Friendly City’ by March 2017	Cllr Lent, Cllr De’Ath
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	Cllr Sue Lent Cllr Susan Elsmore
Introduce and deliver within the school curriculum a WJEC accredited “Challenging Extremism” module to raise awareness and prevent radicalisation	Cllr Dan De’Ath

## 3 Measuring Progress

### Measure

### Target 2016/17

% of Children’s Services social work vacancies across the service	18%
% of re-registrations on the Child Protection Register during the year	tbc
% of adult protection enquiries completed within 7 working days	tbc
% of children supported to remain living within their family	tbc
Number of children participating in the Challenging Extremism module	1000

# Improvement Objective 2.2: People in Cardiff have access to good quality housing

## 1 What do we want to achieve?

Housing is at the heart of well-being, and so the Council is committed to delivering high quality, sustainable and affordable homes, particularly for those in most need.

Demand for housing of all tenure in Cardiff is high, particularly for social housing. The Council will therefore prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing. Achieving 100% compliance with the Welsh Housing Quality Standard also demonstrates that the housing offer for Council tenants is of a high quality.

The City of Cardiff Council works to ensure landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014 and is the host licensing authority for the Welsh Government's Rent Smart Wales scheme. This is an all-Wales registration and licensing scheme, which works to prevent rogue agents and landlords letting and managing properties, driving up standards in the private rented housing sector. The scheme also seeks to raise the awareness of tenants, landlords and agents of their rights and responsibilities.

As the licensing authority for Rent Smart Wales, the Council processes landlord registrations and grants licences to landlords and agents. Landlords and agents must register by November 2016. After this date, enforcement work will begin to ensure compliance.

We also recognise that acting on homelessness is an immediate concern if we are to support the most vulnerable. That is why the Council will also ensure it has effective and efficient measures in place to support those who are homeless.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing.	Cllr Susan Elsmore
Develop a robust 5 year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord & council house building programmes	Cllr Susan Elsmore
Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing	Cllr Susan Elsmore
Promote the Rent Smart Wales service to communicate the new requirements of landlords and agents and review related processes in preparation for the implementation of the enforcement provisions in November 2016	Cllr Bob Derbyshire
Through working in partnership, engage with Rough Sleepers in the city to support them in finding suitable accommodation	Cllr Susan Elsmore
Review the management of accommodation used by Homelessness Services by March 2017	Cllr Susan Elsmore

## 3 Measuring Progress

### Measure

### Target 2016/17

Number of customers supported and assisted with their claims for Universal Credit	400
Additional weekly benefit awarded to clients of the City Centre Advice Team	£6m
% of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	20%
Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	26,000
% of interventions provided by the outreach service within a year of rough sleeping	90%

# Improvement Objective 2.3:

## People in Cardiff are supported to live independently

### 1 What do we want to achieve?

Helping people to live independently means enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing more preventative services before their needs become critical. This is done by identifying an individual's strengths and skills through a re-ablement approach. Doing so provides people with dignity and independence whilst reducing the demand for domiciliary packages and traditional models of care.

To achieve this and respond to the growing demand for support, the Council must change the way it provides services. We are therefore looking at important issues such as preventing hospital admissions, facilitating quick and safe discharge from hospital and allowing people to remain at home to retain and regain their independence. In response we have established a new Gateway service, which provides a single point of contact for anybody that needs support, with an emphasis on independent living and joining up all available services.

Many young adults leaving the care system also remain highly vulnerable and need additional support from a range of agencies to enable them to live independently. The Council will therefore ensure effective transitional support is in place, and the Council's accommodation gateway for vulnerable young people is already improving access to accommodation for care leavers and young single homeless people.

### 2 Commitment

#### In order to achieve the above the Council will:

#### Lead Member

Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	Cllr Sue Lent Cllr Susan Elsmore
Promote and increase the number of adults using the Information, Advice and Assistance Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance	Cllr Susan Elsmore
Explore with the UHB the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	Cllr Susan Elsmore
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	Cllr Susan Elsmore
Continue to increase the uptake of direct payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act by 2017	Cllr Susan Elsmore
Offer a Carers Assessment to all eligible adult carers who are caring for adults	Cllr Susan Elsmore

### 3 Measuring Progress

#### Measure

#### Target 2016/17

% care leavers aged 16-24 experiencing homelessness during the year	tbc
% of new service requests to be managed within Independent Living Services as opposed to Social Care	40%
% of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	45%
% of Telecare calls resulting in an ambulance being called	10%
The rate of delayed transfers of care for Social Care reasons per 1000 population aged 75 or over	25% reduction
The total number of adults in need of care and support using the Direct Payments Scheme	750
% of eligible adults who are caring for adults that are offered a Carers Assessment during the year	90%

# Priority 3:

## Creating more jobs and better paid jobs



# Priority 3: Creating more jobs and better paid jobs

Increasing the number and quality of jobs is essential to improving the quality of life for people in the city and wider region. The Council is therefore committed to helping create the conditions that will enable businesses to succeed, attracting high quality investment and creating more and better jobs in the city.

Working closely with the business community and other public and third sector organisations – in the city, across the wider city-region, nationally and internationally – will be essential in creating the right environment to deliver sustainable economic development.

## City Performance

Cardiff's economic performance is substantially stronger than any other area of Wales and the city plays a vital role in creating jobs for the city-region. Cardiff is also one of the most competitive of the UK's Core Cities, with faster jobs growth over the last 10 years and, more recently, faster rising average wages and lower unemployment rates, which are at the lowest levels since February 2009.

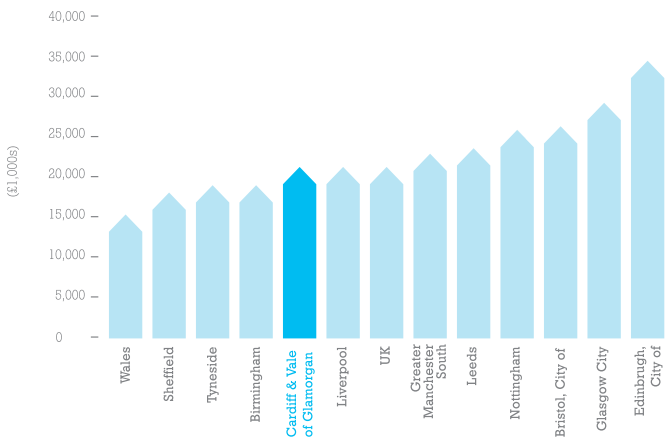
Other indicators, such as Cardiff's high proportion of graduates and fast growing population, point to a strong period for the city economy. The city also has one of the fastest growing financial services sectors, as well as competitive clusters in businesses such as the creative industries and advanced manufacturing. This growth has been

reflected in investment across the city in recent years, including the development taking place in Central Square. The challenge for the city is to convert its strengths into better outcomes. As it stands, the output per head in Cardiff is below the UK average. There is a need to improve overall levels of business performance and productivity and to support a greater range and choice of opportunities.

Economic success in the knowledge economy is dependent on attracting and keeping talented people, and so quality of life is becoming as important as the quality of job opportunity on offer. As Cardiff grows, its development will need to be managed in a sustainable, resilient and inclusive way if the city is to retain its high quality of life, with a particular focus on achieving a modal shift towards sustainable travel.

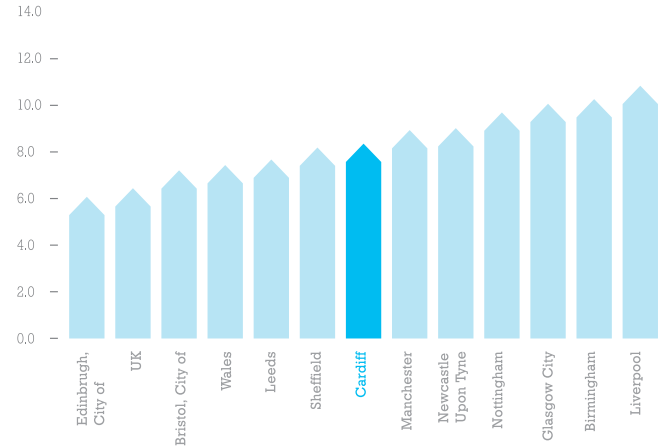
## GVA

Provisional GVA per head (£) by NUTS3 Area, 2013

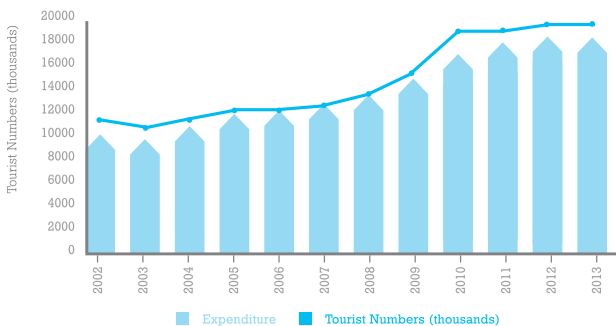


## UNEMPLOYMENT

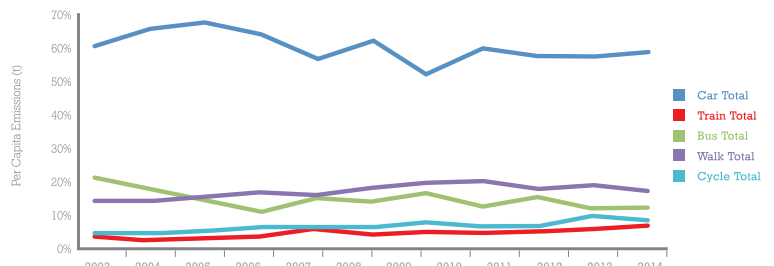
Unemployment Rate (Model-based) Apr 2014 to Mar 2015



Visitor numbers and expenditure for Cardiff 2002-2013



Reported mode of transport used in Cardiff (Ask Cardiff)





# Improvement Objective 3.1: Cardiff has more employment opportunities and higher value jobs

## 1 What do we want to achieve?

The Council will work with partners in the public and private sectors to create an environment which supports the development of new business and the growth of current businesses, as well as attracting inward investment. This will require investment in infrastructure; creating a supportive environment for start-ups and existing businesses as well as a proactive

approach to securing inward investment and attracting visitors. Doing this will increase the number and quality of the jobs available for people in the city and across the city-region.

The high quality portfolio of business premises delivered in the city centre has already secured the new BBC HQ in Central Square, bringing high quality jobs into the

city centre. The Council will continue to deliver projects to help attract employment in high value sectors such as the creative industries and financial and business services.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018	Cllr Phil Bale
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery	Cllr Phil Bale
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017	Cllr Phil Bale
Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017	Cllr Phil Bale
Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017	Cllr Phil Bale
Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017	Cllr Phil Bale

## 3 Measuring Progress

Measure	Target 2016/17
Sqft of 'Grade A' office space committed for development in Cardiff	150,000
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	500
Number of overnight stays in Cardiff	+2%
Number of visitors to Cardiff	+2%

# Improvement Objective 3.2: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

## 1 What do we want to achieve?

Economic success will be reliant upon much more than delivering major urban regeneration schemes. It will demand a much broader approach to ensure that the city develops in a sustainable, resilient and inclusive manner.

Creating sustainable communities, with high quality housing, great parks and open spaces and excellent transport links, will be a priority. This will mean securing investment in Cardiff's transport infrastructure and services allowing people to travel around the city – and the city-

region – in a convenient and clean way. A new transport interchange and gateway to the city, created at the heart of the transport network, is a key priority.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017	Cllr Ramesh Patel
Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	Cllr Ramesh Patel
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	Cllr Ramesh Patel
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	Cllr Ramesh Patel
Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	Cllr Ramesh Patel
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016	Cllr Ramesh Patel
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.	Cllr Ramesh Patel

## 3 Measuring Progress

### Measure

### Target 2016/17

% of highways inspected of a high or acceptable standard of cleanliness	90%
% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	7%
% of all travel to work trips on the transport network to be made by sustainable modes	44%
Number of green flag parks and open spaces	10
% of people cycling to work	+1%

# Improvement Objective 3.3: All young people in Cardiff make a successful transition into employment, education or training

## 1 What do we want to achieve?

The City of Cardiff Council is committed to helping people make a successful transition into employment, education or training. We recognise the importance of having a skilled and qualified workforce for the prosperity of the city, the success of business and, most importantly, the wellbeing of our citizens and their families. We are particularly concerned with supporting some key groups of young people who may need additional support. We will ensure that they have access to vocational training to develop the skills

they need to succeed in the workplace and are connected to opportunities in the local economy, such as apprenticeship and work placement schemes.

While there has been a steady improvement year on year in the proportion of young people who are engaged in education, employment or training at age 16, there is much more to do to increase the number of young people who secure a positive destination after leaving school.

We know that we cannot achieve this by ourselves. Through the Welsh Government Youth Guarantee and Cardiff Commitment we will bring partners from the public and private sector from across the city together to help create opportunities and pathways for our young people, particularly those vulnerable groups who face the biggest barriers to progression.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Improve multi agency arrangements: <ul style="list-style-type: none"> <li>to ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school; and</li> <li>to ensure that identified children and young people receive early and appropriate support</li> </ul>	Cllr Sarah Merry
Strengthen and extend the existing 'lead worker' model to directly support the transition of young people from school into employment, utilising European Social Fund resources to extend capacity for the next 3 years	Cllr Sarah Merry
Improve information sharing and tracking systems between partners for young people pre and post 16 by September 2016	Cllr Sarah Merry
Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016	Cllr Sarah Merry
Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	Cllr Phil Bale

## 3 Measuring Progress

Measure	Target 2016/17
% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	96.5%
% of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training	97%
% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11	99.5%

# Priority 4:

## Working together to transform services



# Priority 4: Working together to transform services

The Council recognises that there is an urgent need to change the way it delivers many services to ensure that their long term sustainability is secured and that underperformance in some statutory services is addressed. In order to do so, a rolling three year **Organisational Development Programme (ODP)** has been established to:

- Review the shape and scope of the organisation and the way in which services are currently delivered to meet demand;
- Enhance citizen engagement and widen opportunities for people and communities to shape services around their needs;
- Identify delivery models that may be established to meet demand pressures and reflect budgetary realities;

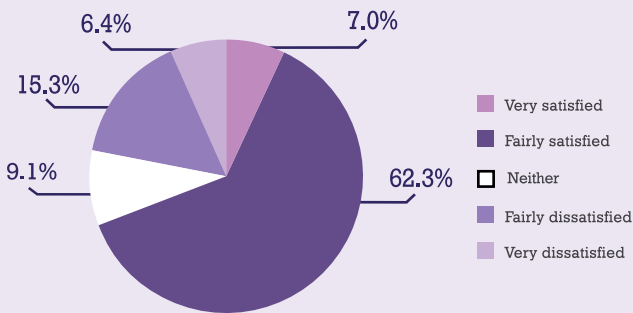
- Significantly strengthen performance management, workforce development and staff engagement arrangements;
- Identify opportunities for further efficiency savings through better internal and external collaboration, integration of service delivery and better use of assets and infrastructures.

This chapter captures the work being undertaken under the Organisational Development Programme.

## Organisation's Performance

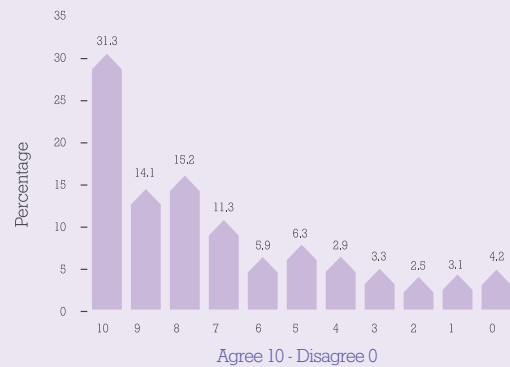
The level of citizen satisfaction with Cardiff Council Services in 2015 was 69.3%, according to the Ask Cardiff Citizen Satisfaction Survey. This was higher than the reported satisfaction with local councils in England, with 67% of respondents very or fairly satisfied. While there are obvious issues with comparing two separate surveys, there were similarities in the nature of the questions asked, which suggests Cardiff is performing above the English average in terms of citizen satisfaction. It must be noted that satisfaction has decreased significantly since the 2014 Ask Cardiff Survey (from 88.7%) and the challenge will be to improve this satisfaction level at a time of budget shortfalls.

Customer Satisfaction with Council Services Ask Cardiff 2014



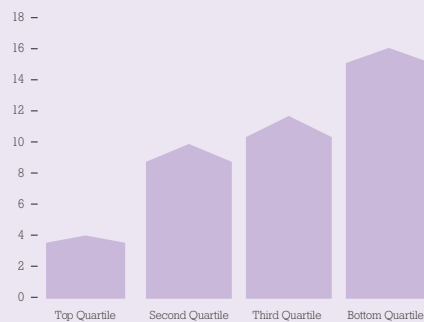
\*Excludes 'Don't know' response

I am clear about what is expected of me through my agreed Personal Performance Objectives



## City of Cardiff Council Performance against statutory indicators

Position	Cardiff attainment
Top Quartile	4 Statutory indicators (9.5%)
Second Quartile	10 Statutory indicators (24%)
Third Quartile	12 Statutory indicators (29%)
Bottom Quartile	16 Statutory indicators (38%)



In terms of Council performance against nationally set performance indicators there remains a clear need to improve. When Cardiff's performance is set against that of other Welsh local authorities, 38% of the Council's statutory performance measures are in the bottom quartile.

The Council has maintained a marked improvement in the number of permanent staff completing personal development reviews, a crucial component of an organisation where performance management is central to delivery, and staff remain clear about their contribution to the organisation's priorities.

# Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

## 1 What do we want to achieve?

Responding to the budget and demand pressures that the Council and its public sector partners face means thinking differently about how services are designed, delivered and commissioned. This is particular true for those services which, though non-statutory, are highly valued by the residents of Cardiff.

This means increased partnership working, with other local authorities and public services, including co-locating services within community facilities or 'Hubs,' sharing assets or buildings, pooling budgets, or introducing multi-agency teams to work

with residents and communities to provide more integrated services. It also means being more focused about when and where services are delivered. Within the organisation, a 'One Council' approach is enabling more joined-up working between departments and makes services easier to access for residents - with a focus on increased use of digital channels where appropriate.

It also means developing and implementing alternative models for delivering services. Traditionally, the Council has been a direct provider of many services.

Through the ODP, the Council is developing other approaches, such as commissioning and working with community groups, reducing the cost of delivery while maintaining the quality of service. This approach aligns with feedback from the Cardiff Debate, which suggests that residents value the quality of services and not necessarily who is responsible for their delivery. Identifying how some services can effectively, and fairly, be commercialised and engaging people more meaningfully in designing services are also components of this agenda.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model is in place	Cllr Peter Bradbury
Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016	Cllr Peter Bradbury
Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017	Cllr Bob Derbyshire
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	Cllr Bob Derbyshire
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	Cllr Graham Hinchey
Progress the agreed Community Hubs development programme by delivering new Hubs in: <ul style="list-style-type: none"> <li>Fairwater by June 2016;</li> <li>Splott by October 2016;</li> <li>Llanedeyrn by December 2016;</li> <li>Llandaff North by January 2017 and</li> <li>Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.</li> </ul>	Cllr Peter Bradbury
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	Cllr Graham Hinchey

## 3 Measuring Progress

### Measure

### Target 2016/17

Maintain customer / citizen satisfaction with Council services	69.3%
% of municipal waste collected by local authorities and prepared for reuse and/or recycled	60%
% of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'	90%
The number of visitors to Libraries and Hubs across the City	3,000,000

# Improvement Objective 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas

## 1 What do we want to achieve?

The Corporate Assessment undertaken by the Wales Audit Office in 2014 identified areas where governance arrangements could be strengthened and also emphasised the importance of effective performance management in ensuring that the

Council's priorities are delivered. Significant improvements have already been made to the Council's performance management arrangements in the last year. These will continue to be strengthened, working in partnership with the Wales Audit Office and

other external partners, with a particular focus on driving improvement in priority areas including Education and Children's Services.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	Cllr Graham Hinchey
Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	Cllr Graham Hinchey
Further improve completion rates, quality and consistency of Personal Performance and Development Reviews by March 2017 through continued provision of support and training for employees and managers	Cllr Graham Hinchey
Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	Cllr Graham Hinchey

## 3 Measuring Progress

### Measure

### Target 2016/17

% of the revised set of National Strategic Indicators and Public Accountability Measures* that are in the top two quarters nationally	50%
% of revised set National Strategic Indicators and Public Accountability Measures that meet set targets	60%
% of revised set of National Strategic Indicators and Public Accountability Measures that show an improving trend	75%
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	8.5
% of Personal Performance and Development Reviews completed for permanent staff	95%
% of middle managers at grade 7 and below to complete the Cardiff Managers programme	50%

\*the revised basket of NSIs and PAMs exclude those measures now covered by the Social Services and Well-being Outcome Framework

# Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

## 1 What do we want to achieve?

The Council owns, or has an interest in, a large property estate with a current use value of around £1bn. This includes over 500 operational buildings used to deliver Council services and around 500 properties retained for investment purposes.

The current cost of operating the property estate is the second largest call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.

The Council will focus on reducing the cost of ownership of the operational property by rationalising the estate and by improving the quality of buildings that are retained. An important part of this agenda will involve improving co-operation around property with partners.

## 2 Commitment

### In order to achieve the above the Council will:

Deliver the approved Property Strategy, including:

- Implement new Investment Estate arrangements in order to improve performance and returns by March 2017
- Implement annual Corporate Asset Management Plan by March 2017
- Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017

Deliver £1.6m of revenue savings and £3m of capital receipts through Property Rationalisation by March 2017

### Lead Member

Cllr Graham Hinchey

Cllr Graham Hinchey

## 3 Measuring Progress

### Measure

### Target 2016/17

Reduction in Gross Internal Area (GIA) of buildings in operational use	3%
Reduction in total running cost of occupied operational buildings	4.2%
Reduction in maintenance backlog	£3.2m
Revenue savings delivered through Property Rationalisation	£1.5m
Capital receipts delivered through Property Rationalisation	£7.3m
% change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	3%



## Appendix A: Performance Indicators and Targets 2016-18

# Improvement Objective 1.1: Every Cardiff school is a good school


Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
Increase the proportion of schools where <b>Standards</b> are judged by Estyn to be good or excellent on a 3 year rolling basis. - Primary Schools - Secondary Schools - Special Schools	Local	N/A	N/A	76 % 45 % 100 %	80 % 50 % 100 %	85 % 55 % 100 %	-	-		Cllr Sarah Merry
Increase the proportion of schools where <b>Capacity to Improve</b> is judged by Estyn to be good or excellent on a 3 year rolling basis. - Primary Schools - Secondary Schools - Special Schools	Local	N/A	N/A	74 % 45 % 75 %	80 % 50 % 80 %	85 % 55 % 85 %	-	-		Cllr Sarah Merry
Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process. - Primary Schools [95] - Secondary Schools [18] - Special Schools [7]	Local	N/A	N/A	25.3% [24] 11.1% [2] 57% [4]	30% [29] 22% [4] 71% [5]	35% [33] 27% [5] 86% [6]	-	-		Cllr Sarah Merry
The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	NSI/ PAM	82.6%	85.1%	87.76%	89.62%	93.09%	87.74%	13	↑	Cllr Sarah Merry
The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	NSI/ PAM	49.9%	54.0%	59.30%	65%	67.88%	57.95%	10	↑	Cllr Sarah Merry
Increase the percentage of pupils achieving the Level 2 threshold (5 GCSE's at A*-C) at Key Stage 4	Local	73.0%	76.03%	81.6%	87.08%	New QF by WG	84.1%	19	↑	Cllr Sarah Merry
Increase the percentage of pupils achieving Level 1 threshold (5 GCSE's at Grade A- G) at Key Stage 4	Local	91.74%	93.19%	92.15%	97.81%	New QF by WG	94.41%	21	↓	Cllr Sarah Merry
Increase the percentage of Free School Meal pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Local	67.66%	71.56%	76.7%	81.14%	85%	75.1%	-	↑	Cllr Sarah Merry

**Key:** NSI= National Strategic Indicator | PAM= Public Accountability Measure

**2015-16 result:** Where results for 2015-16 is not available, the set target is included.

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
Increase the percentage of FSM pupils achieving the Level 2 Inclusive threshold (5 GCSE's at A*-C, including English or Welsh first language and Mathematics) at Key Stage 4	Local		27.36%	30.7%	45.45%	50%	31.63%	-		Cllr Sarah Merry
Attendance at secondary school	PAM	92.9%	93.9%	93.76%	95%	95.5%	93.86%	11		Cllr Sarah Merry
Attendance at primary school	PAM	94.0%	94.9%	95.10%	95.4%	95.5%	94.95%	5		Cllr Sarah Merry
The percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI/ PAM	0.7%	1.1%	1.2%	0.5%	0%	1.2%	21		Cllr Sarah Merry
The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	PAM	77.8%	81.5%	83.40%	85%	88%	83.9%	13		Cllr Sarah Merry
The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage	NSI	11.4%	11.2%	11.80%	11.90%	TBC with SOP team	17.2%	11		Cllr Sarah Merry
The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	NSI/ PAM	457.0	476.6	497.2	525	New QF by WG	530.4	21		Cllr Sarah Merry
The percentage of final statements of special education need issued within 26 weeks including exceptions	NSI	70.5%	62.6%	Target 72%	65%	70%	64.5%	15		Cllr Sarah Merry
The percentage of final statements of special education need issued within 26 weeks excluding exceptions	NSI	100.0%	100.0%	Target 100%	100%	100%	95.6%	1		Cllr Sarah Merry

# Improvement Objective 1.2: Looked after children in Cardiff achieve their potential

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
% of all care leavers in education, training or employment at 12 months after leaving care	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Sue Lent
% of all care leavers in education, training or employment at 24 months after leaving care	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Sue Lent
% attendance of looked after pupils whilst in care in primary schools	Local	94.7%	96.9%	Target 98%	98%	98%	2013/14 95.1%	-		Cllr Sue Lent
% attendance of looked after pupils whilst in care in secondary schools	Local	91.5%	93.6%	Target 96%	96%	96%	2013/14 91.6%	-		Cllr Sue Lent
% of looked after children returned home from care during the year	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Sue Lent
% of children looked after at 31 March who have experienced one or more non transitional changes of school in the 12 months to 31 March	National	13.3%	17.8%	Target 11%	16%	12%	2012/13 13.7%	-		Cllr Sue Lent
% of children looked after on 31 March who have had three or more placements during the year	National	8.35%	10.46%	Target 8%	12%	10%	-	-		Cllr Sue Lent
The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI	16.3%	6.3%	Target 2%	2%		1.2%	20		Cllr Sue Lent
% of looked after children eligible for assessment at the end of Key Stage 2 achieving the CSI	National	N/A	N/A		TBC	TBC				Cllr Lent
% of looked after children eligible for assessment at the end of Key Stage 4 achieving the CSI	National	N/A	N/A		TBC	TBC				Cllr Lent
% of children seen by a registered dentist within 3 months of becoming looked after	National	N/A	N/A		TBC	TBC				Cllr Lent
% of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	National	N/A	N/A		50%	55%				Cllr Lent

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

# Improvement Objective 1.3:

## Adult learners achieve their potential

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	Local	60%	72%	87%	83%	83%* set by partnership	-	-		Cllr Sue Lent
The percentage of Into Work Service Users who feel more 'job ready' as a result of completing a work preparation course	Local	82%	80%	Target 85%	>90%	>90%	-	-		Cllr Sue Lent

**Key:** AY= Academic year | NSI= National Strategic Indicator | PAM= Public Accountability Measure

**2015-16 result:** Where results for 2015-16 is not available the set target is included



## Improvement Objective 2.1: People at risk in Cardiff are safeguarded

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
% of Children's Services social work vacancies across the service	Local	20.8%	22.2%	N/A	18%	16%	-	-		Cllr Sue Lent
% of re-registrations on the Child Protection Register during the year	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Sue Lent
% of adult protection enquiries completed within 7 working days	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Susan Elsmore
% of children supported to remain living within their family	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Sue Lent
Number of children participating in the Challenging Extremism module	Local	N/A	N/A	N/A	1000	1000	-	-		Cllrs Sue Lent/ Dan De'Ath
% of assessments completed for children within statutory timescales	National	N/A	N/A	N/A	TBC	TBC	-	-		Cllr Lent
Average length of time for all children who were on the CPR during the year	National	N/A	N/A	N/A	TBC	TBC				Cllr Lent

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.


## Improvement Objective 2.2: People in Cardiff have access to good quality housing

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
Number of customers supported and assisted with their claims for Universal Credit	Local	N/A	N/A	N/A	400	400	-	-		Cllr Susan Elsmore
Additional weekly benefit awarded to clients of the City Centre Advice Team	Local	N/A	£5,144,266	Target £5.5m	£6m	£6m	-	-		Cllr Susan Elsmore
% of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	Local	N/A	N/A	N/A	20%	60%	-	-		Cllr Bob Derbyshire
Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	Local	N/A	N/A	N/A	26,000	52,000	-	-		Cllr Bob Derbyshire
% of interventions provided by the outreach service within 3 days of a report of rough sleeping	Local	N/A	N/A	N/A	90%	95%	-	-		Cllr Susan Elsmore
The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	NSI	93%	93%	Target 20%	20%	20%	41%	1		Cllr Ramesh Patel/Cllr Elsmore
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	NSI	5.49%	6.54%	Target 6.60%	6.60%	6.60%	11.76%	9		Cllr Bob Derbyshire

**Key:** NSI= National Strategic Indicator | PAM= Public Accountability Measure

**2015-16 result:** Where results for 2015-16 is not available, the set target is included.

## Improvement Objective 2.3: People in Cardiff are supported to live independently

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
% care leavers aged 16-24 experiencing homelessness during the year	National	N/A	N/A		TBC	TBC	-	-		Cllrs Sue Lent & Susan Elsmore
% of new service requests to be managed within Independent Living Services as opposed to Social Care	Local	N/A	N/A		50%	50%	-	-		Cllr Susan Elsmore
% of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	Local	N/A	N/A		45%	45%	-	-		Cllr Susan Elsmore
% of Telecare calls resulting in an ambulance being called out	Local	N/A	N/A		<10%	<10%	-	-		Cllr Susan Elsmore
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National	8.56	10.92	Target 5.92%	25% reduction on 2015-16 annual outturn set by WG Minister	25% reduction on 2015-16 annual outturn set by WG Minister	-	-		Cllr Susan Elsmore
The total number of adults in need of care and support using the Direct Payments Scheme	Local	501	550	Target 700	750	750	-	-		Cllr Susan Elsmore
% of eligible adults who are caring for adults that were offered a Carers Assessment during the year	Local	50.2%	64.4%	Target 93%	90%	TBC [benchmarking]	-	-		Cllr Susan Elsmore
The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	190	197	Target 200	220	220	231	7		Cllr Susan Elsmore

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

## Improvement Objective 3.1: Cardiff has more employment opportunities and higher value jobs



Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction	Lead Member of Travel
Sq ft of 'Grade A' office space committed for development in Cardiff	Local	278,182	30,000	180,000	150,000	150,000	-	-		
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	Local	870	454	Target 1,000	500	500	-	-		
Number of overnight stays in Cardiff	Local	N/A	N/A	N/A	+2%	+2%	-	-		
Number of visitors to Cardiff	Local	N/A	N/A	N/A	+2%	+2%				

**Key:** NSI= National Strategic Indicator | PAM= Public Accountability Measure

**2015-16 result:** Where results for 2015-16 is not available, the set target is included.



## Improvement Objective 3.2: Cardiff has a high quality city environment that includes attractive public space and good supporting transport

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
The percentage of highways inspected of a high or acceptable standard of cleanliness	PAM	93.8%	86.8%	Target 90%	90%	90%	96.9%	22		Cllr Bob Derbyshire
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	PAM	6.9%	6.8%	Target 7%	7%	7%	11.9	7		Cllr Ramesh Patel
% of all travel to work trips on the transport network to be made by sustainable modes	Local	44%	43%	43.9%	44%	45%	-	-		Cllr Ramesh Patel
Number of Green Flag parks and open spaces	Local	9	9	9	10	10	-	-		Cllr Bob Derbyshire
% of people cycling to work	Local	8%	9%	9.2%	10%	10%	-	-		Cllr Ramesh Patel

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

## Improvement Objective 3.3: All young people in Cardiff make a successful transition into employment, education or training

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
Increase the % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training from 95.7% in 2015 (i.e. 4.3% NEET) to at least the Wales average by 2018	Local	95.1% (4.9% NEET) 95.8%	95.7% (4.3% NEET) 95.6%	PROV 95.5% (4.5% NEET)	96.5% (3.5% NEET)	97% (3% NEET)	AY 2013/14 96.9% (3.1% NEET)	AY 2013/14 20		Cllr Sarah Merry
Increase the % of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training from 95.6% in 2015 (i.e. 4.4% NEET) to at least the Wales average by 2018	Local	(4.2% NEET) 99.3%	(4.4% NEET) 98.9%	PROV 97.4% (2.6% NEET) 98.8%	97% (3% NEET) 99.5%	97% (3% NEET)	AY 2013/14 95.1% (4.9% NEET)	AY 2013/14 11		Cllr Sarah Merry
Percentage of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11.	Local	(0.7% no quals)	(1.1% no quals)	(1.2% no quals)	(0.5% no quals)	100%	1.2%	-		Cllr Sarah Merry

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

# Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
Maintain customer / citizen satisfaction with Council services	Local	92.3%	88.8%	80.8%	69.3%		-	-		Cllr Graham Hinchey
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	NSI/PAM	49.67%	53.38%	Target 58%	60%	60%	56.24%	17	↑	Cllr Bob Derbyshire
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'	Local	99.8%	99.2%	90%	90%	90%	-	-	→	Cllr Peter Bradbury
The number of visitors to Libraries and Hubs across the City	Local	2,901,510	2,945,838	2,125,764	3,000,000	3,000,000	-	-	↑	Cllr Peter Bradbury
The number of visits to Public Libraries during the year, per 1,000 population	NSI	8326	8376	6000	8467.5	8467.5	5526	1	↑	Cllr Peter Bradbury
The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	NSI	9990	8084	Target 96%	9647	9647	8662	13	↓	Cllr Peter Bradbury
The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM	87.27%	91.76%	Target 92%	92%	92%	94.19%	18	↑	Cllr Bob Derbyshire
The percentage of reported fly tipping incidents cleared within 5 working days	NSI	92.60%	82.51%	Target 90%	90%	90%	93.05%	21	↓	Cllr Bob Derbyshire
The percentage of municipal waste collected by local authorities sent to landfill	NSI/PAM	46.85%	32.57%	Target 30%	25%	25%	29.38%	13	↑	Cllr Bob Derbyshire

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

## Improvement Objective 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
% of the revised set of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally	Local	37.2%	33.3%	Target over 50%	50%	50%	-	-		Cllr Graham Hinchey
% of revised set National Strategic Indicators and Public Accountability Measures that meet set target	Local	65%	50%	Target 85%	60%	TBC	-	-		Cllr Graham Hinchey
% of revised set of National Strategic Indicators and Public Accountability Measures that show an improving trend	Local	75%	42.9%	Target 85%	75%	TBC	-	-		Cllr Graham Hinchey
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	Previously local indicator	10.11	Target 9	8.5	8	9.9	12		Cllr Graham Hinchey
% of personal performance & development reviews completed for permanent staff	Local	82%	89%	Target 90%	95%	95%	-	-		Cllr Graham Hinchey
% of middle managers at grade 7 and below to complete the Cardiff Managers programme	Local				50%	90%	-	-		Cllr Graham Hinchey

**Key:** NSI= National Strategic Indicator | PAM= Public Accountability Measure

**2015-16 result:** Where results for 2015-16 is not available, the set target is included.

\* 2013/14 Welsh Government statistical release and is based on 43 national indicators as one indicator was deemed to be not comparable to the rest of Wales.

## Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
Reduction in Gross Internal Area (GIA) of buildings in operational use	Local [Assets Strategy]	N/A	2.5%	Target 3.5%	3%	5%	-	-		Cllr Graham Hinchey
Reduction in total running cost of occupied operational buildings	Local [Assets Strategy]	N/A	N/A	N/A	4.2%	4.4%	-	-		Cllr Graham Hinchey
Reduction in maintenance backlog	Local [Assets Strategy]	N/A	£900k	Target £4.3%	£3.2m	£6.7	-	-		Cllr Graham Hinchey
Revenue savings delivered through Property Rationalisation	Local	N/A	N/A	N/A	£1.5m	£1.58m	-	-		Cllr Graham Hinchey
Capital receipts delivered through Property Rationalisation	Local	N/A	N/A	N/A	£7.3m	£21.6m	-	-		Cllr Graham Hinchey
The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.	PAM	New indicator from 2015-16	New indicator from 2015-16	N/A	3%		-	-	new indicator	Cllr Ramesh Patel

### National Strategic Indicator and Public Accountability Measures which do not appear in the main body as part of the Plan

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	2017-2018 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
The percentage of adults aged 60+ who hold a concessionary bus pass (THS/007)	NSI	95.3%	100%	Target 94%	94%	94%	85.8	1		Cllr Ramesh Patel

Key: NSI= National Strategic Indicator | PAM= Public Accountability Measure

2015-16 result: Where results for 2015-16 is not available, the set target is included.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**APPOINTMENT OF ASSISTANT TO CABINET MEMBER**

**REPORT OF DIRECTOR OF GOVERNANCE AND LEGAL SERVICES**

**AGENDA ITEM: 3**

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**PORTFOLIO : LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)  
(COUNCILLOR PHIL BALE)**

**Reason for this Report**

1. To consider the appointment of a new Assistant to Cabinet Member – Housing and Tackling Poverty.

**Background**

2. Article 7.5 of the Council's Constitution provides that:

*“The Cabinet may appoint Councillors to act as assistants to the Cabinet as the Cabinet considers necessary and appropriate. Their role will be:*

- (a) to assist the Cabinet collectively;*
- (b) to liaise with the Chairs and members of relevant Scrutiny Committees; and*
- (c) to act as observers at meetings of the Cabinet or a committee of the Cabinet.*

*Assistants to the Cabinet may not vote on any matters before the Cabinet, neither may they substitute for a Cabinet Member at a meeting of the Cabinet nor in any decision-making role.”*

3. On 15 May 2014, the Cabinet agreed to create three new Assistant to Cabinet Member roles in order to provide additional support to Cabinet portfolios. Assistants to Cabinet Members that are appointed by the Cabinet can work with a Cabinet Member or Cabinet Members in taking forward particular projects or programmes and can represent the Cabinet at any meeting or function which does not involve any decision-making role.

4. On 11 June 2015, the Cabinet agreed the appointment of the following Members as Assistants to Cabinet Members for 2015/16:
  - Councillor Sam Knight – Technology, Innovation and Skills
  - Councillor Chris Weaver – Active Travel & Wellbeing (incl. Libraries)
  - Councillor Darren Williams – Housing and Tackling Poverty
5. Following the resignation of Councillor Darren Williams as the Assistant to Cabinet Member – Housing and Tackling Poverty on 4 November 2015, it is proposed that Councillor Caro Wild be appointed to the vacant Assistant to Cabinet Member position for the remainder of the 2015/16 municipal year.
6. A copy of the Role Description for Assistants to Cabinet Members that has been agreed previously by the Cabinet is attached as Appendix A to this report.

#### **Reason for Recommendation**

7. To approve the appointment of a new Assistant to Cabinet Member.

#### **Legal Implications**

8. The Role Description stipulates that an Assistant to a Cabinet Member cannot be a member of a Scrutiny Committee which scrutinises his or her Cabinet Member's portfolio. This is because the national Member Code of Conduct creates a prejudicial interest in any item of business at a scrutiny committee concerning to a cabinet decision or action taken when that member was a member of the cabinet at that time.

#### **Financial Implications**

9. There are no financial implications arising from this report.

#### **RECOMMENDATION**

Cabinet is recommended to approve the appointment of Councillor Caro Wild as the Assistant to Cabinet Member – Housing and Tackling Poverty.

#### **MARIE ROSENTHAL**

Director

12 February 2016

*The following appendix is attached:*

Appendix A: Assistant to Cabinet Member Role Description



*The following background papers have been taken into account:*

Cabinet Report, 11 June 2015

Cabinet Report, 12 June 2014

Cabinet Report, 15 May 2014

### **ASSISTANTS TO CABINET MEMBERS – Article 7.5 Cardiff Constitution**

The Cabinet may appoint Councillors to act as Assistants to the Cabinet as the Cabinet considers necessary and appropriate. Their role will be:

- (a) To assist the Cabinet collectively
- (b) To liaise with the Chairs and members of relevant Scrutiny Committees and
- (c) To act as observers at meetings of the Cabinet or a committee of Cabinet

### **ROLE DESCRIPTION**

1. Assistants to Cabinet Members are members appointed by the Cabinet to work with a Cabinet Member or Cabinet Members and deputise for them for any function except decision-making subject to the limitations set out below.
2. This includes taking forward particular projects or programmes. Most Assistant posts will range across the functions of the Cabinet Member but it is a matter for each individual Cabinet Member, after discussion with the Leader of the Council, to establish any limits or conditions on the ways in which the Assistant will operate. Any limitations on the role of Assistant which the Cabinet Member wishes to impose should be a matter of record, to be copied to the Leader of the Council and the Monitoring Officer.
3. The role of Assistant to Cabinet member does not attract a special responsibility allowance
4. Assistants to Cabinet Members may:
  - Undertake specific tasks, research and investigations and attend conferences, seminars and meetings as requested by the Cabinet Member so as to keep abreast of current policy and development initiatives.
  - Deputise for a Cabinet Member at Cabinet Briefings.
  - Deputise for a Cabinet Member (but not vote) at Cabinet meetings.
  - Deputise for the Cabinet Member at formal and informal functions except for official openings or ceremonies where it is appropriate for the Cabinet Member to have a role in which case, in the event of the absence of the Cabinet Member, the Lord Mayor will normally represent the Council.
  - To liaise with non-executive members in order to ensure that the Cabinet Member is fully aware of issues which are of concern to members.
  - Appear before a Scrutiny Committee where the Cabinet Member cannot attend or where the Assistant has focussed on the particular project or programme. (However, the Scrutiny Committee may also request the Cabinet Member to attend on a further occasion).
  - Be a member of a Scrutiny Committee which does not relate to his or her Cabinet Member's portfolio.

- Be a member of a Scrutiny Task and Finish Group.
5. However, an Assistant to a Cabinet Member cannot:
- take decisions
  - deputise for a Cabinet Member at Council Meetings
  - be a member of the Scrutiny Committee which scrutinises his or her Cabinet Member's portfolio

2 April 2014

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**DRAFT LOCAL GOVERNMENT (WALES) BILL**

**REPORT OF THE DIRECTOR OF GOVERNANCE AND LEGAL SERVICES**

**AGENDA ITEM: 4**

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**PORTFOLIO: SKILLS, SAFETY & ENGAGEMENT (COUNCILLOR DAN DE'ATH)**

**Reason for this Report**

1. To consider the City of Cardiff Council's response to the Welsh Government consultation on the Draft Local Government (Wales) Bill.

**Background**

2. In April 2013, the Welsh Government announced the establishment of the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams (also known as the 'Williams Commission'), to examine all aspects of governance and delivery in the devolved public sector in Wales. The Williams Commission published its report on 20 January 2014, which made 62 recommendations, including proposals for local government reorganisation in Wales through the merger of local authorities.
3. The Welsh Government published its response to the Williams Commission's recommendations, entitled 'Devolution, Democracy and Delivery – Improving Public Services for People in Wales', on 8 July 2014. This report included a summary of actions to be taken forward by the Welsh Government.
4. On the same date, the Welsh Government also published a White Paper, entitled 'Devolution, Democracy and Delivery – Reforming Local Government'. The White Paper set out proposals for local government in Wales in the 21<sup>st</sup> Century and focused mainly on future legislation to support the proposed merger of local authorities in Wales. The Council's response to this White Paper was approved by Cabinet on 9 October 2014.
5. The Welsh Government published a second White Paper, entitled 'Devolution, Democracy and Delivery – Reforming Local Government: Power to Local People', on 3 February 2015. The Cabinet agreed a

response to the Welsh Government consultation on the White Paper on 2 April 2015.

6. On 24 November 2015, the Welsh Government published the Draft Local Government (Wales) Bill and Explanatory Memorandum for consultation, as well as a separate consultation paper that includes a number of specific consultation questions. The Draft Bill has no formal legislative status at this stage, but is expected to be introduced into the National Assembly for Wales by the Welsh Government later this year following the National Assembly for Wales elections on 5 May 2016.
7. This is the second Bill to be issued by the Welsh Government which relates directly to local government in Wales and follows the Local Government (Wales) Act 2015, which became law in Wales on 25 November 2015. The Draft Bill will provide the legislative framework for a programme of significant local democratic and governance reforms, including the mergers of existing councils to create 8 or 9 new county councils in Wales and the establishment of a statutory Public Services Staff Commission.
8. In producing the Draft Bill, the Welsh Government has responded to many of the concerns and views expressed by councils as part of the consultation of the previous 'Power to Local People' White Paper. This includes the non-introduction of some of the more controversial proposals that were contained in the White Paper, such as term limits for councillors, review of members' remuneration and election cycles by thirds.
9. A number of other proposals which do not currently form part of the Draft Bill are also put forward by the Welsh Government as part of the consultation paper. These include the:
  - right of recall of councillors;
  - simplification of remote attendance provisions;
  - roles and responsibilities of Chief Executives;
  - power to dismiss statutory officers on a vote of the council;
  - clarification of council functions and responsibilities;
  - repeal of community polls legislation to be replaced by duties to establish petitions and e-petitions process.

## **Issues**

10. The various provisions of the Draft Local Government (Wales) Bill are set out in the following sections:

### **Part 1 – Local Government Areas and County Councils**

- includes provisions for the reorganisation of county and county borough councils in Wales, and the establishment of new counties and councils with effect from 1 April 2020.
- makes provision about the constitution of the new councils and the election of their members.

## **Part 2 – General Power of Competence**

- provides county councils and 'community councils with competence' with a general power of competence, setting out the boundaries of the power and degree to which it may be used for commercial purposes.
- the general power of competence gives a qualifying local authority the same power to act that an individual generally has. It is a power of first resort, which means that a qualifying local authority does not need to rely on specific powers in legislation to do something, so long as what they intend to do is not otherwise illegal.

## **Part 3 – Promoting Access to Local Government**

- contains provisions requiring county councils to promote access to, and public participation in, local government.
- requires the establishment by county councils of community area committees for the purpose of ensuring that community interests and priorities are taken into account by county councils in exercising their functions.
- places county councils under duties in respect of 'improvement requests', which require a county council to enter into discussions with certain community bodies for the purpose of improving local outcomes.
- makes provision about improving public access to local authority meetings.
- requires county councils to publish a guide in ordinary language to accompany their constitutions, together with official addresses for their members to which correspondence may be sent.

## **Part 4 – Functions of County Councils and their Members**

- imposes duties upon the members of county councils relating to the performance of their functions as members, and sets out how breaches of these duties are to be dealt with.
- requires leaders of political groups to take reasonable steps to promote and maintain high standards of conduct by Members of their group.
- requires the elected mayor or executive leader of a county council operating executive arrangements to set objectives for the executive
- requires candidates who wish to stand for elected mayor or executive leader to prepare a written manifesto.
- enables the appointment of members as assistants to the executive.
- requires county councils to have a 'chief executive' instead of a 'head of paid service', and makes further provision about their role.
- makes provision about the position of the head of democratic services, including removal of the restriction on a Monitoring Officer from also being designated as the Council's Head of Democratic

Services and inclusion of the post of Head of Democratic Services within the definition of chief officer for the purposes of the pay accountability provisions.

- makes provision about overview and scrutiny committees, including the voting rights of co-opted members of those committees.
- imposes statutory duties upon the members of county councils relating to the performance of their functions as members and sets out how breaches of these duties are to be dealt with. Members would be required to:
  - attend meetings;
  - hold at least four ward surgeries each year;
  - answer correspondence within 14 days;
  - complete mandatory training courses; and
  - publish an annual report.
- extends the responsibility of standards committees to include councillors deemed not to have carried out their statutory duties.
- requires standards committees to prepare annual reports on the exercise of their functions and other matters.

#### **Part 5 – County Councils: Improvement of Governance**

- places a general duty on county councils to make, implement and comply with governance arrangements, which must in turn comply with the requirements imposed by and under the Draft Bill.
- requires county councils to prepare and publish a corporate plan, consult on it, keep it under review and report on progress made against the matters set out in the plan.
- sets out how county councils' compliance with their duties in relation to governance is to be assessed through 'self assessment', 'peer assessment' and 'combined assessment' (i.e. a joint assessment carried out by certain regulators).
- provides the Welsh Ministers with a power to arrange a review of a county council's governance arrangements and to intervene when they consider it necessary or appropriate in order to ensure that a county council complies with its duties in relation to governance.
- provides for better co-ordination between certain regulators in the exercise of certain functions.
- renames audit committees of county councils as 'corporate governance and audit committees' and makes further provision about their functions and membership. This includes the requirement for one third of the committee to be comprised of lay or independent persons, with the other two thirds being council members. The chair of the committee must also be a lay person.
- Corporate governance and audit committees will be required to assess, and report on, the council's ability to:
  - comply with its duties in respect of its governance arrangements;
  - make progress in respect of the priorities as set out in its corporate plan; and
  - deal with complaints effectively.

The committee must assess, and report on, the arrangements made by the council in respect of self assessments and peer assessments. The committee must also review the council's draft



self assessment report and its draft response to peer assessment reports, combined assessment reports and governance review reports.

### **Part 6 – Community Councils**

- requires the Local Democracy and Boundary Commission for Wales to undertake a review of community council arrangements and community boundaries within the new county council areas, for the purpose of recommending changes to the community councils and their electoral arrangements.
- places a duty on county councils to consider the training needs of community councillors, and to make arrangements to meet those needs. It also places a duty on community councillors to complete compulsory training identified by the county councils and sets out how breaches of this duty are to be dealt with.
- provides that community council elections will be fixed at every five years from 2023 in line with changes made by the Draft Bill in relation to county council elections, and makes related changes to provision about community councillors' terms of office.

### **Part 7 – Workforce Matters**

- requires certain public bodies to have regard to any guidance on workforce matters issued by the Welsh Ministers.
- provides for the establishment and abolition of a Public Services Staff Commission to advise the Welsh Ministers on workforce matters during its existence.

### **Part 8 – General**

- contains general provisions regarding interpretation, commencement and regulations & orders made under the Draft Bill.
- provides for the short title of the Draft Bill.
- contains provision about the application of the Draft Bill to the counties and county boroughs in existence before the changes to be made by Part 1 come into force.

### **Member Consultation**

11. As part of the development of the Council's submission in response to the Welsh Government consultation, reports on the Draft Local Government (Wales) Bill have been considered previously by the Council's Standards and Ethics Committee (15 December 2015), Democratic Services Committee (20 January 2016) and Audit Committee (1 February 2016). In addition, details of the consultation were circulated to all Members on 12 January 2016 requesting any comments on the Draft Bill.
12. The closing date for submissions in response to the Welsh Government consultation on the Draft Local Government (Wales) Bill is 15 February 2016. As a result, a draft submission in response to the specific consultation questions will be submitted to the Welsh Government on 15 February 2016 pending formal approval by the Cabinet on 18 February 2016. It is therefore proposed that authority be delegated to the Chief

Executive, in consultation with the Leader of the Council, to notify the Welsh Government of any subsequent amendments to the Council's response. A copy of the Council's consultation response is attached as **Appendix A** to this report.

### **Reason for Recommendations**

13. To approve the City of Cardiff Council's submission in response to the Welsh Government consultation on the Draft Local Government (Wales) Bill.

### **Legal Implications**

14. These are as set out in the report.

### **Financial Implications**

15. There are no direct financial implications arising from this report. However, having considered the consultation responses, any subsequent decisions made by Welsh Government in respect of the Draft Local Government (Wales) Bill will need to be understood. It is essential that the ability of the Council to deliver savings and invest in the future in a sustainable manner is not hindered.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the submission (Appendix A) to the Welsh Government on the Draft Local Government (Wales) Bill; and
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to notify the Welsh Government of any subsequent amendments to the Council's response.

### **MARIE ROSENTHAL**

Director

12 February 2016

*The following appendix is attached:*

Appendix A: Draft Local Government (Wales) Bill – Consultation Response by the City of Cardiff Council

*The following background papers have been taken into account:*

Report of the Commission on Public Service Governance and Delivery

(‘Williams Commission’)

<http://wales.gov.uk/topics/improvingservices/public-service-governance-and-delivery/report/?lang=en>

Devolution, Democracy and Delivery – Improving Public Services for People in Wales

<http://wales.gov.uk/docs/dpsp/publications/140708-response-to-commission-en.pdf>

Devolution, Democracy and Delivery White Paper –

Reforming Local Government: Power to Local People

<http://wales.gov.uk/docs/dsjlg/consultation/150203-power-to-local-people-full-en.pdf>

Draft Local Government (Wales) Bill

[http://gov.wales/consultations/localgovernment/draft-local-government-\(wales\)-bill-consultation/?lang=en](http://gov.wales/consultations/localgovernment/draft-local-government-(wales)-bill-consultation/?lang=en)

### Consultation on the Draft Local Government (Wales) Bill

#### Consultation response form

The Welsh Government intends to publish a summary of the responses to this consultation. Normally, the name and address (or part of the address) of its author are published along with the response, as this gives credibility to the consultation exercise.

Name\*:

Organisation: City of Cardiff Council

Email\*:

Telephone:

Address: County Hall, Cardiff CF10 4UW

\* required information

#### Consultation questions

These questions should be read in conjunction with the Draft Bill, draft Explanatory Notes and draft Explanatory Memorandum

##### PART 1

Question 1.1: Do you have any comments on any of the provisions in Part 1 of the Draft Bill?

Public services in Cardiff are facing the twin challenges of population growth and financial austerity. The City of Cardiff Council has made over £120m in savings over the past 5 years, and is facing a budget shortfall of over £73m over the next three years. Cardiff is also set to be the fastest growing UK City (and Welsh local authority) in percentage terms over the next 20 years.

The capital city is the economic engine of the city-regional economy. Each day around 80,000 people – over a third of the city's 200,000 workforce – commute in to Cardiff from elsewhere in the Cardiff Capital Region. Similarly, the capital city hosts major events on behalf of the whole of Wales, and is the centre for culture and leisure for the city region's 1.4m population. These additional capital city responsibilities come with additional costs, and for Cardiff to continue to play this important role on behalf of Wales this needs to be reflected in the funding settlement.

Accommodating this population growth at a time of rapidly reducing budgets in an inclusive, sustainable manner, and doing so in a way which does not damage Cardiff's economic performance is a major long term challenge for the city, and given its importance for the Welsh economy, for Wales.

We recognise that this will mean that the way public services are delivered will need to change. However, the approach to reform should not be dominated simply by a debate about structures. Local government reorganisation can only ever be part of the solution.

What is more, the challenges facing local services are immediate. Change to services are happening on the ground now. There are pressing demand and financial challenges facing all public services, and these cannot wait for – and in any case will not be solved by – Local Government Reorganisation in Wales, which will not be completed until 2023.

We believe that reforming public services and securing economic growth in the face of cuts, and catalysing local democratic renewal, will require responses which are sensitive to the complexities of place.

For supporting economic growth, this will mean pursuing a city-regional approach, aligning strategic planning and investments across the functional economic area. This is currently being taken forward in the Cardiff Capital Region as part of the City Deal process. The Council would argue strongly that this city-regional approach continue irrespective of whether local government re-organisation takes place.

For public service reform this will mean a fundamental rethink about how public money is spent in a more effective way, asking how the totality of public resources can be deployed to best effect in a city or a neighbourhood, aligning local budgets and services over several years. This will require moving towards budgets that are multi-year and increasingly pooled across local delivery partners, free of national ring-fence constraints and conflicting outcome measures.

Furthermore, the Council believes that the Welsh Government should give consideration to using the powers that it currently has more inventively, working with local partners to develop policies which meet the distinct needs of each part of Wales.

The City of Cardiff Council continues to argue for local fiscal flexibilities to be devolved to local authorities to ensure that Cardiff is not left behind in terms of economic competitiveness by other UK and European cities. In particular, the Council believes that the Welsh Government should revisit the issue of business rate devolution and reform and that localisation of business rates should be a priority area of fiscal reform. This reform would both incentivise local authorities to promote growth and provide additional revenues to help balance budgets. We believe that the Welsh Government should look again at this issue to ensure that Cardiff and the wider city-region are not left behind cities in England.

Question 1.2: What are your views on the options for 2 or 3 Counties in North Wales, as set out in Schedule 1 to the Draft Bill?

No comments.

Question 1.3: What are your views on the proposed configuration of Local Government areas in Wales?

See 1.1

Question 1.4: Do the Welsh Ministers need to seek any further powers to support the integration of Powys Teaching Health Board and Powys County Council?

No comments.

Question 1.5: What are your views on the procedure for naming the new Counties?

The procedure as outlined in the Draft Bill is supported.

The City of Cardiff Council supports the move towards consistency of titles for comparable local authorities across Wales. However, given the recognised importance of cities in driving economic growth and the role that Cardiff as the capital city should play as a leading economic and cultural brand for Wales, the discretion and flexibility should exist for local variation.

Question 1.6: What are your views on the proposed changes to the Local Government election timetable?

The proposals outlined in the Draft Bill appear appropriate, though it should be noted that there is scope for electoral congestion should timetables slip and significant burdens will be placed on local election staff.

Question 1.7: Do you have any general comments on the provisions in section 16 and Schedule 3 of the Draft Bill relating to Local Government finance?

The Council would reiterate its view that the Local Government Finance system is no longer adequate. The current system does not provide the required budgetary flexibility to address the unprecedented financial challenges or unlock the growth potential of local areas. The current financial arrangements also fail to adequately recognise the unique pressures faced by the capital city. This, it should be noted, is in the context of Cardiff facing significant levels of growth and associated demand pressures. Furthermore, this has the potential to place Cardiff and the Cardiff Capital Region at a competitive disadvantage against other UK Core Cities that are being given greater freedom and flexibilities - in areas such as local business rate retention - to drive their city-regional economies.

Question 1.8: How could the Welsh Government measure the current level of avoidance of Non-Domestic Rates?

The Council would argue that there is a need in the first instance to agree a definition of what constitutes 'avoidance'. This will be difficult to measure and in some cases could be subjective. It is also very difficult to produce a report from billing systems to identify avoidance cases and this may rely upon the knowledge and experience of Rating Officers to individually identify properties in their area. In Cardiff, some of the common methods of rate avoidance include:

- **Charitable use**

The total award of mandatory charitable rate relief for Cardiff has been increasing year on year from around £10.2m in 2012 to £12.7m so far this year. It peaked at £14.2m for 2014. In addition we currently award £320k empty charitable rate relief for 2015. There is a trend for large empty properties to be let to charities while seeking a genuine commercial tenant or awaiting planning consent for redevelopment. In addition, charities have leased office space with a Rateable Value of £120,000 in the City Centre, which they then occupy for training purposes for one day each quarter. There are other assessments where the Council has refused to award charitable relief as we are not persuaded that the use is wholly or mainly for charitable purposes. In these cases, the Council obtained liability orders which often involved contested Court cases, which were both time consuming and expensive. The rate liabilities have never been paid and the charity is eventually wound up. The Council believes that the Charity Commission and the law in general should be much more proactive in identifying and prosecuting the people who run these fraudulent charities.

- **Contrived short term occupation**

This practice is now so widespread that some ratepayers are surprised that they actually have to tell us about the 6-week 'occupation'. One ratepayer assumed that we would automatically charge for six weeks and then award another three month void on a repeat cycle until they tell us otherwise. All surplus government property has been utilising this method of empty rate avoidance since 2008. For example, one company in Cardiff has had 37 separate short term occupations over a number of different properties. In some cases, the Rateable Value has been as high as £257,500. It is possible that the use made of these properties does not constitute occupation as the items stored in the properties are of little or no value, but there is no appetite for billing authorities to challenge this in Court due to the time, expertise and expense that a contested case would entail.

- **Small Business Relief on properties with Rateable Value below £6,000**

As there is nothing to pay when occupied, many businesses do not inform the Council when they move in and out. Landlords also do not inform the Council when their tenants move out because they would wish to avoid being left with an empty rate bill. It is an anomaly that rates are chargeable when empty, but not when occupied. This leads to contrived occupations where ratepayers claim property is occupied for storage purposes.

- **Abuse of Limited Liability Companies**

Many individuals abuse the Companies Act to avoid paying business rates. Businesses trade with no intention of paying any business rates and are then put into liquidation and a new company is set up. By operating in this way, there is no legal remedy to collect rates as the companies placed into liquidation, in most cases, have no assets and the new companies usually have new director names. To compound these problems, as a Licensing Authority, we are not allowed to take non payment of business rates into account when granting a license. This is a glaring error and if the legislation were changed to enable the linking of the two, it would help to reduce the incidence of rate evasion. There have been multiple cases owing significance debts that have been written off totalling hundreds of thousands of pounds in Cardiff.

Question 1.9: Do you have any comments or suggestions on how future legislation could help to reduce instances of avoidance of Non-Domestic Rates?

Avoidance has become so normalised that it is difficult to see how the trend can be reversed. Unless there the financial incentive to manipulate occupation periods is removed, then this trend is likely to continue. Even if empty rates were reinstated at 50% of the occupied charge, property owners would still seek to benefit from multiple void periods. As 6 weeks at 100% charge and 13 weeks at nil charge would average around 32% charge, this would be more beneficial than 19 weeks at 50%.



With small properties benefiting from high levels of Supplementary Business Rate (SBR) when occupied and the test for occupation being set so low, it would be very difficult to refuse SBR to properties with low Rateable Values. The Council would therefore argue for occupation periods and void allowances to be set at a level where there is no financial incentive to contrive occupations. This could involve restricting the number of void allowance periods unless there is a long term occupation (e.g. 1 year).

Question 1.10: In what other ways could the Welsh Government enable Local Government to reduce the level of avoidance and fraud within the Non-Domestic Rates system?

The Council would welcome proposals that would require businesses to notify Local Authorities of changes in circumstances. However, in order to be effective, there would need to be a time limit on awarding rate reliefs retrospectively.

Perhaps the biggest fraud in respect of rate avoidance is the mis-use of limited liability status. There are many examples in Cardiff of high value properties being let out to market stall type traders. There are currently around ten such places in Queen Street where Rateable Values are up to £400,000. Typically, the properties are let at a fraction of the market value to a company which, in turn, immediately sub-lets to another company. The company which claims to occupy will be a sham, the director will register a false address with Companies House and the company will trade for as long as it takes for the Local Authority to obtain a Liability Order. When the bailiff calls to enforce the Liability Order, he will be told that the business changed hands in the previous week and a new sub-lease will be produced to support the claim. Enforcement action is frustrated because the company has no assets and the company director cannot be located because he has registered a false address.

The Council recognises that this type of scenario may be outside the scope of the amendments that are being considered by the Welsh Government, but this is probably the biggest type of business rate avoidance/fraud currently experienced in Cardiff.

In addition, in relation to properties in the nature of pubs/clubs where licenses are involved, it might be easier to stop repeat offenders avoiding paying rates if it was easier to refuse applications for new licenses in the first place, particularly if the applicant was a known avoider of paying NNDR historically.

Question 1.11: Do you agree that the preserved counties be abolished and that consequential amendments are made so that the appointments of Lord-Lieutenants and High Sheriffs are made in respect of the counties in existence after 1 April 2020?

It would be appropriate for purposes of consistency and clarity that the new counties should be used for the appointment of Lord-Lieutenants and High Sheriffs from 1<sup>st</sup> April 2020. The creation of new counties to replace the current preserved counties in Wales should also result in associated changes to the postal counties used by the Royal Mail as part of their geographical referencing data that used widely by businesses.

Question 1.12: Are there other matters of a technical nature which should be considered?

No comments.

## **PART 2**

Question 2.1: Do you have any comments on any of the provisions in Part 2 of the Draft Bill?

The City of Cardiff Council welcomes the introduction of the power of general competence.

Question 2.2: Do you have any comments on our proposals relating to Community Councils with competence?

No comments.

## **PART 3**

Question 3.1: Do you have any comments on any of the provisions in Part 3 of the Draft Bill?

The Council supports the proposals in the Draft Bill to promote access to local government by placing duties on councils to promote access to, and public participation in, local government. However, the Council is concerned that many of the proposed new duties will create additional burdens on authorities which will require additional resources for the provision of administrative support.

Question 3.2: Do you have any comments on the proposed public participation duty and the requirement to consult on the annual budget?

The City of Cardiff Council is supportive of the spirit of the Welsh Government's ambitions and councils are committed to promoting access to local government.

It is not clear what improvements a new 'public participation duty' on local authorities would achieve, apart from creating an additional regulatory burden. Such a duty should already be covered as public engagement would be a key aspect of the proposed new general 'good governance' duty outlined in Part 5 of the Draft Bill.

The Council does not agree with the proposed statutory Public Participation Strategy, in particular the proposal to place statutory responsibilities on councils to discharge duties over or on behalf of other autonomous 'connected authorities' such as community councils, fire and rescue authorities and national park authorities; this will inevitably have resource implications for councils and clouds accountability and responsibility for delivering on any public participation duties.

Question 3.3: How should community representatives to sit on community area committees be sought and selected?

The proposed appointment of community representatives from "at least one body whose functions are of a public nature in relation to the whole or any part of the community area". Further guidance from the Welsh Government is required in relation to this process.

The nomination and appointment process for voluntary sector representation within each community area should be coordinated by the voluntary sector council operating in the Council's administrative area.

Question 3.4: Do you agree County Councils should be able to delegate functions to a community area committee? If yes, are there any functions that should or should not be capable of being delegated?

Yes, the Council would support flexibility to allow councils to delegate functions to more localised community governance models.

There are implications around delegations of powers and functions given the broad membership of the committee which could include executive and scrutiny members, and, potentially, members of the community with particular interests. Levels of delegation therefore need to be carefully considered in order to avoid any confusion of roles and responsibilities around quasi-judicial, executive or scrutiny functions.

Question 3.5: Do you have any views on whether transitional arrangements need to be put in place for existing area committees, or is a good lead-in time sufficient?

There are no significant implications in terms of the transition from the existing neighbourhood management area arrangements which are currently in place within Cardiff.

Question 3.6: Do you have any comments on the revised provisions for 'improvement requests' or on the interaction between these provisions and those relating to the public participation duty (Part 3, Chapter 2) and community area committees (Part 3, Chapter 3)?

The Council is supportive of the 'activist' or 'co-operative council' model and has taken steps to increase the engagement with communities and partners in the design and delivery of services.

The Council has some concerns relating to the provisions for 'improvement requests.' Councils already initiate and respond to informal 'improvement requests' on an ongoing deliberative basis in terms of service design and delivery, both through formal community consultation and engagement and ongoing user and service feedback or complaints.

The 'improvement requests' proposal in the Draft Bill over-formalises such an approach and will create a significant amount of bureaucracy, which would be an additional administrative burden on local authorities and could impact on the speed of decision-making. It is likely that councils will have to consider and report formally (either by the executive, scrutiny or both) on any such requests that are received from the community.

Question 3.7: Do you have any comments on any of our further proposals relating to access to meetings?

The Council would support provisions for the use of webcasting to be extended to all formal council, committee or sub-committee meetings of the Council that are open to the public. However, the Council believes that this provision should not extend to any such meetings (e.g. Community Area Committees) that are held in non-council owned premises within local communities due to associated logistical issues and resource implications relating to the staffing and portability of webcasting equipment to CAC meetings.

Question 3.8: Do you have any comments on our proposals to enhance participation by children and young people through the public participation duty?

The Council believes that the existing requirements placed on local authorities under Section 12 of the Children and Families (Wales) Measure 2010 are sufficient. The Council would request further clarification on how the proposed requirement for local authorities to involve children and young people in the decision-making process of the Authority would work in practice.

#### **PART 4**

Question 4.1: Do you have any comments on any of the provisions in Part 4 of the Draft Bill?

The Council is sceptical about whether the additional obligations in the Draft Bill would ensure a better public service for their electorate. In particular, the Council does not believe that the 'performance duties' or obligations set out in the Draft Bill assist in assessing effectively how well a Councillor has performed in his/her Ward in furtherance to their community leadership role. The ultimate determinant of a Councillor's performance by local people is through the democratic process at the ballot box in local elections.

Furthermore, the Council is concerned that an overly prescriptive approach which places new 'performance duties' on councillors will deter potential new candidates from putting themselves forward for election, particularly if they have other personal business, childcare or caring commitments. This would run counter to the aspiration to 'renew local democracy.'

The Council would also support the arguments put forward by the WLGA about the need for any proposals relating to the performance duties, remuneration and standards of conduct of elected representatives should be applied consistently across all levels of government in Wales.

#### **Section 82 – Attendance at Meetings**

The obligation to attend all relevant meetings would be difficult to meet as Councillors are often invited to meetings that will inevitably clash with other community meetings, events and commitments as part of their Council role. For example, school governor and PACT meetings, briefing and training sessions, other community events and meetings with officers.

The Council also feels that a more nuanced approach to measuring participation should be developed, which could potentially include, for example, a minimum attendance commitment for all Members. The current system recognises those Members who had 100% attendance at Committee meetings - even if they only attended the minimum requirement of attendance at Full Council (9 meetings a year in Cardiff). However, if a Councillor sat on many Committees, resulting in a requirement to attend a large number of

meetings a year, and missed a small number of these, their performance would appear to be worse than another member who had a 100% attendance rate from a small number of meetings.

#### **Section 84 – Correspondence**

The Draft Bill proposes that councillors would have 14 days to respond to correspondence that is sent to their 'official address', as required under Section 80 of the Draft Bill. Section 84 does not specify whether this is based on working or calendar days. In contrast, it is noted that Welsh Government Cabinet Members have 17 working days to respond to ministerial correspondence. The Council objects to this proposal in terms of the additional resource implications of supporting both Cabinet Member and Ward Member correspondence and casework in order to comply with these timescales, as well as the lack of consistency with other public services in Wales in terms of standards of customer service in replying to correspondence.

#### **Section 85 – Training**

The proposal to require Elected Members to attend mandatory training on key topics in order to develop appropriate skills is supported.

#### **Section 86 – Annual Reports**

The Council disagrees with the proposed statutory requirement for all members to produce an Annual Report. The current provisions of the Local Government (Wales) Measure 2011 are sufficient in that local authorities "must make arrangements" for Members to make an annual report should they wish to do so. Many Councillors already produce regular newsletters detailing their activities throughout the year which are valued by their communities and often provide much greater detail than a single, size-limited annual report.

#### **Sections 87-94 – Complaints about a Member's non-compliance with 'performance duties'**

The Council is concerned about matters relating to Members' performance duties being brought within the remit of the Council's Standards Committee due to the implication that any failure to meet these duties is comparable with more serious breaches of the Code of Conduct for Members. As it stands, the Standards Committee will not routinely consider serious complaints about Members who may have breached the Code of Conduct for Members unless the complaint has been referred to the Standards Committee by the Public Services Ombudsman for Wales. The Council is also concerned that the proposals will lead to an increase in the number of vexatious complaints about councillors' performance, which will place additional burdens on the workload of Monitoring Officers, Standards Committees and Heads of Democratic Services.

#### **Section 99 – Objectives to be met by council executives**

In order to be effective, the Council believes that this proposal needs to be supported by a requirement for a 'performance review' of executive members to be undertaken by the Leader of the Council.

**Section 100 – Manifestos: election of executive leader**

The Council is concerned about the timescales in which a written manifesto would need to be prepared (e.g. publication prior to consideration at the Annual Meeting of the Council) and would request further clarification on this. The Draft Bill also implies an open competition among candidates for the role of Leader, which does not always take place as it is an internal matter for the ruling political group to determine before being ‘ratified’ by the Council.

**Section 101 – Appointment of assistants to the executive**

This provision is supported and has already been implemented in Cardiff.

**Section 104 – Council leaders to set objectives for chief executives etc.**

This proposal is supported and has already been implemented in Cardiff.

**Section 105 – Head of Democratic Services**

The Council agrees that the requirement preventing the Monitoring Officer from also being the Head of Democratic Services be removed.

More generally, the Council believes that the Welsh Government needs to support the work of Councillors by improving the way in which it communicates and consults with local Councillors more widely in Wales. For example, the Welsh Government should make clearer to Councillors their plans for future legislation and initiatives; alert Councillors to relevant consultations more effectively, and provide direct and concise updates on Assembly legislation and Welsh Government policy developments.

Question 4.2: Do you have any comments on the proposed duty on leaders of political groups or the monitoring and reporting roles of the Standards Committee?

The Council supports the proposed duty on leaders of political groups to promote and maintain high standards of conduct by members of their groups. This will assist in upholding the Code of Conduct for Members and supporting good governance within councils. However, the Council’s Standards & Ethics Committee has expressed some concerns about the proposed new role and remit of Standards Committees in monitoring the work of political group leaders and their compliance with the duties imposed on them.

The Council’s Standards & Ethics Committee has also noted with concern the proposed new function for Standards Committees to consider complaints about Councillors that have breached the proposed new statutory duties relating to replying to correspondence, holding ward surgeries, attending meetings and attending mandatory training. The Committee believes that this proposed new role will amount to a ‘performance management’ role for Standards Committees, as opposed to a standards monitoring role ensuring adherence to the Members’ Code of Conduct.

In Cardiff, the Council’s Standards & Ethics Committee already submits an annual report to the Council on its work during the municipal year, as proposed in Section 109 of the Draft Bill.

Question 4.3: Do you have any comments on our proposals in relation to the delegation of functions by Local Authorities?

The proposals are supported.

Question 4.4: Do you have any comments on our proposal to give the Welsh Ministers a power to direct the IRPW to have regard to guidance when reviewing the remuneration framework for Councillors?

The Council would question the future 'independence' of the Independent Remuneration Panel for Wales if its work is placed under proposed Ministerial Directions. This would be similar to the Directions issued to the Local Democracy and Boundary Commission for Wales. It is noted that the word 'independent' does not form part of the Commission's official title.

Question 4.5: Do you agree the provisions relating to remote attendance in the 2011 Measure should be made more flexible?

The proposed intention to provide increased flexibility for remote attendance at meetings is supported in principle, but the Council believes that a lack of demand for this facility and related technical challenges are likely to persist. There is also a need to ensure that increased flexibility for remote attendance does not impair the proper and effective conduct and business of formal meetings, particularly if they are being webcast.

Question 4.6: Do you have any comments on our proposal that Shadow Authorities should be required to appoint interim Returning Officers?

This proposal is supported.

Question 4.7: Do you have any comments on the desirability of giving Councils the power to dismiss the Chief Executive, the Chief Finance Officer, the Monitoring Officer and the Head of Democratic Services through a vote?

This proposal is supported based on the substantial costs associated with the current Designated Independent Person (DIP) process, which can be both lengthy and bureaucratic. However, any consideration of the dismissal of statutory officers by the Council must be informed by an investigation report or legal advice that should be provided by an independent third party in the interests of fairness.



Question 4.8: Do you have any comments on our proposal to change the framework within which Councils and their Executive determine how their functions are to be allocated?

This proposed amendment to Section 13 of the Local Government Act 2000 is supported, but the Council believes that the proposed power of direction for Welsh Ministers to require local authorities to allocate responsibility for a function in a particular way is not needed.

Question 4.9: Do you have any comments on our proposals in relation to the disposal and transfer of Local Authority assets?

The proposals are supported and are consistent with the Council's Community Asset Transfer strategy and 'Stepping Up' tool.

## **PART 5**

Question 5.1: Do you have any comments on any of the provisions in Part 5 of the Draft Bill?

The Council welcomes the approach to performance and improvement based on the principles of self-improvement, self-assessment and good governance outlined in the Draft Bill. In its response to the previous consultation on the 'Power to Local People' White Paper, the Council raised concerns that the approach put forward was not proportionate to risk and, in practice, will be resource intensive, bureaucratic and complex. The Council therefore welcomes the proposals regarding the reduction of regulation and promoting self-assessment and peer assessment.

Although the detail and likely burdens around external regulation needs to be explored further, it appears on the face of the Draft Bill that external regulation is likely to be more timely and proportionate than the current regime (under the Local Government (Wales) Measure 2009).

The City of Cardiff Council agrees with the requirement that Local Authorities should produce a Corporate Plan and supports the proposals around corporate planning (S112), which largely build on the processes that councils already follow, albeit prescribing a list of specified documents or policies (or links to such documents) that should be included in a council corporate strategy.

The Council would like to re-iterate that there is a clear disconnection between the expectation that the Corporate Plan is a long term document and the absence of a commitment to move towards a longer term financial planning regime. Effective multi-year planning will require multi-year budgeting.

**The corporate planning and reporting proposals, as outlined in the Draft Bill should be better aligned with the new duties of the Wellbeing of Future Generations (Wales) Act 2015.** The specific corporate planning proposals (and other objective setting proposals elsewhere in the Draft Bill) duplicate new Wellbeing duties and therefore will increase internal bureaucracy and do little to aid public understanding or accountability.

When the proposed objective-setting duties in the Draft Bill are combined with the new duties of the Wellbeing of Future Generations (Wales) Act 2015, councils will have to annually set (or at least participate in the setting of) and report on six sets of similar corporate priorities:

1. **Councils must set and report annually ‘Wellbeing Objectives’** (S7 of the Wellbeing and Future Generations (Wales) Act 2015)
2. **PSBs must set and report annually ‘Wellbeing Objectives’** (S39 of the Wellbeing and Future Generations (Wales) Act 2015)
3. **Leaders must set and report annually ‘objectives to be met by the Executive’** (S99 of the Draft Bill)
4. **Leaders must set and report annually ‘objectives to be met by the chief executive’** (S104 of the Draft Bill)
5. **Councils set and report annually on corporate plan priorities** (‘council’s priorities in relation to the exercise of its functions (including its priorities in relation to its performance in the short-term, medium term and long-term) (S112 of the Draft Bill)
6. (A number of) **Community Area Committees must set an annual ‘statement of priorities and objectives’** in relation to the exercising of council functions in relation to the area of the committee (S52 of the Draft Bill)

As stated above, care must be taken to ensure that the Draft Bill and the Future Generations Act do not create duplication, and overly-bureaucratic or a confused approach to planning and performance management.

Statutory Performance Indicators do not feature on the face of the Draft Bill (unlike the predecessor 2009 Measure) but it is understood that they may feature in a final Bill. At this stage, it is not clear what the relationship of any new national local government performance indicators will have with the proposed new National Wellbeing Indicators, nor why any local government review is being undertaken separately from the wider consultation on the national Wellbeing Indicators, many of which cover local government performance.

Crucially, it is important that the Welsh Government recognises the distinction between area wide outcomes and organisational effectiveness. Achieving area wide outcomes is a collective and long term endeavour, whereas organisational effectiveness is measured by more immediate performance indicators. The lines between the two should not be blurred. **The Corporate Plan must be about organisational effectiveness measured through performance information. It contributes to wider outcomes measured by broader “macro level” data.**

The Council agrees with the need to better coordinate external regulators, notably the WAO, CSSIW and Estyn. The principle of the proposed 'whole system assessment' of local authorities undertaken jointly by the main regulatory bodies is much welcomed. Similarly, Local Authorities should not be compelled to respond separately to Self-Assessment, Peer Review and WAO reports as it will create a fragmented policy position that is ultimately unworkable. The three reviews should be mutually re-enforcing and inform the Corporate Plan.

The Council would agree that in some circumstances Welsh Ministers should intervene where a Local Authority is showing signs of failure; however, only under extreme circumstances and as a last resort. Whilst the Ministerial powers of intervention and support are similar to the present powers (under the Local Government (Wales) Measure 2009), there are no criteria (such as evidence which might be considered) before the triggering of an intervention.

Question 5.2: Do you have any comments on our proposal to subject Local Authorities to a governance arrangements duty?

The Council broadly welcomes the proposed governance arrangements duty, but better alignment is needed with the 'governance' duties of the statutory sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 (see above).

Question 5.3: Do you have any comments on the model approach to peer assessment set out in Annex A?

The Council welcomes the Welsh Government's recognition of the value of peer review and agrees that it should remain a key component of a reformed improvement regime in the future.

However, there is a danger that legislating and prescribing a peer review process as drafted in the Draft Bill essentially creates a peer inspection framework, rather than a peer review framework; although the membership and process would remain largely the same, the purpose, ownership and implications of a review will significantly change.

At present, peer review is an effective improvement process owned by, designed and timed to meet the needs of authorities. Formalising the process will affect the dynamics and flexibility of the review process and the openness and ownership of the authority.

Furthermore, the Chief Executive should have the discretion to commission the peer review, focusing on areas identified by the self-assessment and Wales Audit Office as requiring improvement.

Question 5.4: Do you have any comments on the proposed role for the Corporate Governance and Audit Committee in relation to the Local Authority's response to the self assessment, peer assessment, combined assessment and governance review?

This proposal is supported.

The Council agrees that the proportion of independent members sitting on a Local Authority's Audit Committee should be increased, with existing arrangements for the appointment of independent members to the Audit Committee in Cardiff already benefiting the work of the Council. Even before the Local Government (Wales) Measure 2011 and the statutory provision for the establishment of Audit Committees, the Council had more than one independent member on its former Independent Audit Panel. The Council believes that independent members bring a wealth of experience from a range of disciplines and helps ensure that the Audit Committee remains apolitical.

The Council also agrees that the chair of a Local Authority's Audit Committee should be an independent member, which is consistent with the current position in Cardiff. The Council currently has 8 Councillors and 4 independent members on its Audit Committee and we would consider this 2:1 ratio to work well. The Council believes that elected members provide local knowledge and experience, whilst independent members can offer an external perspective from a wide range of professional disciplines, as well as experiences from other organisations and sectors.

Question 5.5: Do you have any comments on our proposal to reject local public accounts committees?

No comments.

Question 5.6: Are Public Services Boards the right bodies to examine the policy choices facing local public services?

The Public Services Boards are the right bodies to examine long term trends and strategic policy choices facing local public services. They are also the right bodies to examine issues which in their nature require a partnership response (including the pooling of data, resources and assets) to achieve shared outcomes. However, the decision-making responsibilities should continue to rest with the individual member bodies of the PSB.

Question 5.7: If so, would they benefit from additional legal powers?

The legal powers of Public Service Boards as introduced in the Wellbeing of Future Generations (Wales) Act 2015 appear appropriate.

Question 5.8: What legislative measures could be considered to enable Local Government to take a public sector-wide shared services role?

No comments.

## **PART 6**

Question 6.1: Do you have any comments on any of the provisions in Part 6 of the Draft Bill?

The Council supports proposals for a review of community council arrangements to be conducted by the Local Democracy and Boundary Commission.

Question 6.2: Should the Boundary Commission be required to submit their draft reports to Shadow Authorities from May 2019?

Yes, this proposal is supported.

Question 6.3: Should the new County Councils implement the Boundary Commission's recommendations or should this be a responsibility of the Boundary Commission itself?

The Council believes that this should be a matter for implementation by the new County Councils.

Question 6.4: Do you have any comments on our proposals relating to compulsory training for Community Councillors?

The Council does not support the proposed duty on County Councils to consider the training needs and 'secure the provision' of training for community councillors. This should be solely a matter of responsibility for Community Councils.

Question 6.5: Do you have any comments on our proposal to extend the term of Community Councillors elected in 2017 to six years?

The Council is concerned that this would include provision for the undemocratic co-option of community councillors for a potential 5-6 year term.

Question 6.6: Do you have any comments on our proposal that Community Councils should be required to consider and plan for the training needs of their own members and employees?

This proposal is supported (see also response to Question 6.4)

Question 6.7: Do you have any comments in relation to the setting of objectives for a Community Council clerk?

No comments.

Question 6.8: Do you have any comments on our proposal to repeal the legislation relating to community polls and to require instead that Local Authorities should implement a system of e-petitions?

This proposal is supported and is consistent with the Council's previous submission in response to the recent Welsh Government consultation on the community polls legislation which was undertaken from November 2013-February 2014.

## **PART 7**

Question 7.1: Do you have any comments on any of the provisions in Part 7 of the Draft Bill?

The Council is concerned about proposed Ministerial powers over workforce matters, including the size and composition of the workforce; recruitment and retention of staff; the management, organisation and remuneration of staff; and the training and development of staff, which should be matters for local authorities to determine.

Question 7.2: Do you have any views on whether it would still be desirable to establish a statutory Public Services Staff Commission if it would be more constrained in the matters on which it could issue guidance than a non-statutory Commission?

The establishment of a statutory Public Services Staff Commission to specifically support the process of local government reorganisation in Wales is a logical next step following provisions in the Local Government (Wales) Act 2015 to establish a Commission on a non-statutory basis.

## PART 8

Question 8.1: Do you have any comments on any of the provisions in Part 8 of the Draft Bill or on any of the Schedules?

No comments.

## ADDITIONAL QUESTIONS

Question 9.1: Are you aware of any consequential amendments to legislation that will need to be made?

No

Question 9.2: Please provide feedback you think would be useful in relation to the supporting documents published alongside the Draft Bill i.e. Draft Explanatory Memorandum (including the Regulatory Impact Assessment) and specific Impact Assessments.

n/a

Question 9.3: We have asked a number of specific questions. If you have any related issues which we have not specifically addresses, please use this space to comment.

Responses to consultations may be made public – on the internet or in a report. If you would prefer your response to be kept anonymous please tick the box:

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**2015-16 QUARTER 3 PERFORMANCE REPORT**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 5**

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**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
GRAHAM HINCHEY)**

**Reason for this Report**

1. To present the City of Cardiff Council's performance report for Quarter 3 (October to December) of 2015/16 financial year providing Cabinet with an opportunity to review performance. The Performance Report for Quarter 3 2015/16 is attached at **Appendix A**.

**Background**

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.

**Issues**

**Performance Overview**

3. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services, the Council has a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed.

**Quarter 3 Performance Report Structure**

4. Attached at **Appendix A** is the Quarter 3 performance report. This report provides an analysis of performance for each directorate, including:
  - Key performance indicators

- Progress against Corporate Plan commitments
  - Financial performance
  - Management issues
  - Key challenges & risks.
5. In addition the report includes a corporate overview covering:
- Financial performance.
  - Various staffing items (Sickness absence, PPDR Compliance etc). Return to work compliance data has also been provided to show a more detailed picture.
  - Employee Costs (including overtime and agency spend).
  - Customer Contact.
  - FOI requests compliance with statutory timescales.
  - Progress against the Outcome Agreement
6. At the time of writing, performance reports for Quarter 3 are scheduled for 'Star Chamber' sessions where Cabinet Members and Directors will review and challenge performance and agree actions that need to be taken to address issues raised in the report.

### **Summary of key issues from Corporate Overview**

7. Across all Directorates 69% of Corporate Plan commitments are Green and 56.8% of Performance Indicators are Green.
8. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

### **Budget**

The financial monitoring position projected as at month 9 is reported elsewhere on the Cabinet Agenda in detail.

The high level position in relation to performance against the budget is that there is a projected Council surplus of £988,000. However, within that figure is a potential shortfall of £6.075 million against the 2015/16 budget savings of £32.473 million together with a projected shortfall of £2.954 million against the savings shortfalls carried forward from 2014/15. The Performance and Delivery Report contains information on the work which is being delivered within services to bring about an improvement in the directorate financial position.

### **Sickness Absence**

9. The sickness figure for Quarter 3 is 6.8 days lost per FTE and this represents a decrease over the same time period in the previous financial year and is the lowest Quarter 3 figure for 5 years. The current end of year 2015/16 forecast is 9.2 FTE days lost against a target of 9.0 FTE days lost.

## **Personal Performance and Development Reviews (PPDR)**

10. As at 8<sup>th</sup> January 2016 PPDR half year review compliance was 89.7%.

## **Freedom of Information Requests**

11. At Quarter 1 2014/15 PRAP challenged officers to improve performance of “multi-service” FOI requests, which was showing a low level of compliance (31%). In Quarter 3 2015/16 the Council handled 50 multi-function requests and compliance was 78%, which is consistent with figures reported in Quarter 2 2015/16.

## **Summary of Key Issues – Directorates**

### **City Operations**

12. Significant improvement has been made in the ‘in year’ financial position to reduce the estimated overspend from £1.5 million to a projected level of £149,000 at the year end.
13. In relation to ensuring that the private rented sector is fit for purpose, applications from landlords have not been forthcoming at an acceptable rate. A proactive exercise has been carried out to identify HMOs.
14. The implementation of service changes to enable the Council to meet its statutory recycling target are currently running approximately 6 months behind the original schedule due to the consequences of the call-in of the Cabinet decision over the summer period. The schedule has been revised and is currently on track and Phase 2 – Charging for non-residents use of Household Waste Recycling Centres commenced on the 2<sup>nd</sup> January 2016.
15. Performance in relation to the percentage of major planning applications determined within 13 weeks has declined in Quarter 3 to 5% when compared to 14.2% in Quarter 2. Preparations are underway in relation to the development of a Business Plan by March 2016 which will identify measures to include remedial actions to improve performance in this area.

### **Communities, Housing & Customer Services**

16. Rent Smart Wales was launched 23<sup>rd</sup> November 2015 and is a Landlord Licensing scheme hailed as a UK first being hosted by Cardiff Council on behalf of Wales. The new registration and licensing scheme will raise awareness with landlords, agents and tenants of their rights and responsibilities.
17. Reducing the time to let vacant properties remains a key challenge and an increase in the number of properties becoming void will cause further performance issues in January / February 2016. However, performance in Quarter 3 improved to 79 days compared to 94 days in Quarter 2 and

close monitoring of performance alongside a review of processes is currently being undertaken.

18. The average number of calendar days taken to deliver a Disabled Facilities Grant has continued to increase in Quarter 3 with 248 days taken, compared to 240 in Quarter 2 2015/16. Additional funding has been identified to address the backlog and the work has been issued to the contractor.

### **Economic Development**

Since quarter 2 of the current financial year the projected overspend in this Directorate has reduced by £275,000. This reduction is predicated on additional income of £400,000 generated from workshop rental and bus shelter advertising.

19. City Deal is progressing well and Welsh Government are now integrated into the process; work is ongoing towards a final submission in March 2016.
20. In relation to Central Square a lease has now been signed by the BBC for a new Head Quarters and the bus station is progressing to timescale.
21. The Council has embarked on a review of the Cardiff Business Council in anticipation of future funding shortfalls and the City Deal opportunity. Membership currently stands at 166 against an annual target of 1,000.

### **Education and Lifelong Learning**

22. Final data shows that the rate of improvement at Key Stage 4 is greater in Cardiff when compared to the rest of Wales. Outcomes for vulnerable learners, minority ethnic pupils and looked after children have also improved but are still significantly below average.
23. In relation to Challenge Cymru Schools the local authority has taken intervention action in three schools and leadership capacity has been increased. Although progress is being made, standards remain unacceptably low.
24. Delivery of the 21<sup>st</sup> Century Schools Programme has progressed significantly with the new Eastern High School design complete and planning permission granted. Demolition of the buildings is due for completion Spring 2016 and the new school to be delivered by September 2017.

### **Governance & Legal Services**

25. In relation to improving the number of eligible electors registering through the targeted use of social media and marketing campaigns and annual canvass has been completed with a shortfall of 4,651 electors against the eligible electorate.

## **Resources**

26. Work is being undertaken to consider the impact of insurance of Alternative Delivery Models (ADMs) and Community Asset Transfers. Resource services face significant challenge in relation to the ADMs around the support required to undertaken due diligence, implement changes and support new models.
27. The demand on the HR People Services Recruit Team remains high and to mitigate this a review of how the Council uses Casual Staff is being undertaken.

## **Social Services - Adult Social Services**

28. Challenges remain in Adult Services to deliver the financial savings brought forward from 2014/15, and the planned savings predicated on the recommissioning of services. Regular scrutiny of progress is being maintained.
29. At the time of writing, performance in relation to Delayed Transfers of Care for Social Care reasons has improved for the months of October and November. Figures show a total of 35 Delayed Transfers of Care compared with 39 during the same period in 2014/15. However, appropriate application of the escalating concerns process has led to a reduction in the capacity of the domiciliary care market. Therefore, performance in relation to Delayed Transfers of Care remains red.
30. The rate of older people aged 65+ whom the authority supports in care homes is currently over its annual target of 18 with a result of 18.41 at Quarter 3. Through the Delayed Transfer of Care Action Plan the Council is actively working with Health partners to increase the domiciliary care choices following discharge from hospital.
31. Performance in relation to Direct Payments has improved in Quarter 3 to 610 when compared to 602 in Quarter 2 2015/16. There are currently 46 adults working towards Direct Payments. Whilst the annual target of 700 is unlikely to be met, regular monthly meetings have been established with the main focus being the recommissioning of the service.

## **Social Services - Children's Services**

The month 9 position shows an overspend of £1.59 million mainly due to the continued pressure on external commissioning budgets. The position also projects a shortfall of £1.1 million in relation to the 2015/16 savings target. The service is continuing to monitor and reduce the number of high cost out of county placements for children and young people.

32. Concerns were raised in Quarter 2 regarding performance in relation to the timeliness of Personal Education Plans for looked after children and data for Quarter 3 shows no improvement to date. Operational and Team Managers need to prioritise improvement in this area.

33. The Early Help and Preventative Strategy was launched during Quarter 3 and a number of developments have been made including a pilot of the Joint Assessment Family Framework and the identification of accommodation for the Adolescent Resource Centre.
34. In relation to the Enhanced Fostering Scheme concerns were raised in Quarter 2 regarding the capacity of the provider to deliver on its commitments. Actions are being taken which include the identification of alternative placements for young people to return to Cardiff.

#### **Reason for Recommendations**

35. To ensure that improvements are made to ensure that the culture of managing performance is embedded within services and clear accountabilities are established for the performance of service areas.

#### **Financial Implications**

36. There are no direct financial implications arising from this report

#### **Legal Implications**

37. There are no legal implications arising from this report.

#### **HR Implications**

38. There are no direct HR implications arising from this report

#### **RECOMMENDATIONS**

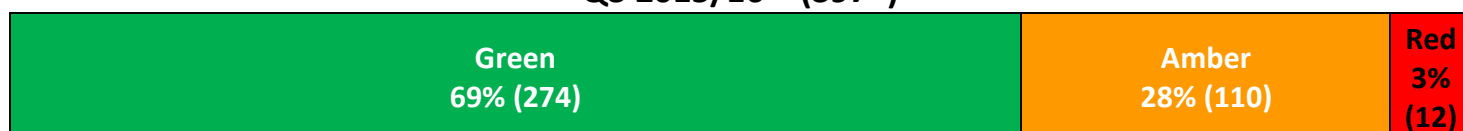
The Cabinet is recommended to note the current position regarding performance and the delivery of key commitments and priorities as at Quarter 3 and the action being taken to address areas of concern.

**PAUL ORDERS**  
**Chief Executive**  
12 February 2016

# Q3 Delivery and Performance Report 2015/16

## Progress against actions in the Corporate Plan 2015/16

Q3 2015/16 – (397\*)



\*Including 1 (0.25%) N/A

## Progress against relevant Performance Indicators

Q3 2015/16 – (125\*)



\*Excluding 98 Annual indicators, 28 with no results and 13 N/A

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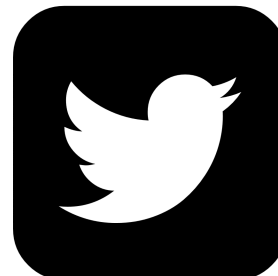
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# Q3 Customer Contact



**Twitter Media followers**  
**50,323 followers in English**  
**1,840 followers in Welsh**  
**4,834 Likes on Facebook**



Complaints	Q1	Q2	Q3	Q4	Q1	Q2	Q3
	(14/15)	(14/15)	(14/15)	(14/15)	(15/16)	(15/16)	(15/16)
New Complaints Received	682	676	507	533	497	603	569
Corporate Complaints	675	670	502	547	490	599	563
Complaints through the medium of Welsh	7	6	5	6	7	4	6
Acknowledgements not sent within 5 days	26	15	15	12	7	23	18
Response not sent within 20 days	55	37	33	25	39	34	36
Compliments Received	434	427	371	328	288	293	303

Directorate	Members Enquiries Received			Responded on time			
	Q1	Q2	Q3	Q2	Q2%	Q3	Q3 %
City Operations	437	567	543	396	70%	399	73%
Communities	119	127	101	107	84%	85	84%
Economic	3	2	6	1	50%	6	100%
Education	11	10	9	6	60%	8	89%
Gov & Legal	5	1	2	0	-	2	100%
Resources	17	12	8	11	92%	5	63%
SS - Adults	5	7	2	5	71%	1	50%
SS— Children's	0	3	1	2	67%	1	100%
<b>Total</b>	<b>597</b>	<b>729</b>	<b>672</b>	<b>528</b>	<b>72%</b>	<b>507</b>	<b>75%</b>

During Q3 Waste have continued to receive high volumes of member enquiries, whilst Highways have made considerable effort to reduce late cases and respond proactively to Requests for Service. Approx. 15% of enquiries account for Request for Service. The Members Central Team continue to work with areas that have poor response performance to take action to improve this.

**Total Staff Costs at Q3                    £133,522,581**

**Total Agency Costs at Q3                £11,476,890**

**Total Overtime Costs at Q3            £2,928,808**

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q3	% of Annual Budget		% Spend Agency	% Spend Overtime
£37,176,397	75.83%	<b>City</b>	14.21%	3.53%
£16,974,630	76.23%	<b>Operations</b>		
£1,271,376	73.86%	<b>Communities</b>	7.64%	1.69%
£8,764,310	77.30%	<b>Corp Mgmt</b>	4.22%	0.21%
£15,613,123	72.26%	<b>Economic</b>	9.14%	3.94%
£2,408,208	69.86%	<b>Education</b>	3.31%	0.81%
£27,348,406	69.15%	<b>Gov &amp; Legal</b>	5.59%	0.24%
£11,846,889	79.15%	<b>Resources</b>	3.06%	1.29%
£12,119,243	71.82%	<b>SS-Adults</b>	3.62%	3.74%
		<b>SS-Children's</b>	17.54%	0.46%

**Agency  
8.60%**

**Overtime  
2.19%**

## Staff Costs at Quarter 3

Directorate	Staff Budget	Spend to Month 9	% Annual	Overtime Budget	Overtime to Month 9	Overtime Spend as % of Employee Spend	Agency Budget	Agency Spend to Month 9	Agency Spend as % of Employee Spend
City Operations	49,029,025	37,176,397	75.83%	1,858,645	1,312,107	3.53%	3,944,645	5,281,847	14.21%
Communities, Housing & Customer Svcs	22,266,340	16,974,630	76.23%	327,210	286,972	1.69%	161,270	1,296,551	7.64%
Corporate Management	1,721,280	1,271,376	73.86%	0	2,640	0.21%	0	53,663	4.22%
Economic Development	11,337,550	8,764,310	77.30%	376,160	345,336	3.94%	424,920	801,310	9.14%
Education	21,606,020	15,613,123	72.26%	0	126,047	0.81%	195,290	517,246	3.31%
Governance & Legal Services	3,447,260	2,408,208	69.86%	0	5,676	0.24%	0	134,651	5.59%
Resources	39,549,081	27,348,406	69.15%	386,180	351,655	1.29%	285,950	837,281	3.06%
Adult Services	14,967,960	11,846,889	79.15%	58,720	442,794	3.74%	30,330	428,755	3.62%
Children Services	16,873,980	12,119,243	71.82%	0	55,579	0.46%	510,930	2,125,587	17.54%
<b>Grand Total</b>	<b>180,798,496</b>	<b>133,522,581</b>	<b>73.85%</b>	<b>3,006,915</b>	<b>2,928,808</b>	<b>2.19%</b>	<b>5,553,335</b>	<b>11,476,890</b>	<b>8.60%</b>

**\*The Total for Staff Budget excludes the Social Services total but includes the figures for Social Services – Adults and Social Services - Children**

# Sickness Absence Q3

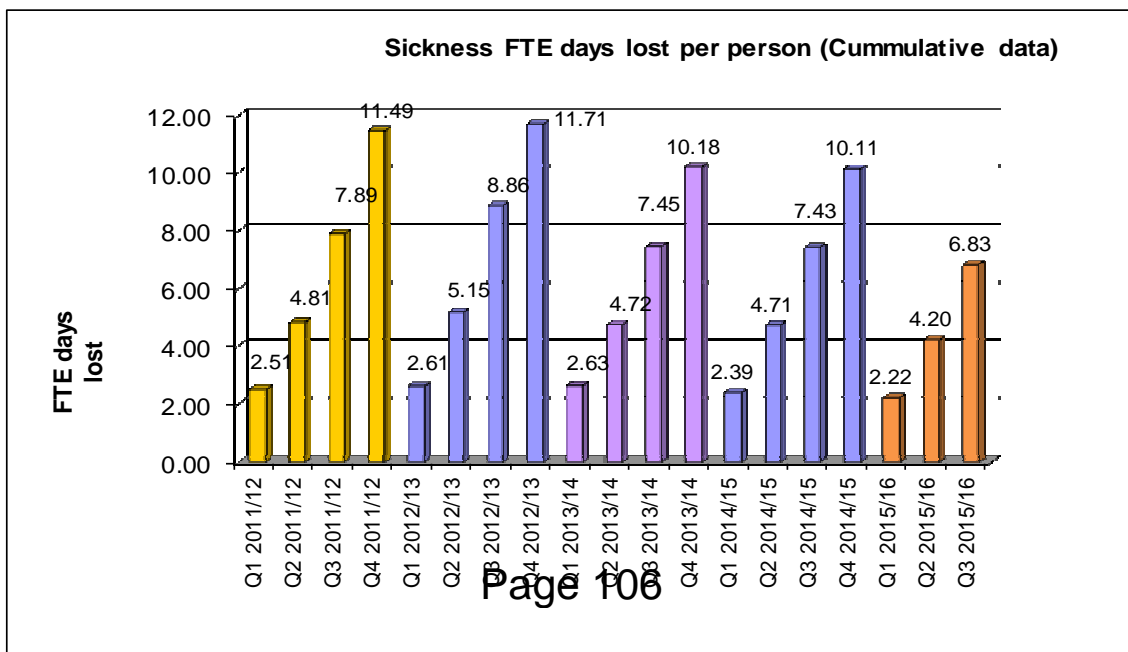
FTE days

2015/16

**6.8**

	Av FTE Numbers	FTE Annual Target	Q3 Days lost	Forecast for 2015/16
City Operations	1,375	13.0	9.5	12.8
Communities	960	9.0	7.8	10.6
Economic Development	245	6.0	5.8	7.9
Education	750	8.0	5.0	6.8
Education - Schools	5,400	7.8	5.7	7.6
Governance & Legal	85	6.0	4.3	5.8
Resources	927	8.0	6.2	8.4
SS - Adult	650	13.0	10.7	14.4
SS - Children's	350	13.0	11.1	15.0
<b>Total</b>	<b>10,746*</b>	<b>9.0</b>	<b>6.8</b>	<b>9.2</b>

\*This figure includes schools based education staff. The information for Quarter 3 shows a decrease in the number of days lost when compared to the same period in 2014/15. Performance in Quarter 3 is also the lowest in 5 years. The current forecast for the year end is 9.2 days lost per FTE. Performance continues to improving. However it is important to maintain the focus on the effective management of sickness across the Council. Part of the focus has been on the roll out of mandatory e-learning training on the Attendance and Wellbeing Policy; the continued in depth work in directorates to support further improvement; the identification and sharing of good practice across the council; and the introduction of an Employee Assistance programme with 24/7 access for all employees.



**Quarter 3**  
**Personal Performance and Development Review Compliance as at 8<sup>th</sup> January 2016**

Organisation Name	PPDR Half Year Review Compliance		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1328	1227	92.4%
Communities, Housing & Customer Services	1033	969	93.8%
Economic Development	255	232	91.0%
Education & Lifelong Learning (exc schools and central teachers)	825	670	81.2%
Governance & Legal Services	80	69	86.3%
Resources	1280	1187	92.7%
Social Services – Adults	<b>627</b>	<b>581</b>	<b>92.7%</b>
Social Services – Childrens	<b>343</b>	<b>259</b>	<b>75.5%</b>
Social Services (Total)	970	840	86.6%
<b>Total</b>	<b>5792</b>	<b>5194</b>	<b>90%</b>

Compliance for the completed half year review stage has improved from 85.8% in 2014/15 to 89.7% in 2015/16. Whilst compliance has improved, actions are being taken across the Council to ensure that the PPDR process is followed with a focus on half year PPDR reviews being completed.

# Information Requests

Change and Improvement Managed Requests						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	31	93.55%	15	100.00%	46	95.65%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Communication & Media	7	100.00	0	-	7	100.00%
CTS	0	-	0	-	0	-
Culture & Tourism	0	-	0	-	0	-
Democratic Services	9	55.56%	0	-	9	55.56%
Econ & Major Projects	14	78.57%	0	-	14	78.57%
Education	22	81.82%	3	100.00%	25	84.00%
Emergency Management	0	-	0	-	0	-
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	18	100.00%	0	-	18	100.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	4	50.00%	0	-	4	50.00%
Finance & Procurement	76	97.37%	1	100.00%	77	97.40%
Harbour Authority	0	-	0	-	0	-
Health & Safety	1	-	0	-	1	-
Highways & Transport	74	98.65%	0	-	74	98.65%
HRPS	22	59.09%	6	83.33%	28	64.29%
ICT	4	100.00%	0	-	4	100.00%
Improvement & Info	4	50.00%	47	93.62%	51	90.20%
Infrastructure	0	-	0	-	0	-
Legal Services	5	80.00%	0	-	5	80.00%
Licensing	17	88.24%	0	-	17	88.24%
Parks & Sport	17	58.82%	0	-	17	58.82%
Planning	12	83.33%	0	-	12	83.33%
Policy, Partnership	1	100.00%	0	-	1	100.00%
Project, Design, Dev	0	-	0	-	0	-
Procurement	7	100.00%	0	-	7	100.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	0	-	0	-	0	-
Trading Standards	12	83.33%	3	-	15	66.67%
Traffic Network Man	1	100.00%	80	100.00%	81	100.00%
Waste Management	18	61.11%	0	-	18	61.11%
<b>Total</b>	<b>379</b>	<b>86.81%</b>	<b>155</b>	<b>95.48%</b>	<b>534</b>	<b>89.33%</b>
<b>Multi-Function</b>	<b>42</b>	<b>78.57%</b>	<b>8</b>	<b>75.00%</b>	<b>50</b>	<b>78.00%</b>
<b>Total</b>	<b>457</b>	<b>83.81%</b>	<b>188</b>	<b>92.55%</b>	<b>645</b>	<b>86.36%</b>

**645**

**Requests**

**86.36%**

**compliance**

In Quarter 3 the Council handled 645 information requests under FOI & DPA Legislation. This was a 20% increase from Quarter 2. Although the central team have taken on more service requests and there has been an increase in volume there have still been slight overall increases in compliance with requests managed centrally. Compliance with requests managed by Directorates remains below the Council's target of 85%. The Improvement & Information Team are looking at further opportunities for improving these services.

Compliance in relation to Children's Services requests has improved from 75% to 95.65% as a result of these being brought into the Improvement and Information Team.

The Multi Function requests cover a number of service areas. The Council handled 50 of these requests during Quarter 3 & compliance with these was 78%.

**61**

**Requests**

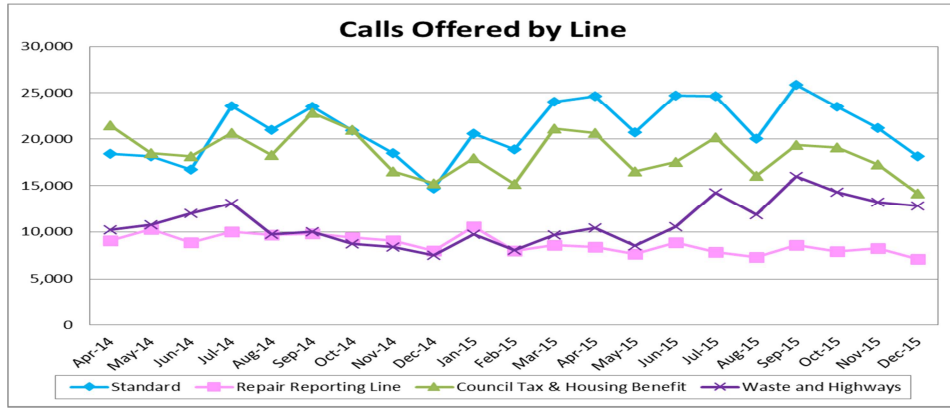
**67.21%**

**compliance**

Requests Managed by Directorates						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Customer Services	6	50.00%	0	-	6	50.00%
Health & Social Care	12	58.33%	22	81.82%	34	73.53%
Housing	18	61.11%	3	66.67%	21	61.90%
<b>Total</b>	<b>36</b>	<b>58.33%</b>	<b>25</b>	<b>80.00%</b>	<b>61</b>	<b>67.21%</b>

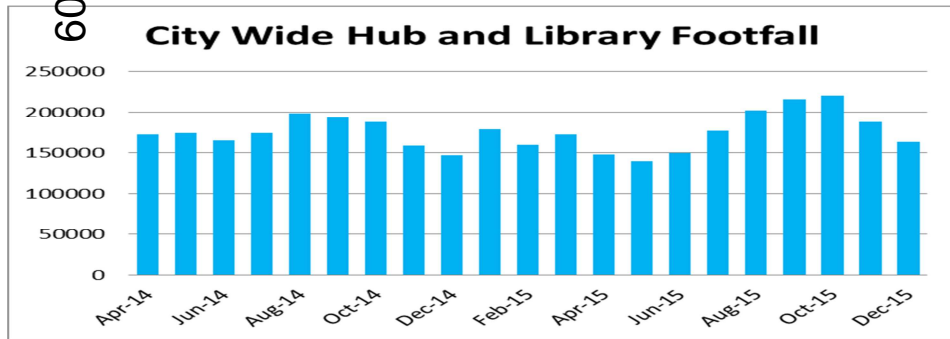
# Customer Contact

## Calls offered to C2C



**Update:** Quarter 3 has seen a decrease in call volumes, particularly compared to Quarter 2 which saw C2C's busiest month since opening with high call volumes regarding the city wide waste restrictions programme. December historically sees a decrease in calls. Over the quarter an answer rate of 96% was achieved by C2C.

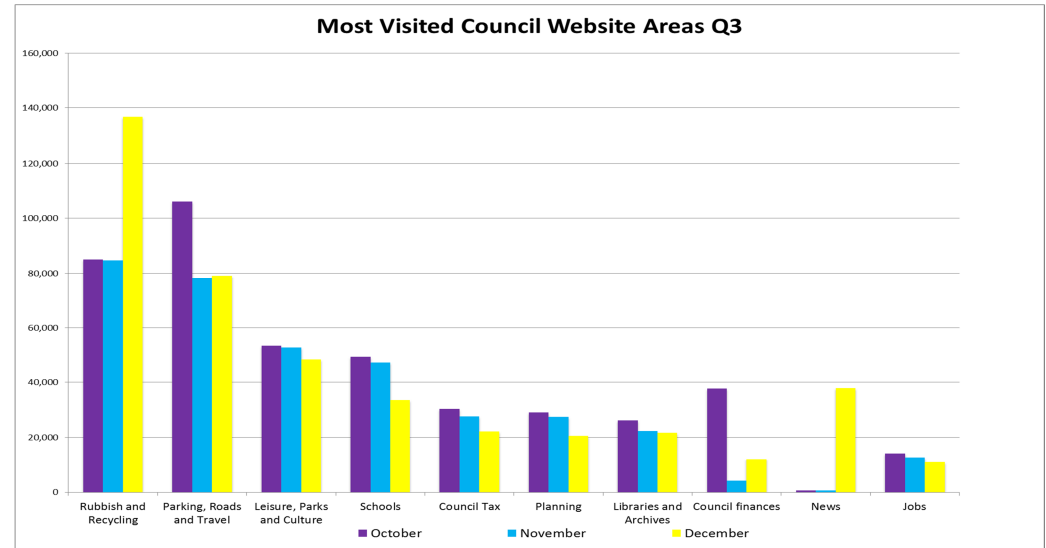
## Total Footfall in both Libraries & Hubs across the City



**Update:** Quarter 3 2015/16 saw 571,626 visitors, an increase of 78,206 against the Quarter 3 2014/15 volume of 493,420. This is despite the ongoing closure of Roath library due to Health & Safety considerations, as well as the closure of Grangetown library, closed for refurbishment and there has been a short closure at St Mellons library due to building work.

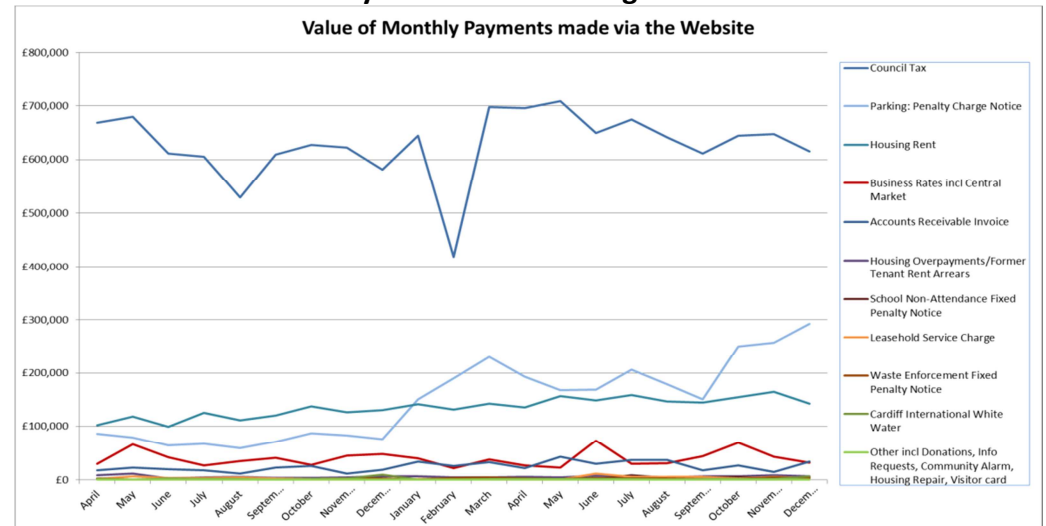
# Most visited Website Areas

## Most Visited Council Website Areas Q3



This chart shows (in descending order) the comparative levels of interest / page views by customers on the top 10 most viewed sections of the site each month during Quarter 3.

# The value of Payments made through the Website



## Outcome Agreement Measures for Q3 2015/16

### Economic Development

Measure	2015/16 Target	Q1 15/16	Q2 15/16	Q3 15/16
Businesses supported	50	153	229	303
New & safeguarded jobs in businesses supported financially by the Council	500			Awaiting info
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	478	1653	2099
Grade A office space	100,000 Sqft	180,000sq ft		Awaiting info
Jobs 10% above average Wales salary	20%			Awaiting info
Grant aid and private sector finance to companies assisted by the Council	£1,000,000	£1.044m	£5.130m	£6,959,014

### Education, Employment & Training

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Number of work experience placements*	277	62	27	1000
Number of businesses attending jobs fair events	2	39	4	70
% Year 11 leavers NEET**	N/A	N/A	4.5% provisional	2.5%
Year 13/14 leavers NEET**			2.6% provisional	3%

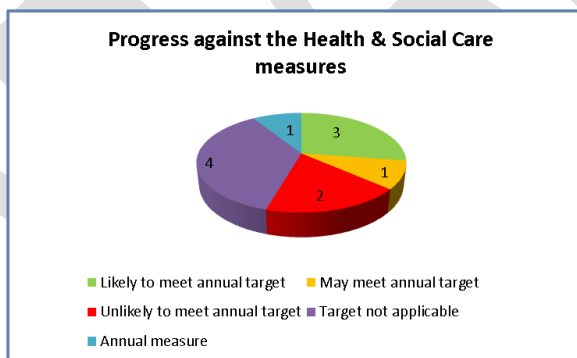
\*Welsh Government has ceased Careers Wales funding which is adversely affecting our ability to deliver against target.

\*\* Cardiff's NEET figures will not be verified until March 2016

### Education

Measure	Academic Year 14/15	Annual Target
% pupils achieving foundation phase indicator	86.73%	85.8%
% pupils KS2 achieving CSI	87.76%	86.5%
% pupils KS3 achieving CSI	83.40%	79.3%
% pupils KS4 achieving Level 2 threshold	59.3%	60%
No. of Schools placed in special measures or significant improvement	6	0
Attendance at Primary School	95.1%	94.6%
Attendance at secondary school	93.86%	94.1%

### Health & Social Care



The indicators that are unlikely to meet annual target relate to home care and care home packages and delayed transfers of care.

### Housing

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Boiler upgrades*	320	362	92	550
Roof replacements	85	96	63	240
Cladding of flats**	0	0	0	40

\*Contract on accelerated programme and all non-A rated boilers now issued for replacement

\*\*Planned works for Jan / Feb / March to complete the target



## Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

### Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,389,000	£52,538,000	£149,000	0.28%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	9.5
PPDR Compliance Stage (Permanent Staff)	92.4%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,618,000	£1,440,000	11.94%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total 40)

Green 52.5% (21)

Amber 37.5% (15)

Red 10% (4)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

Green 66.7% (30)

Amber 33.3% (15)

### Progress on Challenges Identified in Q2 (previous quarter)

**Delivering a Balanced Budget in year/2016/17** – The Directorate has identified detailed savings/income areas and targets for 2016/17. Following a focussed directorate initiative significant progress has been made on the in-year position. From an initial estimated overspend of £1.5m approx., previous quarter deficit of £660K, this has been reduced currently to a projected overspend of £149K. Further detailed work is taking place in critical areas and we are fully confident that a balanced position will be delivered year end.

**Ensuring that Robust FBC for Infrastructure Services ADM is delivered** – The detailed ADM / In-house project programme for the Full Business Case work is taking place. The Cabinet Report timeline has moved to March 2016.

**Managing and reducing sickness absence/Changing Working Environment Culture** – The sickness level result at Q3 is 9.5 FTE days is currently significantly below the target of 13 FTE days. There are two main areas of further work. 1. Establishing effective sickness absence policy monitoring and management across the Directorate – with particular ‘hotspot’ areas where sickness is on or over specified targets – a directorate-wide management group has been established and work is in progress. 2. In focused areas a process of staff / management engagement to develop a more motivated / engaged working environment. This work is will take place within the proposed ADM model that proceeds.

**Bereavement Strategy Implementation:** Ongoing work taking place to identify and deliver a site.

### Q3 Service Delivery

#### Directorate Delivery Plan

**Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants – (Amber)** – Applications have not been forthcoming from landlords at an acceptable rate. The team has carried out a proactive exercise in the northern part of the district to identify HMOs and there is a need to carry out a similar piece of work in the south. Following on from the collaboration restructure of Shared Regulatory Services, the focus of the team is on the training of new team members who will take on the HMO licensing function and reconfiguring the team to meet the challenges moving forward during 2016/17.

**Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro / Define and lead the development of strategic/regional transport infrastructure as part of a City Deal (Green)** -

Proactive work is taking place to identify key strategic proposals as a part of the City Deal / Metro. Contractor on site for the ‘Metro funded’ schemes on the A469 and A470.

**Develop a new Master Plan and Action Plan for Cardiff Bay (Green)** – Reporting anticipated in Q4. Cabinet Report being prepared.

**Adopt the Local Development Plan (Green)** – Major step forward, Fact Check version of Inspector’s report received on 18<sup>th</sup>

Dec and returned on 23rd December. Report has been prepared for Jan Cabinet and Council.

**Establish an Energy Prospectus (Green)** – The delivery of projects is proceeding, though a proposed review of the Prospectus is delayed due to a shift in Government policy with regard to renewables. The review will recommence once there is a settled position on the implications of the policy change.

**Establish a new strategy for highways and transport asset maintenance & renewal (Amber)** - Meeting arranged with Director of Communities, Housing and Customer Service to discuss a ‘one Council’ approach to asset management for housing infrastructure. Discussions with Parks and other services in City Operations to take place. Asset Investment Strategy discussed with Corporate Director Resources and a Cabinet Report will go in Spring 2016 with the strategy being reviewed at the Investment Review Board prior to this.

**Develop a Cardiff Cycle Strategy benchmarked against European best practice (Green)** - Consultation on the draft Existing Routes Map for Active Travel closed on 29<sup>th</sup> December 2015. On programme.

**Introduce new models of service provision for play services in the city (Amber)** – Consultation is currently taking place with local members and stakeholders on a new model for play services. Good progress being made

**Establish the future cultural and leisure needs of the city (Amber)** – The procurement process for the 2 bidders is currently taking place. Report with proposed way forward on programme to be presented to Cabinet March 2016

**Commence implementation of a new approach to infrastructure services (Amber)** – The Full Business Case work has been progressed. OMs have completed Due Diligence and Future Strategy Templates for each service in scope. The collated information will be used to prepare the Business Cases for both the Modified In-house and Wholly Owned Company models which will be contained within the Full Business Case presented to Cabinet in March 2016. The Full Business Case Board has met monthly to review project progress. Meetings with the Unions have been held on a regular basis – initially monthly, and then fortnightly towards the end of Q3. They will be held on a weekly basis during the early part of Q4.

**Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) (Amber)** – Phase 1; Press & Social Media are being used to inform and reflect current changes. Phase 2; Charging for non-residents commenced on the 2<sup>nd</sup> Jan 2016, potential North Cardiff sites have been identified, the delay in the decision due the Call-in has resulted in the project running approx. 6 months behind the original schedule, the project is running on track for the revised schedule. Phases 3&4; Whole timeline set back pending data form collections changes. Currently undertaking detailed discussions with WAG and Heads of Service across Wales.

**Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils (Amber)** - A review of the Licensing fees for Taxi driver and taxi operators was conducted in the period in line with the change in the law to make provision for the issue of licences over longer periods of time. Those fees were agreed by the Public Protection Committee and came into force on 1st October 2015. The population of the new structure was completed in Dec 2015 and the fee setting process for other licences predicated upon the new structure, will commence in Q4 for the 2016/17 financial year. The service is developing a workforce plan that will be implemented in Q4 following the population of the new structure. The plan will underpin the professional development of officers, particularly those undertaking new or enhanced roles.

#### **Management**

**Sickness Absence** – Q3 position (as at 13/1/16) is 9.4 FTE days lost against target of 13 FTE days. A number of actions are being taken forward to focus on attendance management which include; APSE benchmarking, working closely with OCC Health, specifically reviewing short and long term absence target etc. **PP&DRs** – Half Year Reviews have been confirmed as 92.4% against target of 85%, managers are actively working to improve position.

**Health & Safety** – The Directorate’s H&S Policy and Action Plan have now been published and are available via CIS. Up to Dec 2015 there have been 165 accidents / incidents of which 87 were near misses (no injury related), there have been 4 specified major injuries, 433 days lost due to accidents and an identified trend of “hit by something fixed or stationary” (56).

### **Key Performance Indicator Data – Q3 2015/16**

#### **Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)**

**Green 5.2% (1)**

**Amber 10.5% (2)**

**Red 5.2% (1)**

10 (52.6%) of the indicators are annual and 5 (26.3%) have no result available at this stage as the data is still being collected, interrogated and verified.

#### **National Strategic Indicators and Public Accountability Measures**

<b>Performance Indicator</b>	<b>Result 14/15</b>	<b>Position Q1</b>	<b>Position Q2</b>	<b>Position Q3</b>	<b>Position Q4</b>	<b>Target 15/16</b>	<b>Year End 15-16</b>	<b>R.A.G.</b>
LCS/002b - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8084	Annual Result				9647		
PPN/009 - The percentage of food establishments which are ‘broadly compliant’ with food hygiene standards	91.76%	93%	93.8%	94.4		92%		<b>G</b>
PSR/004 – The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.54%	1.03%	2.67%	0%		6.60%		<b>A</b>

### National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Cumulative – dependant on result at Q4 to meet target hence amber question mark								
PLA/006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93%	Annual Result				20%		
STS/005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	86.80%	Annual Result				90%		
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	82.51%	96.2%	96.9%	Awaited		90%		G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%	95.5%		94%		G
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	6.80%	Annual Result				Aggregated indicator		
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill	32.57%	12.2%	18.1%	Awaited		30%		G
Awaiting validation by NRW								
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	53.38%	57.1%	54.4%	Awaited		58%		A
Awaiting validation by NRW								
CAM/037 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16	Annual Result				3%		
New indicator								

### Directorate Delivery Plan Indicators

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
PLA/004 (a) - % of major planning applications determined during the year within 13 weeks	20%	11.8%	14.2%	5%		25%		R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%	75.7%		80%		A

The Planning Service is fully aware of the need to bring this indicator back into a positive position. Also, it fails to recognise the very substantial improvements currently taking place that will shortly be presentable. The reason for this current underperformance is: (i) As part of recent improvement measures, staff have been 'flushing out' older applications within the system. Therefore, 20 majors were determined in Q3, more than any quarter in 2014/2015 or 2015/16; (ii) The volume of determining majors has risen for 2015/16 as a whole (Q1-Q3 combined) with more determined to date than for the whole of 2014/15; (iii) major applications associated with the LDP have been stalled but now will move; (iv) New monitoring and management measures have recently been put in place this has already seen a significant improvement in the turnaround of householders/minors/others (up to 85.7% within 8 weeks for December 2015) which accounts for approximately 98% of all applications processed. For the reasons outlined above, improvements to majors will take slightly longer to run through the system. Taking account the above, it is envisaged the performance in relation to majors will henceforth significantly improve. A target of 25% for Q4 (Green) is considered reasonable in these circumstances but with a commitment for further gradual improvement through Q1 to Q4 within 2016/17 to even more positive service achievement.

<p><b>Q3 Challenges Identified</b></p> <p>Significant issues identified within Highway Operations relating to non-compliance of BS ISO 9001 Quality Management System which could result in major non conformities, loss of registration at next BSI visit and implications for accreditation to National Highway Sector Schemes.</p> <p>New Government Policies on renewable energy generation were published at the end of December; these significantly reduced the financial support that renewable energy schemes get through the Feed In Tariff and other incentives. This has presented significant challenges for current and proposed renewables schemes and, therefore, for the Council's agreed carbon reduction commitments.</p> <p>Delivering a Balanced Budget in year 2016/17.</p>	<p><b>Q3 Actions being taken</b></p> <p>Immediate management action plan identified to help off-set non compliances, however significant remedial work required to ensure management system is fully compliant to ISO 9001 Standard.</p> <p>A series of live schemes, including Radyr Weir and some Solar Roof installations have been accelerated to ensure that they connect in advance of the proposed changes, thus maintaining the basis of their business cases. Other schemes, in particular Lamby Way Solar Farm, and future solar roof schemes, are being reviewed to establish alternative delivery routes. Following this review and re-prioritisation a new Renewable Energy delivery plan will be proposed.</p> <p>On-going work is required to ensure that all proposed budget savings and income generation is delivered in a timely manner.</p>
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### Q3 Risk Update

<b>Corporate Risk</b>				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<p><b>Climate Change and energy security</b></p> <p>- Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.</p>	Red	Red	<p><b>Q3 update</b> - In summary this covers position on climate change resilience PI, new energy policy, energy budgets, local power generation and delivering renewables.</p>	<b>Andrew Gregory</b>
<p><b>Food Safety Management</b> -</p> <p>Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events &amp; venues.</p>	Red	Red / Amber	<p><b>Q3 update</b> - Continuing to support the corporate system through the year, but now the SRS structure is in place we need to agree new working arrangements with Cardiff; these discussions are on-going. Many of the processes created over the last three years have bedded in and if they continue to be operated the level of risk has been reduced. While one cannot eliminate every risk, the Council is in a more robust position than when this project started. Deviation from the agreed protocols would need careful consideration.</p>	<b>Andrew Gregory</b>
<p><b>Preparation of Local Development Plan</b> - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p><b>Q3 update</b> - Given receipt of Inspector's 'fact check' report, and imminent receipt of final report /adoption at Council, it is expected that the project will be completed in Q4, it is anticipated that this risk can then be closed down.</p>	<b>Andrew Gregory</b>
<p><b>Waste Management</b> - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste</p>	Red	Amber / Green	<p><b>Q3 update</b> - The end of year position for statutory recycling and Biodegradable Municipal Waste to landfill targets have been exceeded (full NRW validation is pending). The Project Gywrdd commissioning means that the risk of failing our Biodegradable Municipal</p>	<b>Andrew Gregory</b>

treatment.			Waste target has been virtually removed. The risks for 15/16 remain on recycling performance remains red as the target increases from 52% to 58% this year. But strategy initiatives are being completed to schedule, such as the restricting project and bottom ash recycling. Influences such as bad weather/snow can also influence the recycling performance in Q4. Delays in HWRC progression will influence the end of year, but the restricting and IBA recycling will contribute to increased recycling.	
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### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Significant risk with financial targets in not being able to be met.	<b>Red</b>	<b>Red / Amber</b>	Mitigation strategy in place and financial position is significantly improving in terms of in-year position.	<b>Andrew Gregory</b>
Should timescale for procurement on Leisure Centres alternative management not be met, savings would be delayed or not achieved.	<b>Red</b>	<b>Red</b>	Actively working through milestones and mitigating actions to progress matters.	<b>Andrew Gregory</b>

# Directorate: Communities, Housing & Customer Services

Director: Sarah McGill Councillors: Bale, Hinchey, Elsmore, Bradbury, De'Ath and Derbyshire

## Q3 2015/16

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	7.8
PPDR Compliance Stage (Permanent Staff)	93.8%

Budget	Projected Outturn	Variance	Variance (%)
£46,976,000	£46,976,000	0	-

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,962,000	£1,508,000	£454,000	23.13%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 15)

Green 87% (13)

Amber 13% (2)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 45)

Green 73% (33)

Amber 27% (12)

### Progress on Challenges Identified Q2 (previous quarter)

#### Alarm Receiving Centre – finalisation of work with the transmission network so the service is fully operational.

The cause of the issue, identified as a faulty Power of Ethernet Cable, has now been rectified and footage is now being received from all sites back to the Alarm Receiving Centre.

#### The launch of Rent Smart Wales – success relies on all work streams progressing in accordance with the project plan and the development of the website which will manage the customer facing and staff interactions.

Rent Smart Wales launched on the 23rd November and is a landmark landlord licensing scheme hailed as UK first being hosted by Cardiff Council. The new registration and licensing scheme will prevent rogue landlords and agents from letting and managing properties in Wales. It will also raise awareness with landlords, agents and tenants of their respective rights and responsibilities.

All new staff were in place on the launch date having completed 3-4 weeks of induction training, documentation to support the processes had been developed and the infrastructure and database required for launch was in place. The marketing campaign, led by Welsh Government, was implemented and publicity included Lesley Griffiths AM and Cllr Bob Derbyshire visiting Willcox House with press. Further development to the website / database is required post launch to ensure system is fit for next steps in the processing of registrations and licensing applications. A review of the fees set for Agents is also under consideration.

#### SAP Customer Relationship Management System – the continuation of the phased rollout.

Delays to deployment have been raised direct with SAP on communication templates generated by the contact centre. Housing Repairs and Standard team work items have been completed and are in the production for CRM.

#### Voids - Reducing the time taken to let vacant properties remains a key challenge.

An additional Manager has been appointed and performance improved in December, with 79 days taken to let properties in Q3, down from 94 days in Q2. However, there has been an increase in the number of properties becoming void and this will cause issues with performance going forward during January/February. The fortnightly meetings continue and close monitoring of performance is being carried out and processes are being reviewed to improve overall performance.

#### Disabled Facilities Grants- Issues with the number of days taken to deliver the grants.

Additional Capital funding was agreed until the 31st March, which will alleviate demand and reduce the backlog. A review of the eligibility criteria and adaptations that are funded is underway to ensure best use of funds. Further work is being done to manage contractor performance, a review of the contractual arrangements in place under the Building Maintenance framework is being carried and consideration is being given to providing some works in-house out to ensure value for money is achieved.

### Q3 Service Delivery

#### Budget

At the end of Quarter 3 the Directorate is projecting a balanced position; all savings proposals have now been implemented. The achievement of ambitious income targets through the commercialisation of services are yet to be achieved, however this is being offset by underspends within the Directorate.

#### Directorate Delivery Plan

**Adult Community Learning** – During term 1 (September – December) 1,237 people enrolled with Learning for Work Following the new programme launch for academic year 2015/16 in September, by the end of Term 1 (December 2015) there had been a total of 1237 enrolments for Learning for Work, 274 enrolments for DICE Learning for Work and 682 enrolments for Into Work Services. This reflects a 10.4% increase for enrolment numbers.

**Alarm Receiving Centre** – The recruitment of a Marketing Manager at the end of Quarter 2 led to a reinvention of the

advertising of the packages available and has shown increases in Telecare referrals, connections and customers during Quarter 3. Telecare brochures are currently being created with a new look and feel in line with the branding change. There has been a 177% increase in visitors to the Telecare Website' this shows that information regarding Telecare is being circulated and communicated out to the public domain.

**Welsh Public Library Standards** - The WPLS report was submitted for scrutiny in November, members were positive regarding Cardiff's WPLS performance. A database has been set up to enable the efficient collection and reporting of libraries performance information; this is now live – although further modifications will be necessary moving forward.

**First point of Contact for Adult Social Care** - Performance is going well with improved resolution at first point of contact. Prior to the First Point of Contact going live, 70% of calls were passed to Social Care, the latest overall average has reduced to 50% being passed to Social care.

**Welfare Reform** - The new Welfare Liaison team are now fully operational and assisting council tenants with Universal Credit and other welfare reform issues. Face to Face services for Universal Credit are now available through the Hubs. This includes budgeting advice and assistance to get on line and to open a bank account. The Housing Service together with the RSLs in Cardiff have applied to pilot the Trusted Partner arrangements which will allow landlords to provide more assistance to vulnerable tenants.

**Hubs** - Rumney Partnership Hub opened in November, and monitoring systems in place to record user numbers and customer feedback. Grangetown hub is opened in January and 300 customers were seen in the first day of operation.

#### Management

**Health & Safety** - Following the completion and publishing of the H&S Action Plan, a summary is being pulled together to make the information as accessible as possible.

**PPDR Status** – The PPDR compliance remains high, with dip sampling carried out across the Directorate which showed consistent high quality.

**Sickness** – The Directorate provides a number of face to face client services, which has an impact on sickness figures overall, the Directorate has also been affected by internal restructuring within the Directorate. Regular monitoring takes place within the Directorate to manage sickness absence.

### Key Performance Indicator Data – Q3 2015/16

#### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 45)

Green 81% (25)

Amber 13% (4)

Red 6% (2)

\*6 annual, 3 Not Targeted and 5 closed

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
The average number of calendar days taken to deliver a Disabled Facilities Grant	193	214	240	248		200		R
The main reason for delay in delivering adaptations was the lack of available funding. Requests for service have increased year on year while capital allocation has reduced, as a result it was necessary to slow down the delivery of adaptations. The Council has now recognised this and has identified additional funding to be used to address the backlog and this work has now been issued to the contractor. The performance indicator is likely to continue to be below target this year while these older cases are cleared.								
The number of library materials issued, during the year, per 1,000 population	4,727	967	2,132	3,109		5000		A
During Q3 Roath library was closed and Grangetown Library was closed for refurbishments and has now opened as a hub. There has been the temporary closure of St Mellons Hub for building work; these have contributed to the reduction in issues. In addition to this the performance indicator is cumulative; meaning the closure of Central Library in Q2 will impact on this result for the remainder of the current financial year. As footfall and PC use figures show an increase this demonstrates that the public are using the many other facilities available in the libraries.								
The number of visits to Public Libraries during the year, per 1,000 population	8,376	1,217	2,800	4,441		6000		G
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	New indicators are currently being developed following new legislation with a significant change in direction							
The average number of days that all homeless households spent in Other forms of temporary accommodation								
Percentage of C2C Calls Answered	86.9%	92%	93%	96%		93%		G

BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94	18.42	14.54		21		G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95	21.0	17.7		21		G
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%	1.35%	1.58%		1.5%		A
The number of current voids has increased slightly over the past quarter. There has been an increase in properties becoming vacant as tenants moved to new build housing association schemes.								
The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.12%	1.8%	1.9%	2%		2%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty was £351,167.66 in Quarter 3, a cumulative total of £968,596.02 Year to date which compares favourably to the cumulative figure for the same time in 2014/15 was £1,049,321.39. This amount includes some properties being held vacant for demolition and redevelopment under the Housing Partnership Programme.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103	94	79		Q1-90 Q2-80 Q3-70 Q4-60		A
Overall letting time continues to decrease. The pilot 'quick turnaround' voids project has reduced void time, vacant work costs and rent loss. However, the number of new void properties has increased recently, in part due to the Welfare Reform changes affecting under 35s. If this trend continues it may have an adverse effect on future letting times.								
The percentage of emergency repairs completed within target time	95%	95 %	98%	95%		90%		G

### Q3 Challenges Identified

### Q3 Actions being taken

<p><b>SAP Customer Relationship Management System</b> – the continuation of the phased roll out</p> <p><b>Council Tax Annual Billing</b> – 152,000 bills will be issued in March and C2C will handle the customer contact. It's predicted the maximum 5% cost increases will be applied for a 2nd year in a row and customer complaints will increase as a result.</p> <p><b>Cardiff's Historical Collections</b> – the potential redistribution of collections to partner institutions</p> <p><b>Local Studies</b> - relocation</p> <p><b>Disabled Adaptations</b> - The delivery time for adaptations remains of concern.</p> <p><b>Void Turn Around Times</b> - an increase in the turn-around times for void properties remain a concern.</p> <p><b>Welfare Reform</b> – The phasing in of Universal</p>	<p>This challenge is ongoing, which robust project management by senior managers in place to ensure successful roll out of the system.</p> <p>6 representatives are undergoing training from the council tax and benefits departments to increase C2C's call handling capacity and bolster the number of staff that can be utilized in an overflow capacity during times of peak call volume. A series of Tweets detailing the advantages of the portal for council tax self-service are being planned with communications. Direct promotion of on-line services for students via Students Unions and University websites.</p> <p>Work will continue through the Advisory Group to establish recommendations for the redistribution of the Legacy collections with support from Welsh Government. These recommendations will be required to be considered by a cabinet report.</p> <p>Subject to the results of a public consultation work will continue to establish a new location for Local Studies.</p> <p>A large number of jobs have been issued to the contractor and an undertaking has been given that these will be cleared by the end of March. This will need continued monitoring with regard to timescales and quality of work. The development of an Action Plan is currently underway.</p> <p>The roll out of the Fast Track System during the quarter was successful. There has been an increase in the number of properties becoming empty and this is likely increase times as attempts are made to transfer tenants ahead of the WR changes that will have affect from April (see below).</p> <p>This will require further changes to the allocations policy and could</p>
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Credit has started in Cardiff and this is likely to start impacting on rent collection in the next quarter. The Autumn statement included further changes to HB for social rents, limiting the HB that can be claimed to LHA levels and introducing a shared accommodation rate which will apply to all those under 35.	potentially impact on void property turn around.
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### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Welfare Reform</b> - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011	Red	Red	<ul style="list-style-type: none"> <li>Welfare Reform Group is working well in coordinating multi-agency activity</li> <li>Discretionary Housing payments are being used to top up the benefit claims of those most affected</li> <li>Tenants adversely affected are being supported to exchange properties, tenants given greater choice on new properties and reducing void rent loss</li> <li>Face to face services are being provided across Cardiff to assist people with claiming Universal Credit and in returning to work.</li> </ul>	<b>Sarah McGill</b>

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>UK Autumn Statement</b> Social rents to be limited to Local Housing Allowance Rates for new tenants from 1.4.16 <ul style="list-style-type: none"> <li>Shared accommodation rate to be applied to tenants under 35</li> <li>Limit to apply to supported accommodation including domestic violence refuges and hostels</li> <li>Change to HB takes place 1.4.18 but allocation policy will need to change from 1.4.16.</li> </ul>	Red	Amber/ Green	<ul style="list-style-type: none"> <li>Information and advice being developed for existing tenants to advise that HB entitlement may be lost if they move house</li> <li>Moves for under 35s affected by the bedroom tax are being prioritized.</li> <li>Change to the allocation policy is being considered for under 35s</li> <li>Possibility of developing smaller accommodation units within the shared accommodation rate is under consideration</li> <li>Possibility of developing and managing shared accommodation is being considered</li> </ul>	<b>Sarah McGill</b>

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner

<p><b>UKs Budget Announcement</b></p> <ul style="list-style-type: none"> <li>• Benefit Cap reduced to £20,000 (previous risk profiled on £23,000)</li> <li>• Freeze on benefits</li> <li>• Tax credit changes</li> <li>• Budget settlements on areas where there is devolved powers in Wales is currently not known, including 1% cut to social housing rents</li> </ul>	<p><b>Red</b></p>	<p><b>Amber/ Green</b></p>	<ul style="list-style-type: none"> <li>• Welsh Government have decided not to cut social housing rents but to continue their previous rent policy.</li> <li>• Work is underway to identify those affected by the benefit cap and to advise tenants accordingly.</li> </ul>	<p><b>Sarah McGill</b></p>
<p><b>Increasing homelessness and rough sleeping in the city</b></p> <ul style="list-style-type: none"> <li>• the increase in rough sleepers includes EEA Nationals who are affected by changes to rules for benefits and housing</li> </ul>	<p><b>Red/ Amber</b></p>	<p><b>Amber/ Green</b></p>	<ul style="list-style-type: none"> <li>• A temporary increase in resource to the Outreach Team</li> <li>• Consideration of additional units for the Rough Sleeper project to assist those with complex needs</li> <li>• To hold hostel vacancies for identified individuals currently sleeping rough or those with complex needs</li> <li>• To work with the Salvation Army to develop a pilot scheme for an intervention and reconnection service for EEA Nationals.</li> </ul>	<p><b>Sarah McGill</b></p>

# Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

## Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£2,162,000	£2,474,000	£312,000	12.97%

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	5.8
PPDR Compliance Stage (Permanent Staff)	91%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,334,000	£1,073,000	£261,000	19.56%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 95% (18)

Amber  
5% (1)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 93% (13)

Amber  
7% (1)

### Progress on Challenges Identified Q2 (previous quarter)

- City Deal** – the City Deal process is progressing well. Welsh Government now integrated into the process. Announcements made by central government in November statement. Work ongoing towards a final submission in March.
- Central Square** – Leased signed by BBC for new HQ. Work on bus station progressing on-track. Results of public consultation reported to Cabinet in December. The planning application for demolition of Marland House and the NCP car park submitted in December. Work started on preparing planning application for the new bus station.
- Multi-purpose Arena** – Work progressing on financial plan. New opportunities to access infrastructure funding being explored to help move the project forward.
- ISV** – Ice rink on-track to be completed in Q4. Discussions have been initiated with the developer regarding phase 2 of the sports village development.
- Funding for business** – opportunities to provide new financial support initiatives for business are being explored through the City Deal.

### Q3 Service Delivery

#### Finance

Economic Development are projecting a reduced overspend of £312,000 against a net budget of £2,158m. Workshops are projecting £50,000 additional rental income along with additional bus shelter projected income of £350,000. This will be used to offset overspends of £430,000 in Culture Venues and Events, £100,000 in Property and £183,000 in Major Projects of which £93,000 relates to offsetting the Dr Who Experience naming rights income shortfall.

#### Directorate Delivery Plan

- Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016** - Building one nearing completion and due for occupation in February. Contractors now commissioned by the developer to commence works on BBC HQ and Building 2 and works are underway. Public realm associated with building one has commenced. Preparation works for the public realm relating to the wider square are underway.
- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** – Work to prepare for a procurement process is underway with a view to beginning the process in Spring, subject to financial plan.
- Transport Interchange** - Detailed design has started. Commenced stakeholder consultation to inform the detailed design process and preparation of the Transport Assessment.
- Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016** – Cathay's Park Urban Design Framework completed. Masterplan to be agreed with partners in Q4. Work on plan for City Hall will follow this work.
- Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020** - As well as funding received from Visit Wales, additional partner/ stakeholder support funding has been sourced from the Local Authorities in SE Wales and contributions from the private sector (such as Cardiff Hoteliers Association, Cardiff Venues including Motorpoint Arena, Wales Millennium Stadium) and Celtic Manor Resort to undertake a marketing campaign and associated activity to be delivered by end of March

2016.

6. **Deliver the approved Property Strategy** - On track to achieve the Asset Management targets for this year. Projecting, at year end, a 5% reduction in the gross internal area of buildings in operational use. 4.4% reduction in the total running costs of occupied operational buildings. £5.6 million reduction in the maintenance backlog. Agreed asset management targets for 2016/17.
7. **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** – On track to relocate teams from Mynachdy Centre, Howardian Centre and Global Link.
8. **Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016** – First stage of submissions have been made. Now undertaking evaluation to see whether bids meet Council objectives. Discussions with legal regarding timescales for contract documentation.  
**Cultural Consortium** - Meeting held with relevant stakeholders to discuss the potential of a Capital of Culture Bid. A further discussion will be held with the Cultural Consortium in February.  
**Functions and retail catering units** - Independent review completed. Improvements around menu's and retail operation have been implemented. An improvement plan is now under production with a view to being implemented as soon as possible.

### Management

**Health and Safety** – Regular consultation with trade union representatives established. End of year Sickness absence level predicted at 7.6, below the annual target.

**Welsh Bilingual Service** – Managers of front line teams have assessed their Welsh language requirement. Linguistic Assessments to be progressed.

### Key Performance Indicator Data – Q3 2015/16

#### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)\*

Green 56.25% (18)

Amber 6.25% (2)

\*including 12(37.50%) unable to collate until the end of the year as awaiting data for denominator or activity planned during Q4

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative result)	120	164	166			1,000		A
The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.								
Number of Attendances At Cardiff Castle (cumulative result)	274,285	76,636	176,562	235,572		285,000		A
During quarter 3, 59,010 paid admissions to the Castle, exceeding the quarter 3 target of 52,553.								
Cardiff Castle Total Income (cumulative result)	£3,367,462	£994,751	£2,170,716	£2,863,012		£3,105,000		G
Retained Income For St David's Hall and New Theatre (cumulative result)	£1,269,492	£405,605	£683,805	1,308,686		£1,338,480		G
Customer Satisfaction Level For Cardiff Castle	NPS+53	NPS+25	NPS+47	NPS+60		NPS+50		G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) (cumulative result)	2,395	478	1,653	2,099		1,000		G
Investment Portfolio Income	£4.023m	£1,073m	£1,915m	£3,124m		£4.3m		G

<b>Q3 Challenges Identified</b>	<b>Q3 Actions being taken</b>
<p>1. City Deal – maintaining momentum towards the completion of a bid in Q4.</p> <p>2. Central Square – agreeing a financial approach to the delivery of the new bus station and implementing a programme of stakeholder engagement.</p> <p>3. Ice Rink – completion and open for public use in Q4</p> <p>4. Capital Receipts – conclusion of deals to secure capital receipts by the end of the financial year.</p> <p>5. Coal Exchange – progressing arrangements for a private sector solution to the coal exchange including the appropriate engagement of stakeholders.</p> <p>6. Culture, Venues &amp; Events - undertake organisational restructure to enable delivery of savings and operational efficiencies in the new financial year</p> <p>7. Provide interim TIC facility in the city centre.</p> <p>8. Finalise the Civic Centre masterplan work and develop proposals for the use of City Hall.</p> <p>9. BID – maintaining momentum towards a vote.</p> <p>10. Welsh Language Centre – finalise details for completion of the WLC in Q4.</p> <p>11. Culture ADM – progress procurement process towards an outcome.</p> <p>12. Heritage Trust/Mansion House – agreeing a way forward.</p> <p>13. Digital advertising – ensuring infrastructure and contracts are in place to enable income to be received from Q1 16/17.</p> <p>14. Cardiff Business Council – manage the transition to a new regional arrangement.</p>	<p>1. Development of an agreed bid through a series of workshops and meetings.</p> <p>2. Regular meetings with finance and the developer to develop a financial proposition.</p> <p>3. Continue work with the developer to resolve any outstanding issues to ensure the facility can be opened to the public in Q4.</p> <p>4. Continue to closely monitor progress with disposals.</p> <p>5. Work with all stakeholders to agree a common view of the way forward to restore the Coal Exchange.</p> <p>6. Discuss with unions and staff and progress the restructuring.</p> <p>7. Identify preferred location and operational plan for new TIC presence in the city-centre.</p> <p>8. Complete masterplan work and begin consultation.</p> <p>9. Continue to work with the local business stakeholders and appointed consultants to prepare for a vote.</p> <p>10. Continue discussions with tenants and Museum Trustees to ensure all occupiers needs are meet. Monitor completion of fit-out works.</p> <p>11. Evaluate proposals and negotiate a contract with preferred bidder in Q4.</p> <p>12. Advice being presented in Q4 with related action plan.</p> <p>13. Regular meetings with supplier and planning officers to ensure programme is delivered on schedule.</p> <p>14. Work with a range of business stakeholders, local authorities and Welsh Government to agree a new model for business engagement at a city region level.</p>

### Q3 Risk Update

<b>Corporate Risk</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating Actions</b>	<b>Risk Owner</b>
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	<b>Red</b>	<b>Red / Amber</b>	(Q2): Prepare report on future strategy and direction of the Council's Non Operational Investment Estate to be considered by Cabinet in November 2015. (Q3) Non Operational Investment Estate arrangements agreed by Cabinet.	<b>Neil Hanratty</b>

### Update on Previous Quarters Emerging Risks

<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>	<b>Risk Owner</b>
<b>Arts Venues</b> (Q4) Should timescale for procurement	<b>Red</b>	<b>Green</b>	(Q4) Sound control by project board and team to drive procurement but ultimately	<b>Kathryn Richards</b>

<p>on Arts Venues alternative management not be met, savings achievement would be delayed.</p>			<p>dependent on procurement timetable and content of bids.  (Q1) Progressing the procurement process, completed invitation to submit outline solutions.  (Q2) Procurement process on track, tender requirements and descriptive documents issued.  (Q3) First stage of submissions have been made.</p>	
<p><b>BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.</b></p>	<p><b>Red / Amber</b></p>	<p><b>Green</b></p>	<p>(Q4) Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Advisors appointed to undertake BID application process  (Q1) Task Group established to develop a baseline analysis of service delivery.  (Q2) Work is progressing to develop a BID to take to a ballot position by the end of the year. Representatives from the local business community have been appointed as Chair and Vice Chair the BID task group.  (Q3) BID Task Group established. Discussions with local businesses underway.</p>	<p><b>Ken Poole</b></p>
<p><b>Advertising Strategy (Q4) - Local Member/Planning/Highways /Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings</b></p>	<p><b>Red / Amber</b></p>	<p><b>Green</b></p>	<p>(Q4) Planning applications submitted. Income expected to be realised in time for next financial year.  (Q1) Terms agreed for 1st site, which is awaiting planning approval.  (Q2) Large Format Digital Advertising Strategy in place.  (Q3) Progressing tender of Phase 1 sites. Phase 2 sites being progressed with Planning for next phase of marketing.</p>	<p><b>Ken Poole</b></p>

# Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Sarah Merry

## Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£234,657,00	£234,657,000	0	-

Number of Employees (FTE)	750
Sickness Absence YTD (Days Per Person)	5.0
PPDR Half Yearly review (Permanent Staff)	81.2%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,621,000	£2,459,000	£162,00	6.18%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 70% (16)

Amber 30% (7)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 64% (32)

Amber 32% (16)

Red 4% (2)

### Progress on Challenges Identified Q2 (previous quarter)

1. *Improving outcomes for vulnerable learners, to be informed by more intelligent data analyses:* Challenge advisers have been given the necessary data by school on performance at the level 1 threshold, attendance, exclusions and NEETs to challenge schools on the appropriateness of their provision for these learners. Improved datasets have been developed to monitor exclusions by vulnerable group.
2. *There is a need to broaden the role of the challenge advisers to ensure a focus on underachievement and well-being:* There is better information sharing with challenge advisers who are demonstrating a greater level of engagement in the broader inclusion and well-being agenda.

### Q3 Service Delivery

#### Budget

Against a budget of £234.661m the projected outturn at the end of Q3 is £234.661m an overall balanced position. Within this overall balanced position there remains areas of spend which are likely to exceed budget which are currently being offset against areas of underspend. Specific monitoring of the 2015/16 savings proposals indicate that as at Q3 there are £162k of savings that are unlikely to be achieved within the 2015/16 financial year. These are included within the overall monitoring position.

#### Corporate Commitments

##### **School Performance: Final Key Stage 4 performance – Academic Year 2014/15:**

The rate of improvement in the main performance indicators is greater in Cardiff than across Wales at Key Stage 4. Performance at the level 2 inclusive threshold compares favourably with performance nationally, but further improvement is still needed in the level 1 and level 2 threshold indicators. At the **level 2+ threshold** performance is above modelled expectations. There has been an improvement of 5.3 ppt to **59.3%**, which is the biggest improvement in the consortium greater than the improvement in 2014. However, in order to be in the top 25% performing authorities based on FFT estimates Cardiff's performance in this indicator would need to be 62.3%. Outcomes for vulnerable learners such as eFSM pupils, looked after children and minority ethnic pupils have also improved, but are still significantly below the average.

**National Categorisation:** In the primary sector, **70.5%** of schools are in standards groups 1 or 2 (out of 4) up from **48.4%** in 2014-2015. In the secondary sector, **55.6%** of schools are in standards groups 1 or 2 up from **44.4%** in 2014-2015. Final national categorisation for 2015-2016 will be reported in Q4.

**Challenge Cymru Schools:** In 2015 at Key Stage 4, one school improved its performance and one school maintained the increases in performance achieved in 2014 but outcomes decreased in the other four schools. In three of these schools the local authority has taken intervention action and leadership capacity has been increased. Although progress is now being made, standards remain unacceptably low. In the fourth school, there was a slight dip in outcomes but performance remains significantly above modelled expectations and further improvements are expected this year.

**School Organisation Programme:** Delivery of the 21<sup>st</sup> Century Schools programme has progressed significantly. The new Eastern High School Design is complete and planning permission was granted on the 13<sup>th</sup> January 2016. Demolition of buildings on the site is due to start week commencing the 18<sup>th</sup> January 2016 and is expected to be complete by late Spring 2016. Wilmott Dixon are due to take possession of the site by 5<sup>th</sup> May 2016, with the new school to be delivered by September 2017. Consultation on the new high school in the West, Four Wards primaries and Willows primaries took place in Autumn 2015 and the statutory notices were published on the 7<sup>th</sup> January 2016. A report will be presented to Cabinet for determination of the proposals in March 2016. Primaries procurement is on schedule and due to go to tender week commencing 21<sup>st</sup> January 2016. Primaries to proceed are due to be delivered by September 2017.

**School Governance:** As at the end of December 2015, the % of governor vacancies has decreased to 8.73% (169 governors), compared to 9.35% (179 governors) at the end of the last quarter. The % of LA governor vacancies has increased to 8.72% (34 governors) from 6.92% (27 governors). It is anticipated that 11 new LA governors will be recommended for appointment at the next panel meeting in January 2016.

**NEETS, VAP & The Youth Guarantee:** Cardiff's NEET figures will not be verified until March 2016 but the LA's monitoring indicates that the position for 2015 is close to last year's figure of 4.26% and is likely to be in the region of 4.5% with 152 pupils of a cohort of 3,343 not in EET at the time of the Destinations count. (151 pupils of a cohort of 3546 in 2014). Disappointingly the NEET picture therefore remains static due in part to high levels of NEETs from a minority of schools. The Vulnerability Profile has been run in all secondary schools for 2015/16 and current year 11 pupils identified as at risk have been allocated for additional support. Support to schools will be differentiated where the numbers of NEETs are highest. The Council's approach to youth engagement and progression has been refocused, through the development of a whole Council approach, working with partners across the city, to ensuring positive destinations for young people in Cardiff. A paper, outlining this approach will be considered by the Cabinet of Cardiff Council in January 2016. Two European Social Fund bids have been finalised, in conjunction with Newport CC (lead beneficiary), Monmouthshire CC, Vale of Glamorgan CC, Careers Wales, Coleg Gwent and Cardiff and Vale College, targeting young people at risk of disengagement both pre and post 16.

**Looked After Children:** Further work is being undertaken this term to build additional information to the virtual tracker. This information is being used to improve the identification of Looked After pupils who need additional support. A cycle of visits by the Achievement leader (Closing the Gap) is being undertaken to challenge schools where provision is not meeting the needs of Looked After Pupils. Challenge Advisers have the names of all Looked After pupils in their schools and discuss their progress on their visits with the Head teacher.

**Youth Service:** The commissioning process has been undertaken in all 15 neighbourhoods and grants have been issued. Disposal of buildings has progressed with four buildings remaining surplus to requirements. An Investment plan is being considered for retained buildings. Work continues to progress the new Youth Service Structure.

#### **Delivery Plan Commitments**

**Admissions:** The Admissions Forum is scheduled for January 18th 2016 to discuss the Admissions Policy for 2017/18.

**Leadership & Governance:** Partnership working to 'step up' the pace of improvement in education has been effective in strengthening an explicit policy approach to the development of federations and collaborations between schools. A working group of head teachers, including those in an executive role and those working in collaboration, has been established. Members of the Education Management Team have undertaken visits to other authorities in England and Wales to gain first-hand information about different models of schools federations and collaboration arrangements.

**Teaching & Learning:** Strengthening the role of Challenge Advisers - The role of the Head of Achievement and Inclusion has been broadened to include oversight of the secondary challenge advisers at the consortium. Expectations for joint working between challenge advisers and the local authority's inclusion services are now more clearly defined. These changes are resulting in improved support and challenge to schools in relation to NEETS, attendance and exclusions.

Improving provision for learners with Additional Learning Needs - Good progress is being made on ALN strategy. The consultation on the reshaping of speech and language and behaviour provision for primary age pupils is scheduled for February/March 2016.

**Ethnic Minority and Traveller Achievement Service** – A new central team is now in place with a clear focus on monitoring and raising outcomes for Ethnic Minority/English as an Additional Language pupils through challenge and support. All additional resources from the Education Improvement Grant (MEAG) are now being delegated to schools.

**Partnerships:** Exclusions-Data for the Autumn term shows a further reduction in the number of fixed term exclusions in both the primary and secondary phases and zero permanent exclusions. Further progress has been made in reducing the variation between secondary schools by reducing the number of schools that have high fixed term exclusion rates from 8 schools to 6. Of the 6 schools that continue to have high rates, 4 now have reducing rates. Two secondary schools still have very high and increasing rates of exclusion and intense support has been put in place.

Schools/ Business Links - Positive developments continue in building business-education links, including for example the formation of a Creative Education Partnership in Cardiff, linking the creative and cultural sector with education in schools and further education. This partnership will be closely linked with the development of the new secondary school, in west Cardiff as a pathfinder project.

**Strategic Planning:** Headteachers, governors and officers are making good progress to finalise a five year strategy for educational improvement, Cardiff 2020: Aiming for excellence – a renewed vision for Education in Cardiff.

#### **Management (PPDR, Sickness and Health & Safety)**

PPDR compliance has declined this quarter. The reasons for this decline are being reviewed to ensure an increase in participation within timescales. Work is also ongoing to continue to enhance the quality of the PPDR process, through consistent alignment on individual objectives with directorate priorities.



# Directorate: Education & Lifelong Learning

## Key Performance Indicator Data – Q3 2015/16

### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16

(CP) = Corporate Plan KPI (NC) = Not collected in year (NYA) Not yet available (P) Provisional

\*NOTE: Attainment data reported in Q3 column relates to In Year, School predictions of pupil attainment for current academic year, where this is collected in year by the Consortium.

Total Reportable in Quarter 3 = 22 of 25

Green 36% (8)

Amber 27 % (6)

Red 36% (8)

Performance Indicator	Target Academic Year 14/15	Result Academic Year 14/15	Target Academic Year 15/16	*Quarter 3 End Autumn Term 15/16	RAG
% pupils achieving Foundation Phase Outcome Indicator	85.8%	86.73%	86.4%	NC	Green
(CP) % pupils at Key Stage 2 achieving the CSI	86.5%	87.76%	88%	74%	Amber
(CP) % pupils at Key Stage 3 achieving the CSI	79.3%	83.40%	82%	NC	Green
(CP) % pupils at Key Stage 4 achieving Level 1 threshold	94.5%	92.10%	96%	94.05%	Red
% pupils at Key Stage 4 achieving Level 2 threshold	81.15%	81.6%	82.3%	78.03%	Red
(CP) % pupils at Key Stage 4 achieving L2+ threshold (inc. English/Welsh and Maths)	60%	59.3%	65%	51.94%	Amber
(CP) Average point score Key Stage 4	497	497.2	525	NC	Red
(CP) % point gap between eFSM / non FSM at Key Stage 2 CSI	16.22%	14.3%	15%	NC	Green
(CP) % point gap between eFSM / nonFSM at Key Stage 4 L 2+	30%	34.37%	27%	NC	Red
(CP) Number of LA maintained schools placed in 'Special Measures' or 'Significant Improvement' in previous year	0	6	0	0	Amber
(CP) % pupils leaving with no qualification (Yr 11)	0.3%	1.2%	0.15%	NC	Red
(CP) % Looked After Children leaving with no qualification (yr 11)	2%	NYA	2%	NC	Black
(CP) % pupils entering volume equivalent to 2 A Levels achieving Level 3 threshold	97.5%	97%	98%	NC	Amber
(CP) Attendance at Primary School	94.6%	95.1%	95.4%	95.43%	Green
(CP) Attendance at Secondary School	94.1%	93.86%	95%	94.67%	Green
(CP) The percentage of pupils assessed at end Key Stage 3, receiving teacher assessment in welsh.	11.3%	11.8%	11.9%	NC	Green
(CP) % Year 11 Leavers NEET	2.5%	4.5% (P)	2.3%	NC	Red
(CP) % Year 13/14 Leavers NEET	3%	2.6% (P)	2.5%	NC	Amber
Number fixed term exclusions in primary schools 5 days or fewer (per 1000 pupils)	8.5	9.16	8	2.3	Green
Number fixed term exclusions in primary schools 6 days or more (per 1000 pupils)	0.25	0.3	0.2	0.2	Green
Number fixed term exclusions in secondary schools 5 days or fewer (per 1000 pupils)	55	76.73	55	23.4	Amber
Number fixed term exclusions in secondary schools 6 days or more (per 1000 pupils)	3.3	4.7	3.1	0.4	Red
% School Governor Vacancies	5%	9.35%	4%	8.73%	Red
(CP) % final statements of special educational needs issued within 26 weeks (excluding exceptions)	100%	Calendar year – report Q4	100%	NC	Black
(CP) % final statements of special educational needs issued within 26 weeks (including exceptions)	72%	Calendar year – report Q4	73%	NC	Black

N.B. This set of KPIs supports the Directorate to manage performance in line with academic year cycle.

### Q3 Challenges Identified

- Insufficient early intervention classes in both English and Welsh medium schools to meet the needs of primary aged children with BESD.
- A number of secondary head teacher appointments need to be made in the New Year (4).

### Q3 Actions being taken

- SOP/SEN consultation on proposals to open new classes. Options for temporary placements also being considered.
- Interim arrangements are being supported by the LA, Consortium and paired schools. Recruitment approaches planned.

### Q2 Risk Update

#### Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	Red/Amber	Amber	Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.	Red	Amber	Ensure consistent monitoring and reporting of all risks to Schools Programme Board. Strengthen capacity in team.	Janine Nightingale
Schools Delegated Budgets. Secondary schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	Red	Amber	The revision of the protocol for responding to schools in deficit, the alignment of LFMS Officers and Challenge Advisers, the intervention in three secondary school Governing Bodies is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans.	Neil Hardee

#### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Several 'red and amber' schools are due for inspection in the next quarter. There is a risk that such schools could enter an Estyn category.	Red/Amber	Amber	Close working with the Consortium and Head teachers to deliver School Improvement Plans and adequately prepare for inspection.	Angela Kent

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
The Careers Wales destination survey in November 2015 will determine the number of Year 11 Leavers who are 'NEET' this year. This is a key performance measure for the directorate, whereby we aim to reduce the % of young people NEET from 4.3% in 2014 to 2.5% in 2015.	Red/Amber	Red/Amber	Cardiff's NEET figures will not be verified until March 2016 but the LA's monitoring indicates that the position for 2015 is close to last year's figure of 4.26% and is likely to be in the region of 4.5% with 152 pupils of a cohort of 3,343 not in EET at the time of the Destinations count in Oct. 2015.	Angela Kent

# Directorate: Governance & Legal Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

## Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£4,501,000	£4,489,000	(£12,000)	0.26%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£315,000	£315,000	0	-

Number of Employees (FTE)	85
Sickness Absence YTD (Days Per Person)	4.3
PPDR Compliance Stage (Permanent Staff)	86.3%

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 78.5% (11)

Amber 21.5% (3)

#### Progress on Challenges Identified Q2 (previous quarter)

- New Welsh Language Standards** – Utilizing the translation functionality in Modern.Gov to help us meet our publishing targets for Council meeting minutes and agendas. Completed recruitment process for two Welsh translator posts.
- Welsh Language Standard 136**. All directorates have been asked to assess their Welsh bilingual service requirements for front line services. Linguistic assessments are undertaken on individual posts as they go through the DigiGOV recruitment process.
- All Wales Standards Conference** – 27 organisations from across the Welsh public sector attended the conference on 20<sup>th</sup> October, aimed at reinforcing the importance of promoting and maintaining high standards and conduct. Topics in the five workshops included, social media, whistleblowing, community councils, local resolution procedures, and the Nolan principles.
- Progress recruitment process** – Progressing 7 legal posts through the recruitment process. Made 4 appointments to date.

#### Q3 Service Delivery

##### Finance

Governance & Legal Services are predicting an end of year underspend of £12,000. This is mainly due to revised employee projections in Legal Services and employee savings in Scrutiny Services. At month 9 we are projecting a balanced position for Electoral Services and Member Services.

All in year savings have been achieved.

##### Directorate Delivery Plan

- Improve the number of eligible electors registering following the introduction of IER through targeted use of social media and marketing campaigns:** Annual canvass completed with a shortfall of 4,651 electors. The January update has increased by 5,598. In May the team will support the National Assembly for Wales and Police and Crime Commissioner Elections whereby Cardiff's Returning Officer has also been appointed as Regional Returning Officer for the NAW supporting 2 authorities and Police Area Returning Officer for the PCC Elections supporting 6 authorities.
- Implement recommendations of Improving Scrutiny project including a review of the structural model for delivering scrutiny** – Progressing the Scrutiny Improvement Plan 20 quick wins (Amber).
- Deliver the Council's second Strategic Equality Plan** – The Equality Strategy is being assessed and will go to Cabinet for agreement in March.
- Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors** – Shared 5 areas of good practice at the All Wales Standards Conference. Cardiff's local resolution procedure has been looked at to adopt good practice. The procedure will go to Standards & Ethics Committee in March.
- Demonstrate GAO commitment to the joint service across authorities through attendance at heritage events in all funding authorities** - We've attended heritage events in all 6 authorities and reported to the Joint Committee on the detail.
- Implement revised Welsh Language Skills Strategy in conjunction with HR and evaluate Welsh Language Awareness training module** – 79 Learners have attended Welsh Language Training since April 2015. 701 / 5,185 or 13.52% of the workforce (excluding schools based staff, agency and casual staff) have received training to a

specific level (Amber).

7. **Raise awareness of and implement the new Welsh Language Standards across all Council Directorates and prepare the Annual Monitoring Report to the Welsh Language Commissioner** – new Welsh Language Standards circulated to all Directorates. Consultation ongoing to identify barriers to compliance.
8. **Progress the development of a new Welsh Language Centre** – Final preparations underway for official opening on 1<sup>st</sup> February 2016.
9. **Assess your team's capacity to deliver a Welsh bilingual service** - 100% completion of assessments within the G&LS directorate. 17.8% posts designated Welsh Essential.
10. **Establish Phase 2 development of Modern.Gov** - Member library established and working on the development of e-petitions. 41 Councillors using devices. Second generation tablets to be rolled out with Modern.Gov application. Phase 2 features include e-petitions and improved Member self service. (Amber)
11. **Deliver improvements to scrutiny, decision making and Member development and engagement through the Improving Governance** –First half year of member development programme completed, including Gypsy Traveller briefing session held jointly with Vale of Glamorgan. Second half year of the Member Development programme to be rolled out in the New Year including, Information Governance and Planning.
12. **Implementation of Legal Service Review action plan deliver process efficiencies and achieve savings** – Implementing Legal Service Review action plan and ICT plan now funded. Focus on increased staff engagement through; regular Director Newsletters, establishment of a Staff Ambassador Group and team meetings. Legal Services case management system being updated to facilitate greater efficiencies.

**Management**

**H&S** – action plan monitored in Q3.

**Sickness Absence** – predicted end of year figure is 5.8 FTE days against an annual target of 6 FTE days.

**PPDR** – half year review compliance is now 96%, this figure reflects a high level of staff on maternity/sabbatical.

**Key Performance Indicator Data – Q3 2015/16**

**Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.24)**

**Green 29.5% (7)**

**Amber 37.5% (9)**

**\*including 8 (33%) unable to be collated until the end of the year**

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
The percentage of eligible electorate with the introduction of Individual Electoral Registration compared to the Register of Elector published in December 2014.	New		0.4% (240,086)			2014 baseline (239,139)		<b>G</b>
Annual canvass completed with a shortfall of 4,651 electors (-1.94%) compared to December 2014. The January update has increased by 5,598.								
Publication of draft minutes within 10 working days of the Committee	New	59%	83.7%	74.6%		80%		<b>A</b>
Publication times should improve following agreement of streamlined minutes.								
Percentage of Scrutiny recommendations accepted by the Cabinet	77% agreed 18% partially 5% not agreed	65% agreed 29% partially 6% not agreed	59% agreed 36% partially 5% not agreed	0		88% agreed		<b>A</b>
10 recommendations made in the Community and Adult Services Scrutiny Committee Inquiry Report. Awaiting Cabinet response in Q4.								
Percentage growth in take up of volunteering opportunities (hours) cumulative result	7,541	1,670	3,068	4,548		7,541		<b>A</b>
We might meet the target but, because of staff reductions, we've had to cut the number of work experience placements we offer so we will have fewer individual volunteers this year.								
Number of percentage of staff	15.80%	<b>Page 130</b>		19.85%		+2%		<b>A</b>

who have attended Welsh Language Awareness Training Compared to the number and percentage of staff in the workforce.							
This year, 159 complete Welsh Language Awareness Training. 19.85% of the workforce (excluding schools based staff, agency and casual staff) have received language awareness training.							
Legal income achieved from land charges	NEW	£181,710	£229,094		£275,000		G
Legal income achieved from external clients	NEW	£172,072	£217,578		£352,000		A
All OM's s to ensure that any fees that have yet to be billed(for 2015/16 financial year are billed							

### Q3 Challenges Identified

**1. New Welsh Language Standards** – limited resources to support the Council's delivery of a bilingual service

**2. Voter Registration** –increase voter registration

**3. Legal Services** – an increasing demand on the service of new work.

**4. Webcasting** – council meetings

### Q3 Actions being taken

1. Development and Implementation of the dual language facility in Modern.Gov to publish Council and Cabinet Agenda and minutes. Participate in Welsh Language Commissioner's study of Welsh public bodies' arrangements to plan the Welsh language skills of its workforce in Q4.

2. Completed a full annual canvas in November – 16,000 pending electors, revised registration figures show 2.39%compared to figures in 2014. Progressing recruitment to new post. Letters to be sent to every household in February.

3. Progressing recruitment process for posts in Legal Services.

4. Launched live webcasting of Planning Committee in November. 130 hits on the website during webcasting of committee in November and December.

### Q3 Risk Update

#### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
N/A				

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Reduction in the numbers of eligible electors registering following introduction of IER reported	Red	Green	(Q4) Agree new communication and engagement strategy with universities to target students. Establish IER Task and Finish Group to address issue and claw back position. (Q1) Action Plan in place to ensure university student registrations are maintained and campaign in place before freshers arrive. (Q2) Implementing action plan – full canvas being carried out currently. (Q3) The January update has increased by 5,598.	Ann Philpott

<p>Failure to meet increasing customer demands on Legal Services.</p>	<p><b>Red / Amber</b></p>	<p><b>Amber</b></p>	<p>(Q1) Review establishment and utilise vacant posts to meet customer demand.  (Q2) Progressing recruitment process for posts in Legal Services.  (Q3) Made 4 appointments to date.</p>	<p><b>Marie Rosenthal</b></p>
<p>Failure to meet the significant translation costs associated with the recent legislative changes (Welsh Language [Wales] Measure 2011).</p>	<p><b>Red</b></p>	<p><b>Red / Amber</b></p>	<p>(Q1)Preparation of a corporate consultation response to the Welsh Language Commissioner (WLC). Exploring options to develop in house simultaneous translation services.  (Q2) Corporate consultation response submitted to the WLC. We continue to explore options to use existing IT system.  (Q3) Utilizing the translation functionality in Modern.Gov.</p>	<p><b>Ffion Gruffudd</b></p>
<p>Failure to deliver the 20 'quick wins' identified in the recently published Improving Scrutiny Report would result in Regulatory censure, and cause reputational damage to the Council</p>	<p><b>Red Amber</b></p>	<p><b>Amber</b></p>	<p>(Q2) Progress in implementing recommendations will be monitored at the bimonthly Scrutiny Chairs' Liaison Forum, and the Director will task officers within the Directorate to ensure that the 20 quick wins are delivered to agreed timescale.  (Q3) Progressing quick wins.</p>	<p><b>Paul Keeping</b></p>

## Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

### Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£16,777,000	£16,599,000	(£178,000)	(1.07%)

Number of Employees (FTE)	927
Sickness Absence YTD (Days Per Person)	6.2
PPDR Compliance Stage (Permanent Staff)	92.7%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£3,052,000	£2,905,000	£147,000	4.81%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 11)

Green 64% (7)	Amber 27% (3)	Red 9% (1)
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### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 71% (54)	Amber 24% (18)	Red 4% (3)
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\*1 (1%) Actions are N/A

### Progress on Challenges Identified Q2 (previous quarter)

1. Whilst work is being undertaken to consider the impact of ADMs and Community Asset Transfer on insurance, including benchmarking other authorities, there remains there is no formal process in place for this to be considered, and is occurring on an ad hoc basis.
2. The demand on the HRPS Recruit Team remains high; to mitigate this, a review of how the Council uses Casual staff is being undertaken. Alternative approaches are being looked at which will enable resources to be released and used to manage other recruit activities. This review will also impact on payroll and enable staff within payroll to be used more effectively.
3. Resource Services face significant challenge in relation to the ADMs in regards to the needs and support required to implement changes and support new models and what the future service might look like. Resources Support services continue to work with the project to determine individual business cases.

### Q3 Service Delivery

#### **Budget**

The latest monitoring position for the Directorate shows a projected saving of £178,000 as compared to budget. The majority of services within the Directorate are either projecting an underspend or a balanced position against budget with only two areas currently projecting an overspend. This includes £154,000 in Facilities Management, mainly due to the level of costs associated with maintaining and operating FM buildings. An overspend of £48,000 is also projected in relation to Health & Safety reflecting a shortfall against savings proposals relating to a joint venture. Arrangements are now in place so that this saving will be achieved in future years.

#### **Directorate Delivery Plan**

1. A plan has been drafted regarding the future of Capital Times and a decision is awaited. If this plan is not approved it will slow down the progress and divert money, resources and time from taking forward the Digital First Strategy.
2. There are a number of issues with the current model for building services. Work has been carried out with People Too to develop a strategy for the service and this will include a review of the framework.
3. Issues around the capacity of ICT to deliver potential changes to the original scope of the agreement and there is a knock on effect in terms of information governance arrangements. These will need to be addressed through the formal governance processes of the SRS (Shared Regulatory Service).
4. ICT have upgraded all thin client users from Server 2003 and are on supported devices. However, approximately 80 (1%) devices remain on Windows XP. Customers with unsupported devices have been made fully aware of the risks associated with running applications on unsupported devices and Directorates need to make a decision or plan on how to resolve or mitigate this. ICT will work with Directorates to resolve these issues.
5. Meetings have been held with all departments and datasets for sharing has been identified for the Vulnerable Families department. The Council's legal department is considering the legal issues around the personal data concerning the families and once resolved an information sharing protocol (ISP) will be developed.

#### **Management**

**Health & Safety** – 4 accidents were reported in Quarter 3.

**PPDR** – 92.3% of staff within Resources had a half year PPDR in 2015/16

**Sickness** – Resources had 6.2 FTE days lost per employee in Quarter 3, the forecast for the year is currently is 8.2 against a target of 8.0 FTE days lost per employee.

### Key Performance Indicator Data – Q3 2015/16

#### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No 29)

**Green 21% (6)**

**Amber 17% (5)**

**Red 3% (1)**

\*including 12 (41%) annual performance indicators and 5 (17%) with results to follow

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Reduce the levels of sickness absence ( <b>Council Wide</b> )	10.11	2.2	4.2	6.8		9		<b>A</b>
The Council Wide Quarter 3 Sickness figure is 6.8 FTE days lost, this gives an outturn forecast of 9.2 FTE days lost against a target of 9.FTE days lost, work is being undertaken to reduce this by the end of Quarter 4.								

Directorate Delivery Plan Indicators								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Council Tax Collection - The % of council tax due for the financial year which was received by the Authority	97.03%	28.44%	54.60%	81.66%		96.7%		<b>G</b>
The Council Tax collection rate at the 31 <sup>st</sup> December was 81.66% which is 0.14% below the same period last year. A proactive recovery timetable continues but the significant improvements in recent years appear to have reached a plateau.								
NNDR Collections - The amount of non-domestic rates received during the year, net of refunds	95.63%	32.21%	56.89%	81.80%		95.7%		<b>A</b>
The collection rate as at the 31 <sup>st</sup> December was 81.80% which is 0.26% below last year. A proactive approach is being taken but there are a number of accounts which are significantly in arrears which are impacting on the overall collection rate								
Reliability of top 10 ICT applications	99.99%	99.99%	99.99%	100%		99.90 %		<b>G</b>
Internal Customer Satisfaction of ICT services	88.97%	88.32%	88.25%	89.22%		90%		<b>A</b>
Increase the % of personal performance & development reviews completed for permanent staff to (Resources)	94%	93%	94.7%	92.3%		90%		<b>G</b>
Reduce the levels of sickness absence ( <b>Resources</b> )	7.29	1.9	3.9	6.2		8.0		<b>A</b>
Customer Satisfaction through the service desk (Facilities Management)	85.5%	88.62%	85.68%	87.38%		95%		<b>A</b>
Building Cleaning - Income generation (£150k increase on 2014/15 result)	£5.8m	£1.5m	£2.3m	TBC		£5.95 m		
This is a trading account and based on costs, the achievement of this is dependant on the retention of business								
CTS –Income generation (£30k increase on 2014/15 result)	£206,197	£36,000	£88,000	£117,242		£236,197		<b>R</b>
% of information requests meeting the statutory deadline (FOI)	74.5%	76.79%	82.21%	83.81%		75%		<b>G</b>
% completion of Personal Performance & Development Reviews for permanent staff (Council Wide)	88%	90%	92.4%	89.7%		90%		<b>A</b>
% of middle managers completing the Cardiff	N/A					90%		



Directorate Delivery Plan Indicators								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Managers course								
Provisional figures during Quarter 3 indicate that the 90% target for Middle Managers completing the Cardiff Manager's Programme may not be met.								

### Q3 Challenges Identified

1. There are pressures from Schools and Education regarding SLA arrangements in respect of HRPS services being provided. Schools are looking into and seeking alternative providers.
2. There are pressures within ICT to deliver the Agile Working project for Social Care workers moving from Global Link around the new technology model, delivering change new processes and ways of working.
3. There are some issues regarding meeting the financial target set for recovery fines for moving traffic offences due a requirement for Welsh Government to change the regulations.

### Q3 Actions being taken

1. HRPS have been in discussion with Head Teachers and working to provide Agile working for HR contact officers in respect of providing an advisory service.
2. ICT are working with Enterprise Architecture, Organisational Development, the project team and external partners to deliver the challenges in delivering a new technology model to enable Social Care to move from Global Link and undertake Agile working.
3. Work is being undertaken with Traffic & Transportation to raise the profile of the issue and lobby Welsh Government.

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
ICT Platforms Unsuitable/Outdated	Red	Red/Amber	Replaced 99% of Windows XP and 75% of server 2003 systems. Reduced thin client usage and deployed over 1000 replacement end user devices. Replaced aged WiFi, internet, remote access and power systems	Christine Salter (Phil Bear)
Budget Prioritisation	Red	Red	Saving proposals were received from directorates with due diligence being carried out during September. Further consultation with Cabinet Members was undertaken in early October in order for proposals to be developed, understood & agreed prior to public consultation. Public consultation is currently taking place and proposals and pressures were assessed in respect of Wellbeing of Future Generations Act.	Christine Salter (Ian Allwood)
Financial Resilience	Red	Red	Financial triggers against this snapshot continue to be developed and reviewed. A snapshot of financial resilience will be carried out in Quarter 4.	Christine Salter (Ian Allwood)
Performance Management	Red	Red	Work continues to improve the	Christine

			alignment of objectives from the Corporate Plan/Service Plan into PPDRs of staff & work is being undertaken to improve the quality of the PPDR's.	<b>Salter (Vivienne Pearson)</b>
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### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
N/A				

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
PROACTIS and Sell2Wales are not presently integrated, meaning that when we start advertising procurement opportunities over £25,000 in 2016 they will have to be double entered and this is likely to result in resistance from directorate staff.	<b>Red/Amber</b>	<b>Amber</b>	It is now believed that the funding from Welsh Government to integrate Sell2Wales and PROACTIS is no longer available, to mitigate this risk the Council are looking to only advertise Procurements between £25,000 and £75,000 using PROACTIS and advertise more widely using Sell2Wales for procurements in excess of £75,000 through the use of a different eSourcing system which is integrated with Sell2Wales. Advertising requirements do not apply to collaborative frameworks including NPS arrangements which are used by directorates.	<b>Steve Robinson</b>
Delay in establishing the Local Authority Trading Company (LATC) will prevent work being secured with private sector organisations and SLA with the Council being developed	<b>Amber</b>	<b>Amber/Green</b>	A well received presentation made to Informal Cabinet in December on the Local Authority Trading Company (LATC) proposal, good progress is now being made with a preferred option identified. Report scheduled to be taken to Cabinet in May 2016	<b>Steve Robinson</b>
Insufficient staff to meet the Increasing demand from ADMs and OD projects to provide new system and efficiencies	<b>Red/Amber</b>	<b>Amber</b>	This is being mitigated by reviewing and changing ICT's charging model and recruiting short term resources and apprentices to meet demand.	<b>Phil Bear</b>

## Directorate: Social Services - Adults

Director: Tony Young

Councillor: Susan Elsmore

Budget	Projected Outturn	Variance	Variance (%)
£91,280,000	£94,610,000	£3,330,000	3.51%

Number of Employees (FTE)	650
Sickness Absence YTD (Days Per Person)	10.7
PPDR Initiation of Objectives (Permanent Staff)	92.7%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£5,356,000	£3,129,000	£2,227,000	41.57%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 7)

Green 57% (4) Amber 29% (2) Red 14% (1)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 12)

Green 67% (8) Amber 25% (3) Red 8% (1)

### Progress on Challenges Identified Q2 (previous quarter)

**Unachieved Savings/Budget Pressures** - There remains ongoing challenges in relation to the achievement of 2014/15(carried forward) and 2015/16 savings. All savings are being actively pursued; however ongoing pressures are preventing the achievement of savings predicated on recommissioning opportunities. There is robust ongoing scrutiny of the commissioning savings and regular reports regarding status is presented to the Adult Social Care Commissioning Opportunities Board. Ongoing initiatives in relation to demand management have reduced the pace of growth within the service compared to previous years and alternative models of delivery continue to be explored.

**Improve Carer Assessments completed/ offers** - To improve performance the following has taken place:

- A recruitment process took place for four temporary Carer Assessment Workers. Two started in post on the 04/01/16 January 2016, it is anticipated that the remaining two will be in post will by the end of January 2016.
- Work is taking place with the Independent Living Service First Point of Contact, to ensure that carers who are eligible for a Carers Assessment are informed and appropriately allocated at the initial point of enquiry.

Year to date the number of completed carer assessments has increased by 77 (19%) compared to the same period in 2014/15. The % of known carers who have had an assessment offer has increased to 62% at end of Q3 2015/16 compared to 51% for the same period 2014/15. The total number of completed carer's assessments during Q3 is 121, compared with 197 in Q2. In Q4 the Carer Assessment workers will be targeting those carers who have been offered a carers assessment.

**Improve Delayed Transfers of Care (DToC)** – To improve performance the following has taken place:

- DToC Improvement Group met in December 15. An action plan to improve patient flow has been revised, agreed and implemented with key partners. This includes contributing towards the University Hospital of Wales (UHW) commissioned study on the discharge pathway. There is ongoing close monitoring and a further DToC summit meeting is planned for 20/01/16.
- Community Resource Teams moved to 7 day working on 28/11/15 to provide a weekend discharge service
- Adult Services met with Domiciliary Care Providers in December to explore opportunities to improve capacity
- Additional home care managers and workers procured through the Primary Care Fund to increase capacity and facilitate a smoother and quicker discharge home in the Community Resource Teams

Result for Q3 contains October & November figures only – December figures will be available late January. Total number of DToCs in 14/15 for Oct & Nov was 39, for 15/16 during the same period the total is 35. Appropriate application of the escalating concerns process has led to a reduction in the capacity of the domiciliary care market.

**Improved performance on Direct Payments against target** – Current arrangements with existing Provider (including service specification) will remain until 2017. Regular monthly project meetings have been established, with the main focus on the recommissioning of the service. There are currently 46 Adults working towards Direct Payments.

**Improve staff sickness performance** – Our target for 15/16 FTE full days lost is 13; however as at Q3 number of days lost is 10.7 with projected end of year result 14.4. Sickness performance is a standing agenda item on the Adult Services Senior Management Team weekly agenda. A Senior Service Delivery Advisor Manager attends these meetings to offer support, advice and best practice to Operational Managers.

**Delivery of sustainable Social Care in Cardiff** – Adult Services Improvement board was established during Q3. Adult Social Services have produced a 'Statement of Strategic Intent', which sets out the vision for the commissioning of adult social care in Cardiff for the long term.

**Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing and domiciliary care** - As of 31/12/15 4 registered nursing homes (2 of which have dual registration) and 3 Domiciliary Care Agencies were in Escalating Concerns.

### Q3 Service Delivery

#### Directorate Delivery Plan

- **Increase the number of people who are able to remain at home** – The Mobile Working & Scheduling Project will commence rollout in January 16, with a phased approach across the city. This will be supported by training for all staff groups within the team to ensure confidence in using the new technology. The new way of working will be fully embedded by the end of the financial year and will increase efficiencies e.g. reduction in travelling time
- **Expand the range of supported accommodation options for vulnerable young adult** – Adult Services has increased the number of individuals who are receiving Floating Support . We continue to maintain regular contact and attend review meetings with our commissioners to discuss the development of the project and ways in which we can promote it further. We have completed an evaluation with service users and case managers for constructive feedback.
- **Transitions** – Following meetings between the new Transitions Change Manager, Interim Learning Disability Operational manager and the Children’s Operational manager for Intake & Assessment an action plan is being developed to review protocols in both Cardiff and the Vale to ensure consistency
- **Safeguarding** – Local Safeguarding Adults Board (LSAB) development event was held on the 18/11/15. The outcomes of which were collectively agreed included identifying priority areas of work, discussing potential strategic objectives and reviewing the Terms of Reference for the Board. A further facilitated workshop will be held in early 2016 to embed these arrangements.
- **Day opportunities for Older People-** Draft Strategy for Older People’s Day opportunities is currently out for consultation, the closing date is 05/02/16. To date we have had 101 written consultation responses. All responses will be discussed and feed into the draft strategy for submission to Cabinet in March 2016.
- **Collaborative Working** – The Integrated Health and Social Care (IHSC) Partnership continues to monitor the delivery of work funded through the Intermediate Care Fund and namely the following four projects - Single Point of Access, Preventative Interventions, Accommodation Solutions and Discharge to Assess. In December 15 the Welsh Government confirmed the arrangements in relation to the remaining Intermediate Care funding (ICF) for the 2015/16 financial year. The focus of the remaining fund will be to reduce the number of people who are delayed from returning home following admission to hospital. Cardiff and Vale have been allocated an additional 190k
- **Social Services and Wellbeing (Wales) Act 2014** – A Programme delivering 9 work streams has been established. Lead officers at Director/ Assistant Director or Head of Service Level have been given responsibility for the delivery of each work stream. Cardiff and the Vale Councils, the University Health Board and the Third Sector are represented on the task and finish groups. The Implementation Plan priorities have been risk assessed and specific actions have been set out to show how we plan to address these priorities. A Local Authority Regional Steering Group for Sustainable Social Services is now in place to ensure that operational activities and progress monitoring is in place as required to ensure there is no delay in implementation.
- **Care First improvements** – Adult Social Care Performance Reporting and Data Cleansing Project Group is now established with the first meeting taking place on the 26/11/15. An action plan was agreed at the meeting and data cleansing has commenced.
- **Dementia reablement training programme** – All 22 Welsh Authorities have now received a copy of the dementia training manual. A further 54 home care staff (internal and external) have been trained since the end September 15. Two cohorts of Occupational Therapists and Occupational Therapy Assistants are to receive the training in 2016, with the first cohort starting on the 07/01/16. The programme will be rolled out into the next financial year.
- **Care Planning Pathway** – Activity & Carer’s dashboard reports were presented to and signed off at ASMT on 16th December. These will be regularly produced for ASMT to support the service area in monitoring activity against relevant performance indicators. A draft core data report has been prepared with a full report to be introduced during Q4. A joint performance report was presented at DMT (Directorate Management Team) during Q3.

#### Management

**Sickness** – See above **Progress on Challenges Identified Q2**

**PDDR’s** – 92.5% completion of half year 2015/16 process (as at 8.1.2016). Operational Managers continue to monitor the completion of cases within the expected deadlines.

**Health & Safety** – The Social Services Position Statement (report on progress of achieving the objectives set in the Directorate Health & Safety Action Plan 2015/16, as at 30/09/15) was submitted to Corporate Health & Safety on 01/11/15). The December 2015 Health and Safety Advisory Forum was advised of progress, which included an update by the Operational Manager for Mental Health on the Pendine Report’s recommendations.

## Key Performance Indicator Data – Q3 2015/16

### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (20)\*

Green 25% (5)

Amber 15% (3)

Red 25% (5)

\*10% (2) are annual results, 20% (4) are not appropriate for target setting, 10% (1) not applicable.

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	10.92	3.65	5.82	7.31*		5.92		R
<p>* Result for Q3 contains October &amp; November figures only – December figures will be available late January. Q2 full result 5.82 (part result reported in Delivery Report was 5.10).                      Although there has been a significant reduction of 43% in November, this is a cumulative indicator and calculation is based on the overall total number of delays, therefore the status at Q4 will remain Red.                      For management actions see Section Q3 Challenges Identified &amp; Actions Being Taken.</p>								
Rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	44.12	43.58	43.25	43.12		47		NA
<p>Target was set as part of the corporate planning process. The indicator includes people in receipt of traditional services and doesn't take into account the council's approach to signpost people to local community based options rather than meeting need through traditional commissioned care.</p>								
Rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	18	18.12	18.24	18.41		18		R
<p>Through the DToC action plan we are actively working with Health to increase the domiciliary choices following discharge from hospital.</p>								
Percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	82.04	37.78	56.6	72.44		90%		G
<p>Cumulative indicator.</p>								
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	64.4	29.16	49.7	62.45		90%		G
<p>Cumulative indicator. For management actions see Section Q3 Challenges Identified &amp; Actions Being Taken</p>								
The percentage of carers who had an assessment or review of their needs in their own right during the year	26.3	20.53	24.16	23.9		58%		A
<p>Cumulative indicator. For management actions see Section Q3 Challenges Identified &amp; Actions Being Taken</p>								
Total number of adults using the direct payments scheme at the end of the quarter	550	578	602	610		700		A
<p>For management actions see Section Q3 Challenges Identified &amp; Actions Being Taken</p>								
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	26	23	23	24		26		G
Percentage of people helped back to independence without ongoing care services, through short term intervention	78.04	68.49	73.42	80.21		65		G
<p>* Result for Q3 contains October &amp; November figure only – December figures will be available late January. Q2 full result 73.42 (part result reported in Delivery Report was 72.26).</p>								

### Q3 Challenges Identified

- Unachieved Savings
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve Direct Payments
- Improve staff sickness performance
- Delivery of sustainable Social Care in Cardiff
- Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing and domiciliary care

### Q3 Actions being taken

- There is robust ongoing scrutiny of the commissioning savings and regular reports regarding status is presented to the Adult Social Care Commissioning Opportunities Board.
- 4 Carer Assessment Workers in post by the end of January
- Close liaison with the Independent Living Service
- DToC action plan agreed. There is ongoing close monitoring.
- Community Resource teams moved to 7 day working
- Additional home care staff via the Primary Care Fund
- Work focusing on the recommissioning of the DP service
- Senior Service Delivery Advisor Manager attends SMT
- Adult Services Improvement board established during Q3.
- Adult Services are planning to launch a recruitment campaign in 2016 to attract carers to the Private Sector Agencies.

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>1. Adult Social Services</b> - Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red/Amber	The Regional Implementation Plan was submitted to WG on 16/10/15. The Director is leading Workforce development planning for the region and an updated social care Development Workforce Plan was submitted to WG September 2015.	<b>Tony Young/ Amanda Philips</b>
<b>2. Adult Social Services</b> - Failure to reduce the cost of delivering social services.	Red	Red	Adult Social Services Position Statement completed & Improvement Board established. Robust and transparent scrutiny of budgets in place but this remains a significant challenge.	<b>Tony Young/ Amanda Philips</b>
<b>3. Adult Social Services</b> - Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.	Red	Red	DTOC action plan agreed and implemented with key partners. There is ongoing close monitoring.	<b>Tony Young/ Amanda Philips</b>
<b>4. Capacity of external Domiciliary Care Providers</b> - Failure to provide service to users	Red	Red	Adult services, CSSIW and the Providers are working together to improve service delivery	<b>Tony Young/ Amanda Philips</b>

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<b>Living Wage</b> – effects employee costs for social care providers (£7.20 wef 1.4.16)	Amber	Amber	Growth bid submitted by Directorate for budget 2016/17	<b>Tony Young &amp; Sarah McGill</b>

## Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

### Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£46,550,000	£48,140,000	£1,590,000	3.30%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,781,000	£1,728,000	£1,053,000	37.86%

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	11.1
PPDR Compliance Stage (Permanent Staff)	75.5%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 57% (4)

Amber 43% (3)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 53% (10)

Amber 47% (9)

### Progress on Challenges Identified Q2 (previous quarter)

#### Cost of meeting demand pressures in relation to Unaccompanied Asylum Seeking Children and asylum seekers with no recourse to public funds:

The Welsh Government has recently confirmed its policy position in relation to families with No Recourse to Public Funds – confirming that local authorities should continue to support these families. Following confirmation from Welsh Government, the local authority is now in a position to develop a local policy and a working group will be set up to do so. This group will bring together representatives from Children's Services, Housing and Communities to ensure a more co-ordinated and consistent response to families across the Council.

### Q3 Service Delivery

#### Budget

The month 9 position for Children's Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

#### Directorate Delivery Plan

**Child Sexual Exploitation (CSE) Strategy:** The CSE Strategy has been drafted in readiness for sign off by Cabinet in Quarter 4. An interim CSE manager and permanent CSE co-ordinator have been appointed and are in post. Once approved, the interim CSE manager will lead on the implementation of the CSE Strategy. The training needs analysis for Children's Services and partner agencies has been extended to include consideration of the volume of CSE cases, categories of risk and an analysis of perpetrators. This is to ensure that the training provision reflects the complexity of the issues.

**Work with Education to improve educational outcomes for looked after children and care leavers:** Following concerns raised in Quarter 2 regarding performance in relation to timeliness of Personal Education Plans for looked after children, information available in Quarter 3 shows no improvement to date. Provision of information to enable proactive monitoring of PEPs is under review with a view to Operational and Team Managers prioritising improvement in this area.

**Workforce Strategy:** Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.

9 further actions from the Directorate Plan have been rated as amber. These relate to:

**Improving the quality of referrals:** The review of the Multi-Agency Referral Form planned for Quarter 2 has been integrated with work being undertaken in relation to the Social Services & Wellbeing (Wales) Act. Consideration is being given to adopting the Cwm Taf form which takes account of the National Minimum Core Data Set.

**Safeguarding monitoring requirements:** Work on the development of a suite of performance measures and mechanisms for reporting continues and is due for completion early in Quarter 1 2016-17.

**YOS collaborative working:** The absence of any certainty about the future of Local Authority boundaries until the recent publication of the Local Government (Wales) Bill has been an obstacle to progress. Added to which, the Youth Offending Service (YOS) was subject to a comprehensive external inspection during Quarter 3. The Chief Executive and Police & Crime Commissioner commissioned a review of YOS governance which has now made recommendations for improvement. A refresh of the governance arrangements is now underway with the Chief Executive as Chair of the Management Board. Progress in relation to the merger will be considered in that context.

**Corporate Parenting Strategy:** The Corporate Parenting Strategy will be considered by Cabinet in Quarter 4 and the launch

will follow shortly after.

**Re-commissioning of the Supervised Contact Service:** Evaluation completed and tender exercise undertaken – decision to award contract expected early in Quarter 4. Currently on target for revised launch date in Quarter 1 2016-17.

**Enhanced Fostering Scheme:** Following concerns raised in Quarter 2 regarding the capacity of the provider to deliver on its commitments, the decision was taken in Quarter 3 to end the contract due to a lack of suitable placements. The following actions are being taken as a result:

- Identification of alternative placements for young people to facilitate return to Cardiff.
- Review of future arrangements to meet the needs of this cohort.
- Review the financial impact arising from withdrawal of the scheme.

**Welsh bilingual service:** Operational pressures have made the completion of the Linguistic Assessments more difficult. Managers will focus on completing them in Quarter 4.

**Savings:** The month 9 position for Childrens Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

**Quality Assurance Framework:** Milestones associated with the development of the Quality Assurance Framework have been revised due to capacity issues. A Quality Assurance Officer post has been established and the recruitment process is underway. Implementation of the Framework is planned for Quarter 1 2016-17.

Good progress has been made in relation to:

**Implementation of Multi Agency Safeguarding Hub (MASH):**

There has been significant progress during Quarter 3 including:

- Project Board / Team established and Project Brief signed off.
- Governance arrangements agreed; project plan being implemented.
- MASH accommodation agreed as Cardiff Bay Police Station.
- Information Sharing Protocol development underway.
- Operating model agreed.
- Staff composition agreed for MASH (met with Trade Unions).
- Vetting process for staff commenced.
- ICT infrastructure agreed.
- Information sharing platform / IT solution developments are in process.

**Early Help Strategy:** The Strategy was launched during Quarter 3 and is being implemented. The Prevention & Partnership Improvement Project Manager is in post and the following developments made:

- A pilot of the Joint Assessment Family Framework (JAFF) has commenced which will shape the future JAFF and Family Plan.
- The Rapid Response pilot was reviewed with a decision to continue the service and expand capacity.
- Work has commenced with Strategic Estates to identify accommodation for the Adolescent Resource Centre (ARC).
- Questionnaire has been developed for a market sounding exercise on the respite care element of the ARC.

**Gateway Database:** Single gateway for young people aged 16 or above to access direct housing, advice and support went live in Quarter 3, the impact of which will be monitored in Quarter 4.

**Remodelling of Children's Services:** Decision taken to work with families adopting a Restorative Approach which is consistent with our partners who work within early intervention and prevention services, but to compliment this approach with the Signs of Safety Framework. Proposed structure developed and OM roles are with Hay for evaluation. In relation to services for disabled children – the Change Manager is in post and the project documentation has been developed.

As a result of the success of the Children's Services Improvement Board in supporting accelerated improvement in response to the Director's 2013 diagnostic, it has been agreed that this can be stood down as previously constituted. This reflects the fact that ongoing improvement work is now better integrated into the corporate Organisational Development Programme in order to draw on corporate and cross Directorate resources more effectively and will simply continue on a mainstreamed business as usual part of the Social Services Directorate.

The Children's Social Services Improvement Board has been replaced by an Improvement Board for Services to Children. This reflects the greater confidence across the board that the internal change and improvement secured to date enables us to raise our focus toward a much broader and more strategic agenda with key partners. The new Board met for the



first time on 8th January and is chaired by the Council's Chief Executive. The Board will also oversee the recently launched Early Help Strategy to ensure effective partner buy in at the earliest stages of the lives of all children.

**Management**

At the time of writing, the Directorate had achieved 88% compliance with finalisation of objectives and 75% of 6 monthly reviews. A small percentage cannot be initiated due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs. In order to improve compliance the Assistant Director will send a briefing to all managers to reiterate the importance of PPDRs to support and develop staff and the impact of this on staff retention. Progress will be monitored on a weekly basis at the Children's Management Team to ensure completion of 6 monthly reviews and to provide a more timely response to end of year reviews and finalisation of objectives for 2016-17.

**Key Performance Indicator Data – Q3 2015/16**

**Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)**

**Green 43% (3)**      **Amber 29% (2)**      **Red 29% (2)**

Of the total number of indicators above 31% (11) are annual and 50% (18) have no or limited results as yet.

During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children – these are represented in the second table below\*. The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
SCC/002 - Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	17.80%	Annual Result				11%		
SCC/004 - The percentage of children looked after on 31 March who have had three or more placements during the year	10.50%	Annual Result				8%		
SCC/011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	26.40%	28.5	29.5	30.7		Not appropriate		
Not appropriate for RAG rating as there is no target or threshold for intervention.								
SCC/025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	88.90%	85.1	85.3			95%		
SCC/033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	90.50%	Annual Result				96%		
SCC/033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.20%	Annual Result				96%		
SCC/033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	56.10%	Annual Result				58%		
SCC/037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	191	Annual Result				220		
SCC/041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	60.50%	Annual Result				90%		

## National Strategic Indicators and Public Accountability Measures

SCC/045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	70.80%	Annual Result	90%		
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*Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
% of referrals with decision made within 1 working day	83.1	89.8	94.1	88.2		100		R
<p>Performance has decreased in Quarter 3 as in the context of a 10% increase in the number of contacts (7,280 to 7,976) and capacity issues at Intake &amp; Assessment. This decrease was anticipated following an increase in turnover of both permanent and agency staff during the quarter. Agency staff have been recruited early in Quarter 4 and this will help get performance back on track by year end. The recruitment of staff to permanent Intake &amp; Assessment posts is now being prioritised. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.</p>								
% of referrals that are re-referrals within a year of previous referral	25.4	25.6	25.2	24.3		24		G
% of initial assessments carried out within 7 working days	50.6	67.1	91.7	83.2		80		G
% of children seen by a social worker during their initial assessment	60.9	64.4	66.6	58.0		80		R
<p>There has been a significant drive in empowering social workers and managers to undertake the most appropriate assessment at the point of referral. This has led to a range of outcomes including initial assessments:</p> <ul style="list-style-type: none"> <li>• Proceeding straight to child protection investigations / core assessment / specialist assessments.</li> <li>• Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment.</li> </ul> <p>In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would have been undertaken &amp; the child seen as part of that assessment. This is commensurate with the new Social Services &amp; Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS, WLGA &amp; CSSIW pre-dates this new approach which is consistent with the direction of travel across the country.</p>								
% of core assessments carried out within 35 working days	61.0	71.2	75.1	78.6		80		A
<p>October = 72.1%; November = 80.5%; December = 82.8%</p> <p>Performance has continued to improve in Quarter 3, with both November and December exceeding the 80% target.</p>								
% of child protection reviews carried out within statutory timescales	99.8	100	99.6	100		100		G
% of social work vacancies in all teams	27.2	23.5	21.4	21.6		15		A
<p>The vacancy position has remained stable since Quarter 2, although the position has gradually deteriorated during Quarter 3. The recruitment campaign is ongoing and agreement has been reached that when all vacancies have been filled, Children's Services will continue to recruit to a "pool" of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers. The ambitious 15% target has been revised to 18% for 31<sup>st</sup> March 2017. Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.</p>								

### Q3 Challenges Identified

Late publication by Welsh Government in December of the statutory guidance relating to Information, Advice and Assistance means that the time available to design, plan and train staff to support a new model of delivery that is compliant with the Social Services & Wellbeing (Wales) Act will be highly constrained. It is unlikely that the service will be able to deliver a fully compliant model before April 2016 although we understand that most Councils are in a similar or worse position.

### Q3 Actions being taken

The Assistant Director leads on the implementation of Information, Advice and Assistance for the region and Cardiff has been identified as a pilot site by the Social Services Improvement Agency which will bring additional support and resource to enable accelerated implementation

<b>Corporate Risk</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating Actions</b>	<b>Risk Owner</b>
Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>• Governance arrangements in place to ensure effective monitoring of progress across the region.</li> <li>• Senior lead officers identified with responsibility for each work stream.</li> <li>• Regional task and finish groups established for each work stream and action plans being delivered.</li> <li>• Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015.</li> <li>• Successful partnership workshop held to ensure full engagement in process.</li> <li>• Officers contributing to national work groups as required.</li> <li>• Regular reports to Scrutiny Committee with references to Cabinet in place.</li> </ul>	<b>Tony Young</b>
Failure to reduce the cost of delivering social services.	<b>Red</b>	<b>Red</b>	<p>Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> <li>• Organisational Development Programme.</li> <li>• Improving Services to Children Board.</li> <li>• Vulnerable Families Partnership Board.</li> <li>• Social Services Reshaping Programme.</li> </ul>	<b>Tony Young</b>

<b>Emerging Risks Identified this Quarter</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating Actions</b>	<b>Risk Owner</b>
N/A				

<b>Update on Previous Quarters Emerging Risks</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>	<b>Risk Owner</b>
Ability of Enhanced Fostering Scheme provider to deliver commitments.	<b>Red</b>	<b>Red/Amber</b>	<p>Decision was taken to end the contract due to a lack of suitable placements. The following actions are being taken as a result:</p> <ul style="list-style-type: none"> <li>○ Identification of alternative placements for young people to facilitate return to Cardiff.</li> <li>○ Review of future arrangements to meet the needs of this cohort.</li> <li>○ Review the financial impact arising from withdrawal of the scheme.</li> </ul>	<b>Angela Bourge</b>

## Key

### Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

<b>Green</b>	On target for delivery
<b>Amber</b>	Issues are currently impacting delivery of action/result
<b>Red</b>	Action/result unlikely to be delivered without significant intervention

### Risk

The four risk categories are as follows:

<b>High Priority</b>	Red – significant management action, control, evaluation or improvements required with continued proactive monitoring
<b>Medium Priority</b>	Red / Amber – Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
<b>Medium Priority</b>	Amber / Green – Seek cost effective control improvements if possible and/or monitor and review regularly.
<b>Low Priority</b>	Green – Seek control improvements if possible and/or monitor and review.

### Risk Matrix:

		CONSEQUENCES				
		1	2	3	4	
LIKELIHOOD	A	<b>A1</b>	<b>A2</b>	<b>A3</b>	<b>A4</b>	<b>Likelihood:</b> A Very Likely B Likely C Unlikely D Very Unlikely
	B	<b>B1</b>	<b>B2</b>	<b>B3</b>	<b>B4</b>	
	C	<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>C4</b>	
	D	<b>D1</b>	<b>D2</b>	<b>D3</b>	<b>D4</b>	
						<b>Consequences:</b> 1 Major 2 Significant 3 Moderate 4 Minor

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**BUDGET MONITORING – MONTH 9 REPORT**

**REPORT OF THE CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 6**

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**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
GRAHAM HINCHEY)**

**Reason for this Report**

1. To provide the Cabinet with an update of the financial monitoring position for the authority based on the first nine months of the financial year and as updated for significant movements to date.

**Background**

2. This monitoring report provides details of the projected outturn for 2015/16 compared with the budget approved by Council on the 26th February 2015.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

**Issues**

**Revenue**

4. The overall position indicates a potential surplus of £988,000 an increase of £679,000 compared to the position previously reported at month six. This is largely due to an improvement in the monitoring position on directorate budgets, particularly in respect of City Operations. Despite this, financial pressures and shortfalls against budget savings targets in directorate budgets continue to result in projected overspends, however these are offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and by NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £5.6 million however it is anticipated that further management actions will enable this to be reduced by the year end. The current position includes projected overspends in the Social Services, Economic Development and

City Operations Directorates and in Corporate Management. This reflects a number of factors including shortfalls against budget savings targets set as part of the 2015/16 budget and on-going shortfalls carried forward from the previous financial year. The directorate overspends are partially offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2015/16. A summary of the overall position is attached as Appendix 1 to this report.

5. The projected overspends in directorate budgets include £4.920 million in Social Services, £395,000 in Corporate Management, £312,000 in Economic Development and £149,000 in City Operations. This position reflects a range of factors including increased demographic pressures, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2015/16 budget together with on-going shortfalls carried forward from the previous financial year.
6. The 2015/16 savings targets for each directorate are set out in Appendix 2(a) to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £6.075 million is currently anticipated against the £32.473 million directorate savings target with £21.979 million having been achieved to date and a further £4.419 million anticipated to be achieved by the year end. The budget approved by Council on the 26 February 2015 identified red or red / amber achievability risks totalling £10.230 million with £5.854 million of the savings proposals still at a general planning stage. These risks are evident in the projected shortfall currently reported as part of the month nine monitoring. A projected shortfall of £2.594 million has also been identified in relation to savings targets carried forward from 2014/15 and these are set out in Appendix 2 (b) to this report. Overall, in total the projected shortfall against savings targets has increased by £84,000 compared to the position reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £4.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2015/16 is available to offset the shortfall in the current financial year. However, despite this the shortfalls represent a continuing cause for concern particularly as the Council is faced with another very difficult budget round. As part of the due diligence for the 2016/17 budget process consideration will be given as to the likely achievability of these shortfalls in future years.
7. Actions are continuing to be taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will continue to be reviewed as part of the challenge process which reviews the performance of directorates including the budget monitoring position. The financial monitoring position and any actions being taken by directorates to reduce the projected overspends are also discussed in the Chief Executive's monthly meetings with individual directors.

8. The Month Four Monitoring report which was considered by Cabinet on 17 September 2015 approved the drawdown of £3.120 million from specific contingencies. This included allocations to the City Operations, Communities, Housing & Customer Services and Social Services directorates. The budget pressures on which this drawdown was based will continue to be monitored as the year progresses with any further adjustments being made as required and reported upon as part of the closure of accounts. At present, for monitoring purposes the balance on these contingency budgets is shown as committed as is the £7.7 million budget earmarked to meet costs arising from the Council's Voluntary Severance Scheme in the current financial year. This includes repayments to earmarked reserves as set out in the financial model in the 2015/16 Budget Report. Technical adjustments to the accounts will be made at the year end and actioned via the Summary Revenue Account. This will include the impact of any contributions to or from bad debt provisions including the Council Tax bad debt provision. At present a reduction of £1 million is currently anticipated in relation to this provision however it is intended that this will be transferred to a earmarked reserve and used to support the Council's 2016/17 Budget.
9. The position in relation to the Outcome Agreement Grant has yet to be finalised, with the Welsh Government indicating that they are still reviewing the self assessments received from local authorities. The receipt of the grant is dependent on achieving the outcomes agreed jointly between the Welsh Government and the Council with deductions being made if the outcomes are only partially achieved or not achieved at all. To reflect this, as in previous years the 2015/16 Budget Report set out that that this grant was assumed at 75%. No further assumptions have been included in the figures within this report with any variations to the level of funding dependent on the decision of the Minister. Any changes will be reflected in the Summary Revenue Account at the year end and reported as part of the closure of accounts.
10. A financial statement showing the spending position for each directorate is attached as Appendix 1 to this report. Comments on the main variances and any significant issues are as follows:

#### **Capital Financing (£1,212,000)**

11. A saving of £1.212 million continues to be forecast in relation to the Capital Financing budget. This reflects a number of factors that have resulted from financial opportunities since the budget was approved in February 2015 including the impact of continuing to hold borrowing in relation to the Housing Revenue Account and General fund as a single pool of debt. As a result the additional borrowing taken by the Council to exit the Housing Revenue Account Subsidy has reduced the council's overall average rate of debt, which has had the short term impact of reducing the General Fund share of external interest costs. There are also savings on potential external interest costs arising from the use of temporary internal borrowing rather than undertaking actual external borrowing. This is in accordance with the Council's Treasury

Management Strategy which advises that internal borrowing will continue to be accessed where possible. The final outturn position will be dependent on a range of factors and consideration will be given to making in year technical adjustments where possible which will reduce revenue costs in future years. The position will be closely monitored during the remainder of the year together with consideration of advice from the Council's treasury advisors.

### **City Operations +£149,000**

12. The Directorate is currently forecasting an overspend of £149,000, a reduction of £517,000 compared to the position reported at month six. The improvement reflects a range of factors and includes savings on recycling processing, recycling bag purchases, staff reductions in Neighbourhood Services, improved performance in Leisure Services, savings in school transport and additional income in relation to the administration of concessionary travel. The overall position continues to include projected overspends in Leisure Services, Neighbourhood Services and Waste Disposal & Treatment partly offset by savings in other areas of the Directorate's budget. The projected overspend includes a significant shortfall against the budget savings targets. Total savings of £10.618 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £12.058 million leaving a projected shortfall of £1.440 million. In addition a shortfall of £200,000 is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report. The projected shortfalls are partly offset by in year savings and other measures proposed by the Directorate.
13. The Council's 2015/16 Budget included specific contingencies of £2.515 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recyclate materials. Having reviewed these areas as part of the monitoring process, allocations of £350,000 for the MRF and £1.147 million from the Waste Management Contingency were approved by Cabinet as part of the Month Four Monitoring Report in September 2015. These allocations are reflected in the Directorate's budget for month nine. The budget pressures on which these drawdowns from contingency were based will continue to be monitored and reviewed as the year progresses with further adjustments being made as required and reported upon as part of the closure of accounts. The monitoring position also includes anticipated drawdowns from earmarked reserves to offset the cost of the post sort arrangements undertaken earlier in the year and to meet the additional costs arising from the temporary shutdown of the Viridor plant.
14. An overspend of £475,000 is currently projected in relation to Leisure Services. This includes a projected shortfall of £435,000 against the budget saving for the new operating model for leisure centres. Although the procurement process is being progressed, it is not anticipated that



any new arrangements will be in place before 1<sup>st</sup> April 2016. In addition, even though significant improvements have been made the current leisure centre performance indicates a potential shortfall of £96,000 against the reduced operational subsidy. Other projected overspends include a shortfall of £26,000 in relation to the proposed community asset transfer of Canton Community Centre and £33,000 on unachieved support savings. These are partly offset by savings of £115,000 on specialist facilities including savings arising from the redevelopment of Insole Court, an improved trading position at the Riding School and a surplus projected in relation to motorcycle training.

15. The budgets for Waste Disposal & Treatment are currently projecting an overspend of £350,000. This is after taking into account the allocations from contingency budgets and a proposed contribution of £215,000 from the Waste Management Reserve to offset the net cost of post sort activities undertaken in the early part of the financial year. These activities were necessary in order for the Council to achieve its recycling targets but ceased following the agreement with Viridor in relation to the recycling of incinerator bottom ash. The projected overspend includes additional costs of £218,000 in relation to the Household Waste Recycling Centres (HWRCs) mainly as a result of additional staff agency costs due to procedural decision delays on the two site provision. Other projected overspends include £70,000 at the transfer stations caused by a combination of income shortfalls and increased operating costs and £174,000 reflecting the net cost of the landfill site remaining open. Maintenance at the Lamby Way Depot has also resulted in additional costs of £119,000 with a trading deficit of £17,000 also anticipated in relation to the staff canteen. Additional income from other authority contracts has helped to reduce the operating overspend at the MRF to £32,000. These pressures are partly offset by a saving of £201,000 against the budget allocated to fund recycling processing particularly in relation to food processing. There is also a projected saving of £79,000 on staff and project costs.
16. A shortfall of £367,000 is projected against the budgeted saving in relation to Neighbourhood Services. Whilst plans are in place to deliver the full saving of £600,000 it is anticipated that some of the necessary changes will not be fully implemented until later this year.
17. Waste Collection Services are currently projecting an underspend of £212,000. This includes a projected underspend of £271,000 in the Household Waste Collection Service with savings of £120,000 due to a planned reduction in equipment costs, £106,000 on bag purchases and £45,000 on other operational costs. These are partly offset by a projected shortfall of £39,000 against the trading surplus target for Commercial Waste and a deficit of £20,000 in Bulky Waste which has been affected by the reduction in Sustainable Waste Management Grant. Overall, Cleaner Cardiff is currently reporting a projected underspend of £116,000 mainly due to savings on employee costs and the cleansing of high speed routes. A saving of £34,000 is also currently anticipated in relation to Waste Strategy, Education & Enforcement.

18. A saving of £169,000 is currently projected in relation to Parks & Sport with identified pressures of £150,000 on the collection of litter, vehicle costs and playground maintenance offset by savings elsewhere within the service. These include £119,000 as a result of temporary staff vacancies in Parks Development, £55,000 due to the timing of appointments to apprenticeships, £30,000 in relation to the Bute Park restoration, £27,000 from a reduced subsidy for the RHS show, £21,000 of operational savings in Arboriculture, a managed saving of £14,000 in the Park Ranger Service and savings of £10,000 in Sports Development. Savings of £43,000 have also been identified in relation to internal recharges and employee support costs. Play Services are currently anticipating a saving of £199,000. This reflects the full year impact of the staffing restructure, the full year effect of the discontinuation of the Outdoor Activities Team as approved in the 2014/15 budget and the impact of previous delay in the appointment of the temporary Community Coordinators by Communities First.
19. Infrastructure, Operations, Assets & Engineering are currently projecting an underspend of £179,000. This includes savings of £124,000 on employee costs, £165,000 on various maintenance and operational budgets and additional income of £136,000 in relation to the administration of concessionary travel following a delay to the introduction of revised arrangements by the Welsh Government. These are partly offset by projected income shortfalls of £171,000 in relation to street works activities, bridge advertising and land search fees, a shortfall of £33,000 in the planned savings on RTI equipment and a shortfall of £24,000 in the planned saving on standby payments. An overspend of £18,000 is also projected in relation to the Central Bus Station.
20. An underspend of £132,000 is currently projected in relation to Schools Transport. This includes a saving of £205,000 on primary and secondary school transport as a result of higher savings resulting from the retendering exercise started in the previous financial year. Savings are also anticipated in relation to the P2T 16+ trust fund and on Countywide Services. These are partly offset by funding pressures in relation to Additional Learning Needs (ALN), the project associated with improving ALN transport, P2T 16+ Transport and the Independent Travel Scheme. Transport Planning, Policy & Strategy are reporting a projected underspend of £14,000 with shortfalls against income targets for temporary road closures and Section 278 work offset through maximising cost recovery and freezing vacant posts. The budgeted contribution from the Parking Reserve is still anticipated to be on target. The Civil Parking Enforcement Account is currently anticipating a surplus £186,000 above target in the current year. The overall position includes projected income shortfalls from penalty charge notices and car parking fees and additional costs relating to tariff changes and enforcement support costs however these are offset by income above target in relation to moving traffic offences. It is currently anticipated that the £186,000 surplus above target will be transferred to the Parking Reserve at the year end.
21. Energy & Sustainability Management is currently projecting a saving of £38,000 with reduced employee costs, increased recharges to energy

schemes and an anticipated underspend against the Carbon Reduction Allowance budget partly offset by a shortfall against savings targets. Other projected variances within the Directorate include an overspend of £60,000 on Directorate Management and Support due to unachieved savings from previous financial years, an overspend of £43,000 in the Registration Service reflecting a shortfall in income from citizenship ceremonies together with increased operating costs and a projected saving of £7,000 in Animal Services. A balanced position is currently reported in respect of Regulatory Services however this forms part of the new collaboration arrangements and further clarification will be required on this prior to the final closure of accounts. Planning and Building Control is currently reporting a projected underspend of £46,000 with increased pre application advice and planning fee income and savings on employee costs through staff vacancies partly offset by increased costs on advertising and supplies and services. The position also includes a projected underspend of £8,000 in Building Control as a result of additional income from fire risk assessments. Bereavement Services are currently projecting a surplus of £200,000. This is generated from the levy paid by funeral directors for the specific purpose of investing back into the service. It is anticipated that this will be transferred to the related earmarked reserve at the year end in order to fund future investment and improvements to the service.

22. Cathays Cemetery is one of the largest Victorian cemeteries in the UK. The Council undertook significant investment a few years ago in order to keep the building watertight. However, the chapels require significant restoration work.
23. A crowdfunding campaign to raise money for the restoration of the Cathays Cemetery Chapels was launched at a special event taking place at the Grade II Listed cemetery in September 2015. A target of £37,000 was set for the first phase of fundraising towards replacing the stone windowsills and surrounds, putting in a new floor, and restoring the skilled masonry work to the inside wall at the Episcopalian chapel. It is estimated that a full restoration of both chapels and bell tower would cost around £100,000.
24. Restoring this chapel will allow funeral services to be held once more and potentially for it to take on a new life as the 'Venue', playing host to concerts, events and licensed for weddings and civil ceremonies. This will help to generate income that can be used to fund further restoration work to the second chapel for a proposed visitor centre and restoration of the bell tower.

### **Communities, Housing & Customer Services – On Target**

25. The Directorate is currently projecting a balanced position as compared to the projected underspend of £24,000 reported at month six. The change reflects revised assumptions in relation to the achievement of the budgeted saving for the Alarm Receiving Centre with the additional income no longer projected to be achieved in the current financial year. This is partly offset by additional recharges and other income in the

Contact Centre and by staff vacancies within the directorate including a reduced overspend in the Library Service. Total savings of £1.508 million are currently projected to be achieved against the 2015/16 savings target of £1.962 million leaving a projected shortfall of £454,000. This is reflected in the Directorate outturn projection.

26. A saving of £54,000 is currently forecast in relation to Housing and Communities. This includes a projected underspend of £88,000 in the Disabled Facilities Service largely due to income above target in respect of renovation grant administration fees. An underspend of £89,000 is also projected in relation to Face to Face Customer Services with a projected shortfall against the savings target for the transfer of staff to the Central Library more than offset by vacancy savings within Hub Management and the Housing and Benefit Customer Service establishment. An underspend of £21,000 is also projected in Service Development and Improvement reflecting savings on employee budgets. These are partly offset by a projected overspend of £144,000 within Assessment and Support functions with employee costs above budget and overspends on postage and other supplies and services budgets. Overspends are also anticipated on homelessness budgets mainly due to void room charges and purchases for claimants. A projected spend of £28.692 million is currently anticipated in relation to the Council Tax Reduction Scheme with in-year fluctuations in the number of applications and changes to the level of support required being funded via drawdown from the specific contingency budget which was set aside for this purpose in the Council's 2015/16 Budget. A drawdown of £673,000 was approved by Cabinet as part of the month four report and is reflected in the Directorate's budget. This will be reviewed at the year end with final adjustments made to the level of drawdown at that stage.
27. An overspend of £108,000 is currently projected in respect of Customer Services with a projected deficit of £223,000 for the Community Alarm Service partly offset by a surplus of £115,000 on Contact Centre services. The position on the Community Alarm Service includes the £250,000 shortfall against the 2015/16 budget savings target for the Alarm Receiving Centre. Implementation delays have meant that this saving is no longer anticipated to be achieved in the current year however it is still expected to be fully achieved in 2016/17. The projected surplus on Contact Centre services is mainly due to additional recharge income for staff time in relation to the Adult and Community Learning Grant and Rent Smart Wales.
28. The Library Service is currently anticipating an overspend of £69,000. This includes a £50,000 shortfall against the budget savings target for the creation of the new community hub at Rumney with only a part year saving anticipated due to delays in property moves and implementation of revised arrangements. Income shortfalls and other overspends of £97,000 are also currently predicted within the Service. These are mainly in relation to library fines and charges. There are also additional support costs in relation to the shared reception arrangements at Penylan. These are partly offset by other variances including vacancies and other staff savings.

29. An underspend of £61,000 is currently projected in respect of Independent Living Services mainly due to vacancy savings and an underspend on car allowances. Projected savings of £51,000 in Service Management and Support and £11,000 in Neighbourhood Regeneration are also largely due to savings on employee budgets. Balanced positions are currently reported in relation to the other budget areas within the Directorate.

### **Corporate Management +£395,000**

30. An overspend of £395,000 is currently projected in relation to Corporate Management, an increase of £241,000 compared to the position reported at month six. The increase is mainly due to revised projections in relation to the corporate savings targets for voluntary schemes, management delayering and senior management savings together with an increase in the projected overspend in Media and Communications. Total savings of £2.663 million are currently projected to be achieved against the 2015/16 savings target of £2.994 million leaving a projected shortfall of £331,000. In addition a shortfall of £60,000 is also forecast against the savings targets carried forward from 2014/15.
31. Media and Communications is currently projecting an overspend of £114,000, an increase of £28,000 compared to the position reported at month six. This is mainly due to an increase in the projected income shortfall for Capital Times with the shortfall in this financial year currently estimated to be £109,000. The overall position also includes projected overspends on communications budgets together with other income shortfalls mainly in relation to the 2014/15 savings target. These are partly offset by managed underspends against the budgets for communication projects and projected savings on a range of budgets within Media. A projected underspend of £44,000 is currently forecast in relation to Corporate Management and Other Costs with savings on the Council's contribution to the Mid Glamorgan Superannuation Fund relating to past employees, reduced audit fees and management costs partly offset by an overspend of £24,000 on the Coroner's Service. An underspend of £6,000 is currently projected in relation to Policy & Cabinet Support reflecting savings on employee costs as a result of vacancies.
32. A shortfall of £331,000 is currently anticipated against the 2015/16 corporate budget savings targets. This includes £150,000 against the saving target for voluntary schemes including purchase of annual leave and £94,000 on management delayering both of which were to be met through savings identified within service directorates. Although significant savings have been identified it is anticipated that this will not be sufficient to fully meet the savings targets in the current year. The projected shortfall against corporate savings targets also includes £87,000 in relation to the Council's senior management arrangements. The Cabinet reports in January and February 2015 which approved the Council's new management arrangements noted that part year savings were likely in 2015/16 due to the timescales for the appointment process and the

implementation of new service structures but that the saving of £650,000 would be fully achieved in 2016/17. This has proved to be the case and whilst other management savings have been identified in the current year a shortfall of £87,000 remains.

### **Council Tax Collection (£1,058,000) and NDR refunds on Council properties (£304,000)**

33. A review of the Council Tax position indicates a potential surplus of £1.058 million which is in line with the position previously reported at month six. The projected surplus reflects a number of factors but is mainly due to lower levels of exemptions and single person discounts than was anticipated when the Council Tax base report was approved in December 2014. The surplus represents a variance of 0.5% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £304,000 is currently anticipated in relation to NDR refunds on Council properties achieved through the appeal process, however further appeals are being taken forward and this may provide an opportunity for an increased saving as the year progresses.

### **Economic Development +£312,000**

34. The Directorate is currently projecting an overspend of £312,000, a reduction of £257,000 compared to the position reported at month six. The improved position is mainly due to revised income assumptions and reduced costs in Culture, Venues & Events and increased income projections in relation to property rental and bus shelter income. The projected overspend includes a shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. Total savings of £1.073 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £1.334 million leaving a projected shortfall of £261,000. In addition a shortfall of £372,000 is also forecast against the savings targets carried forward from 2014/15 mainly in relation to Culture, Venues & Events. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.
35. Culture, Venues & Events is currently projecting an overspend of £430,000 mainly due to shortfalls against savings targets. This includes a shortfall of £230,000 in relation to St. David's Hall and the New Theatre where the shortfall against the £300,000 savings target in respect of securing a new management operator is partly offset by additional income projections for the venues. Although the procurement is being progressed it is not anticipated that any new arrangements will be in place before 1<sup>st</sup> April 2016. An overspend of £89,000 is anticipated in relation to the Events budget where although measures have been taken to increase income a shortfall is still anticipated in relation to commercial activities. The overall position on Venues indicates a potential deficit of £108,000 with projected overspends of £185,000 on Functions and Retail Catering, £123,000 on the Mansion House and £7,000 on the Cardiff Museum offset by savings in other areas. The savings include an

additional surplus of £112,000 through increased income generation at the Castle and an additional surplus of £95,000 on City Hall Functions. An overspend of £3,000 is also projected in relation to Protocol Services reflecting additional employee costs.

36. An overspend of £183,000 is currently projected in relation to Major Projects. This includes £93,000 due to a shortfall in income in respect of the naming rights and additional maintenance costs for the Doctor Who Experience. There is also an anticipated shortfall of £90,000 against the budget saving target for capitalisation of staff costs in this area although this will continue to be closely monitored to identify if there is further scope for capitalisation during the remainder of the year. An overspend of £100,000 is also projected in relation to Property budgets with a projected shortfall of £107,000 against savings targets for increased rental income on non-operational properties and an £18,000 overspend on the Cardiff Market partly offset by employee savings in Valuation & Land Strategy.
37. Business & Investment is currently projecting a saving of £400,000 with additional income of £350,000 anticipated in relation to bus shelter advertising and £50,000 from increased rental income at the Workshops. A balanced position is currently anticipated in relation to the Film Unit. An underspend of £1,000 is also projected in Tourism reflecting savings on employee budgets. All other divisions within the Directorate are currently forecasting a balanced position.

#### **Education & Lifelong Learning – On target**

38. The Directorate continues to report a balanced spend against budget with a projected overspend in Management & Support Services offset by savings elsewhere within the Directorate. Total savings of £2.459 million are currently projected to be achieved against the 2015/16 savings target of £2.621 million leaving a projected shortfall of £162,000. This is reflected in the Directorate outturn projection.
39. An underspend of £72,000 is currently projected in relation to Centrally Funded Education budgets. This includes a projected saving of £42,000 in the Music Service where a restructure has enabled costs to be reduced. Other projected savings include £33,000 as a result of costs associated with the WJEC service level agreement being lower than budget and £17,000 in relation to Storey Arms reflecting a combination of increased income and reduced costs. These are partly offset by additional costs in Strategic Management in relation to on-going teachers pension liabilities.
40. Inter Authority Recoupment and Special Educational Needs budgets are currently projecting an underspend of £40,000. This includes a projected saving of £107,000 in the specialist teams reflecting a combination of efficiencies within the staffing structure and a reduced requirement for support to the delegated teams. This is partly offset by a projected overspend of £56,000 in the Education other than at School service (EOTAS) reflecting a shortfall against the 2015/16 savings target and

£10,000 in relation to the Pupil Referral Unit. Out of county placements are currently projecting a balanced position.

41. A saving of £140,000 is currently anticipated in relation to the Catering Service. This is mainly as a result of additional income which is projected to be achieved through price increases in the current year together with reduced expenditure arising from staffing efficiencies. The savings identified above are offset by a projected overspend of £253,000 in Management & Support Services. This is mainly due to an anticipated shortfall against the budget saving based on the restructure and realignment of management arrangements within the Directorate. A balanced position is currently projected in Lifelong Learning, however there may be some potential for offsetting savings in relation to the Youth Service. Other areas of the Directorate's budget are also currently projecting a balanced position.

### **Governance & Legal Services (£12,000)**

42. The Directorate is currently projecting a saving of £12,000 as compared to the balanced position reported at month six. The budget savings targets of £315,000 for 2015/16 are projected to be fully achieved with a shortfall of £2,000 currently projected in relation to the carried forward 2014/15 savings targets.
43. The overall position includes a projected underspend of £22,000 in Scrutiny Services with savings on employee budgets offsetting shortfalls in income and additional costs on supplies and services. Legal Services is currently projecting an underspend of £5,000. This includes a number of significant variances including a shortfall of £200,000 against a previous initiative to reduce external legal costs. This is offset by savings on employee costs as a result of vacancies and by increased income including staff recharges. These are partly offset by projected overspends of £8,000 in Democratic Services and £7,000 in Bilingual Cardiff. All other services within the Directorate are reporting a balanced position.

### **Resources (£178,000)**

44. The Directorate is currently reporting a projected underspend of £178,000, an increase of £2,000 compared to the position reported at month six. The overall position continues to reflect a significant saving in Human Resources together with savings in other areas including Finance, Commissioning & Procurement and Fleet Management. These are partly offset by projected overspends in Facilities Management and Health & Safety. Total savings of £2.905 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £3.052 million leaving a projected shortfall of £147,000. In addition a shortfall of £172,000 is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection.



45. Human Resources are currently projecting a saving of £219,000. This includes £100,000 in relation to Cardiff Works where income levels currently exceed the budgeted surplus. The balance is mainly due to savings on employee budgets across the service. Other savings include £79,000 in Finance, £35,000 in Commissioning & Procurement, £29,000 in Fleet Management and £17,000 in Partnerships & Community Engagement all mainly as a result of staff vacancies and other employee savings. These savings are partly offset by a projected overspend of £154,000 in Facilities Management which reflects additional costs of maintaining and operating Council buildings including costs arising from statutory and legislative building maintenance compliance. An overspend is also projected on Building Support. These are partly offset by a projected surplus of £100,000 in Building Services and savings on rents and office rationalisation. An overspend of £48,000 is also projected in relation to Health & Safety reflecting a shortfall against savings targets carried forward from 2014/15. Arrangements have been put in place to achieve these savings in future years however a full saving will not be achieved in the current financial year. All other areas within the Resources Directorate are currently projecting a balanced position.

#### **Social Services +£4,920,000**

46. The Directorate is currently projecting an overspend of £4.920 million a reduction of £40,000 compared to the position reported at month six. Within this figure, overspends of £1.590 million are forecast in relation to Children's Services and £3.330 million in Adult Services. The projected overspend reflects the impact of continuing demographic pressures, especially within Children's Services where there has been a significant increase in the number of placements and cost for looked after children. The overall Directorate position also reflects a significant shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. This is particularly the case in Adult Services with this being the major reason for the overspend in that area of the service. In terms of the overall Directorate, total savings of £4.857 million are currently projected to be achieved against the 2015/16 savings target of £8.137 million leaving a projected shortfall of £3.280 million. In addition a shortfall of £1.788 million is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.
47. Within the overall Directorate position, the Children's Services element of the budget is currently projecting an overspend of £1.590 million, an increase of £390,000 compared to the position reported at month six. The increase is mainly due to a higher than anticipated number of external placements during this period together with continuing growth in the number of guardianship orders. The Children's Services budget includes the allocation of the £950,000 specific contingency budget which was set aside to meet increased costs in relation to placements for looked after children. The allocation was approved by Cabinet as part of the month four monitoring report in September. Although the Children's

Service received an additional budget realignment of £2.4 million as part of the 2015/16 budget process, on-going pressures on the budgets for external placements and leaving care support costs have contributed to the projected overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets and in staff costs across the service. The overall position includes a projected shortfall of £1.1 million against the £2.7 million of savings targets approved for Children's Services as part of the 2015/16 budget process and this is reflected in the analysis of the variances below.

48. The Children's Services position includes an overspend of £2.188 million in respect of external placements for looked after children with on-going pressures on external residential placements and a significant increase in the number of external fostering placements although these have reduced slightly in recent months. The projected overspend is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. The projection includes an anticipated shortfall of £800,000 against the budget savings targets for external placements with only partial savings likely to be achieved in relation to the payment by results and other initiatives. An overspend of £226,000 is currently projected in relation to leaving care support costs for children aged 16+ and unaccompanied asylum seekers with costs and the level of demand for these services remaining high. Other projected overspends include £263,000 in Business Support & Performance reflecting a projected saving shortfall and £40,000 in Management & Service Support reflecting increased commitments and residual costs arising from the managed social work service.
49. A saving of £381,000 is currently projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this financial year. A saving of £132,000 is projected in relation to Child Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects a significant reduction in expenditure in this area in recent years following a process of reviews and a switch to direct payments. There are also projected savings of £252,000 on the Family Support / Personal Advisor Service and £168,000 on Internal Fostering both of which largely reflect savings on staffing budgets. An underspend of £186,000 is currently projected in relation to social work / case work and safeguarding budgets in Children's Services. This reflects a combination of staff turnover, a realignment of resources within the social work teams and measures taken to reduce the level of agency staff employed in this area. There is also a projected underspend of £6,000 on adoption budgets.
50. The Adult Services element of the Directorate budget is currently projecting an overspend of £3.330 million, a reduction of £430,000 compared to the position reported at month six. The improvement is mainly due to a reduction in the anticipated level of commitments against the growth budget allocated in respect of deprivation of liberty standards (DOLs) with similar factors in relation to continuing health care (CHC) as

a result of a more robust approach to the apportionment of health related costs. Additional grant funding has also been allocated to the Council via the University Health Board and this has been utilised to offset pressures in the service, notably in relation to hospital discharge. If additional grant allocations are confirmed between now and the year end then this will provide a further opportunity to improve the monitoring position.

51. The overspend in Adult Services is mainly as a result of the projected shortfalls against the budget savings targets for 2015/16 and the on-going shortfalls from 2014/15. Although cost pressures have been identified they are not as significant as in previous years and are offset by in-year savings on other budgets within the Directorate. Additional funding for cost pressures in Adult Services was provided as part of the 2015/16 Budget. This included a budget realignment of £3.2 million, additional funding for demographic pressures of £1.6 million, funding of £1.5 million to meet specific cost and legislative pressures and £625,000 to reflect potential fee increases. Overall the shortfall against the savings targets in Adult Services amounts to £3.975 million with £2.227 million relating to 2015/16 and £1.748 million carried forward from 2014/15. These include significant shortfalls against savings targets on commissioning budgets including domiciliary care and residential and nursing care and have a particular impact on the overall monitoring position for Services to Older People and People with a Physical Disability. Details of the individual variances are set out in Appendices 2(a) and 2(b) to this report.
52. Overall, the commissioning budgets in Adult Services are currently reporting a projected overspend of £3.238 million of which the majority relates to shortfalls against savings targets. The overall position includes projected overspends of £2.356 million on Services for Older People, £882,000 on People with a Physical Disability, £80,000 on People with Learning Disabilities and £100,000 on the Community Alcohol and Drugs Team. An underspend of £180,000 is currently projected in relation to Mental Health mainly as a result of the reduced commitments in respects of CHC and DOLs. Demographic and cost pressures have generally been contained within the funding allocations provided in the Budget however specific pressures and some overspends have been identified as a result of increased costs of nursing beds and an increase in domiciliary care and direct payments for People with a Physical Disability. The additional cost in the Community Alcohol and Drugs commissioning budget is mainly due to growth in supported living placements.
53. The internal services within Adult Services are currently projecting a net overspend of £460,000. This includes an overspend of £480,000 in relation to Learning Disabilities Supported Living and Day Care and £205,000 in residential care largely linked to the realignment of the contract arrangements with Hafod Care and the closure of the Cathedral View Home. In both cases these projected overspends are linked to shortfalls against savings targets. The Cathedral View Home closed in August therefore the full saving will not be achieved until future years. These overspends are partly offset by a saving of £225,000 arising from

the reconfiguration of older people day care services and the closure of Gabalfa Day Centre in advance of the work to create a Community Hub at the same location. Savings of £283,000 are projected in relation to Assessment and Care Management reflecting staff vacancies within the service with a saving of £85,000 also anticipated in Support and Performance Management.

## **Housing Revenue Account**

54. A balanced position is still reported on the Housing Revenue Account (HRA) although this is after allowing for a transfer of £160,000 to reserves to support investment and future housing development costs. The overall position includes a number of variances the most significant of which is a projected overspend of £2.0 million in the Housing Repairs Account. The pressures on this budget were identified in previous reports with service area information suggesting that increased costs are partly linked to additional maintenance costs as a result of the Wales Housing Quality Standard and fire safety improvements together with a significant increase in tenant demand over recent years. The statistics suggest an average of 80,000 jobs in the current year as compared with 66,000 in previous years. The service area have taken mitigating actions to restrict the allocation of jobs to external contractors and are continuing to review controls and levels of demand for services. This will continue to be closely monitored as the year progresses. In addition, a more robust adherence to required accounting treatment in relation to capitalisation of works has also limited flexibility in relation to allocating spend to the capital budget. The increased funding requirement for the Housing Repairs Account has been partly offset by a planned reduction in capital spend thereby reducing the cost of direct revenue financing of capital schemes by £1.091 million in the current year. In addition, a budget realignment of £1.0 million has also been undertaken in order to reflect further transfers of expenditure from capital to the revenue budget in the Housing Repairs Account. This is reflected in the position above but is subject to Cabinet approval as set out in the recommendations to this report.
55. Other variances within the HRA include a projected underspend of £513,000 on employee costs reflecting vacancies and other savings against the staffing budget. An underspend of £174,000 is also anticipated in relation to other premises costs. A £100,000 of this relates to savings on site clearance costs for the Housing Partnership Project Scheme with the balance reflecting a range of savings including the cost of utilities. There is also an anticipated reduction of £250,000 to the provision for bad debts and a £15,000 saving on transport costs. These are partly offset by a projected overspend of £119,000 on supplies and services budgets with additional unbudgeted costs relating to the refurbishment of the City Centre Library Hub partially offset by savings on other supplies and services budgets including insurance and subscriptions. Other projected overspends include £40,000 on support costs and £32,000 in respect of a final 2014/15 adjustment to Housing Subsidy payable. Income forecasts continue to suggest a surplus of £308,000 mainly due to a lower than budgeted level of void rent loss.

## Cardiff Harbour Authority

56. A new three year budget was agreed with the Welsh Government covering the period 2014/15 to 2016/17. The budget for 2015/16 was set at £6.253 million.
57. The current financial position at month nine indicates that the forecasted annual draw down of funding will be £6.253 million, representing a full spend of budget.

Heading	Budget £'000	Projected Out-turn £'000	Variance £'000
Expenditure	6,680	6,754	74
Income	(750)	(824)	(74)
<b>Fixed Costs</b>	<b>5,930</b>	<b>5,930</b>	<b>0</b>
Asset Renewal	323	323	0
<b>TOTAL</b>	<b>6,253</b>	<b>6,253</b>	<b>0</b>

58. The position includes reduced environment costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £824,000 includes £480,000 from car parking fees, £229,000 from harbour dues, £98,000 from water activities and a further £17,000 from other sources.
59. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.
60. The balance in the Project and Contingency Fund at 1<sup>st</sup> April 2015 was £697,000. The only commitment occurs in 2017/18 in relation to the Volvo Race. The balance will be retained for further improvement work and as a contingency against future spending. Any income generated during the year from the sale or disposal of land will be credited to the fund along with a 50% share of any underspend against the Fixed Cost budget.

## Capital

### Capital Programme

61. The Capital Programme totals £329.624 million of which £118.770 million is in respect of General Fund schemes and £210.854 million relates to Public Housing. The Programme is based on the amounts approved as part of the Council's Budget in February 2015 but amended to reflect further slippage identified as part of the 2014/15 Outturn, new grant approvals or amendments to grants and any virements approved during the year. The Public Housing budget includes a settlement payment made to the Welsh Government on the 2 April 2015 of £187.392 million as a one off payment to exit the HRA Subsidy system.
62. The monitoring position at month nine shows an anticipated variance of £29.682 million against the General Fund representing a combination of

underspends and slippage. A minor variance of £179,000 is currently projected in respect of Public Housing.

## **General Fund**

63. The projected outturn for the year is currently £89.088 million, a variance of £29.682 million. This is represented by a projected underspend of £998,000 together with estimated slippage of £28.684 million. Expenditure at the end of month nine was £50.026 million which represents 56% of the projected outturn at a point three quarters of the way through the financial year. A significant spend is therefore anticipated in the final quarter and this will need to be closely monitored. The delivery of capital projects is complex, may span a number of years and can be influenced by a number of external and internal factors such as weather and statutory and non statutory approval processes. Even so, the level of slippage currently reported is a cause for concern. Work will continue to monitor the position between now and the year end with directorates continuing to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
64. A financial statement identifying the position for each directorate and the approved schemes is attached as Appendix 3 to this report. Comments on the main variances and significant issues are as follows:

## **City Operations**

65. Overall, the capital schemes in City Operations are currently reporting a projected underspend of £145,000. This includes a £1.1 million underspend on household bin replacement and an overspend of £860,000 for Radyr Weir. Estimated slippage is £6.681 million and includes £1.407 million in relation to upgrading Lamby Way Household Waste Recycling Centre and £2.0 million for LED lighting on principal roads.

## **Waste Management & Recycling**

66. Expansion of wheeled household and recycling bins and replacement of 240 litre bins with 140 litre household bins is on target with an estimated £1.1 million saving on the replacement programme, as previously reported.
67. Work on the larger Household Waste Recycling Centre at the Lamby Way Depot in Rumney is now projected to start at the end of March 2016. Tenders are expected to be returned by the end of February 2016 and subject to the outcome, a review will be undertaken to determine whether the costs can be met within existing budgets. With completion expected in August 2016 slippage of £1.407 million is now forecast, an increase of £242,000, due to the delay in starting construction.

## Energy Projects & Sustainability

68. Greener Grangetown is currently going through the procurement and tender process with the results of this now expected in early 2016. Subject to formalising an agreement with Welsh Water, the scheme is expected to start on site in Spring 2016 and this has been reflected with increased slippage totalling £1.380 million into 2016/17.
69. Work continues on Radyr Weir hydropower scheme but the key milestone of certification for Feed-in Tariff (FIT) by December was achieved. As previously highlighted, costs have increased as a result of both the need to accelerate works to achieve the connection before previously unannounced Government policy changes took effect, and additional works due to ground conditions and other regulatory requirements. A worst case scenario for the total cost of the scheme is currently projected at 3.55 million. Whilst, this is £860,000 in addition to the costs that were approved in the initial business case by Investment Review Board (IRB) the early certification has allowed a higher FIT to be achieved thus enabling net £4.0 million income in line with the original business case. Initially, the overspend is to be funded by an increase in the amount to be paid back by the Directorate, as this project is an invest to save. The Directorate are looking at options to mitigate the higher capital costs which include use of an earmarked reserve, exploring external sources of funding and also looking at opportunities for a power purchase agreement. The Directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules.
70. To deliver the Energy Refit of Buildings programme, a contractor has been appointed to prepare proposals for energy efficiency measures in City Hall, Cardiff Castle, Lamby Way, Radyr Comprehensive, Fitzalan High and Willows High. Their proposals for each site will be evaluated in January with any works only to proceed following preparation of a business case and its approval by IRB. At this stage slippage of £300,000 is shown.
71. Discussions are progressing with an alternative solar farm developer who expressed an interest in the Lamby Way site following the withdrawal of financial support from the originally preferred operator. They have, at their own risk, made significant progress towards preparing a planning application for the site, and are considering the impact of the Governments new policy on renewable incentives. Following this, consideration will be given as to feasibility of progressing a scheme including repayment of the Council's grid connection costs which currently remain a risk.
72. Equipment has been purchased in relation to installing and certifying Solar PV installations at 7 sites in advance of the Government policy change on the Renewal Support Framework which significantly reduces the FIT that will be available in the next financial year. The sites are Cardiff Bay Water Activity Centre, Cardiff International White Water,

Glamorgan Records Office, Ysgol Plasmawr, Ysgol Glantaf, Oakfield Primary and Willowbrook Primary.

73. In relation to the Salix Energy Efficiency Loan Scheme, 12 school LED lighting schemes have now been completed. The sites are: Thornhill Primary, Whitchurch Primary, Coryton Primary, Peter Lea Primary, Kitchener Primary, Rhiwbina Primary, Birchgrove Primary, St Fagan's Primary, Tongwynlais Primary, Radyr Comprehensive, Ysgol Gyfun Gymraeg Glantaf and Cardiff High. Following IRB approval, work is progressing on proposals that could deliver another 5 potential schemes at around £200,000 using budget brought forward from next year's allocation. Schools act as the applicant for Salix Loans which are used to undertake the works. Schools also take on the commitment to repay the loans from their delegated budgets utilising energy savings resulting from the schemes.

### **Regulatory**

74. Spend of £154,000 is expected on the Council's contribution to ICT systems in 2015/16 and slippage has been adjusted to show £62,000 into 2016/17.

### **Parks & Green Spaces**

75. The majority of the Asset Renewal Parks Infrastructure budget was spent on improvements to Heath Park tennis courts. The balance is being used to provide improvements at allotments and renew footpaths in public open spaces at various sites and is forecast to be fully utilised.
76. A scheme to protect Bishops Palace and Landaff Belltower from deterioration is complete and planned expenditure on play equipment is forecast to be fully spent by the end of the year.
77. A phased programme of flood prevention works aims to address issues at various locations where water flows from parks and open spaces onto adjacent land causing flooding. Six sites were originally prioritised, however, a further three sites have been identified where there is a direct flood risk to private property. These are currently the subject of investigations which should be concluded by mid February. Investment in these schemes slipped from 2014/15 and it is unlikely that that works will start on site during 2015/16, resulting in slippage of £147,000.
78. A scheme to provide an interactive wet play park at Victoria Park was approved with a Council contribution of £185,000 which is now projected to be slipped into 2016/17, and use of planning obligations funding of £308,000.

### **Leisure**

79. As previously reported the refurbishment and renewal of Insole Court has necessitated the Council to incur additional costs. This is currently estimated at £265,000 up to the completion of the existing contract. This is shown as a £95,000 overspend, as £170,000 will be managed from



within existing budgets for the site including leisure property asset renewal, heritage budgets and a contribution from revenue. Discovery of heritage finds in the buildings have further delayed remaining planned works. Whilst discussions with CADW have allowed the release of some works, a completion date of works to be committed under the contract is now closer to the end of March 2016.

80. Any requirement to uncover and repair the finds are likely to result in additional costs of over circa £210,000, in order to allow the transfer of the operation of the House to the Trust as envisaged. The additional works have been recognised by the Heritage Lottery Fund (HLF) and bids will be submitted to both CADW and HLF in March 2016 with a view to fully funding the requirement and to help inform options about the way forward before any such expenditure is incurred.
81. The Council is working actively with the trust and other funding partners to secure the transfer of the house and outbuildings in line with the original agreement, including considering options to undertake any essential external works to the East Wing of the House which under the terms of the lease responsibility remains with the Council.
82. A contract was let for £5.984 million for a 66 week period to refurbish Eastern Leisure Centre. To date there have been a number of significant issues, primarily relating to defects with the existing structure of the building which have had to be rectified before progress could be made. These include the need to rebuild defective and structurally unstable brickwork columns and plinth to the front elevation, ensure fire protection to existing steelwork and re-introduction of storm water drainage attenuation system. This was initially omitted as part of pre-contract value engineering, but subsequently insisted upon in order to discharge the associated Planning Condition. The works above have utilised the contingency available in the contract and with risks remaining in relation to the condition of the pool tank and pipework etc., any further works could result in an overspend. Whilst it is initially expected that these additional works can be managed within the original contract period, close monitoring of costs is being undertaken by Projects, Design and Development to ensure issues are identified and mitigating actions are determined in order to deliver the project within the contract sum as well as the fit out of key areas of any refurbished facility.
83. As part of the procurement process for operators to run Leisure Services, the Council has allocated £775,000 to undertake priority one works to the buildings prior to contract commencement. Works estimated to cost £338,000 have been commissioned via Facilities Management and proposed to be undertaken by the end of the financial year, with the remaining £437,000 shown as slippage at this stage.

### **Highway Maintenance**

84. The Council's previous year's commitments under the Local Government Borrowing Initiative have been fully spent.

85. The budget for highway and footway reconstruction is £3.235 million. This is made up of £1.945 million budget from 2015/16 and £1.290 million slippage. Whilst contracts have been awarded for the highways schemes, the tendering process for footway schemes is ongoing. Work is anticipated to start on site in March 2016. Full spend is currently projected by the Directorate on these schemes.
86. Slippage is currently identified of £113,000 in relation to Windsor Road Bridge which is being delivered by Network Rail. This scheme is expected to be completed in July 2016.
87. The predicted spend on street lighting column replacement is currently £270,000. A contract has been let with an expected start date on site in February 2016. Given the delay there is risk of slippage but full spend is currently assumed.
88. It is expected that the street lighting energy reduction scheme in residential areas will be completed by March 2016 at an estimated total cost of £1.6 million.
89. As previously reported, there is £2 million slippage in relation to LED lighting on principal roads. This is subject to approval of a business case and testing of technology and consultation which is expected to be completed during 2016/17.

### **Traffic & Transportation**

90. Whilst full projections for schemes are currently shown, any requirement to ensure external grants are fully utilised in year, may result in slippage of Council resources.
91. The Directorate has been successful in securing grant funding up to £2.948 million from Welsh Government (WG) under the 'Metro Phase 1' scheme. The purpose of the funding is to enable the construction of the A469/A470 Bus Corridor Improvement Scheme. However due to the late confirmation of funding, only £1.425 million is likely to have been spent by 31 March 2016 and added to the Capital Programme.
92. Funding from Welsh Government (WG) for the Local Transport Fund has been revised to £948,000. This change is in relation to the A48 Eastern Corridor - improvements at the Newport Road/ Fitzalan Place, initially estimated to cost £327,000. As WG could not confirm funding for 2016/17, only phase 1 will be implemented this year at an estimated cost of £227,000.
93. Slippage of £218,000 is currently estimated in relation to Section 106 traffic and transportation schemes.

### **Strategic Planning**

94. Estimated slippage of £91,000 relates to Section 106 contributions in relation to public realm improvements.

## **Communities, Housing & Customer Services**

95. The Directorate is currently reporting a projected overspend of £119,000 and slippage of £241,000 in relation to schemes within the Citizen Hubs programme. £700,000 budget has been brought forward from 2016/17 for Disabled Adaptations Grants.

### **Citizen Hubs**

96. The Central Library Hub, phase 1 extension at St Mellons Hub as well as Grangetown Hub have all been completed. At the Grangetown Hub, project delays and additional costs in relation to the relocation of utility services have resulted in a projected overspend of £70,000 which will need to be managed within the overall capital programme.
97. Work is scheduled to start in January 2016 on the refurbishment of Fairwater Library into a Hub which is due to be completed in May 2016.
98. Rumney Partnership Hub opened its doors in November 2015, with investment of £150,000 being available from a proposed capital receipt from the sale of Rumney Library. An overspend of £42,000 is currently reported due to additional works including accessibility spend. This will need to be managed from existing capital resources.

### **Housing**

99. As reported at month six, the demand for the Disabled Facility Service is in excess of the original budget. A sum of £700,000 has been brought forward from the 2016/17 capital funding allocation to help meet waiting time targets. In addition, as reported at Month 6, a virement of £400,000 from the group repair and targeted elderly grants budget was approved as well as use of an expected £300,000 from repayments of previously awarded grants.
100. A tender exercise is currently progressing in relation to Solar PV installation at the Shirenewton traveller site. As the terms and conditions state that the expenditure must be undertaken by the 31 March 2016 the Directorate will need to ensure that plans are in place to ensure that this grant is fully spent.

### **Economic Development**

101. The Directorate is currently projecting slippage of £1.319 million. This includes £435,000 for Economic Development, £522,000 for Neighbourhood Regeneration and £362,000 in relation to Venues and Cultural Facilities.

## **Economic Development**

102. Previously reported slippage includes the Council's S4C Investment Fund, Social Innovation Fund and Community Asset Transfer totalling £185,000.
103. The Cardiff Connection Voucher Scheme which is funded by the Department of Culture Media and Sports (DCMS) Urban Broadband Scheme ended on the 30 December 2015. For 2015-16, the projected spend is £365,000.
104. In addition, the extended Voucher Scheme was launched from the 1 April 2015 and runs in parallel to the existing scheme. The new scheme has now ended as the £40 million national grant budget identified for all cities has been fully allocated but claims will still be submitted for vouchers previously approved. Claims can continue to be submitted until the 30 October 2016. The project is projecting to fully recover any project management costs from the 10% cap that has been granted to the scheme and projected spend of £1.603 million.
105. A contribution was received towards dilapidations costs at Llanrumney Hall. Whilst some of the compensation received from the early release has been used utilised to pay for roofing works, the balance of £250,000 is reported as slippage to be carried forward to future years until operating agreements for the facility are in place.

## **City Development**

106. The main expenditure during the year has been the completion of the purchase of the Wood Street NCP car park. In December, Cabinet were provided with an update in relation to the regeneration of Central Square, including the delivery of a new Central Transport Interchange and the Public Realm scheme. Enabling works of £683,000 have been incurred to allow for the closure of the bus station in August 2015. At month nine the projected spend on Public Realm works is £523,000 and relates to detailed design of the proposed space including the specification, cost plan, associates survey and assessments.

## **Neighbourhood Regeneration**

107. The neighbourhood renewal schemes budget of £898,000 includes public realm improvements to Birchgrove shopping centre and Wentloog Road shops, environmental improvements to Cowbridge Road West/Narbeth Road gully and Trenchard Drive/The Crystals and local centre improvements to Llanishen Village. Due to slow progress on scheme design and specification, works are now expected to be on site in January but due to the risk of adverse weather, slippage of £200,000 is currently shown.
108. Community consultation on the latest plans for the Maelfa redevelopment were undertaken in September. Costs this year will be preliminary development costs accordingly estimated slippage has been increased to

£322,000. As agreed by Cabinet in December 2015, the redevelopment of the Maelfa will be phased with commencement of phase 1 demolition works in September 2016, and a Council contribution of £2 million towards new commercial retail provision.

### **Venues & Cultural facilities**

109. As part of the procurement process for alternative delivery mechanisms for St David's Hall and New Theatre, the Council has allocated budgets of £350,000 and £295,000 respectively to undertake priority one works to buildings prior to contract commencement. Projected costs for roofing works at New Theatre are currently in excess of the budgeted amount. However this is to be the subject of a tender exercise. Subject to this the current expenditure is estimated at £200,000 with the balance of £95,000 assumed to be slipped into 2016/17. In relation to St David's Hall, planned works in 2015/16 total £83,000, with any future works subject to consideration of a full building survey currently being undertaken. The balance of £267,000 funding allocated in 2015/16 is shown as slippage into 2016/17.

### **Education and Lifelong Learning**

110. The Directorate is currently reporting a projected underpend of £572,000 together with slippage of £20.717 million in relation to 21<sup>st</sup> Century Schools.

### **Schools**

111. The Directorate budgets for Property Asset Renewal, suitability, and for design and feasibility works to plan future work to make Whitchurch High Upper School site DDA compliant are forecast to be fully complete.
112. There is a potential risk of overspend in relation to Schools Asset Renewal budgets due to an unplanned requirement to fund refurbishments at Willows High School with a value of approximately £385,000. It is currently assumed that approval will be received from Welsh Government to allow these works to form part of the 21<sup>st</sup> Century Schools Investment programme, however until this approval has been granted there is a risk that these costs may have to be met from the Asset Renewal budget for 2015/16. This budget is already fully committed.

### **Schools Organisation Planning**

#### *SOP Other*

113. The projected outturn for Non-21<sup>st</sup> Century Schools schemes in 2015/16 is £2.910 million. The majority of expenditure here relates to ongoing works with St Teilo's High School (£2.546 million) and related schemes in the East of Cardiff.

## *21<sup>st</sup> Century Schools*

114. The projected outturn for 2015/16 at month nine is £15.895 million which is a net variance of £21.289 million from the 2015/16 Capital Programme set in February 2015. This is made up of projected slippage of £20.717 million and projected underspends of £572,000.
115. Of the total slippage of £20.717 million, the most significant amount is £11.855 million in relation to the new Eastern High School. An amount of £14.214 million in relation to this project was slipped from 2014/15 into 2015/16 and although the project is now making significant progress, the projected timeframe for the project means that only £2.359 million is projected to be spent in 2015/16 with the rest likely to require slipping into 2016/17 when the main construction element of the project will take place.
116. Other notable slippage is recognised as a result of project delays arising from ensuring thorough options appraisal and consultations are undertaken. This has required re-profiling of project expenditure across the current and future financial years. The most significant instances are Willows Catchment (£2.552 million), Gabalfa Primary & Ysgol Glan Ceubal (£2.471 million) and Four Wards Primary Schools (£2.086 million) although these are all issues which were highlighted in previous reports.
117. The projected outturn of £15.895 million is a reduction of £370,000 from the month six position projected outturn position of £16.265 million. This variance is the net impact of an exercise to review detailed expenditure profiles for all 21<sup>st</sup> Century Schools Projects.
118. An increase in projected slippage of £520,000 since month six relates to a number of schemes including Fitzalan High, Coed Glas Primary and Ysgol Y Wern and is partially offset by a £150,000 reduction in the combined projected underspend against projects such as Millbank and Pontprennau Primary.
119. The anticipated use of WG resources at month nine is £9.436 million for 2015/16. The WG resources are anticipated to be £1.011 million of direct capital grant and £8.425 million of LGBI borrowing making up the total of £9.436 million.

### **Resources**

120. Overall, a variance of £826,000 is projected with a projected underspend of £400,000 in relation to corporate contingency budgets and anticipated slippage of £426,000.

### **Technology**

121. The Modernising ICT budget for 2015/16 is £1.605 million with projected spend of £1.373 million resulting in slippage of £232,000 into 2016/17.

122. The primary focus for the investment in 2015/16 is to digitally enable suitable Council services utilising modern technology. The key priority for the remainder of 2015/16 is to implement an agile working solution for suitable staff to allow the release of Global Link, as part of the Office Rationalisation project. Delivery of projects is dependent on the capacity of the organisation to support and implement new systems, and given these risks, there is a risk of further slippage.

### **Facilities Management**

123. Slippage has been identified to date regarding legionella and office rationalisation of £194,000.
124. The 2015/16 Office Accommodation rationalisation budget is £515,000 with potential slippage of £129,000. Capital expenditure will be utilised primarily on enabling moves within County Hall to ensure that restructured teams are accommodated together and to ensure capacity is maximised and to allow for relocation of staff to allow vacation of Global Link by the end of year.
125. The majority of the £684,000 asset renewal buildings budget is to be invested in two key buildings, County Hall and City Hall and is projected to be fully spent by Facilities Management.

### **Corporate**

126. The contingency budget of £400,000 is shown as an underspend which offsets overspends in areas identified above. Any remaining budget will be utilised to reduce the Council's borrowing requirement.

### **Capital Receipts**

127. The 2015/16 Capital Programme included an assumption of £4.487 million un-earmarked Capital receipts. Of this £1 million was assumed to pay for the capital programme and £3.487 million for an in principal WG Capitalisation Direction to be utilised to meet the revenue costs of Organisation Development, as well as statutory redundancy costs.
128. Plans are in place to secure the receipts required by 31 March 2016; however as with any such land transactions, timing is a risk as disposals are subject to a number of external factors. The largest by value relates to a receipt due in the last quarter for land adjacent to County Hall.
129. Proceeds to date include sale of land at John Street (former Johnstons Buildings), land at Brindley Road, the former Dorothy Lewis Care Home, Howardian caretaker's house and a deposit received for the sale of the former trading standards office at Bridge Street. The Council has also received an initial sum due from the developer in respect of the former Bus Station site, with the balance due in 2016/17. Proceeds from the sale of Pentwyn Dome and former Clare Road Transport Depot have been received and are assumed either for reinvestment in earmarked schemes or to pay for previous capital expenditure incurred.

## **Public Housing**

130. The Directorate is currently reporting slippage of £179,000 which relates to the modernising IT to improve business processes.
131. Expenditure projected by the end of 2015/16 is £210.675 million which includes a settlement payment made to WG of £187.392 million. This was a one off payment to exit the HRA Subsidy system. In order to mitigate against the impact of additional expenditure on the Housing Repairs Account, there has been a reduction in the amount of revenue originally assumed to be received to pay for capital programme works. This has been managed by reviewing capital expenditure budgets as to requirement, reducing planned capital expenditure in 2015/16 and deferring work to be paid for by future years' budgets where feasible. This is to ensure that the planned level of expenditure does not result in an increase in borrowing required to fund expenditure in 2015/16.
132. The Directorate has fully utilised the Major Repairs Allowance (MRA) grant of £9.6 million and should ensure plans are in place to fully spend any other grants awarded such as energy efficiency grants.
133. The housing development budget involves a number of schemes including Edinburgh Court, South Morgan Place and the conversion of the former day centre at Meteor Street. Work on a number of the housing development schemes has been delayed due to slow progress on design and specification. However, work on estate regeneration and area improvement strategies including the Hodges Square regeneration scheme are progressing ahead of target. Other schemes include Trowbridge Mawr regeneration scheme where a contract with an estimated value of £1.8 million is to be let shortly.
134. Work currently being undertaken from the external and internal improvements to buildings, includes significant spend on boiler replacements, works to blocks of flats – front door upgrades and communal flooring and kitchen and bathroom upgrades.
135. In relation to the Housing Partnership Project, the Council has recently appointed Wates Living Space to work with the Council to deliver sustainable, mixed tenure homes to tackle the growing housing demand in the city. Work has continued to clear sites of existing buildings ready for development. This includes the demolition of Clevedon Road, Llandudno Road and Pwllheli Court, Rumney and Braunton Crescent.



## **Section 106 Schemes**

136. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been revised by directorates and is reflected in the projection at month nine and in revised profiles of expenditure for future years:

	<b>Original Budget</b>	<b>Projected at Month Nine</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Traffic & Transportation	551	333	(218)
Parks & Sport	1,051	731	(320)
Neighbourhood Regeneration	138	26	(112)
Hubs	347	206	(141)
Libraries	12	12	0
Planning	93	2	(91)
Economic Development	290	40	(250)
<b>Total</b>	<b>2,436</b>	<b>1,324</b>	<b>(1,112)</b>

137. In addition to the slippage of £797,000 previously reported, further estimated slippage of £315,000 is now reported on Section 106 schemes. This is primarily in relation to contributions held by Traffic & Transportation £106,000, Parks & Sport £93,000 and Planning £91,000.

### **Reasons for Recommendations**

138. To consider the report and the actions therein that forms part of the financial monitoring process for 2015/16.

### **Legal Implications**

139. It is a Council responsibility to set the budget and policy framework and to approve any changes there to or departures there from. It is an Executive responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

### **Financial Implications**

140. The revenue monitoring position currently indicates a projected surplus of £988,000, an increase of £679,000 compared to the position previously reported at month six. The overall position includes projected overspends on directorate budgets offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and by NDR refunds on Council properties. Directorates are currently projecting an overspend of £5.6 million with overspends reported in relation to Social Services, Economic Development, Corporate Management and City Services. The overspends reflect a range of factors including increased demographic pressures, shortfalls in income and the anticipated failure to fully achieve

the savings targets set as part of the 2015/16 budget together with ongoing shortfalls carried forward from the previous financial year. These are partly offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2015/16.

141. The potential overspend in directorate budgets includes a projected shortfall against the savings identified for each directorate as part of the 2015/16 budget together with any shortfalls against savings targets carried forward from the previous year. An overall shortfall of £6.075 million is currently anticipated against the £32.473 million directorate savings targets for 2015/16 with £21.979 million having been achieved to date and a further £4.419 million anticipated to be achieved by the year end. A projected shortfall of £2.594 million has also been identified in relation to savings targets carried forward from 2014/15. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas.
142. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern and consideration will be given as part of the due diligence for the 2016/17 budget process as to the likely achievability of these shortfalls in future years. Actions are continuing to be taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will be reviewed throughout the year as part of the overall challenge process to review the performance of directorates including the budget monitoring position. The financial monitoring position and any actions taken by directorates to reduce the projected overspends are also discussed as part of the Chief Executive's monthly meetings with individual directors.
143. Technical adjustments to the accounts will be made at the year end and actioned via the Summary Revenue Account. This will include the impact of any contributions to or from bad debt provisions including the Council Tax bad debt provision. At present a reduction of £1 million is currently anticipated in relation to this provision however it is intended that this will be transferred to a earmarked reserve and used to support the Council's 2016/17 Budget.
144. It is recommended that the projected surplus of £988,000 on the Revenue Account be transferred to the Council's General Fund Balance at the year end.
145. The 2015/16 Capital Programme totals £329.624 million of which £118.770 million is in respect of General Fund schemes and £210.854 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2015/16 is £299.763 million resulting in a total variance of £29.861 million.

146. The Programme, Projected Outturn and Projected Variance are shown below:

<b>Capital</b>	<b>2015/16 Programme</b>	<b>2015/16 Projected Outturn</b>	<b>Projected Variance</b>
	£M	£M	£M
General Fund	118.8	89.1	(29.7)
Public Housing	210.9	210.7	(0.2)
<b>Total</b>	<b>329.7</b>	<b>299.8</b>	<b>(29.9)</b>

147. Where there is a risk of slippage, directorates, must address any obstacles promptly to ensure budgets allocated are spent in a timely manner. Where this is not possible, early reporting of issues should take place and robust profiles of expenditure should be developed for future years. Any risk of overspend should be managed by directorates with mitigations put in place and early involvement of Financial Services.
148. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that no opportunities for utilisation of such funding are lost to the Council by ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Note the potential outturn position based on the first nine months of the financial year.
2. Note that the requirement for all directorates currently reporting overspends as identified in this report to put in place actions to reduce their projected overspends be reinforced.
3. Approve in principle that the projected surplus of £988,000 be transferred to the Council's General Fund Balance at the year end.
4. Approve the budget virement of £1.0 million in the Housing Revenue Account to reflect the transfer of funding from capital financing budgets to the Housing Repairs Account.

**CHRISTINE SALTER**

Corporate Director

12 February 2016

*The following appendices are attached:*

Appendix 1 – Revenue position

Appendix 2 (a) – Budget Savings position – 2015/16 Savings

Appendix 2 (b) – Budget Savings position – 2014/15 Savings

Appendix 3 – Capital Programme

**REVENUE 2015/2016**

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
<b>Service Area</b>									
City Operations	117,945	(65,556)	52,389	118,912	(66,374)	52,538	967	(818)	149
Communities, Housing & Customer Services	231,574	(184,598)	46,976	232,325	(185,349)	46,976	751	(751)	0
Corporate Mgt	25,254	(750)	24,504	25,665	(766)	24,899	411	(16)	395
Economic Development	29,788	(27,626)	2,162	31,340	(28,866)	2,474	1,552	(1,240)	312
Education & Lifelong Learning	307,925	(73,268)	234,657	307,449	(72,792)	234,657	(476)	476	0
Governance & Legal Services	6,255	(1,754)	4,501	6,232	(1,743)	4,489	(23)	11	(12)
Resources	39,611	(22,834)	16,777	38,982	(22,383)	16,599	(629)	451	(178)
Social Services	155,387	(17,557)	137,830	160,274	(17,524)	142,750	4,887	33	4,920
Capital Financing etc	39,437	(3,592)	35,845	38,189	(3,556)	34,633	(1,248)	36	(1,212)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	10,278	0	10,278	10,278	0	10,278	0	0	0
Discretionary Rate Relief	300	0	300	300	0	300	0	0	0
<b>Total</b>	<b>967,754</b>	<b>(397,535)</b>	<b>570,219</b>	<b>969,946</b>	<b>(399,353)</b>	<b>570,593</b>	<b>2,192</b>	<b>(1,818)</b>	<b>374</b>
NDR refunds on Council properties	0	0	0	0	(1,058)	(1,058)	0	(1,058)	(1,058)
Council Tax Collection	0	0	0	0	(304)	(304)	0	(304)	(304)
<b>Total</b>	<b>967,754</b>	<b>(397,535)</b>	<b>570,219</b>	<b>969,946</b>	<b>(400,715)</b>	<b>569,231</b>	<b>2,192</b>	<b>(3,180)</b>	<b>(988)</b>

Directorate 15/16	REF	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved (£'000)	Projected saving 2015/16 (£'000)	Savings unlikely to be achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Remove budget for Events Park &amp; Ride</b> - the Park & Ride arrangements put in place for major events will continue to be delivered but on a self-funding basis.	13	13	13	0	This has been achieved in line with the proposal
City Operations	2	<b>Full Year Effect of 2014/15 actions includes efficiencies taken with collections/cleansing and enforcement where they were part completed in 2014/15 and the benefits roll into 2015/16</b> - reviewing the project support levels required for waste and cleansing. Streamlining cleansing and enforcement operations to deliver neighbourhood services. Multi-functional teams set up to tackle litter and waste presentation issues in specific wards. A neighbourhood service approach informs understanding of local needs and a develop knowledge of historical issues in order to ensure resources are prioritised accordingly. The redesign of the education and enforcement team changes from 2014. Dog fouling issues are now dealt with by ward based teams. Most areas have not seen a difference in the number of teams in their area, but the size of the teams has scaled down slightly in certain areas. In addition, two responsive teams deal with priority issues. Shop fronts have continued to be done daily. A review of commercial prices and expansion into new income areas has been explored.	557	576	576	(19)	Part of this saving has already been achieved through the deletion of posts in Cleaner Cardiff and the Enforcement Division. The remaining saving is generated from increased trade waste income.
City Operations Page 180	3	<b>In House Improvements (council wide) and Neighbourhood Services (council wide)</b> - the saving involves delivering year one modified in-house services through an improved in-house infrastructure services and neighbourhood based approach to service delivery across council functions of several directorates. This cost benefit proposal is not confined to the Environment directorate as it is a cross directorate 'One Council' project to bring resilience to services that manage streetscene, parks, bereavement maintenance of land, open landscape, enforcement activities including waste and parking enforcement, highways maintenance, technical design. It will include savings for directorate areas that support them, e.g. fleet services, facilities management and depots.	600	233	233	367	Savings have been realised through reductions in cleansing, enforcement and parks resources. The remaining saving relates to management and back office support, enforcement income, depot costs and vehicle rationalisation. It is anticipated that the full saving will be met in 2016/17.
City Operations	4	<b>Early termination of Automated Public Conveniences contract</b> - The Council has seven Automated Public Convenience (APC) Units, which are on a 20 year contract which ends 20 April 2025. The usage of the units in 2013 was approximately 13,160 times, which means each use cost on average £16. An opportunity exists for early termination of this contract which will lead to savings for the Council. A part year effect of £30k is reflected in 2015/16.	30	0	0	30	The termination of the contract takes effect from 31st March 2016 and therefore this saving will not be achieved in 2015-16.
City Operations	5	<b>Redesign of cleansing as part of Neighbourhood Services (Environment only)</b> - as part of neighbourhood services project and in-house improvements the cleansing of all Council land operational methods across the city would be redesigned. This is an approach taken by other authorities in Britain, which often results in a 'Streetscene' service that not only achieves efficiency in back office support and budgetary savings, but also see the services become more responsive to the needs of the local community and allows staff to have more autonomy in responding and addressing these needs. The service changes will be responding to needs of local communities rather than relying on frequency as a measure of quality, savings will be found by bringing service teams together, removing duplicate work, based on local areas, pooling skills and resources such as enforcement and cleansing activities. This will maintain current quality standards and build resilience in these critical frontline services.	450	390	431	19	The majority of this saving has already been achieved via the deletion of posts through voluntary severance, vacant posts and reduced hours. The balance of the savings are dependent on agreements in relation to reduced vehicle costs.

City Operations	6	<b>Revised Waste Strategy</b> - restrict black residual waste collection to either a smaller wheeled bin or less frequent collection for residual waste from September 2015. Weekly recycling, weekly food collections, recycling collections split into twin stream (two bag types) at the kerbside (to be finalised as part of the outcome of the current waste strategy consultation.)	267	0	267	0	The initiative commenced in September and whilst a full saving is anticipated detailed work is still required to determine the final position because of the complexity and interaction with numerous operational budgets.
City Operations	7	<b>Waste Disposal interim contract &amp; Prosiect Gwyrdd</b> - in July 2014 Cabinet approved the interim contract for residual waste with the four Council partners. The full year benefits of this are significant in 2015/16 and will run up until the start of the contract commissioning period. In addition the Prosiect Gwyrdd 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a seven month contract commissioning period preceding that bringing about a further savings per tonne for that year.	3,572	3,572	3,572	0	Budgets have been realigned as per the tonnage profile. If tonnages are higher than the profile the increased costs will be funded from the specific contingency budget provided as part of the budget.
City Operations	8	<b>Increasing control of the green bag and food liner provision and distribution</b> - remove distribution through local stockists except for local hubs where supply can be controlled. Focus on delivering green bags and food liners directly to the household to reduce over-supply of the freely provided bags.	300	300	300	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved. The waste restricting project and new system of bag distribution is expected to reduce the number of bags required during the year.
City Operations	9	<b>Wheeled bin and reusable garden sack</b> - expansion of the deployment of wheeled bins and also provide an "opt in" reusable garden waste sack collection for the remaining bio bag areas.	55	55	55	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved. The waste restricting project and new system of bag distribution is expected to reduce the number of bags required during the year.
City Operations	10	<b>Domestic Collections Efficiencies</b> - streamlining collection services across the week in order to ensure resource requirements are more balanced (i.e. same number of rounds/vehicles/staff required each day). This could impact upon collection days and times and is linked to the Waste Strategy outcomes.	160	160	160	0	This saving has been achieved through the voluntary severance of three posts and realignment of other waste operational budgets.
City Operations	11	<b>Waste Disposal Stop Post Sort</b> - the allocation is used to support the post sort of waste received to increase recyclables and reduce residual waste and to ensure that Local Authority recycling targets are met. Loss of this budget can only be accommodated if the Waste strategy with residual waste restriction in relation to collections is also implemented.	316	101	101	215	To achieve the statutory recycling levels post sorting was undertaken for the first three months of the year. This ceased and was replaced by IBA processing which yields a higher recycling percentage. The post sort costs will be funded by a contribution from the Waste Management Reserve in the current year.
City Operations	12	<b>Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours</b> - the proposal is that both sites will operate five days per week with reduced opening times and that they would be closed on different days enabling access to a HWRC facility seven days a week. Both facilities will open on Saturdays and Sundays to manage the busiest periods of usage at weekends. Bank holiday opening will be maintained for the same reasons. Savings are generated from different working patterns and plant and equipment resources. The proposal enables the retention of sufficient resources and the ability to achieve high recycling and tonnage throughputs with customer care and education to further improve recycling rates.	42	10	10	32	A delay to the introduction of reduced opening hours at the HWRCs will result in a part year saving and consequent shortfall. However, a full saving is expected in 2016/17.
City Operations	13	<b>Management/ Support /Performance restructure</b> - restructure of the Management and Performance team.	100	95	100	0	The majority of the saving has already been achieved through the deletion of two posts following voluntary severance. Remaining saving will be identified during the year.

City Operations	14	<b>Regulatory Collaboration</b> - creation of a single shared service comprising the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure, with all relevant staff employed by one host authority. The model gives the councils the best chance of maintaining service resilience in the face of substantial budget cuts and significant opportunities to increase revenues by adopting a more commercial approach. The anticipated financial and non-financial benefits are set out in the Cabinet report of 9/10/14.	434	325	434	0	Figures produced by the host authority and reported to Joint Committee indicate that the savings is anticipated to be achieved in full by the year end.
City Operations	15	<b>Renewable Energy Generation</b> - a number of renewable energy schemes will become operational by or during 2015/16. Income will be derived from these through government incentives related to energy generation (feed In tariffs, etc), the sale of energy to the grid and/or other rental income.	85	0	25	60	Additional savings, over the 2014--15 targets from Radyr Weir , the solar farm and various solar panels will contribute to this target but this will be insufficient to achieve a full saving in this financial year.
City Operations	16	<b>Reduction in sport, leisure and culture staffing</b> - Deletion of 13 posts including vacant and VS in Parks (11) and Leisure (1) with the impact mitigated via flexible deployment of staff.	329	293	293	36	Majority of the saving achieved following deletion of vacant posts and VS. A further review is required by the directorate to identify further savings however due to timing it is unlikely that a full saving will be achieved this year.
City Operations	17	<b>Remodelling of the Park Ranger Service</b> - Remodelling of the Park Ranger Service resulting in reduced staffing and expenditure on supplies / services. The Council would discharge basic responsibilities for the management of its 2 Country Parks, 7 Sites of Special Scientific Interest , 4 Local Nature Reserves , 58 Sites of Importance for Nature Conservation , Special Area of Conservation (European Designation), 236 hectares of Woodland and delivery of service level agreements linked to Cardiff Harbour Authority. The proposal would result in reduced community engagement / outreach work and park based community events, removal of site based staff in key parks e.g. Victoria, Bute, Thompsons and Roath, but would retain the current level of engagement for Friends Groups for 2015/16. The impact on anti-social behaviour and byelaw enforcement e.g. dog fouling and cycling; and reduced cleansing standards in addition to a corresponding overall increase in complaints and requests for service would be monitored.	220	220	220	0	The saving has been fully achieved following deletion of vacant posts and VS.
City Operations	18	<b>Parks Apprenticeship Scheme</b> - restructure of the scheme.	72	72	72	0	Vacant posts have been deleted
City Operations	19	<b>Cessation of Cardiff in Bloom and Provision of Christmas Trees</b> - unless sponsorship / alternative funding is secured.	26	26	26	0	Saving achieved in line with reduced budget.
City Operations	20	<b>Reduced subsidy for allotments</b> - through increased fees and charges and increased occupancy as part of the ongoing Council strategy to make the allotment service self sufficient.	8	8	8	0	Saving achieved.
City Operations	21	<b>Heath Park Car Park Charges</b> - increasing charges. Parking for up to 2 hours is free. The proposal involves increasing charges from £1.00 to £1.50 for up to 3 hours and from £3 to £4 for over 3 hours.	28	28	28	0	Anticipated to be achieved but will continue to be monitored during the year.
City Operations	22	<b>Removal of Bowls Subsidy</b> - in line with the decision taken as part of the 2014/15 budget.	50	50	50	0	The saving has been achieved through reduced FM charges and deletion of p/t gardener and via maintenance buy-back agreements which are in place.
City Operations	23	<b>Closure of public conveniences</b> - permanent closure of toilets which are currently temporarily closed - Cowbridge Road East and Whitchurch Rd / Cathays Terrace. Closure of Llandaff High Street toilets.	53	53	53	0	Saving achieved.
City Operations	24	<b>Outdoor Sport</b> - reduction in support	40	40	40	0	Saving achieved in line with reduced budget.
City Operations	25	<b>Flatholm Island</b> - reduction in net budget	20	20	20	0	Saving achieved in line with reduced budget.



City Operations	26	<b>Canton Community Centre</b> - new management operator for Canton Community Centre to be operational by <b>September 2015</b> .	53	22	29	24	Although new arrangements are expected to be in place it is not anticipated that a full saving will be made in the current financial year.
City Operations	27	<b>Full year closure of Eastern Leisure Centre for Redevelopment</b> - Eastern Leisure Centre is to close for refurbishment, re-opening during 2016. Decision previously made by Council.	200	200	200	0	Redevelopment has commenced and saving will be achieved.
City Operations	28	<b>Alternative Delivery Model for Cardiff International Sports Stadium</b> - Alternative Delivery Model for Cardiff International Sports Stadium. It is proposed that the saving would be a full year saving, minus the contractual costs and potential for a Council contribution for a sinking fund for track replacement.	305	0	305	0	The transfer to the Cardiff & Vale College has been delayed so no saving has been achieved to date. A full saving is still anticipated however this is dependent on the transfer and recovery of operating costs.
City Operations	29	<b>New Operating Model for Leisure Centres</b> - the Council has agreed to progress with a procurement process to determine a new operating model for its leisure centres which will be tested against the current in-house provision. Saving expected to be generated for the final quarter of 2015/16. The level of saving is dependent on the procurement process that is being run in respect of leisure centre management throughout the first half of 2015/16. At this stage the level of savings to be achieved can only be estimated until the outcome of the procurement process in Autumn 2015.	435	0	0	435	Although the procurement process is being progressed it is not anticipated that any new arrangements will be in place by 1st April 2016.
City Operations	30	<b>Leisure Centres</b> - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	183	244	96	The Directorate has developed an action plan to deliver increased income opportunities and drive out further efficiencies however this is unlikely to achieve a full saving in this financial year.
City Operations	31	<b>Cardiff Riding School</b> - current performance indicates that this facility is now able to operate without subsidy from the Council.	40	40	40	0	Saving achieved.
City Operations	32	<b>Sailing Centre</b> - increase income.	5	5	5	0	Saving achieved.
City Operations	33	<b>Cardiff International White Water</b> - increase income.	30	11	15	15	Current and projected income indicates a shortfall is likely in the current financial year.
City Operations	34	<b>Increase in Bereavement and Registration Fees</b> - including burial and cremation fees	200	127	200	0	Fee increases are in place and it is currently anticipated that this saving will be fully achieved. This will need to be closely monitored.
City Operations	35	<b>Bute Park Horticultural Nursery</b> - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	26	14	Savings on employee related expenditure are being realised. The service has also increased its production of hardy nursery stock and has three tranches identified for retail and wholesale sales for 15/16, 16/17 and 17/18. The service is working with a supply partner, the Horticultural Trades Association in order to identify the most profitable markets for sale however some of the savings will not be realised until 2016/17.
City Operations	36	<b>Transport Strategy</b> - project completion - project due to be completed in 2015, no longer require funds.	37	37	37	0	Savings realised in line with the proposal.
City Operations	37	<b>Reduction in Central Bus Station Security Costs</b> - the Council is able to reduce the level of manned security due to enhancement of CCTV coverage. CCTV coverage is linked to the Council's and South Wales Police Control Room which is monitored 24/7 and will provide a quick response to any incidents. The bus station is now manned from 10 am - 6pm Mon to Sat, previously manned 9am - 11pm 7 days a week.	54	54	54	0	Savings realised in line with the proposal which involved an agreed reduction in hours which is now in place and the enhancement of CCTV arrangements.

City Operations	38	<b>County Hall Park and Ride change in operator</b> - Cardiff Bus are operating County Hall Park and Ride, on Saturdays and at Christmas. Therefore, there is no longer a requirement for Council casual staff to operate the service.	11	11	11	0	Savings realised in line with the proposal.
City Operations	39	<b>Advertising/Publicity</b> - no longer fund Park and Ride advertising as operated by Cardiff Bus.	12	12	12	0	Savings realised in line with the proposal.
City Operations	40	<b>Reduction in Council Supported Bus Services</b> - Council funds are used to enhance uncommercial bus services i.e. off peak services, early morning and evening which have low patronage. It is the intention to remove the following enhancements to services:- 1) Service 86, Central Station - Lisvane, £10k - withdrawal of Sunday service (commercially operated during week). <i>There are 6 journeys on a Sunday, which operate every 90 minutes, from 10.15 to 17.45 .</i> 2) Service 55, City Centre - Pentwyn, £72k, withdrawal of Sunday & evening service. <i>Sunday service is every hour from 10.30 to 17.30. Evening service is every hour from 18.35 to 22.35.</i> 3) Service 6, Bay Car - £138k, contribution from Council will be withdrawn which will lead to a reduction in off peak services (£190k contribution from S106 will continue). <i>Reduced frequency - details to be confirmed.</i> 4) <i>Bus Service already withdrawn July 2014 Service 612 St Teilos- £17k</i>	236	236	236	0	Savings realised in line with the proposal.
City Operations	41	<b>Bus shelter advertising contract</b> - recharge staff time relating to bus shelters to the advertising contract .	40	14	40	0	Savings to be realised in line with the proposal. Not anticipating any issues at this stage.
City Operations	42	<b>Private Circuit Rental</b> - reduction in spend due to the change from analogue to digital. BT will no longer support analogue after 2017.	18	18	18	0	Savings to be realised in line with the proposal. Not anticipating any issues at this stage.
City Operations	43	<b>Storage of telematic equipment</b> - realignment of current storage arrangements in order to release savings.	37	37	37	0	Savings realised in line with the proposal.
City Operations	44	<b>Review of Tunnel Costs</b> - improve planned maintenance and tunnel closures to reduce costs.	72	72	72	0	Service area managed underspends in this area last financial year and not anticipating any issues with this target in 2015/16
City Operations	45	<b>Review of additional staff payments</b> - rationalise stand-by and call out allowances across the directorate.	48	36	48	0	Not anticipating any shortfall at this stage as changes to conditions and pay arrangements related to restructured service which was fully in place by the end of 2014/15.
City Operations	46	<b>School Crossing Patrols</b> – Realign budget - all high risk sites to be supported by a school crossing patrol officer. The saving relates to non-essential posts which have become vacant over recent years. Five posts will be recruited to allow the release of mobile officers that are currently operating at specified crossing sites. These mobile officers cover sickness, annual leave and provide training to the officers. There will be no job losses associated with this saving.	45	45	45	0	Achieved through a combination of releasing vacant posts and managed recruitment/realignment of staffing resources but not involving any reduction in numbers.
City Operations	47	<b>Road Safety</b> - road safety educational literature to be funded by Road Safety Grant (Welsh Government) only, with Council funding to be withdrawn.	7	7	7	0	Savings realised in line with the proposal.
City Operations	48	<b>Riverwalk bridge maintenance reduction</b> - realignment of budget in line with spend.	8	0	8	0	Service area managed underspends in this area last financial year and not anticipating any issues with this target in 2015/16
City Operations	49	<b>Design Team - revision of costs</b> - infrastructure design costs have reduced due to improved working practices, through collaborative working within the Council and commercialisation.	48	48	48	0	Savings realised in line with the proposal.
City Operations	50	<b>Planning - increase in Development Fee income target</b> - increase in planning fees as a result of anticipated new development across the city and anticipated increase in fees (Welsh Government led.)	100	42	100	0	Planning fees received to date are in line with last year's performance. There remains a risk against full achievement but with new developments in the city centre this is currently projected to be on target.

City Operations	51	<b>Planning - parking cost reduction due to relocation</b> - no longer require parking at Dumfries Place (£13k). Reduction in car allowance budget based on previous year's spend (£10k).	23	23	23	0	Target achieved due to staff relocation to County Hall.
City Operations	52	<b>Highways Income</b> - fee increases in line with inflation.	10	10	10	0	Savings realised in line with the proposal.
City Operations	53	<b>Highways Street Lighting - LED conversion main routes</b> - replace main route lighting with LED to reduce long term energy expenditure.	50	0	0	50	The LED Programme has been delayed as additional trials were required due to public concern. The saving will therefore not be achieved in the current year but is offset by over-achievement against other targets.
City Operations	54	<b>Highways - Dimming of Street Lights</b> - this is an Invest to Save Scheme which involves the dimming of 24,000 street lights over a 3 year period. In 2014/15, 8,000 street lighting units are to be dimmed, 16,000 are to be completed in 2015/16 and the start of 2016/17. The dimming involves changing the lamps from yellow to white. This means the light will be cleaner as the white lamp improves the clarity of the light dispersed.	126	94	146	(20)	The programme will not be completed until the end of the year however current indications suggest this saving will over achieve its target.
City Operations	55	<b>Highways Charge for Land Searches</b> - bench marking exercise undertaken - other authorities charge for this service.	50	9	15	35	Considered part achievable at this stage but progress to be closely monitored.
City Operations	56	<b>Commercialisation</b> - improve internal recharging and generate new business .	30	42	42	(12)	The saving over achieved its target through increased recharges to capital sfunded schemes.
City Operations	57	<b>Reduction in printers/plotters</b> - joint use of plotters due to relocation and removal of desk top printers.	10	10	10	0	Savings realised in line with the proposal.
City Operations	58	<b>Reduction in training/subscriptions</b> - essential training only - reflects reduced staff, reduce duplicate subscriptions.	10	10	10	0	Savings realised in line with the proposal.
City Operations	59	<b>Joint purchasing of IT software</b> - joint purchase of IT software licenses for the directorate.	5	5	5	0	Savings realised in line with the proposal.
City Operations	60	<b>Moving Traffic Offences</b> - net Income from Moving Traffic Offences as part of the civil parking enforcement arrangements within the city. This project commenced in December 2014.	450	425	450	0	A significant proportion of this saving has already been achieved in line with the proposal.
City Operations	61	<b>Parking Strategy</b> - to increase parking charges in accordance with the Parking Policy.	85	60	85	0	Car parking strategy and price review was introduced in September. Currently considered achievable but subject to detailed monitoring.
City Operations	62	<b>Restructure</b> - further staff savings building on the 2014/15 restructure within the directorate.	50	50	50	0	This additional target was achieved as part of the overall service restructure which was implemented by the end of 2014/15.
City Operations	63	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	1	0	No specific saving made on subscriptions but alternative budget reductions have been made.
City Operations	64	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	111	107	111	0	This is currently anticipated to be achieved but is subject to monitoring with some expenditure in income generating services.
City Operations	65	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	88	58	88	0	This is currently anticipated to be achieved but is subject to monitoring with some expenditure in income generating services.
City Operations	66	<b>Full Year Effect of 2014/15 bus service retendering</b> - retendering process is currently underway - anticipated additional savings in 2015/16 as a result of decisions taken as part of the 2014/15 budget.	153	153	153	0	Full year impact of earlier changes to service levels
City Operations	67	<b>Full Year Effect of 2014/15 withdrawal of non statutory secondary school transport</b> - as a result of decisions taken as part of the 2014/15 budget.	183	183	183	0	Full year impact of earlier changes to service levels
City Operations	68	<b>Taxis for Pupils with Special Educational Needs (SEN)</b> - optimise provision of transport for pupils with SEN by merging taxi services and providing additional training and support strategies to staff.	100	61	61	39	A proportion of the saving has been achieved however some shortfall is anticipated.

City Operations	69	<b>Replacement of non statutory primary school transport with Commercial operator led services</b> - remove subsidised funding from September 2015. The Council is working to facilitate service provision of eight routes. 1) 614 - Ysgol Y Berllan Deg (Penylan/ Roath/ Cyncoed) 2) 621 - Ysgol Y Berllan Deg (Pontprennau/Pentwyn) 3) 624 - Ysgol Y Wern (Heath/Rhiwbina) 4) 626 - Ysgol Y Wern (Llanishen/Lisvane/Thornhill) 5) 633 - Ysgol Bro Eirwg (Rumney/Trowbridge/Llanrumney) 6) 638 - Ysgol Pencae (Canton/Fairwater/Danescourt) 7) 627-Ysgol Pwll Coch (Grangetown) 8) Ysgol Pwll Coch (Canton)	102	102	102	0	Saving achieved.
City Operations	70	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	27	27	27	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	71	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	79	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	72	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	67	38	43	24	This saving will only be partly achieved in 2015/16.
City Operations	<b>Total City Operations</b>		<b>12,058</b>	<b>9,470</b>	<b>10,618</b>	<b>1,440</b>	
Communities Housing & Customer Services	73	<b>Reduction in spend on Benefit Service</b> - the savings will be realised through a reduction in benefit officers and restructuring the Quality and Support Team.	137	137	137	0	This saving has been achieved through a restructure within the Benefits, Finance and Tenancy Services establishment with some deletion of vacant posts.
Communities Housing & Customer Services	74	<b>Advice Contingency</b> - To manage the increased demands placed on the service due to the Welfare Reform changes a contingency fund was created. As a result of the proactive way that the authority manages those affected this can now be reduced.	5	5	5	0	This saving has been achieved through the deletion of a minor contingency budget within Housing Strategy.
Communities Housing & Customer Services	75	<b>Reduction in Spend on Homelessness Service</b> - to achieve this saving, a reduction of one post will be required within the Homelessness service, along with the removal of the Homelessness spend to save budget which in the past has funded schemes to prevent and alleviate homelessness. The service is expecting a major change in legislation in the coming year, however it is anticipated that grant funding will be received to offset this additional work and therefore the loss of one post should not impact unduly on service delivery.	83	83	83	0	This homelessness prevention related budget has been cut but achievability will continue to be monitored throughout the year.
Communities Housing & Customer Services	76	<b>Cardiff Connect (Review of Community Alarm)</b> - Community Alarm Service prices have remained static for a number of years. Current pricing levels have been reviewed against other local authorities (South East Wales Improvement Collaborative (SEWIC) members) and against the cost to deliver the service. Proposals are to increase the cost for the mobile response aspect of the service by £1 per week and to source additional clients.	240	0	240	0	This target is related to a price increase implemented from 1.4.15 and a targeted increase in customer base. A marketing campaign is underway and client base is being tracked on a monthly basis. Achievability to be monitored as the commercial base expands throughout the year.
Communities Housing & Customer Services	77	<b>Alarm Receiving Centre Income</b> - additional income through the creation of an Alarm Receiving Centre	250	0	0	250	This target is linked to the construction and operation of the new Alarm Receiving Centre. This is experiencing delays and a saving is not anticipated in the current financial year. A full saving is still anticipated in 2016/17.
Communities Housing & Customer Services	78	<b>Reduction in Supporting People Administration</b> - to achieve this saving a review of the administration within Supporting People will be undertaken.	55	55	55	0	This has been achieved through the deletion of a vacant post.
Communities Housing & Customer Services	79	<b>Implementation of Community Hub Strategy</b> - saving is associated with the implementation of the Hub Strategy. The strategy addresses the need for change including financial pressures and changing demand through a range of themes including co-delivering services through Community Hubs, greater community involvement and use of technology.	100	50	50	50	This saving target is linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part year impact is forecast due to the delays in property moves and closures with the transfer of the library completed in November 2015.

Communities Housing & Customer Services	80	<b>Development of a City Centre Superhub</b> - Central Library currently accounts for a significant amount of the overall Libraries' budget. In order to achieve the savings and safeguard Central Library, it is necessary to review the delivery options and/or the potential to bring services together.	349	0	233	116	This target is linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. Delays to the proposed property moves and closures means there will be a part year impact in the current year.
Communities Housing & Customer Services	81	<b>Into Work Services</b> - Adult Community Learning funded trainer - this is a realignment of budgets to reflect the courses that are delivered by Into Work trainers through Adult Community Learning.	35	35	35	0	This realignment of funding has been agreed and the target has been achieved.
Communities Housing & Customer Services	82	<b>Improve efficiency in the re-ablement service</b> - the introduction of mobile working and scheduling for care staff in the reablement service will improve reporting and increase rostering and call efficiency. This will result in improvements for staff in terms of scheduling and will enable the directorate to reduce the number of supervisory/back office staff. This will also improve continuity of service for citizens using the service.	208	119	208	0	Reduction in home care manager posts to the value of £119,000 already achieved by VS. Balance of savings to be achieved by VS / VR of front line and back office staff.
Communities Housing & Customer Services	83	<b>Management Restructure in the Reablement Service</b> - reducing two registered manager posts within the Reablement Service to one post following the recent configuration of the service into the two Community Resource teams.	47	47	47	0	One registered manager post deleted following VS.
Communities Housing & Customer Services	84	<b>Re-organising the way Community meals are delivered</b> - we will recommission the current meals service by moving away from the existing pattern of delivering meals at a set time of day for up to five days a week, to linking service users to a wider range of luncheon clubs and other resources in their neighbourhood. Internal and external partnership working has already started to develop a more comprehensive range of lunch provision across the city and service users who continue to require a meal within their own homes will be identified. People who are eligible for this service and need assistance with meals will continue to receive a service.	75	0	37	38	This service is under review as part of the overall consideration of day care opportunities for older people. Only a part year saving is however envisaged at this stage.
Communities Housing & Customer Services	85	<b>Neighbourhood Regeneration</b> - this relates to the proposed re-profiling of the Neighbourhood Renewal Scheme (NRS) funding together with identification of capital as the funding source, rather than revenue. Approximately £1m in total will be required over the next three years in the proposed capital programme if schemes in the current NRS programme are completed.	300	300	300	0	This saving will be fully realised.
Communities Housing & Customer Services	86	<b>Reduction in spend on post within Regeneration</b> - reduction of staffing budget within Regeneration and Development.	19	19	19	0	This saving has been realised through the deletion of a vacant post.
Communities Housing & Customer Services	87	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	3	3	0	This saving has been achieved through the realignment of minor related budgets.
Communities Housing & Customer Services	88	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	35	26	35	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	89	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	12	9	12	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	90	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	9	7	9	0	This is currently anticipated to be achieved but is subject to monitoring.

Communities Housing & Customer Services		Total Communities Housing & Customer Services	1,962	895	1,508	454	
Corporate Management	91	<b>Review of Management Support Budgets</b> - ancillary support budgets.	45	45	45	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	92	<b>Reduction in Corporate Banking Charges</b> - the outcome of the recent corporate banking retender has enabled a reduction in banking charges.	42	42	42	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	93	<b>Reduction in Corporate Audit Fees</b> - as a result of the Wales Audit Office work programme for the Council.	30	30	30	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	94	<b>Reducing Corporate IT / Licensing Costs</b> - savings based on current expenditure levels.	69	69	69	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	95	<b>Efficiencies within Communications &amp; Media</b> - reduction in the resources associated with Communications & Media. This saving will be found from the campaigns budget.	82	71	82	0	The team is working to the reduced budget and indications are that a full saving will be achieved.
Corporate Management	96	<b>Central Enterprise Zone</b> - reprofile budget for capital charges based on timing of schemes and potential use of the earmarked reserve if required.	630	630	630	0	This budget has been reprofiled and is therefore achieved
Corporate Management	97	<b>Cardiff Bus Dividend</b> - level of dividend based on the anticipated performance within the 2014/15 accounts.	250	250	250	0	A dividend has been approved by the Board, however this will only be confirmed towards the end of February 2016 on final confirmation of distributable reserves.
Corporate Management	98	<b>Delete top-up received via the Council Tax Pensioner Reduction Scheme</b> - relates to a previous specific grant arrangement in relation to pensioners. Households that receive full council tax reduction and those who receive no council tax reduction will not be affected. Households that receive partial reduction will still be in receipt of council tax support but will not receive a further top up from the Council Pensioner Reduction scheme.	310	310	310	0	This budget has been reprofiled and is therefore achieved
Corporate Management	99	<b>Management and Related Savings</b> - review of the Council's management structures.	650	485	563	87	Significant savings have been identified however some shortfall is anticipated due to the timescales for the appointment process and the implementation of new service structures. A full saving will be achieved in 2016/17.
Corporate Management	100	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	28	20	28	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	101	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	9	6	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	102	<b>Management Delaying</b> - targeted savings managed in conjunction with Human Resources.	200	106	106	94	Savings have been achieved however at this stage some shortfall is anticipated.
Corporate Management	103	<b>Voluntary Schemes</b> - proposal to establish and support the take up of voluntary schemes including purchase of annual leave, sabbaticals and voluntary reductions in hours.	300	98	150	150	At present, the indications are that this will only be partly achieved in 2015/16.
Corporate Management	104	<b>Precepts, levies and contributions</b> - target of 2% reduction.	349	349	349	0	This saving has been realised.
Corporate Management		Total Corporate Management	2,994	2,511	2,663	331	
Economic Development	105	<b>Review management structure in the Economic Development Service</b> - restructure of the management of the Economic Development team to release one operational manager post.	87	87	87	0	The post holder has taken VS in line with the budget proposal.
Economic Development	106	<b>Capitalisation of posts in Major Projects</b> - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	73	90	At present, the indications are that this will only be partly achieved in 2015/16.

Economic Development	107	<b>Review service in Economic Development</b> - restructure of the Economic Development service to release one post.	28	28	28	0	The post holder has taken VS in line with the budget proposal.
Economic Development	108	<b>Reduced revenue budget for the Cardiff Business Council</b> - increase the private sector contribution towards the cost of the Cardiff Business Council.	160	160	160	0	Cardiff Business Council are aware of the proposal and are committed to working within a reduced budget allocation.
Economic Development	109	<b>Budget reduction in Strategic Estates</b> - reduction in operational budgets.	6	6	6	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Economic Development	110	<b>Increase charges for services provided by Strategic Estates</b> - increase the Service Level Agreement charges made by Strategic Estates to the Harbour Authority and Housing Revenue Account based on the service undertaken.	18	0	18	0	It is anticipated that this saving will be fully realised.
Economic Development	111	<b>Capitalisation of Posts in Strategic Estates</b> - two full-time posts in Strategic Estates that work on the disposal of Council properties generating capital receipts to be funded through capital rather than revenue.	96	0	96	0	This saving is currently projected to be achieved however details have yet to be agreed and this will need to be closely monitored.
Economic Development	112	<b>Rent review income</b> - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	6	114	Only £6k is anticipated to be achieved against this target in 2015/16 however a saving of £100k is anticipated against another savings target based on rent reviews.
Economic Development	113	<b>Removal of subsidy for mobility buggies in the city centre</b> - introduce a charging mechanism to recover costs to enable the city centre buggies service to be maintained.	17	0	17	0	This saving will be achieved by selling advertising space on the mobility buggies. The scheme commenced in October 2015.
Economic Development	114	<b>Review service in the management of the City Centre Night Time Economy</b> - retain existing patterns of Taxi Marshall service but start the service at 10pm rather than 8pm.	13	0	13	0	It is anticipated that this saving will be fully realised.
Economic Development	115	<b>Review Tourism Information Centre Offer</b> - implement a partnership approach to the provision of Tourism Information Centre services across the city centre through the provision of a series of small satellite information points, including one at the existing city centre site and retain the centre in the bay.	120	120	120	0	The City Centre TIC has been closed and, whilst, there may be some residual costs, it is currently assumed that this saving will be achieved in full.
Economic Development	116	<b>Fee income from management of workshop estate</b> - additional income identified from the Workshop Estate as a consequence of undertaking a rent review exercise and increasing the occupancy level.	20	15	20	0	It is anticipated that this saving will be fully realised.
Economic Development	117	<b>Professional fee income from property disposals</b> - implementation of the property strategy generating additional fee income.	20	20	20	0	It is anticipated that this saving will be fully realised.
Economic Development	118	<b>Arts Funding</b> - end of one year grant to Sherman Theatre. End of tapering funding as previously determined by Council.	80	80	80	0	This grant reduction has been communicated to the Theatre and therefore the saving has been achieved in full.
Economic Development	119	<b>Cessation of Events</b> - cessation of Council funding for Callennig, St David's Day and Cardiff Country Fair.	159	159	159	0	The Council's funding for these events are not planned to occur during 2015/16 and therefore this saving has been achieved in full.
Economic Development	120	<b>Transfer of Cardiff Story Museum Ownership</b> -Transfer of ownership of Museum to an appropriate body.	50	0	50	0	It is currently anticipated that this saving target relating to the proposed introduction of a streamlined operating model for the Cardiff Story Museum will be realigned corporately due to the co-location of the Welsh Language Hub and the impact on income generation opportunities.
Economic Development	121	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	0	1	2	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	122	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	40	0	14	26	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	123	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	8	0	0	8	It is not anticipated that this saving will be achieved in the current year.

Economic Development	124	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	125	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	24	0	3	21	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	126	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	127	<b>Increased income through rent reviews of non-operational property - Strategic Estates</b> -Review rental income on properties across the Council owned non-operational estate.	100	0	100	0	The directorate have indicated that this will be fully achieved however this remains subject to monitoring.
Economic Development		Total Economic Development	<b>1,334</b>	<b>675</b>	<b>1,073</b>	<b>261</b>	
Education	128	<b>Inter Authority Recoupment</b> - there is a Local Authority responsibility for ensuring that children have access to appropriate educational learning. The rationale for the placement of children is often led by Children's Services or the Health Authority. Further savings opportunities should also be explored through better collaborative working / commissioning with other Local Authorities. The steps to be taken to achieve this level of saving in the 2015/2016 financial year will be to: 1) Modify the Special Educational Needs (SEN) provision strategy so that investments we make in Cardiff schools allow us to cater for as many pupils with statements of SEN as possible 2) Commissioning a joint project with the Vale of Glamorgan Authority, the Health Authority and Children's Services to examine the commissioning of placements. 3) To work with Children's Services in their work exploring the use of Payment by Results funding mechanisms.	250	0	250	0	It is anticipated that this saving will be fully realised.
Education	129	<b>Education Other Than at School (EOTAS)</b> - the Local Authority has the statutory responsibility to provide full time educational opportunity for all pupils of statutory school age. There are occasions when individual tutors have to be engaged to provide ongoing educational support. Historically this has been achieved through the direct employment of tutors. With effect from 1 February 2014 the All Wales Framework Agreement for Educational temporary staff was introduced which included a single provider for the provision of all educational temporary staff and a maximum charge rate. By implementing the framework agreement the service area will make savings on the cost of providing tutors, current rates paid to tutors range from £27.00 to £45.00 per hour.	150	0	94	56	The savings are unlikely to be achieved in the manner suggested in the budget setting process. Alternative ways of achieving the saving are currently being considered.
Education	130	<b>Pupil Referral Unit</b> - an important part of the Council's provision for pupils with behavioural challenges is the Pupil Referral Unit based at Mynachdy. The unit provides educational provision for pupils at Key Stage 3 and Key Stage 4. Although managed through a management board its budget is not part of the schools delegated budget. Savings could be achieved through a rationalisation of provision and further exploration of the sharing of certain costs with schools.	100	0	90	10	The directorate is working to the reduced budget available but the savings have yet to be achieved.
Education	131	<b>Childcare Strategy</b> - the recent restructure of the directorate's management arrangements included the transfer of the management of this team to the Flying Start and Childcare Manager which should provide further opportunities for joint working on certain aspects of provision and more efficient support functions.	150	150	150	0	These savings have been achieved
Education	132	<b>Staffing Realignments and Restructures within Education</b> - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	390	188	188	202	Whilst some savings have been achieved, there is a level of uncertainty in respect of the full level of saving. A shortfall of £202k is currently projected.



Education	133	<b>Admissions and Education Welfare</b> - increasing demands on school places has led to pressures on the admissions function with a significant increase in the number of appeals having to be administered. The current process, whilst meeting statutory requirements is particularly paper intensive. An online system has been in place now for two years and many more applications are received through this process, however this has not led to any efficiencies. Savings could be achieved through exploring business process efficiencies from the on line application process and potential greater use of the Council Hubs. Additionally the changes made to the Attendance Policy and greater delegation of funds and responsibilities to schools may provide further opportunity to reduce the size of the centrally held Education Welfare Team.	50	0	16	34	It is unclear at this stage as to whether or not the saving accepted will be achieved at the level required for admissions.
Education	134	<b>Youth Service</b> - the model seeks to maintain a high level of open access provision across the city through achieving input from voluntary, community and third sector groups whilst maintaining a re-shaped pattern of specialist provision which better meets the needs of priority groups. The model:- 1) Builds on current strong community based provision. 2) Develops a participatory budget for funding open access youth work 3) Includes StreetBased and mobile outreach services including the Youth Bus 4) Maintains Duke of Edinburgh Activity via charging participants 5) Council provision from six retained premises. This would achieve a saving of £0.85m in 2015/16 which allows more time for the transition of the service and allows the Council to keep the current local facilities running together with supporting street-based and outreach working until the new services are in place. Further savings of £0.9m to be found over 2016/17 and 2017/18 resulting in a base budget of circa £1m at the end of this period.	850	750	850	0	It is anticipated that this saving will be fully realised.
Education	135	<b>Catering</b> - the Local Authority currently provides the school meals function in all but one Cardiff school. Savings would be achieved through incremental increases in the price of a meal to pupils by 20p in April 2015 and a further 10p in April 2017 together with the examination of alternative models of delivery with schools.	300	143	440	(140)	School meal prices were increased and forecast numbers indicate that the income achieved will exceed the level of saving proposed.
Education	136	<b>Cleaning</b> - the Local Authority provides the school cleaning function to 83 (66%) of the 125 available school cleaning contracts. Savings could be achieved through the exploration of alternative models of delivery, combining the Direct Service Unit (DSU) with the Corporate Cleaning DSU and reducing any level of subsidy to schools.	100	100	100	0	Cleaning has been transferred to FM and the saving was achieved before transfer.
Education	137	<b>School Effectiveness Grant</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	0	79	0	Whilst the saving can not be delivered as stated this is looking to be achieved through the opportunities available as a result of the Education Improvement Grant
Education	138	<b>Travellers Education</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the Travellers Education Grant.	9	0	9	0	Whilst the saving can not be delivered as stated this is looking to be achieved through the opportunities available as a result of the Education Improvement Grant
Education	139	<b>Wellbeing and Compliance</b> -Efficiencies within the delivery of Health and Safety (H&S) and compliance issues.	50	0	50	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	140	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	45	45	45	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	141	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	79	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	142	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	143	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	5	5	5	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	144	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	8	8	8	0	This is currently anticipated to be achieved but is subject to monitoring.
Education		Total Education	<b>2,621</b>	<b>1,474</b>	<b>2,459</b>	<b>162</b>	
Governance & Legal Services	145	<b>Mini restructure to reduce administrative, legal and protocol support to County Clerk &amp; Monitoring Officer.</b>	181	181	181	0	Mini-restructure in place and full saving achieved.

Governance & Legal Services	146	<b>Reduce Member Expenses and Support Services</b> - by removing Dictabank services, reduction in training and mayoral expenses.	37	27	37	0	This saving will now be achieved through the mini-restructure.
Governance & Legal Services	147	<b>Staffing Changes to Legal Services</b> - flexible retirement of Operational Manager and deletion of part-time vacant post with consequential redistribution of some duties and need to build in more robust cost of legal advice as part of any business case.	51	51	51	0	Achieved
Governance & Legal Services	148	<b>Saving in law library budget</b> - as a result of revised pricing and analysis of use .	8	8	8	0	The budget has been cut and the saving will be fully achieved.
Governance & Legal Services	149	<b>Additional income from Legal Charges</b> – based on current levels being achieved and in line with continued improvements in the general housing market there is some scope to increase the level of income generated in this area.	30	22	30	0	Full saving anticipated to be achieved.
Governance & Legal Services	150	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	2	2	2	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services	151	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services		Total Governance & Legal Services	<b>315</b>	<b>297</b>	<b>315</b>	<b>0</b>	
Resources	152	<b>Energy Savings (Council Wide )</b> - energy costs are rising and the Council needs to control its consumption and bills more effectively. The strategy for this is for the energy team to support directorates in making targeted savings through good housekeeping.	90	60	90	0	Initiatives are being undertaken to achieve this saving.
Resources	153	<b>Staffing Reductions within Exchequer and Development</b> - 1) deletion of Senior Payroll Assistant via voluntary severance (VS) 2) deletion of Payments Officer post via VS and redistribution of work within Exchequer and Development. 3) deletion of post room supervisor post via VS and restructuring within other Exchequer teams. 4) restructure of Accounts Payable and Payroll Control Sections. This will assist with providing cover and enable deletion of vacant part time hours. 5) reduction of hours in Senior Payments Assistant 6) deletion of Payments Assistant post via VS and redistribution of work across the section. 7) review of management post once merger of Exchequer and Business Administration sections is embedded. These changes will help facilitate the creation of a transactional team as explained in the Finance Service review . 8) Deletion of 1 x Grade 3 post in Business Admin and reduction in training budget .	122	122	122	0	This has been achieved.
Resources	154	<b>Projects Accountancy Additional Income</b> - additional internal income from support provided by Project Accountancy to Major Projects across the Council including an additional recharge in respect of city centre major project initiatives.	45	15	45	0	It is anticipated that this will be achieved.
Resources	155	<b>Projects and Technical Accountancy Employee savings</b> - the reduction in the working hours of a Grade 8 Accountant on the closing team.	7	7	7	0	This has been achieved.
Resources	156	<b>Post reduction in Internal Audit</b> - reshaping the work undertaken will allow the reduction one post.	42	42	42	0	This has been achieved.
Resources	157	<b>Reduction to posts in Service Accountancy</b> - The saving will require the loss of four posts in 2015/16 . This will be achieved through a combination of vacancies and voluntary severance and will require a realignment of workload and team structures within the section. There is very limited opportunity to reduce the functions undertaken by Service Accountancy as these are either statutory or necessary in order to provide effective management and control of the Council's finances. As a result the saving will have to be achieved through efficiencies and changes to service delivery whilst maintaining the core functionality.	144	144	144	0	Saving achieved through a combination of voluntary severance and a vacant post.
Resources	158	<b>Charges for credit card payments</b> - the cost of paying by credit card will be passed onto customers. Notice will be given at the beginning of the transaction and customers will have the choice of paying by a different method if they wish.	26	0	0	26	Not likely to be achieved as the cost structure implemented by Banks is changing. However, the shortfall will be mitigated by projected underspends across the Directorate to achieve a balanced position overall.

Resources	159	<b>Rating savings</b> - significant rating savings can be achieved for the Council by successful appeals against rateable values. Most Local Authorities do not have the in house expertise to pursue these on their own and instead engage external companies who charge on a no win no fee basis. In Cardiff we have changed to adopt a similar approach using the in house team and this level of savings reflects the commission to be received from successful appeals.	25	25	25	0	This has been achieved.
Resources	160	<b>Reduction in overtime budgets within Revenues</b> - as a result of anticipated efficiency savings linked to automation of forms in future, it is proposed to reduce overtime budgets by approximately 50%.	34	22	34	0	This is expected to be achieved either by reducing overtime or by keeping a post in the council tax team vacant.
Resources	161	<b>VAT savings</b> - the directorate has entered into a new framework contract with Deloitte for VAT advice and proactive assistance to facilitate savings. This change in emphasis regarding VAT will mean the VAT accountant is spending more time pursuing these opportunities and it is proposed to charge a commission against the savings achieved in the same way that external companies would do .	31	15	31	0	It is anticipated that this will be achieved.
Resources	162	<b>Private bailiff costs</b> - the net cost of external bailiffs is entirely due to the recovery action that the Council has to take to collect outstanding debts. In recent years we have successfully increased collection rates to the benefit of the Council and thus reduced our bad debt provision. It is therefore proposed to charge these external costs of £14k against the bad debt provision.	14	11	14	0	It is anticipated that this will be achieved.
Resources	163	<b>Implementation of Corporate Debt Approach</b> - Implement a more Corporate and strategic approach to debt management by moving responsibility for the bailiff collection function of Penalty Charge Notices to Revenues and also consideration of the transfer of the accounts receivable function. These changes should enable a more holistic approach to debt management. There should also be opportunities to improve the level of income collected and the amount of internal bailiff fee income generated.	80	0	50	30	A delay in implementation means that a full saving is unlikely to be achieved in the current financial year.
Resources	164	<b>Commissioning &amp; Procurement Restructure</b> - this will enable a split between the strategic and operational aspects of the activities and will also increase visibility of compliance in Directorates through a more business orientated approach . The separation will also facilitate the approach to a transactional team as highlighted in the Finance Service review .	210	210	210	0	The restructure has been completed and the full saving will be achieved.
Resources	165	<b>Commissioning and Procurement Local Authority Trading Company</b> - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	0	30	0	A number of commercial opportunities are being pursued and progressed and should achieve income of £30k.
Resources	166	<b>Remove Enterprise Architect Post</b> - deletion of vacant post and consequent reprofiling of work with recognition that Enterprise Architecture resource needs to be built into technology based business plans where appropriate.	52	52	52	0	This has been achieved.
Resources	167	<b>Recharge Mobile &amp; Scheduling Licenses to Directorate Services</b> - recover licence costs through service areas for utilising corporate technology	16	0	0	16	This is not considered achievable in the current year.
Resources	168	<b>Staffing reductions within Human Resources</b> - the proposal would be to accept the applications for Voluntary Severance where operationally possible, and the subsequent deletion of these posts. Also to delete a number of vacant posts which will provide the £260k savings required for 2015/16. To mitigate the impact of the FTE reduction, residual resources would need to be realigned to areas of priority to ensure delivery against existing SLA's, some support provided may have to reduce or cease altogether. This is being explored as part of the Service Review.	260	260	260	0	Salary budgets reduced. VS's taken/vacant posts deleted.
Resources	169	<b>Mediation Service</b> - this is a new mediation service which will be offered to directorates including Schools to support the Council in resolving disputes, thereby, reducing conflict and time involved in potentially lengthy disagreements. Human Resources People Services has trained mediators who will help resolve difficult situations and issues regarding employees, team leaders and senior managers using the mediator as an impartial third party.	10	0	0	10	No savings are anticipated in the current financial year.
Resources	170	<b>Increase in Cardiff Works income</b> - Cardiff Works provides services for recruiting, assessing and employing temporary placements for engagement across the Council and engaging supply teachers and teaching assistants through our Cardiff Supply service. Consideration is to be given to ways of expanding the current placement levels, potentially through engagement with the Council's trading entity .	20	13	20	0	It is anticipated that this will be achieved.

Resources	171	<b>Full Year Effect (FYE) of 2014/15 ICT staff related budget savings</b> - residual savings relating to staff leaving part way through current financial year.	94	94	94	0	This has been achieved.
Resources	172	<b>Deletion of ICT Grade 3 post</b> - vacant scale 3 post in ICT through increased use of self service functionality on the Help desk.	22	22	22	0	Post is vacant and has been deleted.
Resources	173	<b>ICT recharge to non-general fund areas and external customers</b> - ICT provides a service for non-general fund areas such as the Housing Revenue Account and Schools as well as external customers and this saving reflects the full recovery of these amounts.	61	46	61	0	Saving anticipated to be achieved and will be closely monitored.
Resources	174	<b>ICT - support for the transition to alternate service delivery mechanisms</b> - Additional support needed to move existing systems and data to new service delivery models such as the new joint regulatory service or national and regional adoption agency as well as others. This will involve technical, security and business relationship additional work and the costs will need to be factored into future business cases for these projects.	52	0	52	0	It is anticipated that this will be achieved.
Resources	175	<b>External ICT expenditure</b> - this includes savings through reviewing the level of spend, re-rendering services to achieve cost reductions and ensuring that unavoidable cost increases are charged to customers as appropriate .	261	196	261	0	The service area are actively monitoring the achievement of this saving with a full saving currently anticipated.
Resources	176	<b>Reduction in number of Central Transport Service maintenance vehicles</b> - additional vehicles have been incorporated into the service over a period of time and following review and analysis of use, the optimal number of vehicles required for the service is three to cover breakdowns, overnight callout and vehicle collection. This is the full year effect of changes in the current financial year.	13	13	13	0	This has been achieved.
Resources	177	<b>Replacement of ageing gritter fleet</b> - reduction in maintenance costs. The gritters will be procured on a short term hire contract and will negate maintenance, washing (gritter bodies) and the need for additional winter call out.	40	40	40	0	This has been achieved.
Resources	178	<b>Organisational Development Restructure</b> - medium term restructure the Organisational Development (OD) team to reduce overall cost of delivery, reduce budget for OD related investment and support for projects, facilitated through the use of reserves initially.	110	110	110	0	All OD expenditure will be capitalised as a result of the WG Capitalisation Directive
Resources	179	<b>Improvement Team Restructure</b> - restructure the Corporate Improvement Team to reduce overall cost of providing performance support.	40	40	40	0	Restructure in place and saving fully achieved.
Resources	180	<b>Realignment of additional funding sources</b> - this saving involves recharging £15k to grant income for PREVENT grant work to reflect time spent on these activities, and also to recharge the Housing Revenue Account (HRA) for a portion of the Performance Management team (£25k) to reflect work undertaken in support of HRA funded activity.	40	30	40	0	Saving anticipated to be fully achieved.
Resources	181	<b>Restructure Emergency Management Service</b> - delete one post in the Emergency Management Team, with duties to be absorbed within the wider team.	47	47	47	0	Post deleted and saving fully achieved.
Resources	182	<b>Restructure the way in which Cardiff manages its partnership working</b> - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	45	45	65	Savings identified as a result of a staff restructure and realignment of grant funding. A full saving will not be achieved in the current financial year.
Resources	183	<b>Re-profile Neighbourhood Partnerships Fund to support community groups</b> - this proposes to remove the Neighbourhood Partnership Fund and retain £55k to create a Community Co-ordination function. This will provide a one stop route in for Community Groups to access support in potential Community Asset Transfers, grant applications and in the co-production of services.	155	155	155	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	184	<b>Community Safety</b> - this is a review of the Community Safety fund. Major projects such as Operation Mistletoe will continue to be funded but a review of other projects will take place to ensure value for money.	50	50	50	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	185	<b>Deletion of Grants Transition Fund</b> - this fund was set up to assist partners to manage the reduction in Council support for a temporary transition period.	50	50	50	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	186	<b>Review of the Infrastructure Grants given to External Agencies</b> - to reduce the level of grant funding infrastructure support to external agencies.	93	93	93	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	187	<b>Office Rationalisation Efficiencies</b> - project to release office space and focus occupancy in the Council's core administrative buildings.	400	250	400	0	It is anticipated that this saving will be fully achieved.

Resources	188	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	61	46	61	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	189	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	57	43	57	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	190	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	191	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	6	5	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	192	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	25	19	25	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	193	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources		Total Resources	<b>3,052</b>	<b>2,399</b>	<b>2,905</b>	<b>147</b>	
Social Services	194	<b>Breakthrough Commissioned Services</b> - this service is provided by Action for Children and offers breaks either inside or outside of the family home. The breaks offer children and young people time away from their families and provides respite for parents/carers. Families are increasingly choosing to use Direct Payments to meet their needs in this area and so this provision can be removed.	42	42	42	0	Provision removed and payment withdrawn.
Social Services	195	<b>Home Sessional Support posts x 0.86</b> - one vacant 5 hour and one vacant 27 hour Home Sessional support post to be deleted.	23	23	23	0	Relevant posts deleted
Social Services	196	<b>Maintenance Officer x 1 and Residential Child Care Officer x 1</b> - there is no longer a need for a full-time maintenance officer for Residential Services although it will be important to retain some dedicated capacity for routine maintenance, painting and decorating to be undertaken at the Crosslands home in a timely way, in order for the home to maintain an appropriate standard of decoration. The proposal would seek to delete the current full-time grade 5 post and create a part-time grade 6 post releasing a vacant grade 5 Residential Child Care Officer post which is no longer required because current staffing levels are viewed as being at the optimum level.	39	39	39	0	Relevant post deleted
Social Services	197	<b>Supervised Contact Service</b> - the service provides supervised contact for Looked After Children who meet their parents in supervised conditions because other types of contact have been deemed unsafe. Currently half the service is provided in-house and half is provided by Barnardos under a contract that ends in June 2015. Efficiencies will be achieved by externally commissioning the whole service given its size and the desirability of the contract; we would not expect to reduce the level of service. Externally commissioning the service would also address the challenges we experience in identifying internal accommodation that is fit for purpose to meet demand.	60	0	60	0	Procurement process for re-commissioning contact service completed. Some delay but anticipated that new arrangements will be in place in 2015/16 with sufficient time to achieve saving. Position to be reviewed as year progresses.
Social Services	198	<b>Family Support &amp; Intervention Driver Post x 1</b> - the driver was previously used to transport children to and from Children in Need nurseries. More recently, the post holder transports parents and children to and from centres when parents are required to undertake group parenting programmes as part of a statutory intervention (e.g. a child protection plan). Recently, the number of group programmes delivered by Children's Services has reduced as parents have been encouraged to attend programmes delivered in their local communities. Often, parents are encouraged to make their own way to the centres and therefore the driver is not currently utilised to full capacity. In the future, parents who cannot make their own way to the centre will be supported by staff in order that they feel more confident to use public transport. It is felt that this saving will not have a significant impact on a parent's ability to attend group parenting programmes when they are required to do so.	22	22	22	0	Relevant post deleted

Social Services	199	<b>Withdrawal of Taith Funding</b> - Taith is a service for young people who display sexually harmful behaviour. The service provides assessment and treatment. The Taith Partnership is a jointly funded arrangement made up of five Local Authorities. The service is delivered by Barnardos. These young people will continue to receive a service to meet their needs but this will be delivered by the National Society for the Prevention of Cruelty to Children (NSPCC) and is free of charge.	59	59	59	0	Funding withdrawn
Social Services	200	<b>Deletion of Fostering Support Officers x 2</b> - the service has not found it effective to have unqualified Fostering Support Officer posts (which had been created some years ago utilising Social Worker posts). Recently, vacant posts have been deleted to expand social work capacity. These remaining two posts provide support to the placement finding process within the in-house fostering service and if this proposal is agreed, alternative arrangements would need to be made to do the initial matching of placement requests with available carers.	46	46	46	0	Relevant posts deleted
Social Services	201	<b>Payment by Results</b> - Looked After Children & Rehabilitation Project Year 1 - a Social Impact Bond (SIB) Feasibility study provided a robust business case for significant savings to be achieved by developing a local enhanced fostering scheme that provides wrap around support to enable children placed in residential care to step down into a family placement. Potential providers and investors have been identified and have indicated that they have finance to take this forward. The service will therefore tender for a payment by results contract rather than a SIB arrangement that would seek to secure external funding as well as identify an appropriate provider of the service. The approach identified by the winning provider will have an evidence base that has robustly demonstrated success. The saving could be achieved alongside improving outcomes for this cohort of looked after children. This proposal is supported by the on-going care planning to return young people from placements outside of Cardiff to home or local placements.	674	128	178	496	The Payment by Results contract was let and one service user stepped down to the enhanced fostering scheme. Difficulties have however been experienced by the chosen provider in relation to the availability of foster carers, severely restricting the level of savings achievable from the contract in 2015/16. Although, separately, a number of children in out of county placements have been returned to independent living arrangements outside the PbR contract, the associated cost reductions will be insufficient to prevent a significant shortfall against this savings target.
Social Services	202	<b>Placement Support Officer x 1</b> - there are two Placement Support Officer posts that undertake the tendering process for finding placements for looked after children. One of the posts has been held vacant for a period during which time an analysis was undertaken which found the change to be effective. Capacity in the team has meant the continued provision of the service and confirmed the second post is no longer required.	27	27	27	0	Relevant post deleted
Social Services	203	<b>Business Support Review (LEAN Review)</b> - the saving relates to the deletion of vacant business support posts and one voluntary severance. Alternative ways of delivering business support will seek to mitigate the impact in relation to social workers' workload.	242	242	242	0	Relevant posts deleted
Social Services	204	<b>CareFirst Trainer x 2</b> - there are currently four CareFirst Trainer posts responsible for the development and delivery of CareFirst training, across Children's Services and Health & Social Care. CareFirst is the client record system for Children's Services and Health & Social Care. Two posts are currently vacant and experience has demonstrated that the service can be provided by the remaining two posts.	58	58	58	0	Relevant posts deleted
Social Services	205	<b>Training &amp; Development Officer x 1</b> - the role of the Training & Development Officer (Race Equality) has now been integrated into all training that is provided and commissioned by the centre therefore this specialist role is no longer required and the post holder has been working more generically over recent years. There is adequate capacity for the generic training role to be covered by the training & development posts working within Health and Social Care and Children's Services enabling this post to be deleted.	42	42	42	0	Relevant post deleted

Social Services	206	<b>Qualification Quality Assurance Co-ordinator x 1</b> - the role of the co-ordinator of the qualification centre has changed drastically over the last several years but more so recently with the centre no longer using outside assessors as a matter of course. The workload of in-house assessors has been re-assessed and has reduced the need for external assessors. We have also reviewed and expanded our partnership working with external qualification providers who offer a more cost effective service because of their ability to access Government funding. As the majority of our qualifications are offered to our commissioned providers the role of co-ordinating this process can fall within the responsibilities of the Social Care Workforce Development Officer.	42	42	42	0	Relevant post deleted
Social Services	207	<b>Referral Order Case Manager</b> - Referral Order Case Managers historically carried workloads of between 25 - 30 cases, involving brief interventions with young people who enter the criminal justice system for a first offence. As a result of the implementation of the Youth Offending Service prevention programmes such as Triage and our Anti Social Behaviour project a significant number of young people are now diverted from the criminal justice system and this has reduced the average workload to between 15-20 children on referral orders at any one time.	27	27	27	0	Relevant post deleted
Page 197 Social Services	208	<b>Youth Offending Services (YOS) Social Worker x 1</b> - this role supervises children and young people who are subject to Youth Rehabilitation Orders, serving a custodial sentence (Detention and Training Order) and those released from custody on licence. In recent years the impact of the Youth Offending Service prevention programmes have gradually reduced the overall YOS workloads as a significant number of young people are diverted from the criminal justice system following interventions from projects such as Triage and our Anti Social Behaviour programme. This has reduced average caseloads from 25-30 young people on supervision at any time to an average of 15 young people. This significant reduction in workload will enable us to state with confidence that this proposal will not affect children and young people in the criminal justice system as we are able to absorb the workload without placing undue pressure on the remaining case managers.	37	37	37	0	Relevant post deleted
Social Services	209	<b>Transfer 65% of Operational Manager Salary to Grant Funding</b> - the proposal is to transfer 65% of the Youth Offending Service (YOS) OM2 salary from base to grant funding. The YOS receives grants from the Youth Justice Board, Welsh Government and the Police Crime Commissioner for South Wales. It is customary to charge a proportion of the management costs against each grant. Each funding stream is utilised to fund a range of projects and services that enhance the work of the YOS.	41	41	41	0	Relevant cost to be transferred to grant
Social Services	210	<b>Business Support Review (LEAN Review)</b> - a Lean Review has commenced in the directorate and four value stream analysis workshops have been held where it has been identified that efficiencies can be made in relation to a wide range of operational processes. This may include further savings being achieved against the directorate's business support provision in addition to the savings already put forward (CHD10) as a result of a further review of business support arrangements.	327	0	0	327	Although, BPR/lean review is ongoing it is considered at this stage that no significant cashable savings will be generated in 2015/16. A significant element of administrative savings have been achieved as part of a review of business support arrangements but these are included against other savings proposals.
Social Services	211	<b>Training provision across Health &amp; Social Care and Children's Services</b> - realign provision to continue to maximise the availability of grant funding in these areas.	216	216	216	0	Relevant base funded expenditure identified for grant funding. There has also been a reduction in core funded budgets.
Social Services	212	<b>Block Purchase of residential beds</b> - this saving is attributed to work that will be undertaken with an external residential provider to achieve a volume discount reduction against a block purchase arrangement of nine placements for children. The pattern of previous and current usage strongly indicates that this level of demand will continue. The savings is attributed to a 5% discount in the overall spend of £1.3m which is felt to be proportionate and achievable.	65	0	0	65	Saving predicated on block booking arrangement with specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangements are not currently considered viable.

Social Services	213	<b>Partnership Review</b> - this saving is attributed to a review of spend across the Council in relation to a specific provider. The overall spend is significant and it is expected that a review of the partnership arrangement in relation to this provider could generate this level of savings for the Directorate given that the overall level of spend is so significant. This is felt to be an opportunity for the organisation to achieve the savings from a review of the management costs attributed to each individual contract as well as other variable costs that would therefore not affect direct service provision.	100	0	100	0	Project has re-focused from pursuing a saving from a specific provider to a wider consideration of demand management in the CH&D team. This will include the identification of lower level support needs, not subject to statutory interventions, that can be met from external grant funding. Also, some one off reductions in certain commissioned services. At this stage therefore it is anticipated the saving will be achieved but will need to be monitored through the year.
Social Services	214	<b>Leaving Care Support</b> - this saving can be broken down into two elements: a) negotiation with key incumbent providers to achieve efficiencies and better value for money based on volume discounts. b) six months saving on Accommodation 16-24 through a Joint Commissioning approach between Children's Services and Communities, Housing and Customer Services. Spend in this area of provision is £1.2m and therefore this level of savings is felt to be achievable based on current spend and the proposals to develop a different approach to re-commissioning that involve joint working with the Communities Directorate.	120	0	120	0	Although it is unlikely that jointly commissioned arrangements with Housing/SP will be fully operational during 15/16, there are a number of savings opportunities being pursued in relation to joint working and maximising the SP grant in light of the changes to Housing Legislation (making Leaving Care YP a priority). These include a gateway for all referrals and SP funded supported lodgings as well as direct negotiations/discussions with staffed accommodation providers. At this stage therefore it is anticipated the savings target will be achieved.
Social Services	215	<b>Market and Demand Management of Commissioned Residential Services</b> - there is currently a spend of £8m on external residential placements for Looked After Children. The proposed review methodology has been tried and tested elsewhere and provides a price and cost challenge. The methodology is implemented via a project based approach and based on the current level of spend and the lessons learned from use of the methodology in adult social care.	200	0	35	165	Project Brief has been developed for negotiations with key specialist (non framework) residential providers who hold multiple placements. Process ongoing however some doubt as to whether whole of targetted saving will be achievable in 2015/16.
Social Services	216	<b>Youth Offending Services</b> - deletion of Team Manager, Referral Order Manager and social work posts. This proposal will require a restructure in the YOS combining 3 teams into 2 (sustained reduction in demand)	100	100	100	0	Relevant Posts Deleted
Social Services	217	<b>Market Supplement for Social Workers</b> - the market supplement was created as a temporary measure to enable recruitment to identified 'hard to fill vacancies'. It was a supplement that was to be reviewed as the recruitment of permanent social workers were recruited to the identified posts. This review has not happened to date. In July 2014 there was a realignment of services which has created a differential between staff working in the same directorate as the market supplement was attached to posts rather than people. Withdrawal of market supplement - proposal will require notice resulting in 6 month saving in 2015/16.	86	86	86	0	The market supplement was withdrawn from September 2015.
Social Services	218	<b>Reshaping the Internal Supported Living Service for people with learning disabilities</b> - the current internal supported accommodation service supports 36 individuals living in community settings. There will be a review of the service to reflect changes in the needs of individual service users. The proposal will enable rationalisation of existing schemes and reduce the overall level of service provided.	250	0	0	250	Reduction of managerial staff has contributed to savings and there are further proposals to de-commission schemes. The potential saving is however shown against the unachieved savings target b/f from 2014/15 leaving the 2015/16 target unachieved at this stage.



Social Services	219	<b>Re-shape the Internal Day Opportunity Service for people with learning disabilities</b> - this service will be reviewed in order to develop a new service with two distinct functions. These will be support planning and brokerage that will provide support for people to organise the way their care needs are met. There will also be a specialist provision for service users who have complex and challenging needs. Following review of the service users we believe that some people's needs can be best met in the community rather than internal day provision. This will result in savings made from the reduction of agency staffing and some voluntary severance of posts. The uptake of Direct Payments will also be encouraged through the support planning and brokerage service.	550	400	450	100	As a result of a service review, c£450k can be achieved via the deletion of vacancies and the release of agency staff. In addition, efforts are being made to rightsize some high cost day care external packages.
Social Services	220	<b>Deletion of Vacant Lead Manager posts</b> - vacancies existing within the directorate. These posts are not front line positions, so the actual impact on service users from these groups will be minimal. Duties of these identified posts have already been incorporated into the roles of other staff or have been reviewed and dealt with in a more efficient manner.	100	100	100	0	Relevant Posts Deleted
Social Services	221	<b>Increase to Maximum Charge for non-residential care services</b> - This is in line with Welsh Government regulations which determine the maximum amount a service user may be charged for domiciliary care. This has been increased to £55 for 2014/15 and will be increased further to £60 per week in April 2015.	150	150	150	0	Increased charge implemented
Social Services	222	<b>Review of Care Management across Health &amp; Social Care</b> - there will be a review of care management roles and responsibilities and assessment processes, arising out of the Business Process Review to support more effective delivery of the service. Implementation of mobile working and improvements in the support planning function will facilitate this.	761	626	660	101	The full year effect in 15/16 of staff who took voluntary severance in 2014/15 will result in a reduction in overall staffing costs. Further vacant posts within ACM have been identified and are being reviewed. It is however anticipated that there may be some shortfall against savings target although the position will continue to be reviewed.
Social Services	223	<b>Improve efficiencies in strategic commissioning across all services</b> - a reduction in commissioning budgets will be achieved by more efficient commissioning of care, improved understanding of the care provider market and more effective competition, as well as the development of preventative options to support people living independently for longer which can reduce demand.	1,926	100	250	1,676	Various commissioned services are being considered for possible re-tendering processes and workstreams being developed. Specific areas identified for possible re-commissioning in 2015/16 include Extracare, Adult Placement Schemes and Emergency Accommodation Services. It is however anticipated that there will be a significant shortfall against the savings target in 2015/16.
Social Services	224	<b>Review External Supported Living services for people with Learning Disabilities</b> - the current service is provided by independent sector providers providing support to 257 people. A competitive tender process will be followed for the replacement of the existing arrangements and will be concluded in July 2015.	431	931	931	(500)	The SLS tender has been completed and will deliver savings in excess of the original target.
Social Services	225	<b>"Closer To Home" service for people with Learning Disabilities</b> - service users currently living away from the city often in high cost residential placements will, where appropriate, move back to the city, to supported housing where their needs can continue to be met.	300	0	0	300	Savings predicated on reduction in residential care costs following step down of service users to lower cost, supported living forms of care. Some savings identified however these are shown against the unachieved savings target brought forward from 2014/15. Significant shortfall therefore shown against the savings target for 2015/16 albeit work is ongoing to develop further step down opportunities.

Social Services	226	<b>Reshaping the Mental Health Day Service</b> - the saving will be achieved by reviewing all packages of support and seeking an alternative service delivery model which meets the requirements of those who may have been traditionally referred to day service support.	50	50	50	0	Saving fully achieved.
Social Services	227	<b>Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission</b> - Service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2015/16.	200	0	0	200	Contract for floating support in place, service users identified, work ongoing at current time with RSL's and the Council to identify appropriate accommodation. Opportunity for saving also being explored with existing providers. Potential for saving in 2015/16 however this is shown against an unachieved saving b/f from 2014/15. Further savings are considered unlikely at this stage however the position will be monitored through the year.
Social Services	228	<b>Senior Management Restructure in Health &amp; Social Care</b> – this enables the reduction of 1 x Operational Manager post, through a review of senior management. Those previously reporting to this post can be effectively supported by other posts within the structure.	72	72	72	0	Savings achieved. OM post deleted.
Social Services	229	<b>Reduction of on-call arrangements</b> - currently on-call arrangements are in place in respect of the Hafod Care Contract (Cathedral View Home); Internal Learning Disability Supported Accommodation and Home Care Reablement services. These three services have, over time, been re-modelled or reduced considerably and as a result existing legacy budgets for on-call payments to staff can be reduced making an annual saving of £23k.	23	23	23	0	Work on-going to reduce on-call arrangements.
Social Services	230	<b>Review of Third Sector Commissioned Services</b> - this saving will be achieved by reviewing how we commission third sector services. The directorate is developing alternative models of service provision through working with the third sector to develop neighbourhood based models of support and to align commissioned services to the delivery plan of the directorate.	180	180	180	0	Specific reductions in support for external organisations identified and funding reduced.
Social Services	231	<b>Recommissioning of Direct Payments Support Provision</b> - the contract with the current Direct Payments Support Provider will expire on 31/03/15. The re-tendering process will focus on quality and competitive pricing for the service. The re-tendering process will be completed to maintain existing service user support to those receiving Direct Payments.	100	0	0	100	Negotiation with external provider has led to agreement to reduce the management fee for direct payments in advance of potential commissioning exercise. Potential saving of £100,000 however this is shown against the unachieved saving brought forward from 2014/15.
Social Services	232	<b>Reduction in Business Support, Commissioning and Performance staff</b> - Continue reduction of business support taking the opportunity from those who have applied for voluntary severance.	174	174	174	0	Relevant posts identified for deletion
Social Services	233	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	9	9	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	234	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	34	34	34	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	235	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	2	2	2	0	Level of subscriptions being reviewed.
Social Services	236	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	70	70	70	0	Use of agency staff across the Directorate monitored on a regular basis. Initiatives to reduce reliance on agency continue to be explored.
Social Services	237	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	43	43	43	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	238	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	17	17	17	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services		Total Social Services	<b>8,137</b>	<b>4,258</b>	<b>4,857</b>	<b>3,280</b>	
			<b>32,473</b>	<b>21,979</b>	<b>26,398</b>	<b>6,075</b>	

Directorate 15-16	REF	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved in 2014-15 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2015/16 to Date (£'000)	Projected Savings in 2015/16 (£'000)	Savings unlikely to be achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Full Year Effect (FYE) of 2013/14 budget savings implementation</b> - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	233	136	60	82	54	The projected shortfall relates to increased income expectations from charges to SME's for use of the transfer station at Brindley Rd.
City Operations	2	<b>Recycling Waste Collection Services - Rebalancing collection routes</b> - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	6	6	6	0	This has been achieved.
City Operations	3	<b>Reductions in Landfill expenditure</b> - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station(£60k). 3) Waste Disposal - staff restructure (£150k)	254	185	69	69	69	0	Achieved through a staff restructure leading up to the scaling down of operations linked to the planned closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets.
City Operations	4	<b>Recycling Processing Redesign</b> -(1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of < £94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	152	131	21	21	21	0	This has been achieved and reflects the full year effect of the new shift pattern introduced during 2014-15.
City Operations	5	<b>Interventions Cardiff Outdoors</b> - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	100	66	34	34	34	0	Full year effect of saving achieved in previous financial year.
City Operations	6	<b>Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way</b> Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir - full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	40	0	40	0	40	0	The solar panel roofs have been installed at Lamby Way and are already generating income. The Radyr Weir scheme is complete and connection made in time for the beneficial feed in tariff which should enable the saving to be fully achieved.
City Operations	7	<b>Invest to save energy initiatives</b> - Saving reliant on a capital bid for 2014/15 of £790k. In year gross Saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	22	0	22	12	22	0	The Lamby Way solar farm is expected to generate approx. £10k. A further £12k is anticipated from a series of smaller solar installations on roofs. Additional income from the solar panel roofs scheme will enable this saving to be fully achieved.
City Operations	8	<b>Review of City Analyst Laboratory</b> - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	106	0	106	106	106	0	The Laboratory is now closed and the saving achieved.
City Operations	9	<b>Community Asset transfer of Maes-y-coed Community centre</b> - The facility is open only on weekdays and attracts 30,579 attendances annually (85 users per day). The directorate has been approached by a local community group about a Community Asset Transfer. The community group has stated that it would aim to provide similar sessions to those currently delivered.	80	21	59	59	59	0	The CAT has taken place. All revenue budgets have been removed so this saving is now achieved.
City Operations	10	<b>In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision</b> - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	240	240	240	0	The redevelopment is now in progress so the centre is closed. The budget has been temporarily removed and there should not be any revenue costs incurred this year. Therefore the saving is achieved.

City Operations	11	<b>Reduce leisure subsidy to reflect income levels</b> - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	179	71	71	71	0	Plans are already in place to increase income and reduce costs. Actual performance will need to be monitored during the year but it is expected to be achieved.
City Operations	12	<b>Roath Park Conservatory</b> -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	12	3	0	0	3	Reductions to staff agency costs have not happened and whilst income has improved, it is not sufficient to offset the shortfall.
City Operations	13	<b>Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields</b> - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	40	0	40	40	40	0	The responsibility for these car parks has been transferred from Parks to Civil Parking Enforcement. This will need to be monitored during the year but expected to be achieved.
City Operations	14	<b>Additional income to parks</b> - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	1	6	13	The shortfall relates to catering concessions. There is a plan to attract a commercial partner to explore income opportunities but details are not yet clarified.
City Operations	15	<b>Boatstage Concession</b> - There is an opportunity to invite expressions of interest for the operation of the Boatstage.The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	25	13	12	12	12	0	The contract to operate the Boatstage will generate the saving in full.
City Operations	16	<b>Re-design of the Parks Development Service</b> - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	18	32	32	32	0	The saving is achieved following the full year effect of action taken at the latter part of 2014-15
City Operations	17	<b>Community Building Review Play Service Rationalisation</b> - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels.  (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	188	12	12	12	0	It is anticipated that the remaining saving will be achieved through reduced costs derived during the year.
City Operations	18	<b>Heath Park Offices Staff Relocation</b> - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	15	15	15	0	Full year effect of the saving introduced in 2014-15.
City Operations	19	<b>Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G</b> - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	50	0	50	0	0	50	The saving will not be achieved as the revised contract will not be in place until April 2016.
City Operations	20	<b>Increased income for Traffic Regulation Orders</b> - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	137	67	70	25	39	31	Additional income is anticipated but not to the level required to fully meet the savings target although this is an improvement compared to previous forecasts.
City Operations	21	<b>Service redesign and integration of Transport and Highways services</b> - including a full management restructure	250	200	50	50	50	0	A part year impact was achieved last financial year due to the timings of recruitment processes, ring fencing and release of posts through voluntary severance. The full restructure was in place by the end of 2014/15 and this remaining target is now achieved.
City Operations	22	<b>Removal of Administrative posts in Development management</b> - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	30	30	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	23	<b>Development Management additional Fee income</b> - Increase the efficiency of planning application processing of major applications and thus increase fee income together with additional fee income in relation to pre-planning application advice. The proposed saving also includes additional income from charges for street works.	512	342	170	90	121	49	Part of this saving has been achieved but not to the level required to fully meet the savings target.
City Operations	24	<b>Reduction in Planning posts</b> - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	68	68	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.

City Operations	25	<b>Highways Maintenance Redesign Phase 2b</b> - it is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	693	570	123	123	123	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	26	<b>Dimming of Street Lights</b> - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	100	35	65	49	65	0	This is dependent on the progress of the contract in terms of the number of units actioned by the financial year end but the forecast currently assumes no further delays to this initiative.
City Operations	27	<b>Telematics - Reduction in Call Out</b> - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	18	0	18	18	18	0	The service restructure was in place and finalised by the end of March 15. This was addressed as part of the restructured service.
City Operations	28	<b>Business support efficiency savings</b> - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	150	61	89	89	89	0	The service restructure was in place and finalised by the end of March 15. This target was addressed as part of the restructured service and has now been achieved.
City Operations	29	<b>Pay and Display Butetown (Schooner Way)</b> - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	38	38	0	This budget has now been realigned in line with recovery levels on other budgets/income streams within the Civil Parking Enforcement Account for 2015/16.
City Operations	30	<b>Operational Manager tier savings</b> - following a review of work undertaken across the service.	240	210	30	30	30	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	31	<b>Staff savings across Planning Enforcement</b> - following a review of all work undertaken across the planning service.	39	31	8	8	8	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	<b>Total City Operations</b>		<b>4,953</b>	<b>3,207</b>	<b>1,746</b>	<b>1,408</b>	<b>1,546</b>	<b>200</b>	
Communities, Housing & Customer Services	32	<b>Community Building Review</b> - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings.  The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading.  The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific consultation will take place.	535	238	297	297	297	0	A part year impact of £238,000 was achieved last financial year due to the timings for property moves and closures and staffing restructures related to the creation of the new Community Hubs. The balance of £297,000 is now achieved with full year operational savings linked to the East Hub at St Mellons and Llanrumney and additional savings associated with the creation of the West Hub and the Grangetown Hub.
Communities, Housing & Customer Services	33	<b>Restructure of Policy, Partnerships and Citizen Focus service</b> - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties  Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.	466	428	38	38	38	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving will be achieved in full in 2015/16.

Communities, Housing & Customer Services	34	<b>Central Library - Changes to Service Delivery</b> 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service – Currently up to 3 members of staff on reception at present. Plan to change to 1 with other Library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-Integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post. 5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.	500	354	146	146	146	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving will be achieved in full in 2015/16.
Communities, Housing & Customer Services	<b>Total Communities, Housing &amp; Customer Services</b>		<b>1,501</b>	<b>1,020</b>	<b>481</b>	<b>481</b>	<b>481</b>	<b>0</b>	
Corporate Management	35	<b>Communications and Media Teams</b> – Restructure of the Communications and Media Team.	320	310	10	10	10	0	The full year impact of the restructure will fully realise this saving
Corporate Management	36	<b>Increase communications and media income targets</b> - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	60	0	0	60	There are currently no indications that this will be achieved.
Corporate Management	<b>Total Corporate Management</b>		<b>380</b>	<b>310</b>	<b>70</b>	<b>10</b>	<b>10</b>	<b>60</b>	
Economic Development	37	<b>Staff Rationalisation in Strategic Estates</b> - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	17	17	17	0	This saving has been realised following a VS and a redesignated post within the markets.
Economic Development	38	<b>Funding of Major Project's project management costs through capital.</b>	128	80	48	0	48	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored and will depend on the availability of funding linked to capital schemes.
Economic Development	39	<b>Increase in income</b> - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	85	20	0	20	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	40	<b>Strategic Estates additional income - 1)</b> realisation of additional revenue income from rent reviews due on non operational property estates (£145k). 2) Additional minor sales of land below £10k = £20k. 3) Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	67	130	112	130	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	41	<b>Reduction in staff costs in City Centre Management</b> - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	125	60	65	65	65	0	The restructure has now been implemented and the saving achieved.
Economic Development	42	<b>Reduction in Night Time Economy Budget</b> - This will involve a reduction to the Taxi Marshalling service.	50	33	17	17	17	0	The necessary changes to staffing levels have been implemented and this saving should be achieved.
Economic Development	43	<b>City Centre Buggies - reduced hours of operation</b> - The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	25	18	7	6	7	0	This saving is expected to be achieved in full.
Economic Development	44	<b>Secure concession to operate Lamby Way Catering</b> - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	10	18	18	18	0	This saving has been achieved with the catering function at Lamby Way transferring to the City Operations Directorate.
Economic Development	45	<b>End Staff Catering Subsidy</b> - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	21	94	0	94	0	The Retail outlets have been set a challenging surplus target. Updated forecasts at month 9 in relation to the County Hall and City Hall restaurants indicate the potential for additional income generation to meet this carried forward target. This will however need to be closely monitored.
Economic Development	46	<b>Catering - New Operating Model</b> - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	0	150	12	68	82	The Retail outlets have been set a challenging surplus target and at present it is not anticipated that this saving will be fully achieved in 2015/16. This will be closely monitored.
Economic Development	47	<b>Cardiff Story Museum - Operating Model</b> - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	170	10	0	10	0	It is currently anticipated that this saving will be achieved however this will need to be considered as part of the overall changes proposed for the building.

Economic Development	48	<b>Savings from Cultural Venues</b> - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	530	230	300	0	70	230	Although the procurement process is being progressed it is not anticipated that any new arrangements will be in place before 1st April 2016. However, it is expected that £70,000 of additional income from ticket sales will partly mitigate the shortfall in the current year.
Economic Development	49	<b>Parks Service Savings</b> - Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	265	205	60	0	0	60	There is currently no indication that additional income opportunities exist to generate this saving in the current year.
Economic Development	<b>Total Economic Development</b>		<b>1,956</b>	<b>1,020</b>	<b>936</b>	<b>247</b>	<b>564</b>	<b>372</b>	
Education	50	<b>Re-organisation of Casework Team</b> - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments, and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.	36	12	24	0	24	0	The directorate remains committed to achieving the saving and plans are in place
Education	51	<b>Education Welfare Services</b> - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.	53	40	13	0	13	0	This is projected to be achieved.
Education	52	<b>County Hall Nursery</b> - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help employees find alternative childcare either close to their place of work or close to where they live.	56	14	42	42	42	0	This saving has been fully achieved.
Education	53	<b>Childcare Strategy</b> - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	6	6	6	0	This saving has been fully achieved.
Education	54	<b>Education Management</b> - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function.	424	247	177	177	177	0	This saving has been fully achieved. The full year effect of posts becoming deleted during 2014/15 has delivered this saving in full.
Education	55	<b>Business Support - One Service</b>	300	100	200	200	200	0	This saving has been fully achieved.
Education	<b>Total Education</b>		<b>891</b>	<b>429</b>	<b>462</b>	<b>425</b>	<b>462</b>	<b>0</b>	
Governance & Legal Services	56	<b>Removal of Committee general expenditure budgets within Democratic Services and Scrutiny</b>	16	9	7	5	7	0	It is now anticipated that this saving will be fully achieved through reduced spend on supplies and services budgets.
Governance & Legal Services	57	<b>Removal of Members refreshments and Yearbook budgets</b> - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	5	5	2	It is currently anticipated that a saving of £5k will be achieved in the current financial year.
Governance & Legal Services	<b>Total Governance and Legal Services</b>		<b>25</b>	<b>11</b>	<b>14</b>	<b>10</b>	<b>12</b>	<b>2</b>	

Resources	58	<b>Removal of posts in Commissioning and Procurement</b> - the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	188	168	20	20	20	0	This saving has been achieved.
Resources	59	<b>Reduction to the Category Team Supplies and Services Budget within Commissioning &amp; Procurement</b> - This will remove flexibility to bring in category specialists to support teams.	30	10	20	0	20	0	It is currently anticipated that this will be achieved.
Resources	60	<b>ICT reduction in software licence costs</b> - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	65	0	65	33	65	0	A reduction in the number of licences has been achieved.
Resources	61	<b>Realignment of Business Support Posts in Business Administration</b> - Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	100	87	13	13	13	0	This saving has been achieved.
Resources	62	<b>Income generation opportunities in respect of Central Transport Services (CTS)</b> - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	120	0	120	0	78	42	Various income streams are anticipated to realise savings in the current year however a shortfall of £42k is currently anticipated reflecting unforeseen licence and implementation costs.
Resources	63	<b>HR People Services potential collaboration with the Vale Council</b> - There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	20	0	20	0	0	20	No further progress at this stage. However the shortfall will be mitigated by other savings across HRPS.
Resources	64	<b>HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply</b> - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	119	87	32	16	32	0	It is currently anticipated that this will be achieved.
Resources	65	<b>HR People Services. Combining Payroll teams with HRPS</b> - there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams. Further savings should be possible in future years with process review and technological service enhancement.	10	0	10	0	10	0	Transfer of Payroll staff to HRPS has been actioned.
Resources	66	<b>HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted</b> - The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	53	20	33	0	0	33	No further progress at this stage. However the shortfall will be mitigated by other savings across HRPS.
Resources	67	<b>HR People Services. Mini restructure for Organisational Development (OD) / Learning &amp; Development (L&amp;D) function</b> - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	45	34	11	11	11	0	This saving has been achieved.
Resources	68	<b>HR People Services.</b> From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post. This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours.	127	114	13	13	13	0	This saving has been achieved.
Resources	69	<b>HR People Services.</b> Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10. Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	87	74	13	13	13	0	This saving has been achieved.
Resources	70	<b>Health and Safety potential joint venture</b> - There is a proposal to explore the potential of some form of joint working on health and safety. This would need to be subject to exploratory discussions with colleagues from other Councils and be congruent with the agreed priorities of both Councils	137	60	77	0	0	77	A joint working arrangement with another Council has recently been agreed however whilst a full saving is anticipated in 2016/17 no specific savings have yet been identified in the current year. The shortfall will however be partly mitigated by other savings within Health & Safety.
Resources	71	<b>Customer Relationship Management</b> - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	100	40	60	0	60	0	This is linked to the progression of the CRM work and is currently anticipated to be achieved.
Resources	72	<b>Savings on a reduction on Council wide energy bills</b> - this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	135	47	88	88	88	0	Initiatives have been undertaken to achieve this saving.
Resources		<b>Total Resources</b>	<b>1,336</b>	<b>741</b>	<b>595</b>	<b>207</b>	<b>423</b>	<b>172</b>	



Social Services	73	<b>150 Thornhill Road</b> - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	772	755	17	17	17	0	Home closed and passed to the HRA.
Social Services	74	<b>Out of Area Residential - Social Impact Bond (SIB) Project</b> - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	122	0	122	122	122	0	The Payment by Results contract was let and one service user stepped down to an enhanced fostering scheme. A number of children in out of county residential placements have also returned to independent living arrangements. The associated cost reductions are sufficient to meet the carried forward target from 2014/15 however difficulties with the PbR scheme has resulted in shortfalls against the 2015/16 savings target.
Social Services	75	<b>Review of Mental Health Out of County Placements in residential care and re-commission</b> - 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	200	0	200	80	130	70	The contract for floating support is in place and a number of service users have stepped down to lower cost placements. Delays in the process, including availability of accommodation will however mean that there are insufficient numbers stepping down to realise the full saving or to meet the 2015/16 savings target. Efforts are being made to offset some of the shortfall via general reviews of care packages.
Social Services	76	<b>Review &amp; Transfer the Internal Supported Living Services to external providers</b> - The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer be met within the existing service.	750	390	360	170	210	150	Savings of £170k realised to date including the reduction of 1 registered manager and senior care officer posts together with the de-commissioning of a scheme. Although other schemes are being considered for review it is anticipated that the overall saving will be significantly below the combined 2014/15 and 2015/16 targets.
Social Services	77	<b>Hafod reconfiguration of contract</b> - Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	1,500	750	750	462	462	288	The Cathedral View home closed in August however this will only achieve a part year saving in 2015/16.
Social Services	78	<b>Review of commissioned services including residential and nursing care contracts</b> - In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	500	200	300	0	0	300	This saving is largely predicated on reduced costs arising from the introduction of the dynamic purchasing system. Average bed prices have continued to rise in 2015/16 so it is unlikely any further saving will be achieved.
Social Services	79	<b>Review contractual arrangements for Direct Payments Support Provider</b> - Recommissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		100	100	100	0	Negotiations with the external provider has led to agreement to reduce the management fee for direct payments in advance of a potential commissioning exercise. This will enable this saving to be achieved however there is still a potential shortfall against the 2015/16 saving target.
Social Services	80	<b>Closer to Home Project - Learning Disabilities (LD)</b> - Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	350	50	300	145	200	100	The saving is predicated on a reduction in residential care costs following the step down of service users to lower cost supported living forms of care. The Supported Living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs however a shortfall of £100k is still anticipated in 2015/16.
Social Services	81	<b>Review of spot contracting for domiciliary care</b> - through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	400	0	400	0	0	400	This was largely predicated on savings arising from the implementation of a new dynamic purchasing system. Current rates however suggest that no saving will be achieved in 2015/16.
Social Services	82	<b>Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2)</b> - Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	200	150	50	50	50	0	The full year effect of savings implemented in 2014/15 have resulted in this being fully achieved.

Social Services	83	<b>Right-sizing domiciliary care package and review of lower level provision</b> - A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	800	220	580	108	160	420	Ongoing reviews of existing care packages are being undertaken however a significant shortfall is still currently projected against this saving.
Social Services	84	<b>Mobility Allowance Review</b> - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	20		20	0	0	20	It is not anticipated that this saving will be achieved in 2015/16
Social Services	85	<b>Safeguarding Team</b> -The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.	40	0	40	0	0	40	It is not anticipated that this saving will be achieved in 2015/16
Social Services	<b>Total Social Services</b>		<b>5,754</b>	<b>2,515</b>	<b>3,239</b>	<b>1,254</b>	<b>1,451</b>	<b>1,788</b>	
<b>Grand Total</b>	<b>TOTAL SAVINGS</b>		<b>16,796</b>	<b>9,253</b>	<b>7,543</b>	<b>4,042</b>	<b>4,949</b>	<b>2,594</b>	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>CITY OPERATIONS</u></b>													
<b><u>Waste Management &amp; Recycling</u></b>													
Household Wheeled Bin & Recycling Bin Expansion	395	0	0	0	0	395	395	0	0	0	0	0	0
Restricting Residual Waste Changing the Current 240L Bins to 140L	2,400	0	0	0	0	2,400	1,300	(1,100)	0	0	0	0	(1,100)
New HWRC Lamby Way	0	1,587	0	0	0	1,587	180	0	0	0	(1,407)	0	(1,407)
Materials Recycling Facility refurbishment	45	76	0	0	0	121	100	0	0	0	(21)	0	(21)
<b>Total Waste Management &amp; Recycling</b>	<b>2,840</b>	<b>1,663</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,503</b>	<b>1,975</b>	<b>(1,100)</b>	<b>0</b>	<b>0</b>	<b>(1,428)</b>	<b>0</b>	<b>(2,528)</b>
<b><u>Energy Projects and Sustainability</u></b>													
Greener Grangetown	1,390	1,550	(1,390)	0	20	1,570	190	0	0	0	(580)	(800)	(1,380)
Energy Refit of Buildings	0	785	0	(425)	0	360	60	0	0	(300)	0	0	(300)
Radyr Weir	0	2,186	0	0	350	2,536	3,396	860	0	0	0	0	860
Solar PV Renewable Energy Initiative	0	0	0	425	0	425	425	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	95	(83)	0	0	12	12	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	160	(47)	0	0	940	1,053	1,053	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	0	0	40	237	277	277	0	0	0	0	0	0
Performer Grant	0	0	0	0	25	25	25	0	0	0	0	0	0
<b>Total Energy Projects and Carbon Management</b>	<b>1,550</b>	<b>4,569</b>	<b>(1,473)</b>	<b>40</b>	<b>1,572</b>	<b>6,258</b>	<b>5,438</b>	<b>860</b>	<b>0</b>	<b>(300)</b>	<b>(580)</b>	<b>(800)</b>	<b>(820)</b>
<b><u>Regulatory</u></b>													
Regionalising Regulatory Services	216	0	0	0	0	216	154	0	0	0	(62)	0	(62)
<b>Total Regulatory</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>154</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(62)</b>	<b>0</b>	<b>(62)</b>
<b><u>Parks &amp; Green Spaces</u></b>													
Asset Renewal Buildings	111	70	0	0	0	181	181	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	59	0	(140)	0	59	59	0	0	0	0	0	0
Play Equipment	90	0	0	0	0	90	90	0	0	0	0	0	0
Flood Risk Prevention	100	97	0	0	0	197	50	0	0	0	(147)	0	(147)
Heath Park Tennis Courts	0	134	0	140	25	299	299	0	0	0	0	0	0
Hywel Dda Public Open Space	0	57	0	0	0	57	57	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	0	79	0	25	41	145	145	0	0	0	0	0	0
Parc Cefn On	0	3	0	0	0	3	3	0	0	0	0	0	0
Water Play Park at Victoria Park	185	0	0	0	0	185	0	0	0	0	(185)	0	(185)
S106 schemes	1,051	748	(748)	0	0	1,051	731	0	0	0	0	(320)	(320)
<b>Total Parks &amp; Green Spaces</b>	<b>1,677</b>	<b>1,247</b>	<b>(748)</b>	<b>25</b>	<b>66</b>	<b>2,267</b>	<b>1,615</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(332)</b>	<b>(320)</b>	<b>(652)</b>
<b><u>Leisure</u></b>													
Asset Renewal Buildings	110	40	0	(120)	0	30	30	0	0	0	0	0	0
Insole Court Conservation	1,562	1,584	(640)	130	40	2,676	2,771	95	0	0	0	0	95
Eastern Leisure Centre refurbishment	2,505	2,361	0	0	0	4,866	4,866	0	0	0	0	0	0
Llanishen Leisure Centre reconfiguration	0	5	0	(5)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre reconfiguration	0	20	0	(20)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	184	0	0	0	184	184	0	0	0	0	0	0
Leisure Centres Priority Works	750	0	0	25	0	775	338	0	0	0	(437)	0	(437)
<b>Total Leisure</b>	<b>4,927</b>	<b>4,194</b>	<b>(640)</b>	<b>10</b>	<b>40</b>	<b>8,531</b>	<b>8,189</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>(437)</b>	<b>0</b>	<b>(342)</b>
<b><u>Bereavement &amp; Registration Services</u></b>													
Improvements funded by Bereavement reserve	145	0	0	0	(37)	108	108	0	0	0	0	0	0
St Mary's Church, Caerau	0	0	0	15	0	15	15	0	0	0	0	0	0
<b>Total Bereavement &amp; Registration Services</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>(37)</b>	<b>123</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Highway Maintenance</u></b>													
Highway Improvements LGBI - Carriageway	0	910	0	0	0	910	910	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highway Improvements LGBI - Footway	0	470	0	0	0	470	470	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	0	60	0	0	0	60	60	0	0	0	0	0	0
Highway Reconstruction	1,350	1,290	0	0	0	2,640	2,640	0	0	0	0	0	0
Footpath reconstruction	595	0	0	0	0	595	595	0	0	0	0	0	0
Bridges & Structures	400	814	0	0	0	1,214	1,101	0	0	0	(113)	0	(113)
Street Lighting Column Replacement	270	0	0	0	0	270	270	0	0	0	0	0	0
Street Lighting Energy Use Reduction (Invest to Save)	0	1,340	0	0	20	1,360	1,360	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	2,000	0	0	0	0	2,000	0	0	0	(2,000)	0	0	(2,000)
Rhiwbina Flood defence scheme	0	263	0	0	0	263	263	0	0	0	0	0	0
<b>Total Highway Maintenance</b>	<b>4,615</b>	<b>5,147</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>9,782</b>	<b>7,669</b>	<b>0</b>	<b>0</b>	<b>(2,000)</b>	<b>(113)</b>	<b>0</b>	<b>(2,113)</b>
<b>Traffic &amp; Transportation</b>													
Asset Renewal Transport & Traffic Management	670	153	0	0	0	823	823	0	0	0	0	0	0
Transport Grant Matchfunding	375	0	0	0	0	375	375	0	0	0	0	0	0
Cycling Development Asset Renewal	400	(150)	0	0	0	250	250	0	0	0	0	0	0
Local Transport Plan - Bus Corridors	6,605	0	0	0	(6,408)	197	197	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	0	0	0	0	363	363	363	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	38	0	0	0	38	38	0	0	0	0	0	0
Local Transport Fund -Walkable Neighbourhoods	490	0	0	0	(367)	123	123	0	0	0	0	0	0
Local Transport Fund -Preparatory works	50	0	0	0	177	227	227	0	0	0	0	0	0
Local Transport Fund - Rail development	30	0	0	0	(30)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	100	0	0	0	820	920	920	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	38	0	0	(38)	0	0	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	0	0	0	0	1,425	1,425	1,425	0	0	0	0	0	0
Safe Routes in Communities (WG)	540	0	0	0	(80)	460	460	0	0	0	0	0	0
Moving Offences enforcement equipment	0	53	0	0	0	53	53	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	44	0	0	0	374	374	0	0	0	0	0	0
S106 schemes	505	744	(744)	0	46	551	333	0	0	0	0	(218)	(218)
<b>Total Traffic &amp; Transportation</b>	<b>10,095</b>	<b>920</b>	<b>(744)</b>	<b>0</b>	<b>(4,092)</b>	<b>6,179</b>	<b>5,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(218)</b>	<b>(218)</b>
<b>Strategic Planning</b>													
Heritage schemes	90	158	0	(90)	0	158	158	0	0	0	0	0	0
S106 schemes	93	66	(66)	0	0	93	2	0	0	0	0	(91)	(91)
<b>Total Strategic Planning</b>	<b>183</b>	<b>224</b>	<b>(66)</b>	<b>(90)</b>	<b>0</b>	<b>251</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(91)</b>	<b>(91)</b>
<b>Harbour Authority</b>													
Harbour Asset Renewal	323	0	0	0	0	323	323	0	0	0	0	0	0
<b>Total Harbour Authority</b>	<b>323</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>323</b>	<b>323</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>26,571</b>	<b>17,964</b>	<b>(3,671)</b>	<b>0</b>	<b>(2,431)</b>	<b>38,433</b>	<b>31,607</b>	<b>(145)</b>	<b>0</b>	<b>(2,300)</b>	<b>(2,952)</b>	<b>(1,429)</b>	<b>(6,826)</b>
<b>COMMUNITIES, HOUSING &amp; CUSTOMER SERVICES</b>													
<b>Citizen Hubs</b>													
Hubs proposals - ongoing schemes	(328)	0	0	0	0	(328)	0	0	0	0	328	0	328
STAR Hub	3,839	(101)	(109)	0	0	3,629	3,060	0	0	0	(569)	0	(569)
St Mellons Hub	105	0	0	0	0	105	105	0	0	0	0	0	0
St Mellons Hub S106	205	204	(204)	0	0	205	205	0	0	0	0	0	0
Llanishen Community Hub	13	0	0	0	0	13	13	0	0	0	0	0	0
Grangetown Hub	165	558	0	0	0	723	793	70	0	0	0	0	70
Llandaff North	30	0	0	0	0	30	30	0	0	0	0	0	0
Pentwyn Hub (Dome)	0	89	0	0	0	89	89	0	0	0	0	0	0
City Centre Superhub	358	0	0	52	0	410	410	0	0	0	0	0	0
City Centre Superhub - Cymal Grant	100	0	0	0	50	150	150	0	0	0	0	0	0
Fairwater Hub	140	110	0	0	0	250	250	0	0	0	0	0	0
Rumney Hub (Youth Centre)	35	0	0	0	150	185	227	42	0	0	0	0	42

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Llanedeyrn Hub	30	0	0	0	0	30	30	0	0	0	0	0	0
Llanrumney Hub	50	0	0	0	0	50	57	7	0	0	0	0	7
<b>Total Citizen Hubs</b>	<b>4,742</b>	<b>860</b>	<b>(313)</b>	<b>52</b>	<b>200</b>	<b>5,541</b>	<b>5,419</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>(241)</b>	<b>0</b>	<b>(122)</b>
<b>Libraries</b>													
Central library furniture	0	76	0	(76)	0	0	0	0	0	0	0	0	0
Library Kiosk Upgrade	0	0	0	127	22	149	149	0	0	0	0	0	0
Radyr Library (S106)	12	0	0	0	0	12	12	0	0	0	0	0	0
Asset Renewal	37	0	0	0	0	37	37	0	0	0	0	0	0
<b>Total Libraries</b>	<b>49</b>	<b>76</b>	<b>0</b>	<b>51</b>	<b>22</b>	<b>198</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing</b>													
Estate environmental improvements	150	0	0	0	0	150	150	0	0	0	0	0	0
Disabled Facilities Service	2,800	0	0	400	300	3,500	4,200	0	0	0	700	0	700
Discretionary Renovation grants	270	0	0	(270)	0	0	0	0	0	0	0	0	0
Group Repair Schemes	130	0	0	(130)	0	0	0	0	0	0	0	0	0
Renewal Area Schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
Traveller Site refurbishment	0	0	0	0	205	205	205	0	0	0	0	0	0
<b>Total Housing</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>505</b>	<b>3,855</b>	<b>4,555</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>700</b>
<b>TOTAL Communities, Housing &amp; Customer Services</b>	<b>8,141</b>	<b>936</b>	<b>(313)</b>	<b>103</b>	<b>727</b>	<b>9,594</b>	<b>10,172</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>459</b>	<b>0</b>	<b>578</b>
<b>ECONOMIC DEVELOPMENT</b>													
<b>Economic Development</b>													
Urban broadband	312	412	(312)	0	1,556	1,968	1,968	0	0	0	0	0	0
Cardiff Capital Fund	0	74	70	0	0	144	144	0	0	0	0	0	0
Council/S4C Investment Fund	150	0	0	0	0	150	75	0	0	0	(75)	0	(75)
Cardiff Social Innovation fund	0	70	0	0	0	70	40	0	0	0	(30)	0	(30)
Llanrumney Hall/Butetown Railway	290	294	(294)	0	(40)	250	0	0	0	0	0	(250)	(250)
Community Asset Transfer	100	0	0	0	0	100	20	0	0	0	(80)	0	(80)
Town Centre Loan Scheme	0	0	0	0	500	500	500	0	0	0	0	0	0
<b>Total Economic Development</b>	<b>852</b>	<b>850</b>	<b>(536)</b>	<b>0</b>	<b>2,016</b>	<b>3,182</b>	<b>2,747</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(185)</b>	<b>(250)</b>	<b>(435)</b>
<b>City Development</b>													
Cardiff Enterprise Zone	187	0	0	0	0	187	187	0	0	0	0	0	0
CEZ Land Purchase	1,530	7,155	0	0	0	8,685	8,685	0	0	0	0	0	0
Temp Bus Station Enabling works	683	0	0	0	0	683	683	0	0	0	0	0	0
Central Square Public Realm Detailed Design	180	0	0	0	343	523	523	0	0	0	0	0	0
Development North of the Station	20	0	0	0	0	20	20	0	0	0	0	0	0
<b>Total City Development</b>	<b>2,600</b>	<b>7,155</b>	<b>0</b>	<b>0</b>	<b>343</b>	<b>10,098</b>	<b>10,098</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Neighbourhood Regeneration</b>													
Butetown Community Centre	0	0	0	0	40	40	40	0	0	0	0	0	0
Neighbourhood Renewal schemes	685	213	0	0	0	898	698	0	0	0	(200)	0	(200)
Maelfa Centre Regeneration	0	352	0	0	0	352	30	0	0	0	(322)	0	(322)
Local Shopping Centre regeneration	360	162	0	0	0	522	522	0	0	0	0	0	0
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	465	0	0	0	0	465	465	0	0	0	0	0	0
Alleygating	145	0	0	0	6	151	151	0	0	0	0	0	0
S106 schemes	279	77	(330)	0	0	26	26	0	0	0	0	0	0
<b>Total Neighbourhood Regeneration</b>	<b>1,934</b>	<b>804</b>	<b>(330)</b>	<b>0</b>	<b>46</b>	<b>2,454</b>	<b>1,932</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(522)</b>	<b>0</b>	<b>(522)</b>
<b>Venues &amp; Cultural Facilities</b>													
Asset Renewal Buildings	240	0	0	0	0	240	240	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
New Theatre	295	0	0	0	0	295	200	0	0	0	(95)	0	(95)
St David's Hall	350	0	0	0	0	350	83	0	0	0	(267)	0	(267)
City Hall Carpets	11	80	0	0	0	91	91	0	0	0	0	0	0
<b>Total Venues &amp; Cultural Facilities</b>	<b>896</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>976</b>	<b>614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(362)</b>	<b>0</b>	<b>(362)</b>
<b>Property &amp; Asset Management</b>													
Asset Renewal Buildings	48	83	0	0	12	143	143	0	0	0	0	0	0
<b>Total Property and Asset Management</b>	<b>48</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>143</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPEMT</b>	<b>6,330</b>	<b>8,972</b>	<b>(866)</b>	<b>0</b>	<b>2,417</b>	<b>16,853</b>	<b>15,534</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,069)</b>	<b>(250)</b>	<b>(1,319)</b>
<b>EDUCATION &amp; LIFELONG LEARNING</b>													
<b>Schools</b>													
<b>Planning &amp; Development</b>													
Asset Renewal Buildings	2,910	473	0	0	0	3,383	3,383	0	0	0	0	0	0
Suitability and Sufficiency	500	0	0	0	0	500	500	0	0	0	0	0	0
Early Years - Flying Start	149	0	0	0	0	149	149	0	0	0	0	0	0
Whitchurch High School	200	0	0	0	0	200	200	0	0	0	0	0	0
<b>Total Planning &amp; Development</b>	<b>3,759</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,232</b>	<b>4,232</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other schemes</b>													
Penarth Learning Community	1,330	0	0	0	0	1,330	1,330	0	0	0	0	0	0
<b>Total Other schemes</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,330</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Schools</b>	<b>5,089</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,562</b>	<b>5,562</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools Organisation Planning</b>													
SOP Other	0	(729)	3,639	0	0	2,910	2,910	0	0	0	0	0	0
21st Century Schools	4,987	29,278	2,919	0	0	37,184	15,895	0	(572)	(4,064)	(912)	(15,741)	(21,289)
<b>Total Schools Organisation Planning</b>	<b>4,987</b>	<b>28,549</b>	<b>6,558</b>	<b>0</b>	<b>0</b>	<b>40,094</b>	<b>18,805</b>	<b>0</b>	<b>(572)</b>	<b>(4,064)</b>	<b>(912)</b>	<b>(15,741)</b>	<b>(21,289)</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>10,076</b>	<b>29,022</b>	<b>6,558</b>	<b>0</b>	<b>0</b>	<b>45,656</b>	<b>24,367</b>	<b>0</b>	<b>(572)</b>	<b>(4,064)</b>	<b>(912)</b>	<b>(15,741)</b>	<b>(21,289)</b>
<b>GOVERNANCE &amp; LEGAL SERVICES</b>													
Bilingual Cardiff - Welsh Language Centre Grant	0	0	0	0	335	335	335	0	0	0	0	0	0
<b>TOTAL GOVERNANCE &amp; LEGAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>	<b>335</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>RESOURCES</b>													
<b>Technology</b>													
Modernising IT to improve Business Processes	(845)	2,450	0	0	0	1,605	1,373	0	0	0	(232)	0	(232)
ICT Refresh	400	44	0	0	0	444	444	0	0	0	0	0	0
<b>Total Technology</b>	<b>(445)</b>	<b>2,494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,049</b>	<b>1,817</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(232)</b>	<b>0</b>	<b>(232)</b>
<b>Facilities Management</b>													
Office Accommodation rationalisation	109	327	0	0	79	515	386	0	0	0	(129)	0	(129)
Asset Renewal Buildings	684	0	0	0	0	684	684	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	0	0	0	0	(65)	0	(65)
CCTV at Council sites	0	50	0	0	0	50	50	0	0	0	0	0	0
<b>Total Facilities Management</b>	<b>793</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>1,314</b>	<b>1,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(194)</b>	<b>0</b>	<b>(194)</b>
<b>Central Transport Services</b>													
Asset Renewal Vehicle Replacement	250	(23)	0	0	0	227	227	0	0	0	0	0	0

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Projected Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Corporate</b>													
Contingency	400	0	0	0	0	400	0	(400)	0	0	0	0	(400)
Asset Renewal Building Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Invest to Save annual allocation	500	0	0	(103)	0	397	397	0	0	0	0	0	0
WG Capitalisation Direction	3,487	0	0	0	0	3,487	3,487	0	0	0	0	0	0
<b>Total Corporate</b>	<b>4,387</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>4,284</b>	<b>3,884</b>	<b>(400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(400)</b>
<b>TOTAL RESOURCES</b>	<b>4,985</b>	<b>2,913</b>	<b>0</b>	<b>(103)</b>	<b>79</b>	<b>7,874</b>	<b>7,048</b>	<b>(400)</b>	<b>0</b>	<b>0</b>	<b>(426)</b>	<b>0</b>	<b>(826)</b>
<b>SOCIAL SERVICES</b>													
<b>Adult Services</b>													
Adult Services Asset Renewal Buildings	25	0	0	0	0	25	25	0	0	0	0	0	0
<b>Total Adult Services</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Childrens Services</b>													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL SOCIAL SERVICES</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND</b>	<b>56,128</b>	<b>59,807</b>	<b>1,708</b>	<b>0</b>	<b>1,127</b>	<b>118,770</b>	<b>89,088</b>	<b>(426)</b>	<b>(572)</b>	<b>(6,364)</b>	<b>(4,900)</b>	<b>(17,420)</b>	<b>(29,682)</b>
<b>PUBLIC HOUSING</b>													
Housing Development	1,400	0	0	(250)	(532)	618	618	0	0	0	0	0	0
Estate Regeneration and Area Improvement Strategies	2,600	0	0	0	391	2,991	2,991	0	0	0	0	0	0
External and Internal improvements to buildings	11,550	0	0	0	(513)	11,037	11,037	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	250	0	2,050	2,050	0	0	0	0	0	0
Energy Efficiency	750	0	0	0	0	750	750	0	0	0	0	0	0
ARBED ECO Grant	0	0	0	0	3,487	3,487	3,487	0	0	0	0	0	0
Housing Partnerships Project	1,700	0	0	0	0	1,700	1,700	0	0	0	0	0	0
Modernising IT to improve Business Processes	0	449	0	0	0	449	270	0	0	0	0	(179)	(179)
Settlement buy out payment	188,000	0	0	0	(608)	187,392	187,392	0	0	0	0	0	0
Hubs	150	0	0	0	230	380	380	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>	<b>207,950</b>	<b>449</b>	<b>0</b>	<b>0</b>	<b>2,455</b>	<b>210,854</b>	<b>210,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(179)</b>	<b>(179)</b>
<b>TOTAL</b>	<b>264,078</b>	<b>60,256</b>	<b>1,708</b>	<b>0</b>	<b>3,582</b>	<b>329,624</b>	<b>299,763</b>	<b>(426)</b>	<b>(572)</b>	<b>(6,364)</b>	<b>(4,900)</b>	<b>(17,599)</b>	<b>(29,861)</b>

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 18 FEBRUARY 2016**

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**BUDGET PROPOSALS 2016/17**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 7**

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**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
GRAHAM HINCHEY)**

**Reason for this Report**

To enable the Cabinet to:

1. Having considered and reflected on the responses to all aspects of the consultation, submit to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2016/17 (the Annual Treasury Management Strategy).
3. Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan and to note the opportunities for savings.
4. Recognise the work undertaken to raise awareness of and ensure the financial resilience of the Council.
5. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2016/17-2018/19 and the Council's Minimum Revenue Provision Policy for 2016/17.
6. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2016/17.
7. Agree the rates of fees and charges for Council services for 2016/17.
8. Receive an update on the City Deal and recommend to Council that the City Deal Document be signed subject to the Final Agreement being subject to approval by Council.
9. Approve the Supporting People Spending Plan for 2016/17.
10. Approve the Day Opportunities Strategy and its implementation.

## Structure of the Report

1. The Council's Budget Report needs to provide sufficient assurance that a balanced budget has been set and that robust advice has been given and considered in respect of the adequacy of reserves. A Council's financial strategy needs to consider impacts over the medium term and this report includes a significant section on this aspect. Given the materiality of the current and forthcoming financial challenges it is important that this level of detail is included.
2. The following table provides an explanation of where key sections of the report can be found. In addition the implications to the report and in particular the statement made by the Section 151 Officer within the financial implications should be noted.

<b>Budget Report Section</b>	<b>From Para No</b>	<b>Detail included within section</b>
Background	3	Budget context, Corporate Plan & Organisational Development
Consultation & Engagement	18	Public Consultation, Scrutiny Committees and other stakeholders
Budget Update 2015/16	26	In year monitoring position
Revenue Budget	29	Welsh Government Settlement, Cardiff's Resources required and available
Financial resilience & risk	55	Financial standing, risks, financial resilience and reserves
Service Implications of budget	90	Directorate analyses, amendments post consultation, councilwide proposals
Other service matters	158	Supporting People Programme Grant Spending Plan & Day Opportunities Strategy
Medium Term Financial Plan & Strategy	172	Overview of plan, Future Outlook, assumptions, sensitivity analysis
City Deal	235	Update, arrangements for signing Deal Document
Council response to the MTFP	228	Updated budget gap, planning assumptions, savings opportunities
Housing Revenue Account	240	Budget breakdown, rent setting, service charges
School Organisation Plan	255	Progress update, investment programme, use of reserve
Civil Parking Enforcement	274	Cost and income from initiatives, investment potential
Harbour Authority	285	Grant arrangements
Capital	293	Programme, pressures, resources and prudential indicators
Treasury Management	359	Strategy, Borrowing and investment policies, prudential indicators
Implications	435	HR, Legal & Financial Implications

## Background

3. The Council's key strategic documents are the Corporate Plan and the Budget. Cabinet members and officers have worked to ensure that a clear alignment exists between the Corporate Plan, the Council's service priorities and the budget setting process. This also demonstrates how the Council will interact with the statutory What Matters 2010-2020 Strategy and its update which is currently nearing completion.
4. For 2016/17, the Corporate Plan follows the direction introduced in 2015/16 which established it as a strategic and outcome focused document. The Plan will be considered by Cabinet and Council in February 2016 and is part of the same agenda as the Budget. The priorities are confirmed as:
  - Better education and skills for all
  - Supporting vulnerable people
  - Creating more and better paid jobs
  - Working together to transform services
5. The Corporate Plan captures the Council's strategic direction while the Directorate Delivery Plans demonstrate how the Corporate Plan will be achieved. These Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates including 'business as usual' activities and the objectives set for individual employees. All plans will need to be resourced where relevant within this budget proposal.
6. The Council recognises that cities are the centre of economic activity and social change. Therefore, whilst working with severe financial constraints on resources the Council continues to progress initiatives to develop the City and the region. Following Cabinet approval in December 2015, work on concluding the Cardiff Capital Region (CCR) City Deal with our nine local authority partners, both the Welsh and Central governments is progressing apace with real anticipation of firm support included in the Chancellor's March 2016 Budget Statement. Further information on the City Deal is included later in the report. In addition, the Great Western Cities initiative continues to develop following the initial announcement in February 2015 whereby Cardiff, Newport and Bristol will work together in key areas such as connectivity, inward investment and sustainable energy.
7. Following the establishment of the Organisation Development Programme in May 2014, Cabinet received a progress report at its meeting in July 2015. The report reflected the progress that had been made towards the delivery of a new operating model and provided assurance that the Council's transition to new ways of working was proceeding at pace. In particular, the programme had been recast to:
  - accelerate the shift to online services and mobile working
  - facilitate the move to alternative models of service delivery
  - increase revenue from commercial activities where practicable

- reduce the Council's asset base through fewer but better buildings
  - maintain progress towards creating a culture of performance management, good workforce planning and staff engagement
8. The scope and scale of the programme has a rolling three year timescale and was predicated on the assumption that every service of the Council needed to plan for a radical adjustment of delivery models to reflect an era of severe budgetary constraint. This direction of travel for the Council is evident in the budget proposals for 2016/17 and the medium term as set out throughout this budget report.
  9. Cabinet received a Budget Strategy report in July 2015 which advised of the seriousness of the financial challenges ahead as a result of both expected reductions in government funding and the increasing financial pressures being experienced by the Council. This was predicated on information and anticipated announcements which led to the formulation of the Welsh Government's (WG) budget following the Comprehensive Spending Review (CSR) in November 2015. Following the approval of the Budget Strategy report, the Council wrote to the WG and the Welsh Local Government Association (WLGA). The letter expressed concern at the continued impact on the Council and the delivery of its services as a result of WG funding scenarios that are real terms cuts and fail to keep pace with the significant financial pressures that the Council is facing.
  10. The content of the Medium Term Financial Plan (MTFP) approved as part of the 2015/16 Budget Report has been incrementally updated during the year following technical refinements to budget lines and revised assumptions in respect of anticipated financial pressures. It was not possible to revise WG funding assumptions as no new information had been published since December 2014. The July 2015 Budget Strategy report detailed these changes and revised the anticipated budget gap for 2016/17 from £51.1 million (February 2015 report) to £47.4 million. The 2016/17 Provisional Revenue Support Grant (RSG) settlement announced in December 2015 was better than the planning assumption as a result of increases in Cardiff's population but mainly as a result of the implications following the CSR and the consequent decision by WG on the shape of its budget. However, the Provisional Settlement was still a cash reduction in absolute terms of £301,000 and means that the Council has experienced a cash reduction in RSG of £12.8 million since 2014/15. At the time of writing this report WG has not announced the Final RSG settlement but has stated that little change is expected between the Provisional and Final stages for 2016/17.
  11. The Budget Strategy report had acknowledged that because of the extent of the financial challenge in the medium term an updated approach to identifying budget targets was required which led to the Reshaping the Base Budget approach. This approach sought to establish linkages between the Reshaping Service Programme and the Council's target operating model. It looked to initially identify the shape of services and then understand the link to strategic priorities. Savings were then identified against the four drivers of:

- Policy led savings
  - Business Process efficiency led savings
  - Discrete Directorate led savings
  - Income/commercialisation savings
12. Given the significant level of savings required in 2016/17 following the unprecedented levels in the previous two years, it is more important than ever that the proposals are robust, planned effectively and deliverable. Following submission, the proposals from directorates have been progressively challenged to give Council confidence that all savings:
- included within directorate proposals are owned by the relevant director
  - identify residual risk as well as an achievability risk rating
  - are technically feasible from a financial perspective
  - are recorded as to their current planning status
  - have been subjected to a robust equality impact assessment where relevant
  - are categorised as to the theme of the saving
  - Include wherever possible the full-time equivalent employee implications of the saving proposal
  - identify cross directorate opportunities or risks that have been discussed by all relevant senior officers and portfolio members
  - demonstrate transparency to ensure clarity at scrutiny committees and with other stakeholder groups
13. The Budget Strategy Report also considered the approach to the development of the Capital Programme as this is an integral part of the Council's budget. The report restated the position that the Council's General Fund Capital Programme for 2015/16 - 2019/20 demonstrated the cumulative need for additional borrowing and general capital receipts of £132 million and £6.5 million respectively but also noted the significant WG capital funding cuts over the medium term.
14. It was recognised that a review of all schemes included within the current Capital Programme would be carried out as part of the budget process for 2016/17 alongside robust consideration of new schemes. New schemes would need to relate to Corporate Plan priorities, contribute to the rationalisation of buildings and services and, where possible, be self-financing or attract a significant level of partner or external grant support.
15. As highlighted previously the impact of the inadequate level of support from WG for capital resources has been that local government has had to find a greater share of the capital funding requirement to meet essential investment. The Council continues to undertake unsupported borrowing as part of the Capital Programme and the schemes within the period 2016/17 to 2020/21 are included later in this Report and set out in detail in the appendices. Affordability indicators are included in relation to the Council's borrowing and the Section 151 Officer must consider whether the amounts contained are prudent and affordable.

16. Since then, the Council's borrowing has increased as have the local affordability indicators that demonstrate that capital financing costs as a percentage of the Council's controllable revenue budgets are increasing year on year. The level of WG revenue budget funding means that even with no new borrowing this percentage would increase as the revenue base budget reduces. Against this backdrop the condition of the Council's assets is of concern as evidenced by increasing maintenance backlogs. It will be important for the Council to relentlessly progress the recently approved strategies for Operational and Non-Operational Property assets to ensure a smaller, but fit for purpose property estate.
17. Later sections of this report review the Council's financial position across the life of the MTFP and identify both the challenges ahead and the radical nature of the actions required. Council-wide solutions across this time frame will need to be holistic and could include consideration of both revenue and capital spend. Therefore whilst approving the Capital Programme for the period up until 2020/21 Cabinet should be aware that the later years of the Programme, together with any new material commitments in respect of these later years, will be subject to an ongoing review of the Council's financial standing and resilience.

### **Consultation and Engagement**

18. The Council's co-operative values focus on fairness, openness and working together. Greater consultation, engagement and joint working with citizens are at the heart of these values which specifically mention the importance of being "open and honest about the difficult choices we face, and leading a debate where people can have their say on what's important to them and their communities."
19. Extreme budgetary pressure is a key driver of the difficult choices facing the Council and therefore budget consultation is an important opportunity to understand what is important to our stakeholders and to encourage their involvement in shaping Council services. The consultation on the Council's 2016/17 budget proposals "Changes for Cardiff" ran from 11 December 2015 to 12 January 2016. A number of mechanisms were used to ensure the consultation was as accessible as possible:

**Council Buildings** – 5,000 hard copies of the questionnaire were distributed throughout Cardiff to the City's public buildings including libraries, leisure centres and hubs. The consultation was also communicated to 6,000 staff within the Council.

**Online** – an online question and answer session took place in December with the Leader and Cabinet Member for Corporate Services and Performance and the online version of the questionnaire was made available on the budget page of the City of Cardiff Council's website, as well as on [www.askcardiff.com](http://www.askcardiff.com) and [www.cardiffdebate.co.uk](http://www.cardiffdebate.co.uk). The consultation was promoted through email to users of libraries, council tax online account holders, castle key holders, active card users, members of Cardiff Citizen's Panel and Library card holders (over 75,000 email

addresses). Links were also sent out through the Council and Cardiff Debate twitter accounts.

**Community Engagement Events** – 20 community engagement ‘drop-in’ events were held across the city during the course of the consultation period and an engagement forum with the Cardiff Youth Council took place. The Council’s Stepping-Up Toolkit was available at events to support community groups who may be considering opportunities to develop and manage services and assets and forms were available to record expressions of potential interest in volunteering opportunities.

**Via Partner Organisations** – the consultation was promoted via email to over a thousand stakeholders including partner organisations, MPs and AMs, Neighbourhood Partnerships and members of the public who expressed an interest via the previous Cardiff Debate summer events. It was promoted to 8,000 people via the Police Community Messaging Service and communicated to 7,000 staff within Cardiff & Vale University Health Board (UHB).

20. The consultation received 3,348 completed questionnaires and public views were also given via petitions, social media, attendance at the ‘drop-in’ public engagement events, and through correspondence. From this, a number of key themes emerged:
  - **The financial reality:** an overwhelming 88.5% (2,708) of respondents recognised the budget gap facing the Council meant that difficult choices would be required
  - **Support for new ways of working:** over three quarters of respondent (76% or 2,320) support the Council in exploring new ways of working to deliver its services
  - **Increased Charging:** there are mixed levels of support for the Council charging more for some services if it meant they could be continued with **46.5%** (1,417) supporting the proposal 24.0%, (732) disagreeing and 29.5% (901) unsure
  - **Increased digitalisation of services:** 88.1% (2,691) of respondents supported increased digitalisation of services
  - **Community involvement:** 34.3% (1,047) of respondents agreed that community groups and the third sector should be asked to run more services and facilities - 30.6% (936) disagreed and 35.1% (1,072) were unsure.
  - **Volunteering:** 23.7% (715) of respondents are currently engaged in volunteering in the city and 887 respondents expressed an interest. The highest levels of interest for volunteering were seen in relation to libraries, litter picks and parks maintenance
21. The findings of the consultation on the City of Cardiff Council’s 2016/17 budget proposals can be found in Appendix 1(a) and can be accessed through the Council’s website.
22. In 12 November 2015 Cabinet agreed that consultation be carried out on the draft Day Opportunities Strategy. Consultation was undertaken based on the proposed model and this included writing to 1,742 service

users (all older people currently receiving a package of care) as well as events at Council Hubs. Additionally, specific consultation with partners took place. The results of the consultation have been analysed and are attached as Appendix 1(b).

23. In addition, as part of regular budget preparation, consultation has taken place through:-

**Scrutiny Committees** – both overall briefings and consideration of the detailed proposals were undertaken in February 2016 while some committees also invited stakeholders to discuss particular topics at their January meetings. Responses received in respect of the Scrutiny deliberations will be tabled and considered as part of the Cabinet meeting.

**Trade Unions** – consultation has taken place with the trade unions and any comments will be considered in advance of the Cabinet meeting.

**Employees** – consultation has taken place both generally through staff meetings and particularly with employees impacted by individual savings proposals.

**Schools Budget Forum** – following a number of briefings over the budget formulation period, the Forum met on 20 January 2016 to consider the Cabinet's budget proposals as it affected their remit. Their response is attached in Appendix 1.

**Audit Committee** – the Treasury Management Strategy was considered at its meeting on 1 February 2016 as part of their scrutiny function. Comments have been incorporated into the relevant parts of this report.

## Issues

24. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. This Budget Report will set out in detail the financial issues facing all councils and the City of Cardiff Council in particular. It will outline the setting of the 2016/17 revenue budget against the context of the medium term and the continuing outlook of financial austerity, the Capital Programme and the Council's choices in respect of capital borrowing during a time of increasing difficulty in affording the historic and additional capital charges within reducing revenue budgets. It will also consider the Council's overall financial standing in respect of risks, reserves and resilience. The current and ongoing financially challenging conditions require a composite response to complex services including reshaping services, service realignment and service removal.
25. The following sections of the report provide an update on the current year, set out the impact of the WG Financial Settlement and then develop the components of the proposed budget for 2016/17.



## Budget Update 2015/16

26. The Council's Budget Report for 2015/16 identified significant operational and financial challenges and risks in the current and medium term. These are reviewed as part of the Council's financial resilience testing and monitoring process including updates to the Corporate Risk Register. The topics included:

- The challenging financial position in respect of reducing WG resources, increasing financial pressures against a reducing controllable base budget and increasing volatility and uncertainty in respect of hypothecated grants.
- Continuing demographic demand for social care services if trendlines vary significantly from the anticipated position.
- The impact of welfare reforms, in particular the phased implementation of Universal Credit during 2015/16, on the ability of individuals to contribute to the cost of services provided where relevant.
- Reducing demand for services where the Council has historically charged for the activity and so creating an income shortfall.
- The necessity to deliver budgeted savings from reshaping services and other change proposals that are not currently fully defined.
- The potential impact on insurance costs for the Council as a result of savings proposed.
- The need to build capacity within the community to support the empowerment of communities to take greater responsibility for the delivery of services.
- The need to deliver significant levels of savings during a period of prolonged financial austerity particularly given the impact that delays to delivery of the proposal has on the budget monitoring position
- The cumulative impact of achieving the savings, within this budget in addition to the non-achievable 2014/15 savings which remain to be realised in 2015/16.
- The service impact of a significant reduction in headcount expected to take place over the medium term.
- The Council's ability to meet the costs of voluntary severance, albeit the discretionary element of the scheme will be reduced from April 2015, as the Council reshapes itself in line with available resources in these times of continuing financial austerity.
- The ability to react to new demands resulting from welfare reforms as they are progressively implemented together with financial risks in respect of the Council Tax Reduction Scheme (CTRS).
- The level of additional borrowing undertaken in previous years and proposed will require more revenue resources to be used for capital financing in future years.
- Capital schemes that are approved on the basis of generating savings, increasing income or capital receipts but which fail to do so will also increase pressure on the revenue budget.
- The potential for additional capital receipts to fall short of the amount modelled in the budget in respect of the in-principle capitalisation direction.

- The impact of the potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change, for example working through any potential TUPE implications.
  - The impact of continuing to increase the support of revenue budgets from the Civil Parking Enforcement (CPE) reserve.
  - The impact on Cardiff Bus, which is wholly owned by the Council should the WG make significant reductions to the reimbursement rate in respect of concessionary fares in 2016/17.
  - The ongoing uncertainty in respect of the establishment of a permanent CTRS scheme for 2016/17.
  - The financial impact of WG allocating education grants directly to the Central South Education Consortium rather than local authorities.
  - The deteriorating position in respect of delegated schools' balances.
  - The increasing financial exposure to the Council of the School Organisation Plan (SOP) consolidated financial model as the size of the programme and associated risks increase.
  - The risk of WG levying fines if the Council fails to realise recycling or land fill diversion rates.
  - The impact of functions delivered as part of a collaborative arrangement should the planned benefits not be realised.
  - Financial exposure should the Council breach its partial exemption calculation in respect of VAT.
  - The risk associated with the final settlement sum in respect of all remaining landlord councils exiting the existing HRA subsidy system from April 2015.
27. The Council's Month 9 revenue budget monitoring position is included elsewhere on the agenda for this meeting and shows a projected overall surplus position of £988,000. However, the directorate position is somewhat different with a projected overspend position of £1.6 million after use of the budgeted contingency of £4 million. Within this figure, financial pressures continue to be evident in a number of areas and particularly within Social Services. The council position includes the effect of a potential shortfall of £6.075 million against the 2015/16 budget savings of £32.473 million together with a projected shortfall of £2.954 million against the savings shortfalls carried forward from 2014/15.
28. The Month 9 Monitoring Report also includes an update in respect of the Capital Programme. This shows a projected out-turn for 2015/16 of £89.088 million which is a variance of £29.682 million against the spending plan. This variance comprises estimated slippage on schemes amounting to £28.684 million and £0.998 million of underspend on projects. Current slippage forecasts relate to various school schemes and projects across the City Operations Directorate.

## **Revenue**

### **The 2016/17 Settlement**

29. At this point in the budget process the Council would usually be in receipt of the Final Local Government Settlement and would therefore have a

firm figure of Aggregate External Finance (AEF) for the forthcoming financial year. However WG's budget timetable has been delayed as a result of the UK Government's CSR with the result that this budget is predicated on the Provisional Local Government Settlement that was published on 9 December 2015. The WG has stated that there is no intention for significant variation between the Provisional and Final figures for 2016/17.

30. The main points to note from the Provisional Settlement at an all Wales level are:

- a range of change in AEF comprising a decrease in RSG and NDR between minus 0.1% and minus 4.1% with an average of minus 1.4%.
- inclusion of an additional £35 million to prioritise schools funding together with an assumption of a protection requirement of 1.85%.
- inclusion of an additional £21 million for Social Services.
- the transfer into the RSG of the Outcome Agreement Grant at its current level and method of distribution.
- no indication of future year settlement figures.
- inclusion of the impact of the 2016/17 Council Tax Base which usually forms part of the Final Settlement calculation.
- no damping mechanisms.

31. Responding to the Provisional Settlement, WLGA leaders said: *"Times remain tough, but this settlement at least shows that Welsh Government Ministers are listening to local government leaders and working with us to protect local services from the worst impacts of austerity. Today's settlement offers a welcome slow-down in the daunting level of budget cuts local government has experienced over recent years."*

32. *"This will not detract from the need for councils to look at how they can transform their services."*

33. The position for Cardiff within the range of change in AEF set out above shows a funding decrease of 0.1% and a cash decrease of £301,000 in comparison with 2015/16. However, the actual decrease in spending power for Cardiff will be £501,000 as a result of the funding mechanism for the 21<sup>st</sup> Century Schools Local Government Borrowing Initiative (LGBI) because of the treatment used by the WG within the settlement.

34. In addition, as part of the overall settlement for Wales, information on specific grants amounting to £485.376 million was published although this is not a final list and details are still indicative in some areas. This figure is much lower than at the same time last year as a result of some significant grants not yet known for 2016/17. These include the

Education Improvement Grant and Concessionary Fares although the transfer of the previous Outcome Agreement Grant into the settlement for 2016/17 also accounts for some of the difference. Appendix 2 lists the currently known grants at an all Wales level. At the individual authority level the position is less clear with very little information currently available for Cardiff.

35. Once known these specific grants will be available to the particular directorates as additional resources subject to the relevant terms and conditions. As a significant number of grant allocations have yet to be declared by the WG there is a risk of future notifications resulting in a reduced level of funding. Should the Final Settlement include any transfer of additional specific grants then these resources will continue to be used as had been the position in 2015/16.
36. Careful consideration has been given as to how to manage the risk of compiling the budget based on the WG's Provisional Settlement rather than the usual Final Settlement position. The WG budget timetable is such that the Final Local Government Settlement will be published on 2 March 2016 with the final debate on the WG's budget due on 9 March 2016. The statutory deadline for Councils to set Council Tax for 2016/17 is on 11 March and historically the Council's arrangements have been to hold its Budget Council towards the end of February to enable Council Tax bills to be dispatched in time for cash to begin to flow to the Council by 1 April.
37. Informally the Council is aware that the WG intends that there is to be no material change to amounts between the Provisional and Final Settlements and so the judgement arrived at is that the Council continues with its planned Budget Council date of 25 February 2016. However, it will be necessary to note that a contingent arrangement will form part of the recommendations to this report whereby the Council will either add to or draw down from General Balances if the Final Settlement produces figures different from the Provisional Settlement.
38. To exemplify, if the final settlement is £20,000 less than the provisional settlement, the Council would need to increase its draw down on the general balance. Conversely, if the final settlement is £20,000 more than the provisional settlement, the Council would transfer a sum of £20,000 to the general balance.

### **Resources Available**

39. In December 2015 Cabinet approved the release of savings for consultation as part of the 2016/17 budget process. This report identified a budget reduction requirement of £45.645 million in respect of savings of £33.897 million and budget strategy assumptions yet to be approved of £11.748 million. In the absence of any settlement information these figures were based on the best update of the figures included in the July 2015 Budget Strategy Report.

40. When published it became clear that the Provisional Settlement had provided Cardiff with less reduction in resources than had been anticipated amounting to £11.5 million.
41. Therefore the unhypothecated resources available from WG through the Provisional Settlement are set out in the following table.

<b>Resources</b>	<b>£000</b>
AEF (RSG & NDR)	422,941
Outcome Agreement Grant (subsumed into RSG)	3,344
Unhypothecated resources from WG	426,285

42. The report to Cabinet in December 2015 in respect of the Council Tax Base implied an increase in the number of Band D equivalent properties expected by 31 March 2017. As part of that report the ultimate Council Tax collection rate was increased to 98.5% in recognition of the sustained improvement in collection statistics as evidenced over recent years. Consequently and as confirmed once the Provisional Settlement had been published, this change in the Council Tax base increased Council resources by a further £1.9 million. This position would be impacted negatively should current arrangements to support CTRS claimants change. The present arrangement is that the WG provides funding for 100% of the liability. As this funding forms part of the Settlement it does not take account of the impact of the increase in Council Tax nor does it take into account the change in the number of claimants. In both cases these will need to be managed by the Council during 2016/17.
43. The following table sets out the total resources available to finance the budget before any increase in the rate of Council Tax.

<b>Total Resources Available</b>	<b>£000</b>
Resources from WG	426,285
Council Tax (at nil increase)	144,461
Use of reserves to support the budget	2,070
<b>Total resources available</b>	<b>572,816</b>

44. The Budget Strategy report included an assumption that £1.5 million would be available to support the budget through drawdown from reserves. Following the receipt of the Provisional Settlement this has been amended to £1.1 million in order to help protect the council's financial resilience. Detail of drawdown to support this £1.1 million is contained in the Appendix on Earmarked Reserves. The review has identified that a further reduction to the provision for Council Tax bad debts can be supported following the sustained increased recovery action over recent years. This has enabled £1 million to be released to support the budget. Information in respect of reserves and balances can be found in the section on Financial Standing, Risks and Financial Resilience.

## Resources Required

45. The better than anticipated settlement together with the impact of Council Tax base change and a further reduction to the Budget Requirement as a result of lower assumed energy prices all serviced to increase the Council's resources by £14.095 million against that underpinning the proposals released for public consultation in December 2015.
46. Mindful that the budget gap for 2016/17 is still a significant £33 million and that the WG settlement is for one year only, Cabinet considered the use of the additional resources alongside the following principles.
- **Review budget planning assumptions** – to reduce use of one year only solutions, to take out areas of high risk e.g. capitalisation and to support key corporate priorities – i.e. schools.
  - **Introduce a new mechanism** - to reduce future risk, improve financial resilience and allow one off investment and development in priority areas
  - **Review financial pressures** - to address emerging risk areas, to review known areas of high risk/uncertainty, to address corporate priorities
  - **Review consultation savings proposals to:-**
    - a) Improve achievability for 2016/17 by addressing the pace and scale of most challenging areas
    - b) Improve the future financial position by pushing some proposals back into future years, giving a more robust set of proposals for the medium term
    - c) Address emerging issues and moveable assumptions upon which proposals are based (e.g. tonnages)
    - d) Take account of consultation feedback
47. The following table summarises the resources required to cover base expenditure, commitments and budget realignments.

<b>Total Resources Required</b>	<b>£000</b>
2015/16 adjusted base budget (after transfers)	573,506
Employees (pay awards, increments, NI etc)	5,849
Demographic pressures	7,521
Commitments	1,067
Directorate expenditure and income realignments	2,329
Special inflation	2,266
Schools growth (net)	7,183
Financial resilience mechanism	4,000
<b>Total Resources required</b>	<b>603,721</b>

48. An expanded version of the above including the total amount of savings required is shown in Appendix 3.

## Funding Gap

49. A comparison of the resources available to the Council (with no increase in the rate of Council Tax) with the resources required results in the following shortfall.

<b>Funding Gap</b>	<b>£000</b>
Resources required	603,721
Resources available	572,816
<b>Shortfall before savings and new pressures</b>	<b>30,905</b>

50. In preparing this budget proposal, the Cabinet has been aware of the need to balance Corporate Plan priorities and service requirements with the impact on Council Tax payers particularly during the current extensive period of financial constraint. The responses to the Cardiff Debate, as described elsewhere in this report have been instrumental in informing Cabinet's view on the final shape of the budget.
51. As a result, the Cabinet together with the Council's Senior Management Team have considered carefully the need to provide for new financial pressures alongside savings options proposed by directorates. A list of pressures included within the budget is set out in Appendix 4.
52. Total savings included within this budget proposal amount to £28.835 million which equates to 8% of the non schools cash limit. The position in respect of schools is set out later in this report. The detailed savings schedule is attached as Appendix 5.
53. The following table identifies that the amount to be raised from additional Council Tax in 2016/17 is £4.293 million after allowing for the adjustment in respect of CTRS amounting to £1.052 million. This will result in a Council Tax increase of 3.7%.

<b>Budget Shortfall</b>	<b>£000</b>
Shortfall before directorate pressures and savings	30,905
New directorate pressures	2,223
Sub total	33,128
Less	
<b>Total savings</b>	<b>(28,835)</b>
<b>Net amount to be raised from additional Council Tax</b>	<b>4,293</b>

54. Further details in respect of the savings included in the above table are set out in the section on Service Implications of the Revenue Budget.

## Financial Standing, Risks and Financial Resilience

55. In considering the Council's budget proposals, members must have regard to the financial standing of the Council and the impact of their budget decisions on services, citizens, customers and communities. The financial challenge facing the Council in meeting its Budget Reduction

Requirement of £30.905 million this year on top of the £112.75 million in the last three years is such that the significance of reviewing the financial standing, risks and financial resilience of the Council cannot be understated.

56. As part of this process the Council's Section 151 Officer has, as the Responsible Finance Officer (RFO), a number of statutory duties including under Section 25 of the Local Government and Finance Act 2003 a responsibility to report to members on the budget including the adequacy of reserves.
57. To report on these matters, the Council's Section 151 Officer has to have regard to the overall financial context of the Council against which the budget and the adequacy of reserves is being considered. The financial standing of the Council is informed by a number of factors including: the Council's financial position in the previous year's audited statement of accounts (particularly the balance sheet), the in year position as set out in the Month 9 Budget Monitoring Report, the financial risks and issues attached to the budget for the forthcoming year and the Council's financial resilience and sustainability going forward as detailed in the MTFP.
58. During 2015/16 an increased amount of work has been undertaken in relation to the Council's financial resilience, including regular reviews of the overall snapshot of the financial position and benchmarking with other authorities facing similar financial challenges. The information gathered as part of this work will play a vital role in informing future decisions surrounding the MTFP and the adequacy of financial resources. The financial outlook over the medium term remains a matter of concern and the MTFP section will detail these challenges in respect of ongoing financial austerity, increasing financial pressures and the difficulty of setting and realising year on year budget savings.
59. The paragraphs below set out the Council's financial position at present and that contained within the 2016/17 budget. They also detail the work that has been undertaken to provide further assurance in respect of the budget setting process and the Council's reserves together with the context in which this work has taken place.
60. A key contextual factor is the Corporate Assessment Report published by the Wales Audit Office (WAO) in September 2014 and how the Council has progressed the resolution of the range of issues identified within that Assessment. This progress has recently been tested in the Follow-on Corporate Assessment that was carried out by WAO in October 2015. In addition, the WAO has undertaken a review of the financial resilience of councils across Wales. As part of their work they will rate individual councils in respect of financial planning, financial control and financial governance. The Council is currently awaiting the receipt of the reports in respect of these exercises.
61. In addition, an issue identified in the report was the Auditor's concern in respect of the uncertain prospect for achieving proposed savings and



responding to future funding levels. The Council's response to these concerns has been to review the impact of non-achievability in respect of the savings included in the 2014/15 and 2015/16 budget, which has resulted in the write out of unachievable savings for 2016/17. In addition, a due diligence exercise has been undertaken on the 2016/17 proposed savings. The future outlook for achieving the budget gap highlighted in the MTFP has been further developed this year with a thematic set of later year proposals described in the Medium Term section of this report.

62. The Month 9 Budget Monitoring Report identifies a projected surplus of £988,000, with projected overspends £5.6 million in directorate budgets offset by the £4 million general contingency. Within the directorate overspend position, there are projected shortfalls of £6.075 million against the savings targets for 2015/16, with a further shortfall of £2.594 million projected in relation to the shortfalls carried forward from 2014/15. This is a significant concern and, as such, as part of the due diligence for the 2016/17 budget process, consideration was given as to the likely achievability of these shortfalls in future years. Following this, a judgement was made that, in relation to £3.029m of these savings, the risk associated with achieving them was such that they should be written out. The consequential budget realignments that have been actioned are reflected in the directorate base budgets for 2016/17.
63. The 2016/17 budget process has been undertaken in accordance with the high level principles set out in the July 2015 Budget Strategy Report. The budget process has been rigorous and robust and has utilised the expertise of officers in directorates across the Council.
64. The following provides a detailed list identifying the processes to manage risk that have been undertaken as part of setting the 2016/17 Budget:
- A Budget Strategy Report was presented to members in July 2015 setting out the budget principles and timetable that would be followed.
  - The Budget Strategy Report included a list of budget strategy assumptions to aid early consideration of how the anticipated budget challenges might be met.
  - Detailed budget documentation and guidance was prepared for directors to complete, to identify their savings and pressures and to identify Capital Programme bids.
  - The risks attached to all savings and growth pressures have been considered and scored in accordance with the Council's risk methodology.
  - The equalities impact of all savings and growth pressures have also been considered and impact assessments completed and updated following consultation for all those where the rating was red or red-amber.
  - The planning status of all savings has been identified to establish whether they are realised or whether general or detailed planning has been undertaken to inform the Section 151 Officer's view of the robustness of the proposals.
  - The General Contingency amount of £4 million which was established as part of the 2014/15 budget setting process has been maintained.

- The budget has continued to include Issue Specific Contingency allocations and for 2016/17 these amount to £2.468 million. Of this, £1.3 million relates to issues previously identified in respect of external residential placements in Children's Services (£950,000) and the market for recyclates from the Material Recycling Facility (£350,000) in the City Operations Directorate. An amount of £1.168 million is also included in the allocation to recognise the difficulty of predicting waste disposal tonnages in the City Operations Directorate.
  - A detailed MTFP has been developed to identify the emerging pressures that the Council will face in future years.
  - A 'Reshaping the Base' exercise has been undertaken in order to examine the minimum statutory level for services and, where services are discretionary, to consider the option to fund these services from income. The outcomes of this exercise fed into the savings proposals put forward for 2016/17.
  - Cabinet Members have been briefed on the emerging issues contained within the Provisional Settlement, along with briefings for all members on the shape of the budget and the budget process. Significant risks exist as a result of the delayed announcement of the Final Settlement and Cabinet Members are aware of the potential implications this might have.
  - Scrutiny Committees have been given the opportunity to review and scrutinise the budget proposals along with budgetary analysis sheets for all directorates.
  - The School Budget Forum has been consulted on the budget proposals in general and the proposals for schools budgets in particular.
  - The Council's Audit Committee reviewed the Treasury Management Strategy in February 2016 in accordance with their formal scrutiny role in relation to treasury matters.
  - Draft budget proposals were released for consultation in December 2015 and, as set out in other sections of the report, consultation activity has been undertaken from which a significant amount of feedback was provided to inform the decision-making process.
  - The Section 151 Officer has through Scrutiny briefings and this report made statements in respect of the financial challenges ahead and the financial resilience of both the revenue budget next year and on the medium term and the Capital Programme.
  - Lastly all Members are fully involved in the budget setting process as the approval of the Budget and Council Tax setting is a function of Council.
65. When setting budgets and reviewing the MTFP, the Council has considered the reserves that it has established and the maintenance of those reserves. The decision on the level of reserves has been considered alongside the strategic, operational and financial risks that the Council faces. These risks are identified and monitored in the Council's Corporate Risk Register as well as individual directorate risk registers and key risks are regularly brought to the attention of Cabinet. The risks are considered alongside the known financial position including commitments, spending plans and liabilities.

66. The directorate savings proposals as listed at Appendix 5 follow a similar format to last year and identify risk assessments in relation to residual risk, achievability and equality impact assessment. Appendix 6 sets out at a directorate level the breakdown of each of these ratings with the following table reflecting the breakdown at a Council level.

<b>Risk Assessment</b>	<b>Residual Risk £000</b>	<b>Achievability Risk £000</b>
Red	3,955	3,990
Red-Amber	5,933	7,673
Amber-Green	10,382	11,477
Green	8,565	5,695

67. As initiated in 2014/15 a Planning Status category has been included in the budget savings set out in Appendix 5. This identifies that savings of £729,000 have already been realised, £25.354 million are in the detailed planning stage and £2.752 million have a higher degree of risk as only general planning has been undertaken to date. This general planning category accounts for 9.5% of the total savings proposed of £28.835 million.
68. In recognition of both the quantum of savings required and the risk and planning status of savings put forward, a General Contingency sum of £4 million was established in 2014/15 and maintained in 2015/16. A review of the planning status and risk position has been undertaken to consider the amount that should be included in the 2016/17 General Contingency budget. The analysis compared the equivalent position at this stage last year, the overall quantum of savings and associated risks and the challenge of carrying forward savings into 2016/17 that are projected not to be achieved in 2015/16. On the basis of this information the General Contingency sum of £4 million has been maintained within the 2016/17 Budget.
69. The pressures and savings, shown in Appendix 4 and 5 respectively, set out for each item a consideration both of residual risk and achievability. In addition the following points identify a number of significant general and specific Council risks which in summary are:
- The challenging financial position in respect of reducing WG resources, increasing financial pressures against a reducing controllable base budget together with increasing volatility and uncertainty in respect of hypothecated grants.
  - Continuing demographic demand for social care services if trend lines vary significantly from the anticipated position.
  - The significant amount of savings that are predicated on the success of preventative strategies and the difficulty of tracking their impact in terms of financial monitoring.
  - The impact of welfare reforms, in particular the phased implementation of Universal Credit during 2016/17, on the ability of

individuals to contribute to the cost of services provided where relevant.

- Reducing demand for services where the Council has historically charged for the activity and so creating an income shortfall.
- The necessity to deliver budgeted savings from reshaping services and other change proposals that are not currently fully defined.
- The significant level of savings based on commercial and income initiatives that are yet to be tested in the market.
- The potential implications arising from the implementation of alternative delivery models for certain Council services.

70. In addition, other general risks to be managed include:

- The need to deliver significant levels of savings during a period of prolonged financial austerity particularly given the impact that delays to delivery of the proposal has on the budget monitoring position
- The cumulative impact of achieving the savings, within this budget in addition to the unachieved 2015/16 savings which remain to be realised in 2016/17.
- The service impact of an ongoing reduction in headcount expected to take place over the medium term but also the changing impact of alternative delivery models on the nature of the workforce.
- The ability to react to new demands resulting from welfare reforms as they are progressively implemented together with financial risks in respect of the CTRS.
- The level of additional borrowing undertaken in previous years and proposed will require more revenue resources to be used for capital financing in future years.
- Capital schemes that are approved on the basis of generating savings, increasing income or capital receipts but which fail to do so will also increase pressure on the revenue budget.
- The impact of the potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change, for example working through any potential TUPE implications.
- The potential impact on insurance costs for the Council as a result of savings proposed.
- The impact on Cardiff Bus, which is wholly owned by the Council, should the WG make significant reductions to the reimbursement rate in respect of concessionary fares in 2016/17.
- The increasing financial exposure to the Council of the SOP consolidated financial model as the size of the programme and associated risks increase.
- The risk of WG levying fines if the Council fails to realise recycling or land fill diversion rates.
- The impact of functions delivered as part of a collaborative arrangement should the planned benefits not be realised.
- The potential impact on RSG funding if allowances for sparsity are included in future settlements and also any redistributive impact of specific grants transferred into the Settlement.

- The impact of the ongoing uncertainty in respect of the outcome of local government reorganisation.
71. Given the risks identified above, particularly in relation to reductions in head count, care will continue to be required to ensure that the significant changes to business processes or personnel do not impact on the financial control environment in a negative manner. In addition, as the Council moves to adopt different models for service delivery, attention will need to be given to understanding new, appropriate governance arrangements including financial accountability.
  72. The Council needs to continue to operate within a framework that ensures that it is able to maintain its current position in regard to VAT. The Council is able to recover all the VAT incurred in making exempt supplies provided that its exempt income does not exceed 5% of the total amount of VAT incurred. This calculation is known as the partial exemption calculation and applies to the Council as a Section 33 organisation. If the Council was to exceed the 5% limit in any one financial year all the input tax previously recovered on exempt supplies would need to be repaid to Her Majesty's Revenue and Customs (HMRC).
  73. Over recent years the Council's partial exemption calculation has been close to this limit and therefore the headroom in this calculation for the Council is limited. Clearly the Council needs to do all it can to minimise the risk of this 5% threshold being breached and careful management of the Council's activities, particularly in relation to the delivery of schemes included within the Capital Programme is required.
  74. In addition, challenges have arisen and new ones will be likely which will need managing and mitigation in respect of the development of alternative delivery models and significant capital projects such as a new school. For example, the tax position in respect of the new school in East Cardiff has proved particularly difficult to manage, given the structure of the development in relation to the provision of facilities for the Cardiff and Vale College, as part of this arrangement. A solution has been identified and is being progressed to deliver the most effective structure and its subsequent operation.
  75. The financial challenges ahead are such that the Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis, as part of members' overall awareness of financial matters. As such, officers will continue to prepare snapshots of financial health to be reported to senior management and Cabinet on a regular basis. Similarly, WG is also considering these matters and it is likely that, in the future, accounting ratios between councils will be collated to provide comparative analysis. This information will provide further insight into the historic financial performance of councils. Whilst acknowledging that financial accounting ratios are not a direct measure of performance, they do highlight the financial impact of the decisions made by councils. They are particularly important as all councils face the ongoing financial

challenges of adapting to delivering services in an environment of reduced public resources.

76. The financial snapshots provided to Cabinet and senior management, alongside the 2016/17 Budget Strategy report, have been designed to give an overview of the financial health of the Council at a particular point in time. These snapshots provide information about past performance, including levels of reserves held, funding sources for the Council budget and financial performance ratios, such as those that demonstrate the level of working capital available, reliance upon external borrowing and net worth. In addition, information about the current year is provided, including the revenue and capital monitoring positions, the level of savings projected to be unachieved and risks relating to savings proposals accepted for the year in question. Finally, the snapshots also provide an insight into the MTFP, budget gap modelling, the capital financing requirement and affordability indicators for future years. Presenting the information in this way ensures that the future financial situation can be evidenced in the context of previous and current financial performance.
77. The snapshot displayed in Appendix 7, provides an overview of the financial health of the Council at the time of setting the budget for 2016/17. It shows the movement on reserves and key financial performance ratios during the past four financial years, highlighting the fact that reserve levels increased over 2014/15, despite the difficult financial circumstances faced by the Council. In addition, it highlights that, whilst most ratios show a resilient financial position, there has been a decrease in the working capital ratio and increase in the level of borrowing undertaken by the Council. However, both of these ratios still indicate a resilient position. The snapshot also gives a summary of the in-year monitoring positions and performance against savings targets, in line with the month 9 monitoring report. Furthermore, the snapshot gives an overview of the future years' outlook for the Council, highlighting the MTFP scenario, including financial pressures and savings requirements, the future capital financing requirement and the affordability of capital financing costs. This highlights an increasing Capital Financing Requirement (CFR) and capital financing costs increasing as a percentage of controllable budgets.

### **Council Reserves**

78. The Council's strategy for holding and utilising reserves is set out in its Financial Procedure Rules and members, following advice provided by the Section 151 Officer, will consider both the level of reserves held and whether any amounts should be used to support the budget setting process. As part of this consideration members are made aware that the use of reserves is finite in nature and therefore care is required to ensure that their use does not create a significant budget gap which would need to be filled in the following year.
79. The Council holds earmarked reserves as outlined in Appendix 8(a), to meet known or predicted commitments, such as the Schools

Organisation Plan, insurance reserves to meet the self insurance responsibilities of the Council, reserves in connection with the HRA and school balances. The Council's total General Fund earmarked reserves, which exclude HRA and school balances, stood at £33.969 million at 31 March 2015 and are projected to be £37.587 million as at 31 March 2016. This projection includes assumptions contained with the Month 9 Monitoring report and, as such, there is potential for certain estimations to change before the end of the financial year. The projected balance as at 31 March 2017 is £32.945 million. This includes the impact of the movements stated in the following paragraphs as well as the contributions to and from other earmarked reserves in line with the purposes set against each reserve.

80. The Council also maintains a General Reserve as a contingency to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2014/15 financial year was £13.154 million, however as part of the completion of the Council's 2014/15 outturn position, an amount of £595,000 was transferred to the General Reserve, for use in funding the 2015/16 budget as had been approved as part of the Budget Report. The revised balance of £12.559 million is anticipated to increase in the current year with the Month 9 Monitoring report recommending that the projected surplus of £988,000 be transferred to the General Reserve. When this is taken into account the balance on the General Reserve at 31 March 2016 is projected to be £13.547 million. Following consideration of the Council's current position, in relation to risks and the advice of the Section 151 Officer, it is the intention of Cabinet not to make any use of the General Reserve to fund the 2016/17 budget. However, this is subject to no change to the General Reserve being required following receipt of the WG's Final Settlement as set out in paragraph 37.
81. In addition, the Council also holds a General Reserve in connection with the HRA, which comprises accumulated housing surpluses from previous financial years. This reserve is ringfenced for use in connection with the HRA only and cannot be used to fund the Council's overall budget. As shown in Appendix 8(b), the projected balance at 31 March 2016 is £8.438 million and it is currently anticipated that there will be no movements during 2016/17.
82. Benchmarking, undertaken internally, has identified that, as at 31 March 2015, the Council continued to have some of the lowest levels of general and earmarked reserves, compared to gross expenditure, in Wales. The General Reserve only represented 1.3% of gross expenditure in 2014/15 (1.1% in 2013/14) and earmarked reserves represented only 3.4% (3.0% in 2013/14). This further supports research undertaken by the WLGA in respect of the 2013/14 financial year, which identified that the Council had the lowest level of general reserves as a percentage of gross revenue expenditure across all councils in Wales and one of the lowest in terms of earmarked reserves as a percentage of gross revenue expenditure. As members are aware there is no set statutory minimum level of reserves and decisions made should reflect the individual position of each council.

83. The Council has historically taken a proactive role in relation to the use of its reserves and identified, as part of its 2016/17 budget strategy, that a figure of £1.5 million would be considered for release, subject to the outcome of a balance sheet review. Following receipt of the Provisional Settlement, this figure was reduced to £1.1 million to help protect the Council's financial resilience. In addition to this sum, the Council has also been able to identify £1 million for release from the Council Tax provision for bad debts. This is as a result of a review of the level of provision required, in light of improving collection rates.
84. School balances, outlined in Appendix 8(c), form part of the overall balance sheet for the Council. Therefore, the risk of any liability or debt crystallising within the school balance sheet does have the potential to impact on the overall financial standing and resilience of the Council. Whilst schools do have delegated responsibilities and budgets, these are subject to the Council's scheme of financing and adherence to the Financial Procedure Rules. Schools are forecast to have net negative balances of circa £1.6 million, as at 31 March 2016, and these are projected to decrease by a further £251,000 by 31 March 2017. However, it is anticipated that the overall level of school balances will improve over the life of the MTFP.
85. Whilst, a negative balance is of concern there are two underlying items which will improve the March 2017 balance sheet position of £1.839 million debit. In 2014/15, a significant cost was incurred by schools in respect of redundancy costs which resulted in an over spend of £1.9 million for that year. The approach taken was to spread the cost of this overspend over the following five years starting in 2015/16 with an annual payment being identified of £380,000 to be paid from the overall delegated school budget. By spreading the cost over a five year period this has resulted in a temporary position where overall school balances are overdrawn but there is a mechanism in place with identified budget to pay the amount back. Therefore three years of the pay back (£1.12 million) will not have been taken into account in the 31 March 2017 figure. In addition, a significant deficit has been incurred by Glyn Derw and Michaelston which has been taken into account and identified within the School Organisation Programme when considering the relocation and building of a new school. Deficits can only be written off if a school is closed. These two schools are scheduled to be closed in September 2017 and at this point the deficit will be cleared thus improving the overall school balance position by £1.2 million. Therefore, the £1.839 million deficit figure needs to be considered in conjunction with the £1.12 million to be returned to balances over the medium term in respect of redundancies and the £1.2 million writing off of a deficit balance upon closure of the school.
86. The above paragraph puts into context the current position on school balances but does not take away the need for continuing due diligence so that schools ensure that spending plans are in alignment with their budget and wherever possible deficit balances are avoided or reduced. Work will continue to be carried out with those schools causing



significant financial concern. Where the Council's Section 151 Officer determines that the provisions contained within the scheme or procedure rules have been substantially or persistently breached or a budget share has not been satisfactorily managed, then intervention powers will be taken to suspend delegations for that school.

87. The Council instigated a practice of borrowing against earmarked reserves to fund the substantial costs of voluntary redundancy in 2014/15. These amounts have been re-profiled as part of the 2016/17 budget and all sums borrowed from reserves are anticipated to be fully repaid by the end of 2016/17. The planned repayment profile is set out in Appendix 9. No further sums are intended to be borrowed from reserves over the medium term because as set out in the MTFP, the base budget is anticipated to be sufficient to fully cover annual costs.
88. The judgement of the Council's Section 151 Officer, taking into account the budget monitoring forecast as at 31 December 2015, the corporate budget position, the General Reserve, as well as the General Contingency budget of £4 million, is that the projected level of both general and earmarked reserves up until 31 March 2017, is adequate when considering the 2016/17 budget. The position, therefore, allows for the £2.070 million drawdown from reserves to fund the budget and also allows for the ongoing use of earmarked reserves to meet the updated profile of repayments to meet the costs of voluntary redundancy. It should however be noted that the one off release of £2.070 million from the Balance Sheet increases the budget reduction requirement by an equivalent sum in 2017/18.
89. Overall, the position in respect of risk and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and further financial interventions may need to be considered. Beyond this, given the information and uncertainty contained in the MTFP, the position with regard to reserves will continue to be carefully monitored alongside the Council's general standing in respect of financial resilience.

### **Service Implications of the Revenue Budget**

90. In compiling the revenue budget for 2016/17 the Cabinet has recognised the continuing challenge for the general public in managing their finances through the difficult economic conditions. Consequently the budget includes savings of £28.8 million but despite this and in accordance with Corporate Plan priorities, the Cabinet has achieved a balanced budget by reducing expenditure and increasing income generation in the following manner:
  - increasing external income and identifying alternative funding streams
  - exploring different and more effective ways of delivering services.
  - Identifying and progressing opportunities to work in collaboration.
  - through efficiencies in back office functions and working smarter.

91. For 2016/17, the national pay award for employees other than teachers was offered as part of the award to cover the period to March 2018. The pay related increases for teachers are contained within the Individual Schools Budget (ISB) as described in the Schools section of this report. The total cost increases for employees other than school based staff included in this budget plan are shown in the following table.

<b>Employee Cost Increases</b>	<b>£000</b>
Pay inflation (including voluntary living wage)	1,952
Incremental progression	1,170
Change to National Insurance for contracted out pension schemes	2,727
<b>Total</b>	<b>5,849</b>

92. A list of posts deleted or created as part of the budget is shown in Appendix 10. The Appendix shows that there will be a net reduction of 138 full-time equivalent (fte) Council posts overall made up of the deletion of 168.5 ftes offset by the creation of 30.5 ftes. The information below reflects posts deleted or created in respect of budget proposals. They do not include the potential fte impact of TUPE that may result from the implementation of alternative models of service delivery.

93. The budget assumes that the post deletions will result from:

<b>Reason</b>	<b>fte</b>
Voluntary redundancy	(13)
Vacant posts	(40.1)
Redeployment	(3)
Retirement	(1)
To be confirmed	(111.4)
<b>Total number of deleted posts</b>	<b>(168.5)</b>
Posts created (inc 5 temporary posts)	30.5
<b>Net impact</b>	<b>(138)</b>

94. In addition to the employee savings reflected in the directorate proposals the following council-wide savings also impact on the workforce and these have been allocated and reflected in directorate budgets:

- An efficiency saving in respect of the overall employee budget (£270,000).
- A reduction in the number of agency staff employed as a direct result of improved levels of sickness absence (£300,000).
- A managed reduction in general use of agency staff resulting in a saving of £450,000.

95. It should be noted that the outcome of the annual review of the Council's Voluntary Redundancy scheme was reported to Cabinet in January 2016. The approved recommendation was that no change to the current arrangements would be made for 2016/17 but there would be a further

review of the scheme early in 2017. However, the budget does include the release of £1.9 million previously set aside to meet the cost of voluntary redundancy. An element of this was identified in the 2015/16 budget as a consequence of the scheme change in April 2015 but further savings have been identified including a recalculation of future commitments based on the most recent profile of leavers.

96. The budget includes a sum of £700,000 in 2016/17 to support employees in embracing change and methods of working as the Council implements the budget proposals. This sum will be used to enhance training provided by the Council's Academy, support Workforce initiatives through the Organisational Development Programme and enable improvements to be made to performance management arrangements.
97. Further council-wide exercises on the utilisation of the Council vehicle fleet and improved management of travel and mileage allowances will achieve savings of £400,000 and £350,000 respectively.
98. Following the implementation of the first phase of the new Customer Relationship Management System and the adoption of agile working for social workers it is planned to adopt a 'Digital First' solution for all relevant service delivery in Cardiff by the end of 2017/18. Therefore, in addition to savings in respect of digitalisation included within the directorate savings, a further target of £875,000 has been included in the budget for 2016/17. Directorates will be expected to embrace the opportunities presented by digitalisation in order to achieve the target.
99. As in recent years, no allowance for general inflation has been allocated to directorates. However research undertaken has identified budgets that should be increased as there is evidence of particular pressures. Consequently an inflationary allowance has been allowed in the budget for the following items:
  - Adult social services fee increases including domiciliary care arrangements
  - Non-domestic rates
  - Schools out of county placements
  - Special Guardianship Orders
100. As expenditure on energy and fuel is significant for the Council, research is undertaken using the expertise of the energy and procurement teams across the Council. Although volatile, prices have generally remained favourable when compared against the planned resources in this area and latest pricing information suggests that it is possible to reduce existing energy budgets to reflect falling prices. As a result a reduction of £559,000 has been made to Council-wide energy and fuel budgets.
101. A review of the level of insurance cover required based on the Council's current claims history recently undertaken by our external advisor has resulted in a budget reduction of £500,000 for 2016/17.

102. The capital financing budget reflects both the repayment of principal and interest on loans for capital expenditure together with receipt of interest payments from short-term investment of surplus cash. For 2016/17 a reduction of £535,000 against the current budget has been possible. This is based on an assumption of utilising internal borrowing whilst feasible to minimise short term interest costs and maintaining a single pool of debt for the Council. Over the medium term based on the current level of capital spending additional budget of £1 million will be required. The budget for 2016/17 assumes that a dividend payment of £150,000 will be received from Cardiff Bus and this position will be kept under review.
103. It is expected that the CTRS will remain unchanged for 2016/17 and will comply with CTRS Prescribed Requirements (Wales) Regulations 2013. In addition, the scheme will continue to provide additional assistance for war pensioners by disregarding the income from war pensions including War Widows Pensions, War Disablement Pensions and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The cost of this disregard is estimated at £34,000. The income from these benefits will also continue to be disregarded for Housing Benefit purposes at an estimated cost of £14,000.
104. The continuation of the Office Rationalisation project which aims to reduce the area of occupied office space and focus occupancy in the Council's core administrative buildings is expected to deliver revenue savings of £1.25 million as well as achieving capital receipts through the disposal of interests in buildings that are no longer necessary.
105. This budget proposal does not include an allowance for a general increase in fees and charges. Directors were advised that they should consider the particular circumstances for which they charge for their functions and reflect any such changes in their savings proposals. The list of proposed revisions to fees and charges in 2016/17 is shown in Appendix 11.
106. Contained in Appendix 5 are budget savings proposals that suggest the alternative delivery of services potential from a source other than the Council. At the point that these changes occur then the fees and charges specific to those services may be reviewed and in some circumstances would cease to be the responsibility of the Council.
107. Some savings have assumed securing a wider market share through commercialising areas of City Operations (£400,000), Trade Waste (£78,000) and the Alarm Receiving Centre (£300,000). Other areas have looked at achieving additional income such as the bulk loading recycling facility (£90,000), landfill gas generator contract (£100,000) and land charges (£41,000). In addition Bereavement & Registration will increase their income by £100,000 as will a review of parks charges (£38,000) and outdoor sports (£22,000).
108. In order to support further investment in the highways infrastructure an additional £360,000 will be generated through an increase in the income

from Moving Traffic Offences. Litter enforcement will also generate an additional £50,000 income. Planning fees are expected to generate an additional £100,000 with a further £50,000 being anticipated through charging for bespoke planning applications.

109. For 2016/17, the School Catering Unit will increase the price of primary school meals by £0.10 per day thus taking the charge to £11.50 per week. The cost of Secondary School meals will increase by £0.10 per day to £2.75. This will result in an additional income of £220,000 thereby reducing the cost of catering to the Council. Additional income is also planned for within advertising & sponsorship (£88,000), City Centre Management activity sites (£45,000) and Tourism (£33,000).
110. Whilst recognising the continuing difficult economic conditions, it is important that the Council is able to react quickly and appropriately to changing events both in terms of opportunities and to address shortfalls. To aid this it is proposed that the Council continues to delegate to the appropriate officer the ability to introduce and amend prices as and when needed. This decision will be taken by the Section 151 Officer in conjunction with the Cabinet Member for Corporate Services & Performance. Where appropriate a report will need to be considered by the Cabinet within a reasonable timescale of the decision. From 2017/18, there will be a presumption an assumption that unless prohibited by statute or regulation, then all fees and charges will be increased on an annual basis at least in line with the Consumer Price Index.
111. Within the budget proposals are items which further build on a commercial approach. Whilst the primary nature of the savings will be income there remains the need to ensure the commercial approach delivers savings which also focus on cost and customers. This commercial approach will be developed through the Council's Commercialism Strategy which is due to be considered by Cabinet shortly and look to deliver a range of services some of which will be achieved in the first year with others requiring time in order for the sizeable opportunities to be delivered.
112. School transport is regarded as a corporate activity in Cardiff with responsibility for policy being held by the Cabinet Member for Education & Skills while responsibility for delivery of the policy is within the portfolio of the Cabinet Member for Transport, Planning & Sustainability. Savings of £371,000 have been included from school transport and cover:
  - Full year effect of the withdrawal of non-statutory primary school transport approved as part of the 2015/16 budget (£81,000)
  - Continuation of route optimisation and re-tendering for pupils with Additional Learning Needs (£100,000) and secondary and primary school pupils (£60,000)
  - Review of transport and policy for pupils with Additional Learning Needs who live within two miles from primary school and three miles from secondary schools (£125,000)
  - Increase of bus passes prices (£5,000)

113. The budget retains the Neighbourhood Partnership Fund at £60,000 but in future each of the six Neighbourhood Areas will set the priorities for use of £10,000 during 2016/17. This is a change from previous practice which was a grant bidding process and will reduce the administration of the arrangement.
114. The Equality Act 2010 places a general duty on the Council to eliminate unlawful discrimination and promote equality according to the nine protected characteristics. To comply with this duty, directors have undertaken Equality Impact screenings for each of their savings and financial pressure submissions with full Equality Impact Assessments undertaken on any regarded as higher than Red/Amber. Following moderation by the Council's equality team these assessments have informed the budget setting process.
115. The following paragraphs provide a commentary on significant areas of change within the budget. The overall changes to directorate budgets between 2015/16 and 2016/17 are shown in Appendix 12 while Appendix 13 shows the 2016/17 Revenue Budgets related to Cabinet Member portfolios.

#### **Amendments Since Publication of Consultation Proposals**

116. As set out earlier in the report, the Council's budget proposals released for public consultation in December 2015 took account of neither the WG's Provisional Settlement nor the impact of the updated Council Tax base which was also a function of the settlement.
117. The additional resources received as a result of this better than anticipated position has enabled the Cabinet to change some proposals through reflecting on the results of the consultation exercise and they have also had regard to initiatives that improve the Council's financial resilience in the medium term. In addition, it has been possible to enhance provision for the priorities set out in the Corporate Plan.
118. As a result, Cabinet have identified a series of changes that are detailed in Appendix 14, and have been reflected in the commentaries on directorate budgets and are summarised below:
  - Reductions to savings proposals included within the public consultation document in order to take account of feedback and to address the pace and scale of change in the most challenging proposals.
  - Increased investment on priority initiatives as a combination of on-going and one-off additional funding.
  - Reduction in the proposed increase for Council Tax.
  - Amendments to budget lines as a result of updated information.

- Technical adjustments to improve future financial resilience and reduction of risk.

## Directorate Commentaries

### City Operations

119. Significant additional resources have been allocated to the Directorate in order to meet demographic and other financial pressures in 2016/17. In addition, allocations have also been made as part of the Financial Resilience Mechanism to provide improvements to services and infrastructure across the City during the coming financial year. These sums are allocated on a one-off basis and will then be available to support the Council's overall budget reduction targets in future years.
120. Demographic pressures totalling £288,000 have been funded as part of the budget with £197,000 in School Transport reflecting a number of specific pressures including the new Autistic Unit at Springwood and £91,000 in Waste Management reflecting the potential for increased tonnages to be collected and processed. As in the current year an earmarked contingency budget will also be maintained in order to offset any fluctuations in tonnages during the year. This will amount to £1.168 million in 2016/17. A budget realignment of £200,000 has also been made in order to reflect anticipated shortfalls in the level of income likely to be received by the Material Recycling Facility. In addition, as in the current year an earmarked contingency budget of £350,000 will be retained in order to reflect potential volatility in prices and income in this area. An amount of £367,000 has also been added to the Directorate budget in order to reflect the previous commitment to reinstate the revenue budgets for Eastern Leisure Centre once the upgrade to the facility had been completed.
121. Funding of £926,000 has been allocated to the Directorate to reflect specific financial pressures identified during the budget process. This includes £456,000 to offset the anticipated reduction in WG grant funding for the Single Environment Grant which supports a range of recycling processing and initiatives to drive recycling and avoid fiscal fines, local environmental quality improvements, prevention of fly tipping and flood prevention activities. Other financial pressures include £175,000 to support the cost of introducing new recycling initiatives for the public including mattresses, carpets and other materials such as hygiene waste and £75,000 to provide additional support for the development of supplementary planning guidance following approval of the Local Development Plan by Council in January 2016. Funding of £220,000 has also been allocated to meet pressures and fund improvements in relation to Neighbourhood Services. This includes the introduction of teams to support cleansing and enforcement activities including the provision of activities outside of normal working hours. The funding will also support tidal parking enabling a deep cleanse and help to prevent drainage issues, reintroduction of street washing to the city centre and also to provide street washing outside of the city centre in areas where liquids

can less frequently cause pavements to become unclean but also potentially hazardous. In addition two apprenticeships will be created.

122. The allocations made as part of the Financial Resilience Mechanism to provide improvements to services and infrastructure across the City during the coming financial year total £600,000. These are one-off allocations which include £320,000 to fund targeted interventions for potholes enabling approximately 3,000 potholes to be repaired. Other allocations include £100,000 for transport project delivery including increasing the number of 20 mph schemes in sensitive areas and improvements to residential parking schemes and £80,000 to support a new mobile recycling facility. A further £100,000 is also being made available to support visible street scene services including the creation of an additional enforcement unit to tackle high priority areas across the city. This is in addition to the £220,000 allocated to Neighbourhood Services as part of the financial pressures referred to above.
123. The savings proposed within this directorate total £7.586 million representing 22.8% of the net controllable budget. The savings include changes to service delivery including alternative delivery models, commercialisation and increased income generation and reduced expenditure and efficiencies within services.
124. Savings proposals based on changes to service delivery and alternative delivery models total £4.093 million. This includes £1.052 million for reshaping services within City Operations primarily through an alternative delivery model for Infrastructure Services. A saving of £850,000 is also proposed in relation to a new operating model for Leisure Services. The detailed business cases for these new models of service delivery are being developed and will be presented to Cabinet for decision in the next few months. A budget saving of £759,000 has also been identified in respect of waste disposal, this reflecting the projected savings as a result of the full implementation of the new contract arrangements in relation to Prosiect Gwyrdd. The overall costs in relation to waste disposal will be subject to a number of factors including fluctuation in tonnages. As such a budget contingency of £1.168 million will be maintained as part of the 2016/17 budget in order to offset any unforeseen cost increases. Funding is also available in the Waste Management Reserve should this be required. A saving of £450,000 is also proposed from reshaping the Grounds Maintenance Service, protecting core services but increasing productivity, whilst in relation to Regulatory Services a further saving of £310,000 is expected to be released from the Regulatory Collaboration with the Bridgend and Vale of Glamorgan Councils. The new model for Children's Play is also anticipated to release a saving of £270,000 in 2016/17 with play, including after school club activities being run from a range of community facilities within Neighbourhood Partnership areas in future. Other significant savings include £137,000 from the cessation of the contract for automated public conveniences with the units being taken out of operation from 1 April 2016 and £78,000 from the full year effect of the alternative delivery model for the Cardiff International Sports Stadium with the Cardiff & Vale College taking over the operation of the stadium in the current year. There are also proposed savings of £59,000



from the transfer of Insole Court to a community trust, £45,000 as a result of the Victoria Park paddling pool wet play improvements, £43,000 in relation to a new operator for Canton Community Hall and £40,000 from changes to the operation of the Heliport.

125. Savings proposals based on commercialisation and increased income generation total £1.416 million. This includes £400,000 from commercialisation within the Directorate including improved charging, income generation projects and areas such as sponsorship, selling services via the website and from fees and charges. A saving of £78,000 is also anticipated through increased commercialisation within Trade Waste by increasing income through the provision of new services and improved competitiveness. An increase in income from moving traffic offences will also provide a further contribution of £370,000 to fund transport and environmental improvements within the revenue budget. A saving of £128,000 is also anticipated as a result of an improved recharging process for landscape design fees with an additional £50,000 also proposed through optimising the recharging of Drainage staff costs to applicable grant schemes. Additional income of £100,000 is expected in relation to planning fees with a further £50,000 through improved charging for support on bespoke planning applications. Other significant savings include £100,000 as a result of increased income opportunities from the renewal of the landfill gas generator contract, £100,000 through reshaping services and increased income opportunities in Bereavement Services and £90,000 through income generated by optimising the marketing of transfer waste and the recycling bulk loading facility with other local authorities and businesses. A saving of £50,000 is anticipated as a result of increased enforcement powers in relation to dog fouling, highways and litter with £41,000 also projected as a result of optimising parks income through increasing sales of nursery plants and increasing income from Roath Park Conservatory and the Royal Horticultural Show. Savings are also identified in relation to Street Lighting with £33,000 from improved performance allowing alternative chargeable works to be undertaken and £26,000 through improving the recharging of design and inspection both externally and internally.
126. There are a range of proposals totalling £1.877 million based on efficiencies and reduced expenditure within the Directorate. This includes £252,000 as a result of increased productivity and plant maintenance efficiencies in relation to materials recycling, £240,000 through the alignment of core processes and identification of synergies across the directorate and £200,000 from improved digitalisation of services and payments, introducing e-auctioning to all areas of the Directorate. A saving of £105,000 is also proposed in relation to cost reductions arising from the implementation of improved customer management processes with an overall saving of £234,000 also anticipated as a result of improved business process efficiencies and contract rationalisation in the Electrical and Design Teams. Other savings include £90,000 through improved recharging for services and deletion of posts in Transportation Policy, £80,000 as a result of reduced maintenance costs following capital investment in the fans in the Butetown Tunnel and £68,000 through improved automation of the security at the Lamby Way depot. A

saving of £76,000 is also anticipated in respect of the household waste recycling centres (HWRCs) reflecting the full year effect of seasonal opening hours, charging for non-Cardiff householders and additional productivity and effectiveness once the new HWRC opens in the Summer 2016. Other significant savings include £60,000 from improved highway safety inspection resulting in a reduction in the level of insurance claims, £50,000 from rationalisation and reduction of vehicles in Highways Transport and £50,000 through a review of additional staff payments in Highway Operations. A saving of £50,000 is also proposed in relation to school crossing patrols reflecting a realignment of the budget and staffing structure. There will be no change to the number of crossings supported by patrols with locations being reviewed as officers retire. Outdoor Sports is also anticipating a saving of £50,000 reducing subsidy through reductions in employee and supplies and services costs, a remodelling of fees and charges and implementation of alternative delivery models. A range of other efficiency and cost reduction proposals across the Directorate will provide further savings of £272,000.

127. A number of addressable spend savings also impact on the City Operations Directorate. These include £371,000 of targeted savings on School Transport, £210,000 within Street Lighting including conversion to LED lighting and £175,000 in relation to the facilities management costs at the Cardiff International Sports Stadium with the Cardiff & Vale College taking a lease of the stadium in the current year. The savings also include energy savings totalling £90,000.

### **Communities, Housing & Customer Services**

128. The savings proposed within this directorate total £1.259 million representing 7.69% of the net controllable budget. They include £250,000 in relation to the continued rollout of the Libraries / Hub Strategy including the implementation of the Cabinet decision on Roath Library to advertise for expressions of interest for a community asset transfer incorporating the re-provision of a library service in the building. The saving also relates to the vacation of the Dominions Way storage facility. A saving of £100,000 is also proposed as a result of refocussing services from the Hubs. Currently advice in the Hubs is provided through a variety of approaches. This proposal would reduce Council funded partner advice services to specialist financial advice with less complex issues delivered by the Hub Advice Officers. A number of the savings proposals are based on income generation. This includes £300,000 from further realisation of income opportunities following the creation of the Alarm Receiving Centre. Others include £49,000 from additional income in relation to the Learning for Life Programme thereby reducing the level of subsidy within the Adult Community Learning Service and £30,000 by commercially exploiting the expertise of the Council's Web Team to achieve additional income. Changes to the alignment of the Adult Community Learning Grant will also assist in delivering outcomes and a saving of £130,000 in relation to Into Work Services.
129. Budget savings are also proposed as a result of reviewing service structures and opportunities to recharge costs. This includes £142,000 in

relation to the recharging of service costs in Neighbourhood Regeneration either to capital schemes or to the Housing Revenue Account. A saving of £65,000 is also proposed through efficiencies in the allocation and recharging of management costs within the Directorate. A review and restructure of Reablement Services, refocussing towards reablement activities with fewer and better trained staff is also anticipated to provide a saving of £193,000.

130. As part of the due diligence for the 2016/17 budget process the level of risk attached to current shortfalls against budget savings targets in 2015/16 was assessed. Based on this a previous year budget saving of £35,000 in relation to reorganising the way community meals are delivered has been re-instated into the base budget for 2016/17. This reflects a change to the proposals for the delivery of this service.

### **Corporate Management**

131. The savings proposed in Corporate Management amount to £307,000 and represent 11.26% of the net controllable budget. The proposals include efficiencies of £77,000 in Communications and Media based on a reduction in campaign budgets and £54,000 through staff reductions in the Cabinet Office. A saving of £131,000 is also proposed in relation to corporate initiatives with a reduction made to the amount available to support events and market the city. Other corporate savings include £30,000 from an anticipated reduction in audit charges reflecting increased partnership working and £15,000 as a result of savings made in relation to corporate banking charges.
132. Other corporate savings, identified as part of the addressable spend proposals include £32,000 through a net reduction in precepts and levies paid to other bodies. A further reduction of £25,000 in respect of audit fees is also anticipated reflecting a review to ensure that all areas of the Council are being appropriately charged for the audit work undertaken.
133. As part of the due diligence for the 2016/17 budget process the level of risks attached to current shortfalls against budget savings targets in 2015/16 was assessed. Based on this a previous year budget saving of £40,000 in relation to increased Communications and Media income targets has been reinstated into the base budget for 2016/17. This reflects the continued unachievability of this proposal. The budgets within Corporate Management also include £500,000 to reflect the reinstatement of the funding for the Central Enterprise Zone which was temporarily reduced in 2015/16 and £250,000 to reflect the increase to the Fire Service Levy as a result of price changes and demographic changes which impact on the relative distribution of the levy amongst constituent authorities.

### **Economic Development**

134. Budget savings totalling £1.286 million have been proposed representing 56.13% of the net controllable budget. This includes £430,000 based on a review of costs, income and service delivery in two Arts venues.

Following public consultation a number of changes were made to proposals in respect of Arts and Culture including the re-instatement of budgets for Community Arts Grants (£68,000), Artes Mundi (£20,000) and Cardiff Singer of the World (£36,000). The £37,000 budget for the Cardiff Contemporary Initiative has also been reinstated, however a saving of £50,000 is still anticipated as a result of identifying alternative funding sources for the Arts Management budget. A number of other savings are also proposed as a result of reviewing and realigning existing services. This includes £122,000 through a new approach to funding the taxi marshalling service for the night time economy in the city centre on weekends and £95,000 from rationalising existing culture, venues and events marketing and sales provision. Other savings include £41,000 from a service redesign of Strategic Estates and £15,000 from a reduction in part time hours within Economic Development.

135. A number of the savings proposals relate to increased income generation including £88,000 through increased sponsorship and advertising in Economic Development and £86,000 from a further capitalisation of staff costs in Major Projects to reflect capital works undertaken. Additional rental income of £56,000 is anticipated from the Council's property estate through the periodic rent review process with an additional £47,000 also anticipated from increased rental income in the managed industrial workshop estate. Budget savings based on increased income are also proposed in relation to City Centre Management with £45,000 expected through the use of activity sites in the city centre and additional tourism income of £33,000 through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network. The budget saving of £47,000 previously proposed in relation to a reduced service in Tourism has been reinstated following the outcome of the public consultation. Other savings within Economic Development include £120,000 from a reduced subsidy to the Cardiff Business Council, £51,000 by removing the budget for the provision of discretionary grants to small to medium sized enterprises (SMEs) and £7,000 through a reduction in miscellaneous revenue support budgets.
136. As part of the due diligence for the 2016/17 budget process the level of risks attached to current shortfalls against budget savings targets in 2015/16 was assessed. Based on this a previous year budget saving of £300,000 based on savings in cultural venues has been reinstated into the base budget for 2016/17. This has been replaced by updated proposals submitted as part of the 2016/17 budget process.

### **Education & Lifelong Learning**

137. Within Education £500,000 has been allocated in order to establish a fund that as part of the Cardiff Commitment provides opportunities for apprenticeships therefore offering another route into higher education. This is one off funding but will be reviewed as other apprenticeship schemes develop.
138. Whilst additional funds have been allocated to delegated school budgets the Education directorate has had to identify budget savings totalling

£3.074 million which represent 18.1% of the net controllable budget. They include £650,000 saving in respect of the continued remodelling of the Youth Service which commenced in 2015/16. The Council will continue to support the delivery of youth provision throughout the City, directly supporting provision with targeted Council run services for young people and communities in greatest need. A reduction in the number of Out of County placements through partnership working by reducing the number of new placements will deliver a £680,000 saving whilst reductions in the costs of existing placements will deliver a saving of £150,000. Working in partnership with Children's Services a review of Looked After Children will reduce the number of Out of County Placements (£100,000) whilst a different approach to commissioning tutors for pupils who are not educated in school will deliver savings of £149,000.

139. A restructure of the Specialist SEN teams will produce a £60,000 saving whilst a reduction in the Childcare Team will achieve a saving of £100,000. A reduction in the staffing capacity in the Education Welfare Service structure delivers £100,000 with further savings in Performance Management (£35,000) and directorate business process redesign (£100,000) respectively. Rationalisation of budgets such as energy efficiency and the revision of service level agreements will deliver a saving of £569,000 with a reduction in the contribution to the Central South Consortium contributing a further £81,000. Additional income will generate £300,000 savings through increasing school meal charges.
140. As part of the due diligence for the 2016/17 budget process the level of risk attached to current shortfalls against budget targets was assessed. Based on this a previous year budget saving of £42,000 in relation to staffing restructures has been re-instated into the base budget for 2016/17.
141. In 2015/16 delegated school budgets were increased by 3.2% which was the largest increase across all Local Authorities in Wales. For 2016/17, the delegated school budgets will increase by a further £11.185 million (5.4%).
142. Whilst there has been no formal announcement from WG there is an expectation that all Welsh Local Authorities will need to continue to demonstrate that they have met School Protection. For Cardiff this means that the 2016/17 delegated school budget of £205.609 million needed to be increased by at least 3.823 million (1.85%) excluding any changes for pupil numbers. This budget allocates to delegated school budgets an additional £7.152 million (3.47%) for non-demographic growth which exceeds protection by £3.329 million.
143. The £7.152 million will contribute to meeting 75% of the inflationary pressures facing schools such as pay awards, teachers superannuation, National Insurance, increments and free school meals.
144. In addition, demographic pressures in relation to pupil numbers (and their associated needs) have required extra resources of £4.033 million.

These demographic pressures are primarily represented by pupil increases in both mainstream and special school settings but also include the resulting increase in free school meals, breakfasts and pupils with complex needs.

## **Governance & Legal Services**

145. Budget savings of £125,000 are proposed representing 5.32% of the net controllable budget. A saving of £50,000 is proposed in relation to the scrutiny research function. This is being offset by a one-off allocation of £50,000 to undertake a full review of the function during 2016/17. Other savings include £7,000 from a reduction in the level of directorate printing and £3,000 though the provision of in-house welsh language translation at Council meetings. There are two savings proposals based on income generation with £41,000 of additional income anticipated in relation to land charges through a combination of increased demand and price and £24,000 via a proposed invest to save initiative in respect of welsh translation.
146. Additional budget of £258,000 is proposed in order fund financial pressures. This includes £158,000 to fund additional solicitors and to meet the demands of the workload. This will enable further legal work to be carried out in-house with less reliance placed on more costly external services. In particular additional legal posts are required in order to carry out work in relation to child protection and procurement. An additional £100,000 has also been allocated to member support to enable preparation for the future implementation of the Local Government (Wales) Act.

## **Resources**

147. Budget savings of £1.842 million are proposed representing 13.3% of the net controllable budget. This includes savings of £645,000 on employee budgets of which £322,000 relates to Finance with post reductions and other employee savings in Exchequer and Development, Audit, Service Accountancy and Business Administration. Other employee savings include £215,000 in Human Resources, £56,000 in ICT, £30,000 in the Central Transport Service and £22,000 in the Improvement and Information Team all reflecting a reduction in posts.
148. Savings based on income generation amount to £884,000. This includes £165,000 in relation to Revenue Services with £150,000 based on an extension of the recent changes to bring more of the enforcement of penalty charge notices directly under the control of Council staff and £15,000 in relation to the recovery of additional court cost income from business rates. A saving of £135,000 is also identified in relation to Security and Cleaning, this being linked to the process of implementing an alternative delivery model. An income target of £125,000 is also being introduced to reflect the Enterprise Architecture Team's support in driving out the adoption of digital services across the organisation thereby improving customer experience, increasing automation and enabling employee efficiencies. A similar target of £105,000 has also

been introduced for ICT reflecting the transitional support required in respect of alternative delivery models. Other income targets include £82,000 through the delivery of information governance responsibilities across Council services and £35,000 from reviewing the pricing and charging model for the Council's Record Centre. Additional income of £60,000 is anticipated through the sale of staff time to an employee owned mutual or local authority trading company in relation to Commissioning and Procurement and £50,000 through maximising internal income and marketing services to public sector bodies by Building Services. An income stream of £30,000 is also anticipated in relation to Security and Cleaning based on partnership working with the Alarm Receiving Centre. Other additional income targets include £54,000 of funding from the Fraud Detection Reserve in relation to Audit work, £29,000 of additional income generated by Cardiff Works and £14,000 in Project Accountancy based on support provided to Major Projects.

149. Other proposed savings reflect service efficiencies or a reduction in external costs. This includes a reduction of £111,000 in the spend on licences, network, telephony links and support and maintenance within ICT and £68,000 through procurement efficiencies in relation to the vehicle replacement programme in the Central Transport Service. A reduction of £60,000 is also proposed in relation to third sector infrastructure funding reflecting efficiencies and increased collaboration of back office functions with a reduction of £35,000 also proposed in relation to Community Safety funding. This includes savings based on the removal of mobile CCTV cameras and reductions to the events/Operation Mistletoe budget with this anticipated to be replaced by alternative funding mechanisms later in the year. Other efficiencies and savings totalling £39,000 have also been identified across the Directorate including £20,000 as a result of reduced costs in the Central Transport Service.
150. As part of the due diligence for the 2016/17 budget process, the level of risks attached to current shortfalls against budget savings targets in 2015/16 was assessed. Based on this a previous year budget savings of £26,000 in relation to charges for credit card payments has been reinstated into the base budget for 2016/17. This reflects a technical change which means that this proposal can no longer be achieved. The budget for the Resources Directorate has also been increased by £981,000 to reflect the reinstatement of the revenue budget for the Organisation Development service. This budget was temporarily reduced in 2015/16 as part of the one-off capitalisation funding available to the Council that year.

## **Social Services**

151. Significant additional resources have been allocated in the budget in order to meet existing and new financial pressures within Social Services. This includes both Children's and Adult Services with additional budget provided to meet demographic pressures, fee increases, financial pressures including the impact of the Social Services

and Wellbeing Act and to write out unachievable savings targets from the current and previous financial years.

152. In Children's Services an additional £1.6 million has been allocated in order to reflect the budget pressures in the current financial year. This includes the increased costs of external placements for looked after children including both fostering and residential placements. The budget has also been increased by £435,000 in order to reflect the full year effect of the proposed increase to the allowances for Special Guardianship Orders. As in the current financial year a specific contingency allocation of £950,000 will also be maintained for 2016/17 in order to fund any growth in external placements should this become evident during the year.
153. In Adult Services an additional £1.6 million has been allocated in order to meet the impact of new demographic pressures in services such as domiciliary care, direct payments and residential and nursing placements. Additional budget of £1.95 million has also been allocated to meet cost increases in 2016/17 which includes a contingency for any exceptional increases in the coming year.
154. Funding of £953,000 has been allocated in order to meet specific financial pressures in Social Services. This includes £193,000 directly relating to the implementation of the Social Services and Wellbeing Act with £143,000 required to support a new duty to meet the care and support needs of the prison population and £50,000 for an advocacy service for people with care and support needs. Additional budget of £410,000 has also been allocated to fund a range of measures forming part of an Early Help Strategy in Children's Services. The proposals include the establishment of an Adolescent Resource Centre to offer support to children aged over eleven, the introduction of a safer families initiative and the development of family group conferencing. The component elements will provide additional support to families and young people and will contribute to an anticipated reduction in the number and cost of looked after children. This is reflected in the savings proposals put forward by the Directorate. From 1 April 2016, Welsh local authorities must have implemented a 'When I'm Ready' Scheme providing financial support for young people in foster care past the age of 18. Additional funding of £200,000 has been allocated to support this and to provide funding for increased pressures on the Fostering Service in relation to connected persons assessments. Additional budget of £150,000 has also been provided in order to meet the anticipated increase in the level of support payments to families with children who have no recourse to public funds. This reflects an on-going and anticipated further increase in the level of migrant families with children.
155. As part of the due diligence for the 2016/17 budget process, the level of risks attached to current shortfalls against budget savings targets in 2015/16 was assessed. Based on this, a total of £2.586 million has been reinstated into the Social Services base budget for 2016/17. This relates to seven specific savings targets, one in Children's Services and six in Adult Services. These are either considered unachievable or have a



level of risk in terms of achievability that is considered unacceptable in terms of the future budget monitoring and financial resilience for 2016/17. The most significant of these savings targets is the projected shortfall of £1.676 million in relation to efficiencies in strategic commissioning in Adult Services. Other significant shortfalls include £400,000 in relation to spot contracting for domiciliary care and £300,000 in relation to commissioned services including residential and nursing contracts.

156. The budget savings proposed by the Directorate for 2016/17 total £4.865 million and represent 3.6% of the net controllable budget. The savings include £2.035 million in relation to Children's Services, of which £1.75 million is specifically based on reducing the number and cost of looked after children in care. This includes a proposed saving of £700,000 based on the establishment of an Adolescent Resource Centre to assist in supporting young people to stay at home. Other savings in this area include £340,000 from the introduction of an 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families and £210,000 from the introduction of a Safer Families Initiative. This will utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing looked after children's admissions. As noted earlier, additional budget of £410,000 has been provided as a financial pressure in order to implement these preventative measures and to support the release of budget savings. A saving of £500,000 is also proposed in relation to reducing the number of children placed in out of area placements. This is a continuation of the savings proposed in 2015/16 based on an enhanced fostering scheme with the aim of 'stepping down' children who are in residential care into a family placement with wrap around support. Other savings in Children's Services include £130,000 from an anticipated reduction in external legal costs, £90,000 from a restructure of social work teams and £65,000 from a review of staffing in the Family Support/Youth Offending Service involving utilisation of grant funding.
157. The proposed budget savings include £2.675 million in relation to Adult Services. This includes £1.0 million which is based on a range of commissioning opportunities that have been identified by the Directorate to be targeted in 2016/17. Other savings include £350,000 which will be realised as a result of the full year effect of the new arrangements for the supported living contract which commenced in August 2015 and £250,000 from reshaping day services for older people. The day service proposals are subject to the consultation with service users but will be achieved through the development of day opportunities that will be more outcome focused. A saving of £250,000 is also proposed in relation to demand management with increased sign posting of service users to alternative forms of care and preventative services in order to reduce overall demand and cost. In addition a further saving of £250,000 is also proposed in relation to locality based service delivery with initial mapping indicating opportunities for improved service delivery and reduced costs through service redesign on a locality focussed basis. Other proposals include £200,000 from a review of the administrative arrangements for Direct Payments, £100,000 from a review of staffing within Assessment and Care Management, £100,000 from a review of commissioning within

the Community Alcohol and Drug Team, £100,000 from a review of continuing health care eligibility for Physical Disability care packages and £75,000 from a review of third sector grants. Cross Directorate savings of £155,000 are proposed with efficiency savings of £130,000 due to the integration of the Directorate's central functions and £25,000 from a reduction in travel costs arising from office rationalisation.

### **Supporting People Programme Grant Spending Plan**

158. The Supporting People Programme provides nearly 7,000 units of housing-related support to vulnerable individuals in Cardiff to assist them to live independently and to prevent homelessness. Support can be provided in the clients own home, in hostels, sheltered housing or other specialist supported accommodation. Thirty two organisations deliver this support, the majority of which are charitable organisations. However the Council does also provide some services directly including two homeless hostels.
159. The WG provides Supporting People funding in the form of a grant and local authorities administer the funds and commission services. A multi-agency Regional Collaborative Committee (RCC) for the Vale of Glamorgan and Cardiff operates to provide a collaborative approach and share best practice.
160. The WG requires each local authority to develop a Local Spending Plan in a prescribed format that indicates the areas where the Council intends to spend the grant. This is prepared following an indicative grant allocation figure from the WG.
161. The indicative grant allocation for Cardiff for 2016/17 is £16.2million which has remained the same as in 2015/16. The level of intended spend within each spend category can be seen at Appendix 15 and is broadly similar to that of the current year, however there has been some realignment of funding.
162. Each region has been tasked by WG to ensure services for Older People are targeted at the most vulnerable and work is continuing to ensure that is the case. There has been an increase in Community Alarm service users and costs which is increasing the expected spend in this category.
163. The Council has reviewed its services for young people and due to void and demand data the number of floating support units have been reduced while at the same time increasing spend in 24 hour supported accommodation for the most vulnerable young people.
164. The proposed Local Spending Plan is a reflection of regular and ongoing engagement with all stakeholders and direct discussions with individual providers and reflects the Council's priorities for 2016/17. Work has commenced on recommissioning the Council's floating support services with the intention of procuring new services during 2016/17 for implementation from April 2017 and further information about this will be reported to Cabinet in due course.

## **Day Opportunities Strategy**

165. A report in respect of the Council's proposed Day Opportunity Strategy was considered by Cabinet in November 2015.
166. This Strategy is aligned to the councils' key corporate policies and the new requirements as part of the new Social Services and Well-being (Wales) Act 2014. It takes into account the rising population, changing expectations from existing and future service users, and the need to address loneliness in Cardiff. At the same time, ensuring public funds are directed to those with the highest need that will achieve the best outcomes.
167. The aim of the Strategy is to prevent social isolation and enable older people to achieve their chosen outcomes based on individual level of need by:
- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities
  - Providing assistance to those who need it to access community services and activity through targeted intervention and support
  - Supporting the most vulnerable through high quality specialist day services
168. At Council on the 28 January 2016 an amended Notice of Motion was agreed that included: "In relation to the Alzheimer's Society service at Oldwell Court, it is proposed that:
- The Council will continue to fund places for those people who currently receive a service funded by the council at Oldwell Court
  - The Council will continue funding for these individuals until such time as the arrangements are no longer required
  - The Council will support the Alzheimer's Society to help them secure their current accommodation into the future."
169. In line with this notice of motion, the response to the consultation and through the productive meetings with the Alzheimer's Society, the proposed Day Opportunities Strategy has been updated (attached Appendix 16). Therefore, the recommendation in this report requests the approval of this strategy and the authorisation to implement.

## **Medium Term Financial Plan and Financial Strategy**

### **Future Outlook and Inherent Uncertainties**

170. The budget reduction requirement is influenced by numerous external factors including new Government policy initiatives, new legislation, future funding settlements, economic conditions and price inflation. It is therefore a dynamic figure which requires regular review and refresh to ensure it reflects emerging issues and the most recent information. As an

important part of financial resilience and sound financial planning, the Council undertakes regular updates to the Budget Reduction Requirement. Following this report the next reported update will be included in the Council's Budget Strategy Report in July 2016.

171. In recognition of the areas of uncertainty inherent within the plan, the MTFP includes both a base case and a sensitivity analysis which is covered further in the report. A further significant area which will impact the period covered by the MTFP and which it is not possible to model within scenario analysis, is the prospect of Local Government Reorganisation. The recent consultation on the Local Government Wales Bill will have many implications for Local Authorities to consider over the plan period, including the harmonisation of Council Tax rates and shadow arrangements.

### Medium Term Financial Plan – Overview

172. This section sets out, as far as possible through use of available information the financial challenges facing the Council for the period 2017/18 - 2019/20. As set out in the table below, a budgetary gap of £73 million is estimated over this three year period. An extended version of the table below is set out in Appendix 17 (a).

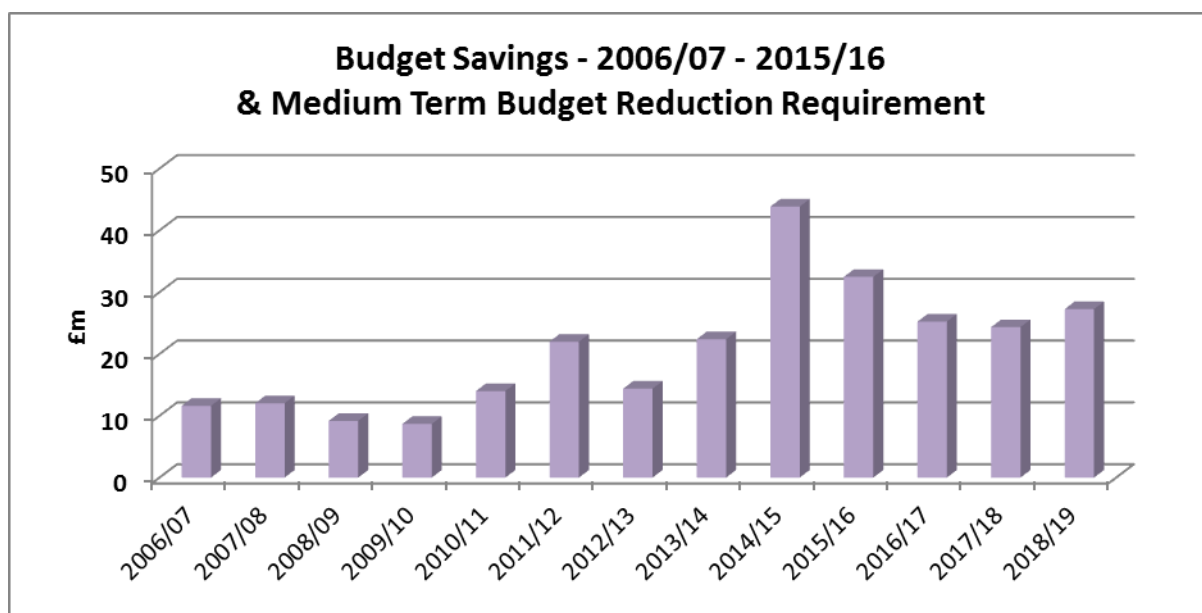
Component of Budget Gap	2016/17 £000	Medium Term Financial Plan		
		2017/18 £000	2018/19 £000	2019/20 £000
<b>Adjusted base Budget B/forward</b>	<b>573,506</b>	<b>578,161</b>	<b>571,828</b>	<b>567,608</b>
Pay*	5,849	3,685	3,080	2,704
Price Inflation	2,266	2,760	2,760	2,760
Schools Growth	11,216	7,770	7,049	7,186
Capital Financing	0	(1,258)	242	2,017
Commitments	6,119	2,073	480	50
Realignments	2,329	(3,600)	(1,900)	0
Non Schools Demographic Growth	3,488	3,900	3,900	3,900
Emerging Financial Pressures	2,223	3,000	3,000	3,000
2016/17 Savings	(28,835)			
Budget Reduction Requirement		<b>(24,663)</b>	<b>(22,831)</b>	<b>(25,753)</b>
<b>Net Expenditure</b>	<b>578,161</b>	<b>571,828</b>	<b>567,608</b>	<b>563,472</b>
<b>Funding</b>				
Aggregate External Finance	(426,285)	(422,022)	(417,802)	(413,666)
Use of Earmarked Reserves**	(2,070)			
Council Tax (at 2016/17 Rate)**	(149,806)	(149,806)	(149,806)	(149,806)
<b>Total Funding</b>	<b>(578,161)</b>	<b>(571,828)</b>	<b>(567,608)</b>	<b>(563,472)</b>

\* Schools pay pressures are included in the Schools section of the table

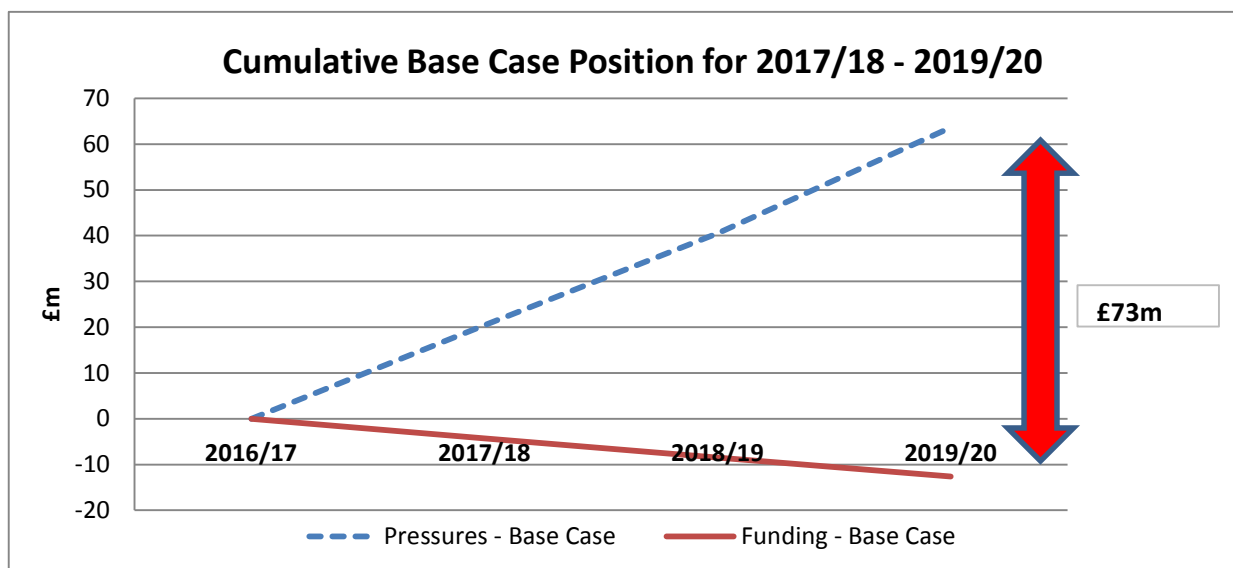
\*\* Before any planning assumption on use of reserves and council tax increase which are considered in the response to the Medium Term Plan Section of this Report

<b>Budget Reduction Requirement</b>	<b>£000</b>
2017/18	24,663
2018/19	22,831
2019/20	25,753
<b>Total</b>	<b>73,247</b>

173. A budget reduction of £73 million over a three year period is a lower medium term reduction requirement than in recent budget rounds. However, it will still be a significant challenge, as the £73 million budget gap builds from the Council having made £190 million savings over the 10 year period 2006/07 – 2015/16, over half of which were over the three year period 2013/14 – 2015/16.



174. Although the Council has made £190 million savings over the past decade, the base budget has not reduced by this amount. This is because the most significant driver for the Council to find savings is escalating demand, as illustrated by the graph below.



175. As the gap between central funding and increasing demand has widened over recent years, the areas of the Council's budget that are afforded WG protection (such as Schools) or are the subject of escalating demand (such as Schools and Social Services) are accounting for proportionately more of the Council's budget as budgets are redirected into these areas. Over an extended time-frame this makes addressing the budget reduction requirement through directorate savings increasingly challenging, as explained further in the following section.

### Controllable Savings Base

176. As set out above, the budget challenge facing the Council is exacerbated by the fact that it is not possible to make cuts across the whole of the Council's budget. For example in setting the 2016/17 budget, out of a base budget brought forward of £570 million, the majority of cuts were only able to be directed at budgets totalling £223 million, just 39% of the overall budget, compounding the impact for those services.

177. As a result, those areas in which it is possible to make cuts, (known as the controllable savings base) are contracting at a steeper rate and will continue to do so whilst pressures and funding levels diverge. It is also worth noting that many of the services included within the £223 million, are themselves, the subject of escalating demand, such as Social Services which accounts for circa 65% of the £223 million, further limiting the scope for targeting cuts.

178. In recognition that savings from within the controllable base will not be a sufficient solution to ongoing budgetary pressure, the Council has made every effort to extend its budget strategy into the other areas of its budget which are summarised below.

<b>Budget Element</b>	<b>£000</b>
Controllable Savings Base	222,963
Other Areas of Addressable Spend	311,101
Non Controllable	36,155
<b>Total Cash Limit 2015/16</b>	<b>570,219</b>

179. Addressable spend budgets, which account for £311 million (55%) refer to those areas in which it is more difficult for individual directorates to propose savings. This is because budgets included within this area are:-
- The subject of Government protection requirements – for example the £205 million Delegated Schools budget
  - Under pressure from demographic growth – again, the £205 million Delegated Schools budget
  - Externally set – for example, the £17 million fire levy budget
  - An important part of financial resilience – for example the £5 million insurance budget
  - Property related – for example office accommodation budgets
  - Necessary to service debt- for example the £37 million capital financing budget required to support borrowing undertaken in relation to the Capital programme
180. The 2016/17 budget includes £5.6 million savings in relation to the non-schools areas outlined above, with further challenging targets for the medium term. As part of the 2016/17 budget strategy, each of these areas have been designated champions in order to maximise potential savings in this area. In addition, review of the non-demographic growth allocated to schools has been an important budget strategy consideration over recent years.
181. The residual £36 million non-controllable budget, relates to areas in which it is not possible to make savings, the largest component being the £28 million Council Tax Reduction Support Budget.
182. The budgetary gap will need to be addressed through a further fundamental realignment downwards of directorate budgets, further targeting of addressable spend budgets along with potential Council Tax increases. Given the scale of the gap, and the challenges associated with the Council's budget profile referred to above, this will inevitably entail reductions in service delivery, ongoing consideration of alternative delivery models and continued commitment to becoming a more commercially minded Council. The Council's Programme of Organisational change will continue to review the shape and scope of the evolving organisation. Further detail on bridging the funding gap over the medium term is at paragraphs 228 to 234.

### **MTFP Assumptions - Future Expenditure**

183. Financial pressures account for £58.5 million (80%) of the anticipated budget gap. Within the £58.5 million, a total of £22 million relate to pressures in schools.

## Employee Expenses

184. Local Government pay is a matter for collective bargaining between the national employers and trade unions through the National Joint Council. The pay award reflected within the first year of the MTFP reflects the latest offer made by National Employers (December 2015) which covers the period 1 April 2016 to 31 March 2018.
185. The impact of the NJC award for Cardiff is broadly 1%. Whilst the offer includes significantly higher uplifts for lower pay scales, the Council's commitment to the voluntary living wage (VLW) means that at Cardiff, these pay scales are already supplemented to a level over and above that included in the offer.
186. In the absence of any firm indication of teacher's pay awards, an increase of 1% has been assumed. Later years of the plan allow for annual pay awards of 1% for all categories of staff within the base case MTFP. However, in recognition that there could be a significant in-year budgetary impact if awards of over 1% are agreed, the worse case scenario reflects the possibility of annual pay awards of 2% from 2018/19 onwards.
187. The MTFP makes the assumption that the VLW will increase incrementally at a rate which will bring it into line with the projected National Living Wage (NLW) by 1 April 2020. This progression is estimated to cost the Council approximately £1.2 million over the life of the plan. It is anticipated that approximately one additional spinal point per year will be encompassed by the VLW rate over this period. As the number of spinal points encompassed by the VLW grows, erosion of pay differential is likely to become an increasing issue.
188. The medium term plan allows for incremental salary drift for both schools and non-schools staff. Each year, a reduced proportion of estimated drift is allowed within the plan on the basis that over time, annual provision for the cost of increments should result in a budgeted establishment that is sufficient to cover each post being at maximum spinal point.
189. The Council's Local Government Pension Fund (LGPS) is subject to an Actuarial Review on a triennial basis. It is difficult to predict the outcome of the 31 March 2016 valuation which will set rates for 2017/18, 2018/19 and 2019/20. The MTFP included in the 2015/16 Budget Report had assumed, as a base case, that employer's pension contributions would remain at 22.9% following the March 2016 Actuarial Review. However, given increasing volatility in investment markets, it is considered prudent to revise this assumption so that the base case MTFP reflects an increase in the employer's contribution rate to 23.4%. It is assumed that the Council would take advantage of the mechanisms available to manage upward pressure on the contribution rate and step this increase over a three year period. In recognition of the difficulty in predicting future rates, the worse case scenario reflects a potential stepped increase to 24.9% over the same period.



190. Cardiff's auto-enrolment date was 1 February 2013. However, Cardiff chose the deferral option and all employees qualifying for auto-enrolment as at the start date, were deferred to 1 October 2017. In estimating the potential cost associated with the enrolment of these employees, it could be considered likely that most employees will opt out having previously decided not to join or remain in the Pension Fund. However, it would be imprudent to assume that there would be no additional LGPS members following auto-enrolment. The base case MTFP therefore includes provision for 10% of those who are auto-enrolled to remain in the fund, with the worse case scenario allowing for a further 10%. Given the enrolment date is half way through the year, these costs initially impact on 2017/18 with a full year effect in 2018/19.
191. The changing shape of the organisation will also impact the current shape of the Council's pension budgets. When staff transfer to alternative delivery models, the Council will retain the deficit recovery component of current employer's pension contributions; currently 7.9% within the 22.9% rate. Given that budgets already exist in respect of these retained costs, no additional sums need to be factored into the MTFP.

### **Price Inflation**

192. Inflation is currently running well below the Bank of England's 2% target (Consumer Price Index.) In line with the practice in recent years, the plan assumes that directorates will be expected to absorb the impact of price inflation within their existing resource base, except in instances that are deemed to be truly exceptional.
193. The plan includes estimated future provision in respect of NDR, Out of County placement costs and potential fee increases in relation to Adults' Social Services. Whilst it is recognised that price fluctuations in relation to energy and fuel are likely over the three year period, given the absence of any indicative pricing beyond 2016/17 and the volatility of prices in this area, the base case plan assumes static pricing. Any price fluctuations, including reductions, will be factored into the budget gap at the appropriate MTFP refresh points.

### **Capital Financing**

194. The assumptions that underpin the capital financing figures included within the plan are covered in further detail elsewhere in the report. Three key assumptions to note are:-
- A change in Minimum Revenue Provision (MRP) policy from 4.5% to 4% per annum with effect from 2017/18 to align the provision for the repayment of debt on supported borrowing with WG assumed levels
  - The Capital financing costs included within the MTFP reflect the 2016/17 capital programme contained within this report. There is no

assumption of any further new scheme approvals in 2017/18 and onwards

- The MTFP assumes a level of internal borrowing which minimises external interest costs

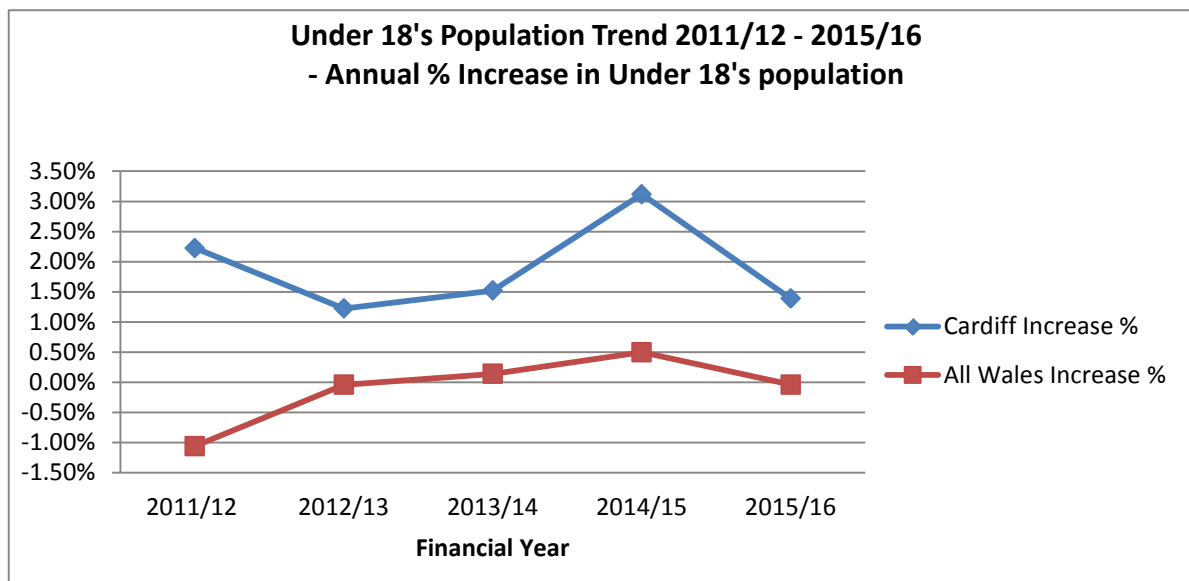
## Commitments

195. The financial year 2017/18 includes a new anticipated commitment in respect of an Apprenticeship Levy. The Chancellor announced in the Summer 2015 Budget that a new levy on large employers would be introduced in order to fund new apprenticeships. Further detail announced in the November 2015 Comprehensive Spending Review indicated that the levy will apply to all employers, regardless of sector, at 0.5% of pay bill. Each employer will receive an allowance of £15,000 to offset against the levy which effectively means that it will only be payable on paybills exceeding £3 million. Whilst much of the detail around the levy, especially the Welsh context, is yet to be confirmed, available information suggests that the Council should plan for a levy of approximately £1.5 million per annum from 2017/18 onwards.
196. The commitments section of the MTFP includes a £4 million realignment downwards of the voluntary severance budget over the first two years of the plan. This is based on a reset of the anticipated number of annual leavers included within the voluntary severance model. The reset reflects the fact that the number of staff exiting the Authority on voluntary severance during 2015/16 is significantly lower than in previous years. It is considered prudent to assume that this position is likely to continue over the medium term given that the anticipated annual savings requirement is less than in recent years. It is also the case that the nature of savings has shifted, with alternative delivery models forming a key component of the medium term plan.
197. As part of the 2014/15 budget, a £4 million general contingency budget was established in recognition of the financial challenge associated with delivering savings of the scale required. Over the medium term, it is anticipated that whilst still significant, the annual savings requirement will be lower than in the years 2014/15 and 2015/16. It is therefore considered prudent to release £1 million of the general contingency in 2017/18.
198. The commitments section of the MTFP includes provision in relation to the Central Enterprise Zone (CEZ) budget. A £1.5 million budget for CEZ was due to be established by 2014/15 however, slippage from estimated CEZ timescales meant that provision of the £1.5 million was delayed. Moreover, in order to assist with the challenges of achieving a balanced budget, extant budget provision for CEZ was cut in 2015/16. Amounts are included within the 2016/17 budget and over the MTFP period to reinstate the 2015/16 budget cut and establish a full £1.5 million budget by 2018/19, in line with anticipated commitments in this area.
199. The commitments section of the MTFP also includes the full year effect of commitments included within the 2016/17 budget along with one-off

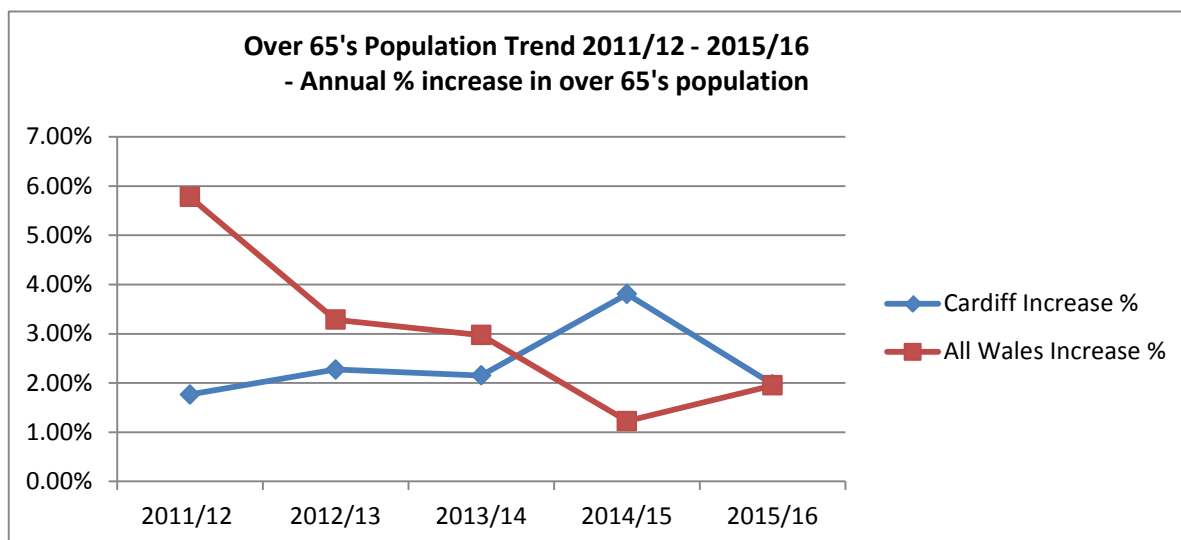
costs of £0.5 million associated with hosting the Volvo Round the World Yacht Race. It is planned that the Cardiff Harbour Project Fund will contribute the remaining £0.5 million of the Council’s contribution to the race, with a further £3 million grant funding provided by WG.

### Demographic Pressures

200. Of the £58.5 million expenditure pressures identified over the next three years, 38% is attributable to pressure on services as a result of demographic growth. Over recent years, Cardiff has had one of the fastest growing populations of any UK core cities. Projections suggest that this trend will continue with statistical projections suggesting significant population growth out to 2034.
201. These demographic trends have been reflected in the Council’s financial position for a number of years and are reflected within the data that underpins the Council’s Standard Spending Assessment (SSA) as illustrated below. The SSA is a formula based calculation of “Relative need to spend” that is used by the WG to determine funding distribution across Wales. However, even though the city’s demographic growth is recognised within the calculation it does not begin to address the escalating cost pressures associated with such a demographic profile as the overall fund available for distribution has significantly diminished.



**Figures sourced from Welsh Government's Annual Green Book Publication**



**Figures sourced from Welsh Government's Annual Green Book Publication**

202. The above graphs highlight the issue raised earlier, that there has been substantial growth in age groups in which demand for services can be more costly. An increasing school age population places additional financial burdens on the education service. Similarly, an increase in the older population can create additional financial pressures on social services budgets as people become more likely to need services to help them continue to lead independent lives.

203. This trend places pressure on both capital and revenue budgets, for example, the SOP section of this report sets out the financial exposure the Council faces as a result of seeking to meet suitability and sufficiency issues within the schools estate over the life of the MTFP and into the longer term. In addition, £1.9 million has been allocated to supplement the disabled adaptations budget elsewhere in this report, to help people continue to leave independent lives.

204. The demographic pressures included within the MTFP are set out in the table below and are in areas that already account for 60% of the Council's budget. As referred to earlier in this section, in the absence of additional central government funding, the £22.1 million estimated requirement will involve an element of redirection from other areas of the Council's budget.

<b>Demographic Increases</b>	<b>Predicted Three Year Pressure £m</b>
Social Services – Adults	6.0
Social Services – Children's	4.5
Schools	11.1
Other	0.5
<b>Total</b>	<b>22.1</b>

205. It should be noted that whilst labelled as demographic growth, the sums in respect of Children's Services are also reflective of increasing complexity of demand. This is very difficult to predict and a small number of high cost packages can significantly impact on the Council's budget. In recognition of this issue, in addition to the sums identified for Children's Services, the Council's base budget contains £950,000 as a service specific contingency.
206. A further area that will need to be monitored in terms of its demographic impact is the recently approved Local Development Plan. Over the life of the plan (2006-2026) provision is made for 41,100 new homes and 40,000 new jobs, based on projected population growth over the same period. As the LDP progresses, there will be a need to consider the impact of these increases both in terms of a positive impact on council tax base and future settlements, and the associated increased demand for services. Future modelling within the MTFP will need to give consideration to the timing of these impacts, which is currently uncertain, with particular recognition that there is an inherent delay between an increase in population and a resultant increase in settlement.
207. A further area that will need to be monitored in terms of its demographic impact is the recently approved Local Development Plan which will see significant property growth in the city over the period to 2026. Whilst additional properties will mean an increase in council tax base; the MTFP shows the base as static. This is to reflect the fact that additional council tax income will be accompanied by increased demand for services. Future modelling will need to be undertaken as the LDP progresses.

### **Emergent Financial Pressures**

208. The MTFP includes a sum of £3 million per annum to address emerging financial pressures. This sum, which represents just over 0.5% of the Council's cash limit, has been included in recognition that it is impossible to foresee all issues and that in reality, additional burdens may arise due to issues including legislative and policy change and specific grant fall out, an issue which is covered in further detail in the funding section below. These sums will be reviewed at the MTFP incremental refresh points referred to above and updated to reflect most recent information.

### **Aggregate External Finance**

209. In the absence of any indicative funding figures for 2017/18 onwards, the level of AEF across the plan has had to be estimated. It is widely accepted that the future funding outlook for Welsh Local Government will remain challenging
210. The base case MTFP for the financial years 2017/18 – 2019/20 assumes an AEF reduction of 1% per annum.
211. In recent years, the absence of multi-year settlements for Welsh Local Government and significant changes to indicative funding figures when

they have been provided, has been a significant obstacle to financial planning. This uncertainty is set to continue over the medium term as the 2016/17 settlement covers only the forthcoming financial year unlike the position in England.

212. Ongoing budget reductions of the scale required to achieve a balanced position require difficult decisions with long-lead in times. The absence of sound evidence upon which to base future funding assumptions is extremely problematic, especially given that a 1% fluctuation in AEF for Cardiff equates to £4.3 million.
213. As set out earlier in the Report, in recognition of this key risk the Council has established a £4 million financial resilience budget as part of the 2016/17 budget. The financial resilience budget, which equates to approximately 1% of AEF, will operate as a base budget that will be spent on one off initiatives to support the reshaping of the organisation and to invest in priority areas. The one-off nature of investment means that in future years, the budget will be available for immediate release should settlements be more challenging than included in the MTFP base case, thereby reducing the need for significant additional directorate savings at short notice. In summary, the base budget is a mechanism that will enable short term investment in priority areas, whilst managing risk and providing surety to the medium term position.
214. The November 2015 CSR documentation contained estimates of the future level of the Welsh Block Grant. Using these indications as a starting point, the Welsh Local Government Association (WLGA) modelled future funding scenarios for WLGA. The scenarios cover a variety of potential protection levels for other parts of the Welsh public sector including NHS Wales, and range from an optimistic scenario which suggests modest annual AEF increases over the MTFP period, through to a most pessimistic scenario which sets out potential reductions of 2%-2.5% over the period. The Council's base case MTFP reflects reductions of 1% per annum. This is a "middle of the road" scenario aimed to allow for some protection of the NHS with cash flat settlements for the rest of the sector. Steeper funding reductions of 2% per annum are modelled in the worse case scenario, although as noted above, the financial resilience base budget offers some assurance against this risk from a planning perspective.

### **Specific Grant Funding**

215. The Council receives a significant amount of specific revenue grant funding. The WG has committed to provide greater flexibility and to reduce the administrative burden on Local Government by transferring specific grants into RSG wherever possible. Whilst this is helpful, there is a risk that upon transfer, the overall quantum and / or the distribution mechanism of the grant will be altered. There is also a risk that specific grants may simply reduce or fall out altogether.
216. Future changes to specific grants, either by way of transfer or reduction are arguably even harder to predict than AEF levels. This uncertainty is

compounded where there are unconfirmed changes to existing arrangements such as the potential for separate grant streams to merge into one, or where complicating factors such as consortia arrangements exist. Within the Local Government settlement, information on specific grants is usually in outline form and no indicative sums are provided beyond the forthcoming financial year.

217. The Council has an existing base budget of £250,000 to deal with specific grant funding issues. There are no specific sums included in the MTFP over and above this amount. The assumption is therefore that any future specific grant reductions would be dealt with by either reviewing the grant funded activity or addressing the issue through the sums set aside within the plan for emerging financial pressures.

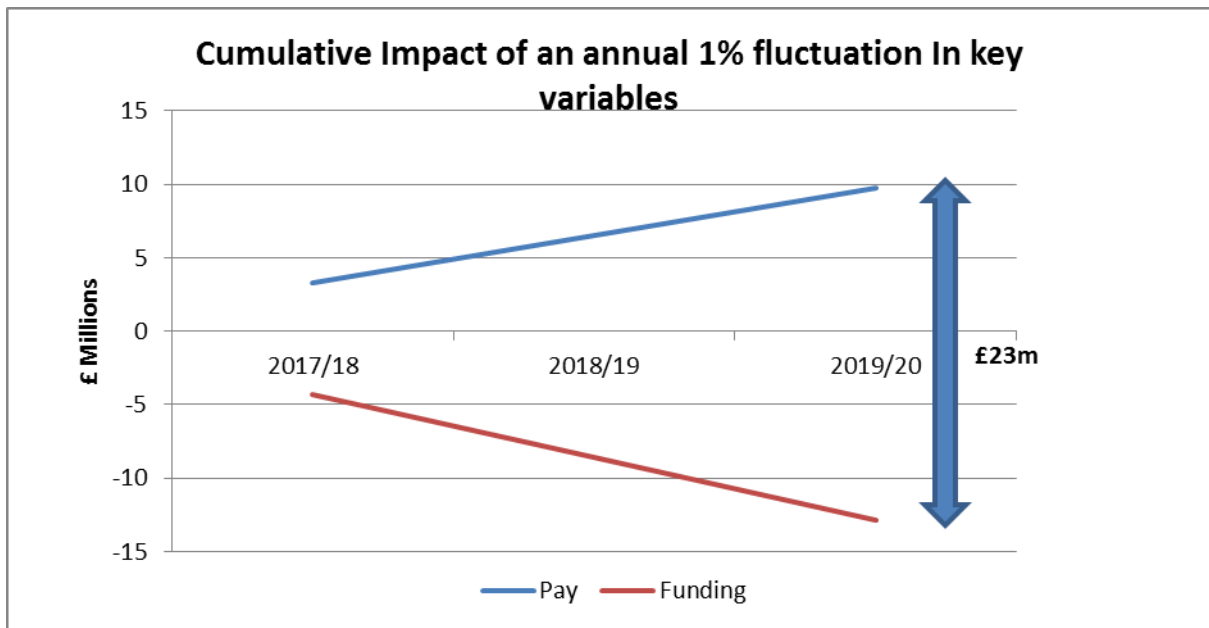
## **Reserves**

218. General practice is to avoid over-reliance on reserves as budget funding for a number of reasons. Firstly, due to their finite nature, use of reserves to support the budget creates a resource gap which must be filled in the following year. Secondly, earmarked reserves are set aside for a specific purpose which would be compromised if routinely used for general budget funding without replenishment. Finally, the existence of reserves improves the Council's financial resilience, especially in periods of extreme financial challenge. It is also of note that whilst prudent, the level of reserves held by Cardiff City Council could be considered to be at just an adequate level for an Authority of this size; as a percentage of gross revenue expenditure, Cardiff has the lowest level of general and useable reserves across Wales.
219. There is therefore a careful balance to be struck between holding too much and too little cash in reserves. If reserves are too small, this increases the Council's exposure to risk and affects its capacity to deliver its planned priorities in a prudent fashion; too high and this funding should be used on services in times of financial pressure. It is also important to note that cash in reserves is not idle. Investment income is generated on cash balances in line with the Council's Treasury Management Strategy and as an Authority that utilises internal borrowing, cash reserves help the Council avoid the need to undertake short term borrowing and its associated costs.
220. The base case MTFP shows no annual drawdown from reserves, which are brought in as part of planning assumptions in the next section. Careful annual scrutiny is given to the lever of earmarked reserves and their planned profile of use and the specific reserves for release in connection with the plan will be identified as part of this process.

## **Sensitivity Analysis**

221. As outlined in the sections above, it is very difficult to accurately predict future spending and funding levels three years into the future. Moreover, minor fluctuations in key variables can have a significant impact as depicted in the graph below which illustrates the cumulative cash impact

of an annual 1% fluctuation in key variables. The graph below depicts the impact of AEF decreases being 1% lower than planned and pay awards being 1% higher than planned which have a cumulative impact of £23 million over the MTFP period.



### Worse Case Scenario

222. The following table reflects the potential worse case scenario. This reflects:-

- Pay awards of 2% compared to the 1% within the base case
- Annual funding reductions of 2% over the life of the plan compared to the 1% within the base case
- A less optimistic outcome of the next actuarial review
- A higher percentage of people opting to remain in the LGPS upon auto-enrolment

Worse Case Scenario	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Base Case MTFP Position</b>	<b>24,663</b>	<b>22,831</b>	<b>25,753</b>	<b>73,247</b>
<b>Changes:</b>				
AEF	4,263	4,220	4,136	<b>12,619</b>
Pay Award	3,250	3,200	3,150	<b>9,600</b>
Pensions Issues - actuarial	1,055	1,055	680	<b>2,790</b>
<b>Revised MTFP Shortfall</b>	<b>33,231</b>	<b>31,306</b>	<b>33,719</b>	<b>98,256</b>

223. One key risk across the life of the plan period is pay awards. The Chancellor, in his Summer 2015 budget, stated that up until 2020 he

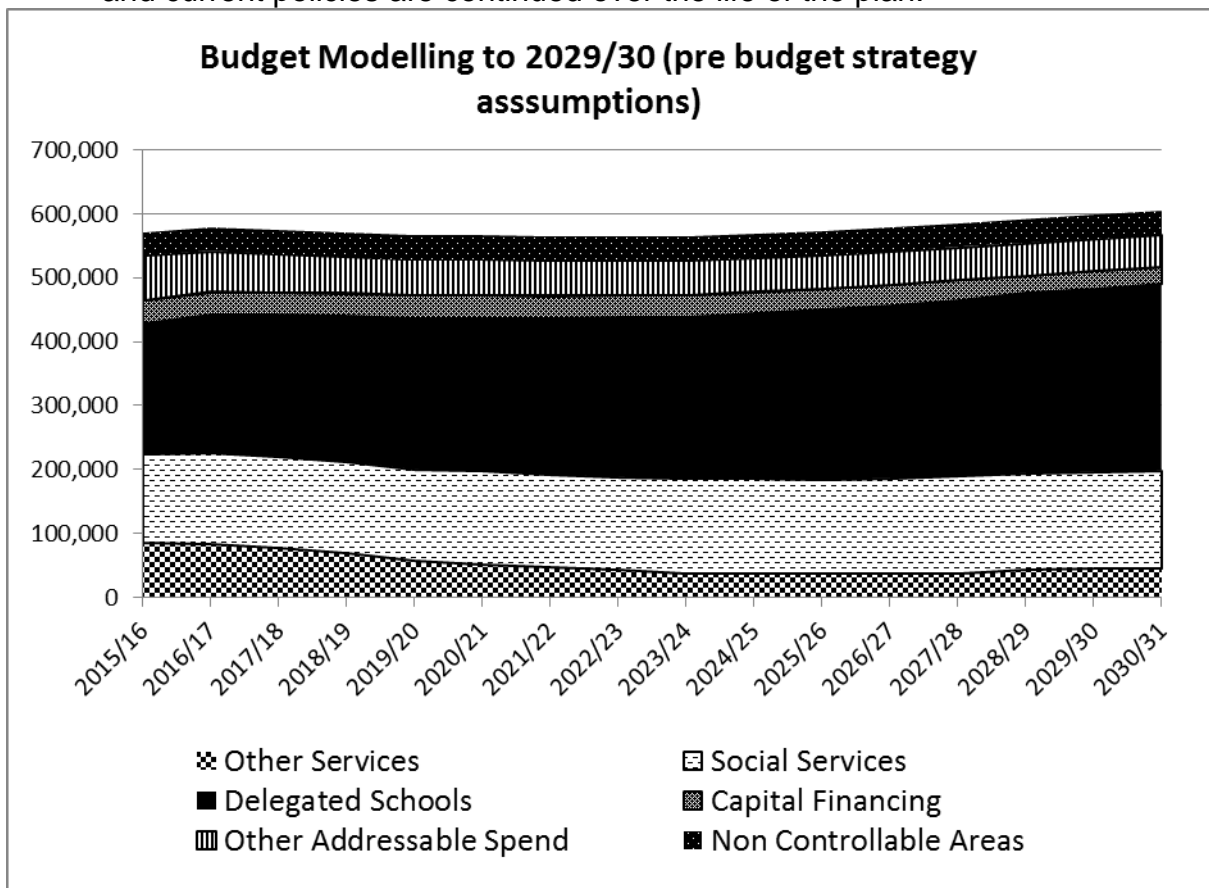


would make provision for pay awards of 1%. This extrapolates the general theme of restraint in respect of public sector pay over the medium term. Whilst the announcement indicates the Chancellor's intended provision for public sector pay, it not necessarily indicative of the actual awards over this period which will be determined by respective bargaining processes. For this reason, the risk of higher awards have been reflected in the worst case scenario for prudence, although could perhaps be considered unlikely.

224. The impact of potential fluctuation in AEF around the base case assumption has the biggest impact on this scenario. As noted earlier in this report, in recognition of the risks associated with the absence of multi-year funding settlements, the Council has established a financial resilience mechanism of £4 million as part of the 2016/17 budget. This allows for one-off investment in priority areas in the short term, but will also be available for immediate release in future years in the event that funding settlements are worse than covered in the base case MTFP.

### Future Years Outlook

225. The chart below illustrates the likely impact on the different components of the Council's budget moving beyond the life of the existing MTFP. Clearly, for all the reasons noted earlier in this section of the Report, it is very difficult to predict this far into the future given the inherent uncertainty in key areas. The graph therefore projects the overall likely envelope of funding and analyses the resultant budget if recent trends and current policies are continued over the life of the plan.



226. The graph is before any budget strategy assumptions for example, around capping schools growth, Council tax price increases and use of reserves, are built in, all of which are given further consideration in the next section. It is also worth noting that the capital financing section assumes no further growth beyond the existing capital programme. Consequently, any new approved schemes dependent on additional borrowing will result in the capital financing section of the above graph increasing at the expense of other areas. This highlights the importance of considering the impact of a decision in one area in the context of the Council's overall budget. At times when funding levels are static or reducing, growth in one area must inevitably be at the expense of others.
227. The graph reiterates the point made throughout this section, that savings from the Council's controllable savings base, which itself includes a number of areas of statutory duty, will not be a sufficient long term antidote to the problem. As has been the case in recent budget rounds, solutions outside this will continue to form a key part of the medium term plan. It will be important to continue to set clear assumptions and policies at an early enough stage to have the most impact on the future shape of the Council's budget as the cumulative impact of decisions taken now can have a significant impact in later years. It may be that policies are considered unaffordable when viewed over an extended time-frame.

### **Council Response to the Medium Term Financial Plan**

228. The previous section set out a further potential budget gap of £73 million over the next three years. As already noted, savings found from within the Council's controllable savings base will not be a sufficient solution to the problem in isolation. Developing the budget strategy to bridge this gap and ensuring the Council's ongoing financial resilience will require further targeting of addressable spend budgets, further review of policy around schools growth and potential future Council tax increases.
229. The table below extrapolates budget strategy assumptions across the medium term to arrive at the likely figure that will need to be found from savings over this period. These assumptions, which will be reviewed and refreshed as part of the Budget Strategy Report developed in July are:-
- A cap on schools non-demographic growth of 30%
  - A council tax increase of 3.7%, in line with the current year's increase
  - Annual draw down from reserves of £1.5 million – sum considered to strike a balance between protecting financial resilience whilst utilising available resources to mitigate front line impact.

	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Budget Reduction Requirement</b>	<b>24,663</b>	<b>22,831</b>	<b>25,753</b>	<b>73,247</b>
Cap on Schools Growth - @ 30%	1,253	1,163	1,073	<b>3,489</b>
Council tax at 3.7%	4,451	4,616	4,786	<b>13,853</b>
Use of Earmarked Reserves	1,500	1,500	1,500	<b>4,500</b>
<b>Residual Gap</b>	<b>17,459</b>	<b>15,552</b>	<b>18,394</b>	<b>51,405</b>
<b>Addressable Spend Target</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>9,000</b>
<b>Residual Sum from Directorate Savings</b>	<b>14,459</b>	<b>12,552</b>	<b>15,394</b>	<b>42,405</b>

230. The above table includes addressable spend targets of £3 million per annum which are in line with the current year. Work to shape these targets will continue in 2016/17 but will involve further investigation of opportunities in relation to divestment of the Council's property portfolio resulting in premises savings, further review of energy budgets to maximise efficiencies and review of capital aspirations over the medium term.

231. As part of the development of the 2016/17 Budget Strategy, the Council undertook a review of base budgets which took into consideration statutory minimum levels of service, the Council's Reshaping Services Programme and Target Operating Model. This work set the direction of travel for achieving the level of savings anticipated over the medium term. The savings identified as part of this exercise are set out in Appendix 17b on a thematic basis. The themes used are described in further detail below:-

**Being a commercially minded Council** – this theme considers how we can make better use of our assets and how to offer our services to the public, third sector, or private sector organisations. Examples include opportunities in respect of income generation, new operating models and alternative delivery arrangements, reshaping services and commissioning and procurement opportunities in respect of third party spend.

**Ensuring Public Services are Accessible** – this area considers the accessibility of public services, where appropriate moving from buildings based services to those which provide outreach staff or mobile services. Through the One-Council approach making contact with the Council will be through the provision of seamless and consistent customer services encouraging people who are able to use digital services.

**Greater alignment of our services** – this area considers how the public and third sector organisations must work more closely. The opportunity identified is to join up services and consider the sharing of assets and the use of multi-agency teams whilst also recognising that these same

challenges apply to services delivered within the Council. It also covers the need to realign services downwards in non-front line areas, through business process efficiencies and reductions to more closely reflect available resources.

**Targeting services and early intervention** – the challenge within this theme is in relation to targeting services that are focused on the need to support the most vulnerable and disadvantaged in society to achieve better outcomes for residents and communities.

232. The following table below summarises the opportunities identified within Appendix 17b:-

	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Residual Sum Required from Savings</b>	<b>14,459</b>	<b>12,552</b>	<b>15,394</b>	<b>42,405</b>
Being a Commercially Minded Council	7,787	7,472	9,388	<b>24,647</b>
Ensuring Public Services are Accessible	583	645	810	<b>2,038</b>
Greater Alignment of Our Services	3,296	3,198	4,018	<b>10,512</b>
Targeting Services and Early Intervention	2,793	1,237	1,178	<b>5,208</b>
<b>Total</b>	<b>14,459</b>	<b>12,552</b>	<b>15,394</b>	<b>42,405</b>
<b>Residual Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

233. The planning status of the individual proposals that sit behind the identified opportunities will be further developed as part of detailed Budget Strategy work for 2017/18 and beyond and further due diligence work will be undertaken. In addition, in re-commencing budget strategy work following approval of the 2016/17 budget, the Council will roll forward its budget strategy work one year into 2019/20 and develop detailed proposals. The figures included for 2019/20 above set a direction based on incidence of savings across themes in the earlier years of the plan and in line with the Council's target operating model.

234. The Financial Standing, Risk and Financial Resilience section has already set out the challenges of finding significant savings over a protracted time frame, and the increasing importance of both considering and responding to the matters in respect of the Council's financial resilience. Work on financial resilience will continue over the medium term including regular review and reporting of the financial resilience snapshot at appropriate intervals, development of benchmarking activities and exploring opportunities for financial stress testing of the MTFP to gain a developed understanding of areas to target additional assurance work in future.

### City Deal

235. The *Cardiff Capital Region City Deal Update* report taken to Cabinet on the 10<sup>th</sup> December 2015 identified the next steps of an outline schedule for the development of the City Deal as:

- **Spring** – Chancellor's Budget and agreement of City Deal Document

- **April – June** – Development of economic model (with WG), project prioritisation and development of programme
- **June – August** – Programme optimisation, and agreement of funding and financing details between CCR partners and UK and Welsh Governments
- **Late summer** – Finalisation of programme financial, governance and delivery arrangements

236. This timescale identifies a critical point in the development of the City Deal as the initial signing of a high level agreement in Spring 2016 ('The City Deal Document'). This document will take the form of a 'Heads of Terms' that outlines the proposed structure of the City Deal in terms of governance, scale of funding and areas of intervention. The City Deal Document will provide the basis for more detailed work in developing a final programme of investment and detailed governance arrangements. The document is currently being developed by the UK Government in consultation with Cardiff Capital Region partners and the Welsh Government. In the event that the City Deal Document is agreed, it will commit the participating authorities to exploring ways of delivering the City Deal principles and strategic objectives.
237. Discussions have outlined that the City Deal Document will include proposals for the establishment of an Infrastructure Investment Fund of up to £1.28 billion for the Cardiff Capital Region, including a capital contribution of circa £120 million from participating local authorities. It will also include proposals to establish a Joint Committee (to be known as a Joint Cabinet) formed of the Leaders of the participating local authorities to oversee the delivering of the Infrastructure Investment Fund. The City Deal will also explore proposals for regional working, including pooling appropriate resources in areas of planning, transport and economic development, the retention of elements of growth of business rates within the region and the establishment of a Regional Skills and Employment Board. Due to UK Government timescales it is possible that the City Deal Document will need to be signed on the basis that it would require approval from all participating authorities. On this scenario the Council will need to consider the Document during the March cycle of meetings.
238. In signing the City Deal Document the Council would commit to work with the other nine local authorities, Welsh and UK governments to finalise all elements of the proposed City Deal. This includes detailed consideration of the governance structure, financial contributions, a robust assurance framework for project identification and the overall agreement of the infrastructure investment programme. There will also need to be agreement on how the local contribution to the Fund will be allocated as between the ten authorities. Consideration of these further details will be brought to Council in due course. Based on experience from other City Deals it is expected that it will take between 6 and 18 months for the full programme to be agreed and the detailed legal agreements to be finalised.
239. In developing the overall City Deal governance and investment programme it is also anticipated that a dedicated team will be put in

place. It is proposed that local authorities make a contribution to the costs of putting this team in place.

### **Housing Revenue Account and Rent Setting 2016/17**

240. The Housing Revenue Account (HRA) is a ring-fenced account which records income and expenditure in relation to council housing. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate account for the costs associated with the management and maintenance of Council dwellings. The ring fencing of the account means that local authorities may not subsidise any costs relating to council housing from the General Fund (i.e. from Council Tax or from the RSG).
241. The main expenditure items within the account include maintenance and repair costs, management costs (including rent collection, housing allocations, property and estate management) and capital financing charges on the HRA's outstanding loan debt.
242. The major income streams include Council house rents and income from service charges.
243. During 2015/16, the Council made a £187 million settlement payment to WG to exit the former Housing Revenue Account Subsidy System. As has previously been reported, this meant that the HRA was no longer required to pay a net subsidy payment to WG, but this was replaced with the costs of servicing and repayment of borrowing in relation to the settlement payment. The net impact of this is an estimated £3.4 million annual revenue benefit which is assumed to be retained on an annual basis for re-investment in enhancing the condition of existing housing stock and development of new stock.
244. The new Social Housing Rent policy was introduced for Local Authorities in April 2015. This sets an annual Target Rent Band for each landlord, which is based on a range of low end, mid point and high end rents. While the responsibility for setting rents for individual dwellings rests with specific landlords, they are required to operate within average weekly rent levels that fall within the Target Rent Band. WG set a recommended rent increase each year and Councils are also allowed some flexibility to raise additional income to improve services, invest in improvements to existing homes and neighbourhoods and in building new properties.
245. It is proposed that from 4 April 2016, rents for the majority of tenants will increase in Cardiff by 1.4% plus £2 per week. This is in line with the WG guidelines which protect individual tenants from large annual increases. As a result of this change the average rent for a council home will increase by £3.10 per week, exclusive of service charges.
246. Consultation about the proposed increase in Council rents took place between 11 January 2015 and 29 January 2016. Consultation forms were sent to all Recognised Tenants and Residents Associations, Reading Group, Service Improvement Group and to 2,500 randomly

selected individual tenants. In total 3,020 forms were sent out. The consultation was also advertised on the Cardiff Tenants website and discussed at the Tenants Voice meeting on 19<sup>th</sup> January 2016.

247. 350 responses were received (341 postal responses and 9 via the website) of which 45 were negative about the increase (13%). The main issues raised were around affordability and cost of living. This was a particular issue for those tenants who have to contribute to the rent such as those in low paid work and those affected by Welfare Reform changes. It should be noted however that Council rents are good value as rents charged by private landlords are circa 50% higher.
248. Tenants were also asked how they would like the Council to use their rent payments. 254 (73%) of respondents said the money should be spent on improving existing stock, 197 respondents (56%) said that the money should be spent on improving housing services and 193 (55%) said the money should be spent on new build Council Housing. Respondents were able to vote on multiple priorities.
249. It is planned that additional revenue generated through the rent increase will be invested in a number of areas. These include the Housing Partnership Programme which aims to deliver 1,500 new homes over the project life with at least 600 Council rented and low cost home ownership.
250. In addition, planned investment includes major estate regeneration works, expansion of the Community Hub programme, modernisation and large scale capital improvement works.
251. Other factors which make up the HRA budget proposal include the following main items:
- Provision is made for a 1% pay award, increases due to changes in Employers National Insurance contributions and employee increments.
  - An £18 million budget has been set for Council Housing Repairs in 2016/17. This increased budget reflects the estimated requirements for both planned and responsive maintenance. Increases are due to a number of factors, including a higher volume of repairs and a reassessment of the classification of repairs between capital and revenue. This latter point has resulted in a realignment of budget between housing repairs and the direct revenue financing provision within capital financing.
  - The direct revenue financing budget for capital expenditure assumes a contribution of £5.4 million in 2016/17.
  - Provision is made for the anticipated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery, an increase in bad debts provision and the potential impact on void allowances.
  - Anticipated revenue costs relating to the Housing Partnership Project.
  - The HRA's fair contribution to the planned corporate and other initiatives where HRA activities are involved.

252. The detailed proposals for changes to the HRA charges which can be found in Appendix 11(b) are summarised as:
- Service charges that normally increase in line with inflation have been frozen this year.
  - A small number of charges have been increased to allow for full cost recovery.
  - Some charges where cost recovery is being achieved have been maintained at their current level.
  - Some charges have decreased in line with reduced cost.
253. For future years 2017/18 to 2019/20, the budget proposals are in line with the HRA Business Plan which will be reported to Cabinet in March 2016 and make provision for the following:
- Pay awards and employee increments at assumed levels.
  - General inflation increases for non employee budgets.
  - Rent increases in line with the new national rent policy guidelines.
  - Capital financing requirements in line with the proposed HRA Capital Programme.
  - Contributions to HRA balances to meet future investment in the housing stock and other planned initiatives.
254. The proposed HRA budget for the financial years 2016/17 to 2019/20 is shown in Appendix 18.

### **School Organisation Plan and 21<sup>st</sup> Century Schools Initiative**

255. The SOP relates to the significant Programme of capital investment which aims to reorganise school places in Cardiff thereby using resources more effectively and ensuring that schools are fit for purpose.
256. As part of the 21<sup>st</sup> Century Schools programme the Council submitted a revised Band A funding bid to the WG in March 2015. An indicative Capital Investment Programme of £164.1 million received in-principle approval, subject to the successful submission of individual detailed project business cases.
257. The 21<sup>st</sup> Century Schools Programme forms part of the overarching SOP financial model. The SOP is designed to be self-funding and the projects to be undertaken are included in the Council's Capital Programme.
258. The SOP Financial Model brings together Council and WG supported 21<sup>st</sup> Century Schools Band A projects. The Model includes a projection for both capital expenditure and capital funding over the life of the plan, and subject to the submission of business case documents to WG, can be summarised as follows:



<b>School Organisation Plan (2011/12 to 2019/20)</b>	<b>Funding £m</b>	<b>Expenditure £m</b>
Capital Programme		226.2
Capital Receipts	35.3	
Capital Grants	101.5	
Section 106 Contributions	0.9	
Capital Programme Allocations	14.7	
Welsh Government LGBl	17.3	
Additional Borrowing	56.5	
<b>Total</b>	<b>226.2</b>	<b>226.2</b>

259. The capital investment programme within the model during the period 2011/12 to 2019/20 (the life of the 21<sup>st</sup> Century Schools Programme) totals £226.2 million. Within this, the 21<sup>st</sup> Century Schools expenditure is £164.1 million.
260. Schemes are first included on the basis of Initial Development Appraisals (IDAs) and/or current market intelligence adjusted for construction cost inflation over the life of the model. An additional contingency sum of 10% is added, which is decreased as proposals progress and costs become more certain. The expenditure projections are regularly monitored and updated, along with the project funding sources, to identify changes in either the value or timing of expenditure.
261. Of the £164.1 million 21<sup>st</sup> Century Schools programme, 50% (£82.1 million) will be grant funded by the WG. This includes £64.8 million of capital grant. WG will additionally provide revenue grant over 32 years, to support capital borrowing for the remaining £17.3 million. The £64.8 million capital element is included within the £101.5 million grant figure above. The Council's match funding element is included within the other resources listed.
262. The WG has extended the LGBl to support the 21<sup>st</sup> Century Schools Programme. This initiative, which started in 2014/15, will accelerate the WG's share of investment in the programme by providing councils with a revenue stream to support the capital charges associated with additional borrowing. This will not alter the funding share of WG. The objective of this initiative is to complete delivery of Band A of the programme by 2018/19.
263. Where proposals include the disposal of school land, the capital receipt is reinvested into the SOP. The model relies upon £35.3 million of capital receipts, including those already received. Funding is also secured as capital grants from the WG, with a total of £36.7 million (excluding 21<sup>st</sup> Century Schools) in the form of scheme specific grants such as Tranche 3 transitional grant from the WG, which bridges the gap between the previous Schools Building Improvement Grant regime, and the start of 21<sup>st</sup> Century funding. The Tranche 3 grant approval was £35.6 million, which supported the new build St Teilos High School and some associated schemes in the East of Cardiff.

264. Funding has also been allocated from the Council's own Capital Programme and Section 106 Contributions where available. The balance of funding is provided by Council borrowing of £56.5 million, over and above the WG supported LGBTI borrowing. The capital charges arising from the Council borrowing are funded from revenue release savings which include savings from facilities management budgets as well as efficiency savings and historical adjustments to delegated schools budgets.
265. Band A 21<sup>st</sup> Century Schools funding will finish in 2018/19. Band B is anticipated to begin in 2019/20, however the scope and funding arrangements for Band B are not yet finalised. It is likely that the scope will be significant and will require the Council to commit material sums over the period 2019/20 – 2023/24 albeit they are yet to be determined.
266. The SOP also includes significant revenue expenditure. For the period 2014/15-2019/20 this totals £18.1 million and is in connection with organisational restructure costs attached to the proposals. These include project management costs, additional costs incurred by schools which are closing or are in transition, and pump priming for the establishment of new educational provision. The risks around organisational restructure costs increasing should be noted and officers regularly review the potential financial implications attached to the proposals.
267. The overall Financial Model represents a significant financial exposure for the Council and the following capital and revenue key risks have been identified and are continually reviewed:
- Changing scope of works as schemes progress through feasibility studies and design.
  - The management of cost over-runs and fluctuating construction cost inflation which may lead to expenditure exceeding contingency levels.
  - Potential for underachievement of capital receipts within the current climate, failure to obtain planning consent or changes in Council policy in respect of land sales.
  - Potential for the WG funding levels to be reduced or changed.
  - The potential for revenue costs of closing schools and opening others to be higher than estimated.
  - The potential for the underachievement of revenue savings.
268. A further challenge for the Consolidated Financial Model is the cash flow impact of the timing of both capital and revenue expenditure and income. An earmarked reserve has been established for the SOP, and the movements on this reserve is shown in Appendix 19. This reserve is used to manage these cash flow implications and the risks as identified above. At present the balance on the reserve is judged to be sufficient in the context of the overall size of the SOP programme, however careful monitoring will be required over the period.

269. Where amendments are made to capital expenditure for re-profiling of cashflows, and increases are within the level of contingency and inflation for the scheme then these would be actioned and reported through the regular capital monitoring reporting process. However, where amendments over and above the allocated levels of scheme-specific contingency are necessary, the Directorate would seek approval in accordance with the Council's Financial and Contract Procedure Rules.
270. A Programme Panel has considered significant matters arising in relation to the SOP / 21<sup>st</sup> Century Schools Programme, providing robust advice to and governance of the Programme including relevant approval of variations and business cases.
271. A comprehensive SOP revenue budget for 2016/17, to be funded from the SOP reserve, has been produced and will be submitted for approval by the Programme Panel in February 2016. A summary table of the revenue budget is shown below:

<b>SOP Revenue Budget 2016/17</b>	<b>£000</b>
Project Team Costs	1,439
Specific Scheme Costs	772
Pump-Priming of newly established schools	420
Ongoing Commitments	795
Contingency	250
<b>Total</b>	<b>3,676</b>

272. The SOP Operational Manager will have delegated authority to vire between these budgets in line with the scheme of delegations with the only exception being the contingency provision which will be managed by the Programme Panel.
273. Any overspend against the overall revenue budget will need to be reported to the Programme Panel and consideration given to any remedial action required. Material overspends will be included in the Council's budget monitoring reports.

### **Civil Parking Enforcement**

274. Cardiff was designated as a 'Civil Enforcement Area' on 5 July 2010 and, since that date, has undertaken responsibility for enforcing a range of parking contraventions. In addition, new legislation has been made available to local authorities in Wales under the Civil Enforcement of Road Traffic Contraventions (General Provisions) (Wales) Regulations 2013 which allows for the enforcement of bus lanes and certain other moving traffic conventions. In 2014 Cardiff applied to the WG to acquire these additional powers to complement the existing parking enforcement powers and to provide a greater resource to address traffic congestion. Following WG approval for the transfer of related legal powers to the Council, the Moving Traffic Offences (MTO) initiative commenced in Cardiff on 1 December 2014.

275. The advantage to the Council of operating enforcement powers is that it has been given direct day-to-day control of the deployment of enforcement staff across the highway network thus allowing targeted enforcement in support of transportation strategies and more effective responses to local needs.
276. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, resident's permits, penalty charge notices and moving traffic offences is used to fund the associated operational costs including the cost of the enforcement service. Any surplus or deficit will be transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway and environmental services in accordance with section 55 of the Road Traffic Regulations Act 1984.
277. The anticipated operating surplus for 2015/16 is £4.933 million. When this and the eligible expenditure for the current year are applied to the brought forward figure the balance in the Parking Reserve at 31 March 2016 is estimated to be £255,000.
278. For 2016/17 income from car parking fees, residents' permits, penalty charge notices and moving traffic offences is forecast to be £11.430 million. This represents an increase of £1.395 million compared to the forecast position for 2015/16 mainly due to anticipated increases from moving traffic offences.
279. Operating costs include staffing and other costs of enforcement services, administration, traffic regulation orders, maintenance of parking for both on and off street parking and disabled bays. It also includes capital financing costs in respect of repayments in relation to the additional investment in bus lane and junction enforcement and parking meter replacement as set out in the Capital Programme. Overall, expenditure in the Civil Parking Enforcement Account in 2016/17 is estimated to be £5.731 million, leaving a net surplus of £5.699 million.
280. In respect of moving traffic offences, income is anticipated to increase to £3.668 million in 2016/17 with further increases in future years based on an assumption of a continuous expansion of the network. Operating costs are estimated to be £1.266 million in 2016/17.
281. Eligible expenditure commitments supporting overall highway, transportation and environmental improvements total £5.116 million in 2016/17. This includes £370,000 relating to savings proposals within the City Operations Directorate which reflect the impact of the proposals to increase income from moving traffic offences and reduces the need for further reductions to the budgets of eligible expenditure. A direct revenue contribution to capital of £150,000 is also reflected as a commitment in 2016/17. This is in relation to the funding of the Waungron Road bus interchange as set out in the Capital Programme. It is estimated that the balance in the reserve at 31 March 2017 will be £688,000.

282. On the basis of known levels of operating expenditure, other commitments and anticipated increases in income, the future balance in the reserve is estimated at £1.402 million by the end of March 2018, £2.113 million by the end of March 2019 and £2.803 million by the end of March 2020. A summary of the overall position on the Civil Parking Enforcement Account including the anticipated balances on the reserve is set out in Appendix 20 to this report. No assumptions have been made in this budget regarding the future use of reserve balances however the anticipated surpluses provide significant scope for future investment in line with the LDP and Parking Strategy to assist in delivering improvements and key transport schemes in the City. Use of the reserve for investment in initiatives will be reported as part of the Council's regular monitoring arrangements.

### Joint Committees and Relevant Bodies

283. Cardiff is currently the lead Authority for Glamorgan Archives and Prosiect Gwyrdd; it is also a member of the Central South Consortium Joint Education Service and the Shared Regulatory Service. In addition the Council has to meet a number of levies and contributions. The Budget as set out in Appendix 3 includes the following budgeted revenue contributions from the Council in respect of these committees and bodies:

<b>Joint Committees and relevant Body</b>	<b>2015/16 Revenue Contribution £</b>	<b>2016/17 Revenue Contribution £</b>
<b>Joint Committee</b>		
Glamorgan Archives	218,141	211,520
Prosiect Gwyrdd	58,800	37,000
CSC Joint Education Service	1,534,379	1,507,110
Shared Regulatory Service	3,579,000	3,023,000
<b>Joint Body</b>		
South Wales Fire & Rescue Service	16,507,721	16,775,747
Natural Resources Wales	140,688	136,467
Cardiff Port Health Authority	143,629	114,904
Newport Port Health Authority	4,681	4,681

284. The figures shown for 2016/17 are subject to confirmation by the respective Joint Committees.

### Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

285. The Council agreed to take on the role of the Cardiff Harbour Authority in April 2000 following the winding up of Cardiff Bay Development Corporation (CBDC). The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now the WG) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these

obligations is provided by a specific grant received from the WG. This funding and any income generated are ring fenced.

286. The arrangement has been subject to a number of negotiated changes over the past 15 years; the latest variation was signed on 3 April 2014 and included a three year fixed cost and asset renewal budget for April 2014 to March 2017. The revisions ensured that a sufficient funding level was made available to the Harbour Authority to meet the liabilities under the agreement and any additional duties relating to the Cardiff Bay Barrage Act 1993. Discussions are taking place with WG regarding the 2016/17 budget, however at this stage no further changes have been agreed.
287. Following a critical examination of the future resource requirements a fixed cost and asset renewal budget was agreed with the WG as part of the current three year agreement. This identified a total funding requirement for 2016/17 of £6.146 million.

#### Harbour Authority Funding Requirement 2014-15 to 2016-17

	2014/15	2015/16	2016/17
	£000	£000	£000
Expenditure	6,765	6,680	6,600
Income	(700)	(750)	(800)
<b>Fixed Cost Budget</b>	<b>6,065</b>	<b>5,930</b>	<b>5,800</b>
Asset Renewal	332	323	346
<b>Total Budget</b>	<b>6,397</b>	<b>6,253</b>	<b>6,146</b>

288. The revised fixed cost budget for 2016/17 is a reduction of £130,000 in addition to the £1.170 million applied in the previous two years. This has increased the level of financial risk to the Council as any unforeseen costs have to be absorbed within the agreed fixed cost budget unless there are qualifications within the agreement.
289. This reduction will be achieved by increasing the income target by £50,000 to £800,000. Income generation has steadily increased over the years mainly from car park fees and water activities and it is anticipated this will continue. A further reduction of £50,000 will be achieved by reducing the subsidy to cover staff costs at the Cardiff International White Water Centre. This will be achievable mainly through the increased income sources at this centre. The remaining savings will be made from reducing various operational budgets through improved efficiency.
290. With the overall reduction in budgets the ability for the Council to fund large unforeseen operational costs is reduced and therefore a cap of £100,000 has been set for the Council's risk on unforeseen barrage maintenance. Whilst the Council does have the ability to switch its fixed cost budgets to manage individual pressures it has been agreed to maintain this sum as a minimum retention figure for unforeseen additional costs within the project and contingency fund. The scale of the budget reductions limits the scope for increasing the contingency sum

and therefore it has also been agreed that any capital receipts for land disposals are fully retained for new initiatives.

291. The Asset Renewal budget of £346,000 includes provision for the renewal and replacement of a range of items across all activities and functions. This includes various renewals on the Barrage and replacement of groundwater and environmental equipment, including vessels. In addition there is provision for the renewal of seating, litter bins and decking timber in the Inner Harbour and the replacement of equipment at the Cardiff Bay Water Activity Centre.
292. The estimated balance in the Project and Contingency Fund at 31 March 2016 is £707,000. A contribution of £400,000 has been committed to the hosting costs of the Volvo Round the World Yacht Race in 2018. It is therefore necessary to secure savings to generate fund balances to meet this commitment and maintain a realistic operating contingency. The option to retain capital receipts received from the disposal of land should enable this to be managed.

## **Capital**

293. The Capital Programme for the period 2016/17 to 2020/21 has been prepared following consideration of the demands on capital expenditure as well as resources for capital investment.
294. The Prudential Code for Capital Finance in Local Authorities includes Capital and Treasury Management indicators to be considered by the Council when approving capital expenditure plans and borrowing limits to ensure they are affordable, prudent and sustainable. Capital indicators are set out in this section of the report and treasury indicators and limits are included as part of the Treasury Strategy, also in this report.
295. The Council is over a period of time increasing the amount it needs to borrow and this will have a consequential increase on the capital financing budget within the revenue account. The impact of these increases is recognised in the Council's MTFP. The local capital financing prudential indicator shown later in this report highlights that the proportion of the Council's General Fund revenue budget that it spends on capital financing over the medium term is increasing as WG funding levels fall.
296. It is accepted that the Council needs to borrow to both meet the objectives of the Corporate Plan and invest in schemes that allow the Council to make savings. There are other initiatives such as the Cardiff Capital Region City Deal being developed which, when progressed will have significant capital expenditure implications. Careful consideration will need to be given to the affordability of additional borrowing, the amount of income receivable to support any borrowing over the period of the deal and risk implications on the Council's Treasury Management Strategy. No figures are assumed in the Capital and Treasury Management sections in relation to this initiative at this stage.

297. However in the medium term the Council must decide, following consideration of advice from the Section 151 Officer the threshold of Council borrowing. As the Council realigns itself strategically to lower funding levels it will need to consider the level of debt and wherever possible seek to divest itself of assets to reduce debt levels and to meet the costs of expenditure.

### **Capital Expenditure Pressures**

298. The level of support provided by the WG is barely sufficient to meet current annual capital expenditure commitments. Continued expenditure above this level using additional borrowing is not sustainable in the long term and will require directorates to continue to secure better value, better outcomes and only undertake priority schemes.

299. Expenditure pressures include:

- ensuring a sustainable property asset base and that property is fit to deliver service improvements, by addressing the maintenance backlog, disabled access and health and safety requirements.
- meeting the aspirations of directorates to invest in existing assets or create new capital assets in order to improve service delivery and meet pressures of increasing demand.
- the need to maintain the highway and associated infrastructure such as roads, traffic signals, bridges, street lighting and address the backlog of repairs to avoid higher costs in future.
- to continue annual commitments and meet mandatory investment in services such as disabled adaptations, whilst WG General Capital Funding has been reduced.
- meeting the economic development, regeneration, employment and capital city aspirations of Cardiff and the region.
- CCR City Deal and other major regeneration projects being developed.
- requirement for capital investment to meet savings targets, to generate income, to reshape the way services are delivered and to meet the costs of organisational development.
- meeting expenditure commitments from capital schemes approved in previous years.
- implementing the Council's 21<sup>st</sup> Century Schools Programme.
- meeting expenditure commitments pending the generation of capital receipts.
- sustaining Public Housing Welsh Quality Standards and investment in creation of new Council housing as part of the Housing Partnering Scheme.

300. Set against the demand for these capital resources and the current economic climate, tough choices are required, which may include determining that a greater share of the Council's revenue budget will need to be set aside to meet capital investment.



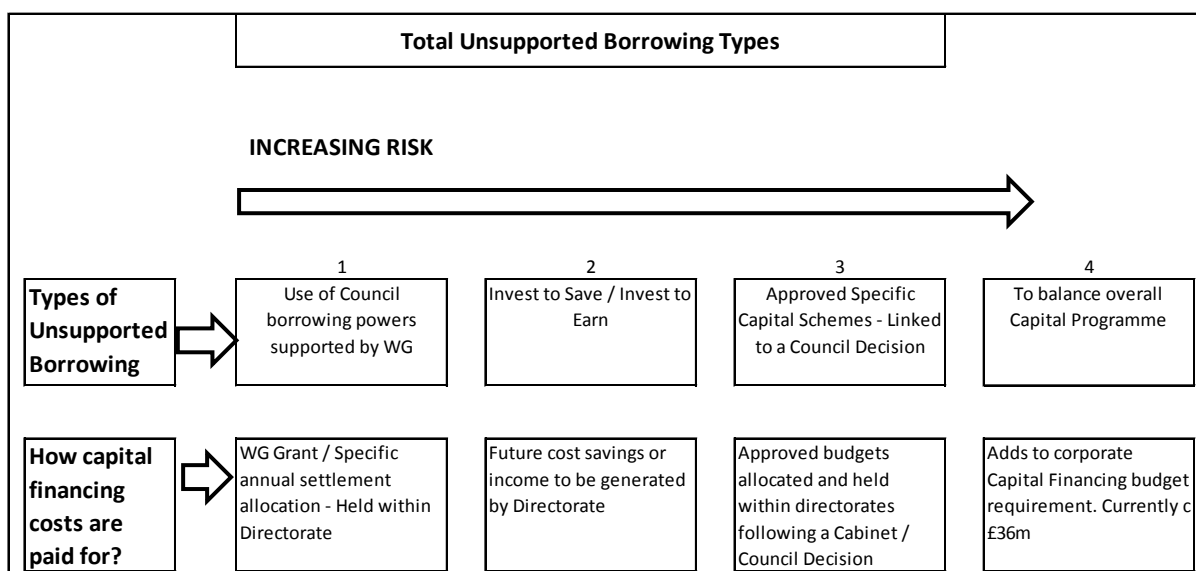
## Borrowing for the Capital Programme and Financial Resilience

301. Where capital expenditure has been incurred without a resource to pay for it immediately e.g. via capital receipts, grants or other contributions, this will increase what is termed the Council's Capital Financing Requirement (CFR) or its need to undertake borrowing. The Council is required to make an annual prudent provision for the repayment of historic capital expenditure from its revenue budget. This reduces the CFR. Calculation of the CFR is summarised in the following table.

	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts received to pay for capital expenditure
-	Prudent Minimum Revenue Provision & Voluntary Repayment
=	Closing Capital Financing Requirement (CFR)

302. There are two main types of additional borrowing to pay for capital expenditure:-

- 'Supported Borrowing' - costs of servicing are included within the annual RSG the Council receives from the WG.
- 'Unsupported Borrowing' – costs of servicing to be met by the Council from Council tax, savings, additional income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown in the following diagram.



303. It is the CFR that results in the need to borrow and it is important to note that any financial deficit and liabilities of the HRA are ultimately liabilities of the Council.

304. Also in order to comply with the guidance on landfill aftercare provision, the CFR is amended to include estimates of future expenditure

obligations over a 60 year period, included in a financial provision, the creation of which has been capitalised.

305. The actual CFR as at 31 March 2015 and estimates for current and future years are shown in the following table. The increase in the HRA during 2015/16 relates primarily to the Housing Finance Settlement to exit the subsidy system. The timing of capital expenditure, timing of capital receipts and new schemes that may be considered for approval in future years are risks to the CFR forecast and although it can be seen that the Council's underlying need to borrow is increasing. This will eventually need to be paid for by revenue savings, revenue income or Council Tax and Housing Rents:

<b>Capital Financing Requirement as at 31 March</b>					
	<b>2015 Actual £m</b>	<b>2016 Estimate £m</b>	<b>2017 Estimate £m</b>	<b>2018 Estimate £m</b>	<b>2019 Estimate £m</b>
General Fund	400	438	459	454	455
HRA	95	277	279	296	302
<b>Sub Total</b>	<b>495</b>	<b>715</b>	<b>738</b>	<b>750</b>	<b>757</b>
Landfill – (Provision)	26	25	23	22	21
<b>Overall CFR</b>	<b>521</b>	<b>740</b>	<b>761</b>	<b>772</b>	<b>778</b>

306. Summarising the above, it can be seen that the Council is undertaking additional borrowing which will eventually need to be paid for by setting aside more of the Council's revenue budget, or increasing income from external sources. This is as a result of:

- implementing new schemes and allocations and continuing with commitments included in the budget.
- undertaking invest to save schemes on the assumption that the borrowing will be repaid from future revenue savings or revenue income.
- use of Council borrowing powers by WG as part of their contribution towards 21<sup>st</sup> Century Schools Programme.
- further schemes are in the pipeline including housing development as well as the provision of interest free loans or repayable grants using WG Financial Flexibility funding available for a range of schemes. Whilst welcome as there is linkage between strategic aims of the Council, these schemes use local authority borrowing powers and therefore present an ongoing risk in terms of increasing the Council's capital expenditure which needs to be paid back.

307. This clearly limits the scope for additional borrowing in future years and is a factor considered by Members when determining the current and future Capital Programme along with:-

- The Prudential Indicators highlight the longer term impact of capital decisions on the revenue budget and affordability, prudence and sustainability.

- Consideration of potential initiatives not currently included in the Capital Programme.
- Control mechanisms for different types of unsupported borrowing before approval.
- Determining core areas of long term investment e.g. maximum exposure limits to unsupported borrowing for discretionary services.
- Whether the inherent risks in a project are better managed via commercial options rather than direct Council investment.

### Capital Programme 2016/17 – 2020/21

308. The inclusion of schemes in the Capital Programme has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans. However, with such an extensive Programme there remains a residual risk that expenditure may slip between years. Whilst acknowledging that some slippage cannot be avoided, directorates are reminded of the importance of:

- Minimising slippage wherever possible.
- Their responsibilities to ensure that they have sufficient and capable resources to develop and deliver capital schemes.
- Notifying the Financial Service of slippage at an early stage.
- Having sufficient and capable contract management processes and procedures in place.

309. The proposed Capital Programme for 2016/17 and indicative Programme for 2017/18 to 2020/21 is summarised in the following table and detailed in Appendix 21.

Capital Programme	2016/17* £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	Total £000
Annual Sums Expenditure	14,389	13,505	13,255	13,505	13,505	68,159
Ongoing schemes	20,921	47,517	13,010	837	750	83,035
New Capital Schemes	5,242	2,677	2,500	2,500	2,000	14,919
Schemes Funded by External Grants and Contributions	27,241	31,158	2,575	350	350	61,674
Invest to Save Schemes	21,131	18,930	17,240	5,700	500	63,501
<b>Total General Fund</b>	<b>88,924</b>	<b>113,787</b>	<b>48,580</b>	<b>22,892</b>	<b>17,105</b>	<b>291,288</b>
<b>Total Public Housing (HRA)</b>	<b>25,405</b>	<b>28,250</b>	<b>27,350</b>	<b>21,050</b>	<b>21,100</b>	<b>123,155</b>
<b>Total Capital Programme</b>	<b>114,329</b>	<b>142,037</b>	<b>75,930</b>	<b>43,942</b>	<b>38,205</b>	<b>414,443</b>

\* Includes slippage estimated at Month 9. The final slippage figure which will be known at outturn will be updated and reflected in the Month 4 2016/17 budget monitoring report.

310. It is essential that the achievement of key outcomes are managed within the estimates initially provided, with any variations approved and managed in accordance with the Council's Constitution. The five year programme includes:-

311. Provision for Existing Annual Sums including:

- Investment of £14.7 million in highway infrastructure including investment in carriageways/footways, improving the condition of structures such as bridges following principal inspections and replacement/installation of street lighting columns. A Highway Infrastructure Asset Management Plan is to be updated during the course of the year to identify longer term performance measures for the condition of such assets and options to address improvement in condition.
- Traffic management, junction, pedestrian and cycling improvements of £6.9 million aimed at addressing strategic pressures and utilising available funds to secure external grant matchfunding.
- Investment of over £22.6 million on Disabled Adaptations Grants, maintaining the significant investment that the Council has previously undertaken. This is made up of General Fund (£13.6 million) and Public Housing (£9.0 million) expenditure.
- A contribution towards owner occupier costs of housing regeneration schemes of £1.4 million to help secure wider regeneration where works are carried out to public housing estates. Environmental, security and sustainability improvements to neighbourhoods of £3.2 million, with schemes involving public realm, regeneration of community shopping centres and alleygating. It is essential that materials used in such schemes allow more to be done with limited resources and are sustainable in terms of the Council's ability to maintain improvements made.
- Investment of £21 million to improve the condition of Council buildings, including schools.

312. Provision for previously approved schemes including:

- The upgrade of Lamby Way Household Waste Recycling Centre costing £1.4 million to allow closure of the Wedal Road site.
- Completion of both the STAR Hub and Eastern Leisure Centre refurbishment at a cost of £3.5 million. Existing commitment towards hubs of £5.1 million which includes a proposal for a phase 2 extension of St Mellons Hub, subject to ensuring a level of capital receipts towards costs.
- Public realm delivery strategy for Central Square, £8.6 million, to be paid for by capital receipts and planning obligations.
- Estimated costs towards delivery of the new Central Transport Interchange and developments at Central Square costing £20 million. The intention has always been to identify a funding approach which maximises recovery of capital receipts and consideration will also be given to making applications for WG public transport funding to enable the integration between the new interchange and the train station.
- Advanced preparation works and contribution towards the development of commercial shop units at Maelfa Centre in Llanedeyrn costing £1.4 million.
- The Council's contribution and capital receipt assumptions towards the 21<sup>st</sup> Century Schools financial model of £28.2 million. There are

significant assumptions made about capital receipts in relation to potentially surplus school sites, subject to the outcome of consultation. Whilst some are the subject of appropriation to Housing, they do represent an enhanced risk to the Council's need to borrow and the affordability of the financial model.

- Maintaining the existing £2.5 million allocation towards schools suitability and sufficiency requirements in relation to buildings not part of the current 21<sup>st</sup> Century Schools programme.
- Completion of disabled adaptations costing £2 million for accessibility works at the Whitchurch Upper school site to allow progression of pupils post September 2016 as well as replacement of poor condition accommodation.
- Investment of £4.1 million in modernising technology systems to join up and improve business processes and the way services are accessed and delivered.

313. As well as the commitments identified above, provision for new capital schemes includes:

- Investment of £750,000 in 2016/17, for reconstruction of structurally deteriorating roads deemed a priority.
- Creation of a transport interchange at Waungron Road, linking the wider south-east Wales rail network with major bus corridors to the west and north-west of the city. Subject to detailed design, the balance of land not required for the interchange will be sold and used for this project with the balance funded from the Civil Parking Enforcement reserve to pay for the £500,000 works.
- A final tranche of £0.6 million of funding towards completion of commitments in the Hubs programme. It is essential that all hubs are delivered within the remaining allocation.
- Further investment of £5.9 million on top of existing allocations for Disabled Adaptations Grants to meet increasing demand and to meet current waiting time targets. However, future allocations are subject to a review of processes and effectiveness of outcomes and costs, in order that such significant expenditure can be financially sustainable. In recognition of this, it is proposed that the additional requirement of £1.9 million for 2016/17 is paid for by a one off direct revenue financing contribution, to minimise capital financing costs.
- Increasing the existing investment in suitability and sufficiency for schools from the current £0.5 million per annum to £1 million per annum.
- A medium term provision for further investment of £2 million in Whitchurch High School to determine a longer term Council wide approach to ensuring a permanent accessibility solution for disabled pupils.

314. Provision for known schemes proposed to be funded by grant bids and contributions including:

- Metro funding from WG of £1.5 million to implement bus corridor schemes on the A469 and A470.

- Match funding totalling £1.6 million for the Greener Grangetown Scheme from Dwr Cymru, Natural Resources Wales and Landfill Communities Fund, subject to completion of a partnership agreement and affordability of scheme.
  - WG cash grant of £50 million towards Band A school investment, subject to submission of detailed proposals and business cases.
315. External grants and other contributions available for financing capital expenditure are subject to bidding processes which may change over time and are also subject to in year approval. This makes planning for schemes difficult, particularly given the lead in time required to implement schemes. Approved grant funding allocations towards capital schemes will be updated during the course of 2016/17 as part of the budget monitoring process.

### **Invest to Save Schemes – Additional borrowing to be repaid from revenue savings / Income**

316. The General Fund programme includes significant borrowing commitments of £63.5 million for directorate schemes modelled to pay for themselves over a set period of time either from revenue resources budgeted for in future years, revenue savings or income generation. Invest to Save schemes will need to repay amounts owed from existing revenue budgets irrespective of whether the level of savings or income initially expected materialise, accordingly it is essential that there is a robust review of business cases before commitments are entered into, a requirement supported by Investment Review Board.
317. New invest to save capital schemes to be funded in this way include:
- An initial allocation of £4 million used to enhance the current leisure centre portfolio in order to maximise income generation opportunities and achieve a significantly reduced subsidy over the next three years. This service is part of an ongoing competitive procurement process and the quantum of borrowing that may be necessary to achieve the desired subsidy reduction may be subject to change as dialogue with potential operators continues and proposals are refined.
  - Additional equipment to expand enforcement of bus lanes and junctions as well as a phased programme for replacement of obsolete parking meters amounting to £1 million
318. Expenditure commitments previously approved on an Invest to Save basis include:
- Changing existing street lighting on strategic routes to Light Emitting Diode (LED) lights. This project estimated at £8 million is subject to business case approval and option appraisal in respect of the preferred technology.
  - A contribution towards economic development initiatives as part of the Cardiff Enterprise Zone. This is to be repaid from sums identified

in the revenue budget to support capital expenditure investment of up to £15 million to unlock further infrastructure investment and regeneration of the City. Timing of such expenditure is subject to approval of viable scheme.

- Further Council investment of £1 million to develop commercial properties in Maelfa Centre to generate a commercial rate of return.
- The WG Schools LGBTI and additional borrowing totalling £31.6 million undertaken as part of the investment in 21<sup>st</sup> Century schools.
- Smaller Invest to Save schemes approved during the period by a delegation to the Section 151 Officer, conditional upon a satisfactory business case.

## **Public Housing (HRA)**

319. The proposed 2016/17 Public Housing Programme is £25.405 million. Resources include the Major Repair Allowance (MRA) grant of £9.6 million, and a £5.6 million in-year revenue contribution. This includes the revenue benefit from housing finance reform which is to be retained on an annual basis for re-investment in enhancing the condition of existing housing stock and development of new stock.

320. As part of the agreement to exit from the subsidy system, the Council must adhere to a debt cap. Accordingly any new expenditure to be paid for by borrowing should be prioritised to ensure that improvements are either essential or have an element of pay back, to ensure that there are no long term issues of affordability and sustainability in respect of borrowing.

321. The continued receipt from WG of the MRA grant remains essential in order to sustain the Welsh Housing Quality Standard (WHQS) improvements made to the stock and the level of grant is subject to WG approval of the HRA business plan.

322. The aim of the future five year programme is to focus on:

- Regeneration strategies that deliver estate-wide improvements and aim to transform the environmental quality and safety of priority neighbourhoods. Improvements include works to defensible space, court-yards, parking, pedestrian routes and general environmental conditions. This includes the continuation of schemes at Trowbridge Mawr and Butetown, as well as Channel View in Grangetown.
- Investment in the stock itself in order to maintain the WHQS and to encourage tenants to accept improvements where they have not already done so.
- Investment identified in stock condition data such as roofing, rewiring, energy efficiency improvements such as central heating and boiler upgrades and potential cladding and replacement of windows and roofs of high rise blocks.
- Remodelling of existing stock for specific needs and removing hard to let properties including sheltered housing, remodelling accommodation to ensure they are fit for purpose and offer flexible living spaces promoting independent living. A £1.8 million

improvement scheme at Sandown Court is underway, with work to start on remodelling the former children's home at 150 Thornhill Road into self contained, flexible older person flats.

- To provide disabled adaptations and associated improvements to enable occupants to continue to live independently.
- New build council housing as part of the Housing Partnership Programme (HPP) using additional borrowing and planning contributions. The HPP was officially 'launched' in January 2016 with the signing of a Development Agreement between the Council and Wates Living Space. It aims to build at least 1,500 (of which 600 will be Council) new sustainable homes, of which 40% are affordable, enabling land in more sought after areas of the City to cross subsidise development in what may otherwise not be viable sites.

323. A number of sites will be appropriated from the General Fund into the HRA for the development of new housing. These include the former school sites at Rumney, Llanrumney, Mynachdy, Howardian as well as the site of the old STAR Centre. No additional expenditure is shown as a result of these transfers in to the HRA, as this is achieved by a transfer of debt from the General Fund to the HRA.

324. Consideration will be given to bringing budgets forward for direct land purchase to prepare for further phases of dwellings construction as well as appropriation of other suitable Council owned sites where opportunities arise and affordability allows.

325. As set out earlier in this report, the Council's MTFP covers a period of financial austerity and uncertainty. Therefore whilst approving the Capital Programme for the period up until 2020/21, a further review of the later years of the programme will be required as part of the 2017/18 Budget Strategy.

### Capital Resources 2016/17 to 2020/21

326. Resources proposed to be used to pay for capital works are summarised in the table below and detailed in Appendix 22.

Capital Resources	2016/17 £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	Total £000
WG General Capital Funding - Supported Borrowing	8,387	8,387	8,387	8,387	8,387	41,935
WG General Capital Funding - Grant	5,103	5,103	5,103	5,103	5,103	25,515
Major Repair Allowance Grant (HRA)	9,600	9,600	9,600	9,600	9,600	48,000
Additional borrowing	47,581	34,477	31,626	13,543	7,850	135,077
Earmarked Capital Receipts	5,207	42,971	11,691	87	0	59,956
Non earmarked Capital Receipts	3,000	2,000	1,000	1,000	1,000	8,000
Revenue & Reserves	8,210	6,040	5,831	5,872	5,915	31,868
Other External Grants and Contributions	27,241	33,459	2,692	350	350	64,092
<b>Total Resources</b>	<b>114,329</b>	<b>142,037</b>	<b>75,930</b>	<b>43,942</b>	<b>38,205</b>	<b>414,443</b>



327. The Council will in 2016/17 receive £13.490 million in grant and supported borrowing approval from the WG in order to determine its own spending priorities for capital items. This is a slight increase of 0.3% from 2015/16 but a significant reduction of circa 35% compared with 2010/11. The Council will be required to submit its Public Housing business plan to WG in March 2016, which assumes Major Repairs Allowance remains at previous levels of £9.6 million per annum.
328. Expenditure funded by unsupported borrowing of £134.9 million is proposed over a five year period in order to meet General Fund capital expenditure and to pay for invest to save schemes of £90.8 million and for public housing capital expenditure of £44.1 million. This excludes proposed land appropriations between the General Fund and the Housing Revenue Account.
329. Over the five years of the Capital Programme, £8 Million of non earmarked capital receipts has been assumed. In addition earmarked receipts and specific contributions of £25.2 million have been identified to offset expenditure and minimise levels of borrowing for 21<sup>st</sup> Century Schools Programme and £34.8 million for other schemes including Central Square redevelopment and the integrated transport hub. Until such sums are actually received this remains a significant risk to the level of additional borrowing. Should there be a delay in realising receipts or should amounts be lower than anticipated after contracts for expenditure have been let this will create significant financial risks to the Council.
330. Over the life of the Capital Programme and particularly beyond 2016/17 the level of external grants included are based on assumptions. This is due to the lack of data being available from grant funding bodies which clearly causes difficulty in longer term planning when considering capital investment decisions. Any grant approvals received during the year will be reported as part of the Councils budget monitoring as a basis for inclusion in the budget framework.

### **Planning Gain (Section 106) and Other Contributions**

331. There remains a significant level of existing contributions which directorates must focus on utilising within relevant timescales and in accordance with the terms and conditions of the agreements.
332. The following table summarises the balances of existing Section 106 and other contributions projected to be held by the Council at 31 March 2016 on a service basis, together with a planned profile of spend over future years determined by directorates. Due to the level of uncertainty, future amounts potentially receivable in respect of Section 106 balances have not been included. In previous years the planned profile of Section 106 spend for Parks and Public Open Space has not been achieved. This will require close monitoring by the directorate during the course of the year to ensure sufficient resource is prioritised to implement essential improvements using this source of funding held.

<b>Areas of Service</b>	<b>Projected Balance at March 2016</b>	<b>Planned Use 2016/17</b>	<b>Planned Use 2017/18</b>	<b>Planned Use 2018/19 and beyond</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Traffic & Transportation	1,850	703	699	448
Parks	2,740	1,325	1,138	277
Strategic Planning	228	133	95	0
Schools	270	270	0	0
Economic Development	932	494	438	0
Neighbourhood Regeneration	439	171	183	85
Other	20	20	0	0
<b>General Fund Total</b>	<b>6,479</b>	<b>3,116</b>	<b>2,553</b>	<b>810</b>
<b>Public Housing Total</b>	<b>2,418</b>	<b>0</b>	<b>2,301</b>	<b>117</b>
<b>Total</b>	<b>8,897</b>	<b>3,116</b>	<b>4,854</b>	<b>927</b>

333. Some of the schemes included in the profile above are:

- Traffic & Transportation – public transport improvements; junction improvements; bus stops and bus boarders; installation of CCTV and Real Time Information; telematics; and transportation schemes including the provision of bus routes in the City and strategic transport initiatives.
- Parks – Canal Park (£120,000); Water Play Park at Victoria Park (£55,000); Hendre Lake Park (£278,000), Llanishen Park (£170,000); public open space and cemetery works in Adamsdown (£118,000) and Parc Coed Y Nant (£148,000). It is essential that the Directorate devotes adequate resources to ensure that such schemes can be completed.
- Strategic Planning – regeneration scheme at Mount Stuart Square and a programme of works in the City Centre.
- Schools – contribution towards works at Coed Glas primary.
- Economic Development – Llanrumney Hall dilapidations (£294,000), Public Realm at International Sports Village (£300,000) and other regeneration initiatives.
- Neighbourhood Regeneration – funding for community facilities including the Council’s Hubs Programme e.g. STAR Hub (£166,000), environmental improvements and regeneration of community shopping centres.
- Housing – development of new Council housing as part of Housing Partnership Programme.

334. The Community Infrastructure Levy (CIL) regulations came into force in April 2010. CIL is a system of regulations that allow local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. CIL sits alongside the existing Section 106 process, which remains relevant. However, CIL regulations change some of the key rules associated with Section 106, in particular to prevent overlap between the two funding mechanisms.

335. The money raised through CIL can be used to help fund a wide range of Relevant Infrastructure that is needed to support the development of an area. Relevant Infrastructure is not clearly defined in the regulations but may include:
- Roads and other transport facilities
  - Flood defenses
  - Schools and other educational facilities
  - Medical facilities
  - Sporting and recreational facilities
  - Open spaces
336. An Infrastructure Plan has been prepared in association with the Local Development Plan (LDP). This gives a broad indication of the range and extent of community infrastructure needed to support the Council's LDP's projected level of growth. It also provides an indicative cost and identifies potential funding sources to deliver the required infrastructure, however the financial implications of this will need to be considered as proposals are developed.
337. Public consultation on a Preliminary Draft Charging Schedule was undertaken during November and December 2014. The stage two Draft Charging Schedule will be consulted on in Summer 2016 before submission for Public Examination during Autumn / Winter 2016. The intention is to be in a position to implement the CIL in early 2017.

### **Asset Management Board and Investment Review Board**

338. Within this financial climate of reducing revenue resources it is clear that all necessary actions must be taken to reduce both initial capital expenditure by accelerating a reduction in the Council's asset base within a limited timeframe and also the subsequent need to borrow.
339. The role of the Asset Management Board is key in ensuring strategic and affordable choices are made in relation to property retention, acquisition and disposal, securing holistic solutions which consider both revenue and capital budgets. An Investment Review Board has been established as part of the Council's Organisation Development Programme arrangements and is chaired by the Corporate Director Resources. These Boards liaise closely to ensure that robust governance processes are in place to challenge and review both capital expenditure and the capital resources of the Council.
340. Confidence in the property market has improved as the economy has generally picked up. However, disposing of certain types of property remains challenging and is subject to securing interest from third parties. It is, therefore, important that where a property is identified for disposal it is promptly declared surplus and disposed of or demolished. This will avoid an adverse revenue budget impact in terms of increasing the Council's level of borrowing and costs in continuing to secure and maintain the property.

341. Releasing capital receipts often requires significant investment in improving other assets or providing alternative facilities which means an additional drain on realisable receipts. Additionally, the actual realisation of capital receipts will always be a relatively unpredictable exercise given the number of variable factors which can influence the end product. Accordingly, it is not prudent to set a Capital Programme on capital receipt assumptions alone without a clear and approved strategy for the realisation and timing of such receipts in so far as this can be determined. To do otherwise will put additional pressure on the Council's borrowing requirement and future revenue budget pressures.
342. The Council is taking forward a number of initiatives to ensure that it uses its own property effectively and that options are considered for collaboration with other partners across the City. These initiatives include:
- Continuing the rationalisation of office accommodation including the relinquishment of Global Link.
  - Implementation of a new Corporate Property Strategy and utilisation of the Asset Management Board to provide corporate awareness of all property related initiatives across the Council.
  - Review of the non-operational investment property estate to rationalise and re-invest proceeds in modernising this estate to sustain income. In accordance with the Cabinet report of 12 November 2015, it is proposed to establish a new governance arrangement to deal with the efficient management of the Investment Estate. This will involve a new Investment Board consisting of officers from Strategic Estates, Legal and Finance. Day to day management will be undertaken by Strategic Estates with external advice through an appointed commercial advisor. Recommendations for disposal, investment, re-gearing and acquisition will be presented quarterly to the Investment Board. Decisions will be reported quarterly to Asset Management Board and subsequently to Cabinet. In addition to the above a forward plan of actions and a report on the performance of the Investment Estate over the previous 12 months will be included in the annually published Corporate Asset Management Plan and will be subject to the Council's normal scrutiny processes.
  - Taking forward Community Asset Transfer projects.
  - Transferring sites identified as suitable for new build housing from the General Fund to the HRA, subject to determining a transparent value.
  - Using land holdings to secure regeneration of the City.

### **Other Capital Prudential Indicators**

343. The Council is required to set a number of indicators for the years 2016/17 to 2018/19 to assist in determining whether it establishes a prudent, affordable and sustainable Capital Programme. The CFR forecast considered earlier was one of these. In addition the Council has developed a local indicator which is detailed in this report for the period

up to 2020/21. Treasury indicators are included in the Treasury Management section of this budget report.

## Capital Expenditure

344. The capital expenditure incurred in 2014/15 and estimates of capital expenditure for the current and future years as set out in the programme are as follows:

<b>Capital Expenditure</b>					
	<b>2014/15 Actual £m</b>	<b>2015/16 Estimate £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
General Fund	62,849	89,088	88,924	113,787	48,580
HRA	19,665	210,675	25,405	28,250	27,350
<b>Total</b>	<b>82,514</b>	<b>299,763</b>	<b>114,329</b>	<b>142,037</b>	<b>75,930</b>

## Incremental Impact of New Capital Investment Decisions

345. Increases in capital expenditure must be affordable within the projected income of the Council for the foreseeable future. Accordingly the Council must calculate its budget requirement for each financial year to include the revenue costs that flow from new capital expenditure decisions which include:

- Increases in capital financing costs (interest and prudent provision for repayment of borrowing).
- Increases in running costs from new capital projects.

346. Whilst it is difficult to isolate the financial impact of new capital investment decisions proposed in this budget, the prudential indicator requires an estimate of the incremental impact on Band D Council Tax and on the weekly housing rent. The indicator is based on current gearing levels between central and local taxpayers. The calculation takes into account new schemes proposed in the budget only. It is required to exclude borrowing commitments for schemes proposed in previous budgets.

347. For the HRA it is assumed that the costs of any additional borrowing undertaken towards the development of new Council housing is offset by additional rental income from new properties.

<b>Incremental Impact of New Capital Investment Decisions</b>			
	<b>2016/17 Estimate £</b>	<b>2017/18 Estimate £</b>	<b>2018/19 Estimate £</b>
For the Band D Council Tax	0.29	2.15	4.33
Average Weekly Housing Rent	0.32	1.59	2.93

## Ratio of Financing Costs to Net Revenue Budget Stream

348. An indicator of the affordability of historic and future capital investment plans is the ratio of financing costs to net revenue budget stream. It identifies the trend in the cost of capital financing (excluding the running costs of schemes). Financing costs include:

- Interest payable on borrowing and receivable on investments.
- Penalties or any benefits receivable on early repayment of debt.
- Prudent revenue budget provision for repayment of capital expenditure paid for by borrowing.
- Reimbursement of borrowing costs from directorates in respect of Invest to Save schemes.

349. For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

Ratio of Financing Costs to Net Revenue Budget Stream						
	2014/15 Actual %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	6.15	5.90	6.08	5.86	5.89	6.24
HRA	15.87	31.93	31.17	31.51	30.78	30.50

350. The percentage for the General Fund is estimated to increase from an estimated 5.90% in 2015/16 to 6.24% in 2019/20. This includes a change in the approach to calculating the prudent minimum revenue provision for supported borrowing from 2017/18 onwards which is reduced from 4.5% to 4% per annum. The HRA ratio increased significantly in 2015/16 due to additional borrowing undertaken for the housing finance reform settlement payment to WG ending the housing subsidy system.

351. It should be noted that these figures include a number of assumptions such as:-

- No new approvals of additional borrowing apart from that currently proposed over the period.
- Interest rates.
- The timing of borrowing decisions and expenditure.
- The total level of the WG revenue support etc, which can fluctuate due to transfers in or out of the settlement.

352. These variables have long term implications and are extremely uncertain.

353. Whilst the indicator above is required by the Prudential Code, it has a number of limitations. It:

- Does not take into account the fact that some of the Council's revenue budget is non-controllable, delegated or protected.
- Is impacted by transfers in and out of the settlement.
- Includes investment income which is highly unpredictable, particularly in future years.
- Does not reflect gross capital financing costs for schemes where additional borrowing is undertaken to be repaid from within directorate budgets.

354. Although there may be short term implications, invest to save schemes such as 21<sup>st</sup> Century Schools are intended to be net neutral on the capital financing budget. There are however risks that the level of income, savings or capital receipts anticipated from such schemes will not materialise, having a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing.

355. Accordingly an additional local indicator has been developed for the General Fund and is shown in the table below for the period up to 2020/21. These local indicators show the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding investment income:

<b>Capital Financing Costs expressed as percentage of Controllable Budget</b>								
	<b>2011/12 Actual %</b>	<b>2015/16 Estimate %</b>	<b>2016/17 Estimate %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>	<b>2019/20 Estimate %</b>	<b>2020/21 Estimate %</b>	<b>Difference 11/12-20/21 %</b>
Net	13.47	15.42	15.79	15.27	15.53	17.00	16.82	24.87
Gross	15.17	19.13	19.94	20.31	20.80	22.51	22.37	47.46

356. In accordance with the principles of invest to save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate budgets, capital receipts or other budgets. The gross ratio indicates the gross capital financing cost i.e. it represents a worse case scenario.

357. An increasing percentage indicates that a greater proportion of the budget that is controllable is required for capital financing costs which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. This clearly limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The percentages take into account the significant level of savings having to be found in 2016/17 and over the medium term.

358. Approval of any additional capital schemes to be funded from borrowing would negatively impact on the indicator. As set out earlier, this report reviews the Council's financial position across the life of the MTFP and identifies both the challenges ahead and the radical nature of the actions

required. Council-wide solutions across this time frame will need to be holistic and could include consideration of both revenue and capital spend. Whilst approving the Capital Programme for the period up until 2020/21, Cabinet should be aware that the later years of the programme, together with new material commitments in respect of these later years, will be subject to an ongoing review of the Council's financial standing and resilience.

## **Treasury Management**

359. Treasury management involves:-

- ensuring cash is available when needed
- investing temporary cash balances and
- ensuring appropriate borrowing facilities to pay for the Council's capital expenditure commitments and for the prudent management of its financial affairs.

360. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice developed for public services in 2011 by the Chartered Institute of Public Finance and Accountancy (CIPFA). This requires the Council to set out the policies and objectives of its treasury management activities and adopt the four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. Appendix 23 includes a glossary of terms used in relation to Treasury Management.

361. The Council's Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices.

362. During the course of each year, a number of reports are produced in relation to the Council's treasury management activities including a strategy at the start of the year, performance reports during the year, a mid year report and an outturn report.

## **Treasury Management Strategy**

363. The Strategy links plans for capital investment, financing and affordability of those plans and how cash will be safely managed to meet the Council's financial commitments and objectives.

364. It is accepted that no treasury management activity is without risk. In undertaking its treasury management activities, the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.

365. The successful identification, monitoring and control of risk are integral elements of treasury management activities. Risks include credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and



mitigate these risks which were last updated in March 2015 following a review by Internal Audit and Audit Committee.

366. The Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Capita Asset Services Treasury Solutions includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance, with the terms of appointment reviewed periodically.
367. Responsibility for treasury decisions ultimately remains with the Council.
368. The following paragraphs set out the integrated strategy for borrowing and investments for 2016/17. The strategy covers:
- The current treasury position.
  - Economic background and prospects for interest rates.
  - Borrowing, including:-
    - Policy
    - Annual Minimum Revenue Provision (MRP) Policy Statement
    - Council borrowing requirement and choice between internal and external borrowing and
    - Borrowing Strategy
  - Treasury management indicators and limits for 2016/17 to 2018/19
  - Investment Policy and Strategy, including security and investments approved for use.
  - Training.
369. The proposed strategy is based on information known at the time of writing this report. Any changes on treasury management will be reported in future scheduled reports to Council, Cabinet and Audit Committee treasury management during the course of the year.
370. The Strategy includes the impact of the Housing Revenue Account Subsidy (HRAS) buyout completed during 2015/16, when borrowing of £187million was undertaken and paid to WG / HM Treasury. In determining the approach to managing the Council's debt, consideration was given as to whether HRA debt is notionally split from the rest of the Council debt, which would necessitate two different strategies being prepared, or whether the Council continues with the current single integrated strategy and single loans pool. This strategy is based on the latter, with rationale included in the 2015/16 budget report as well as later in this report.

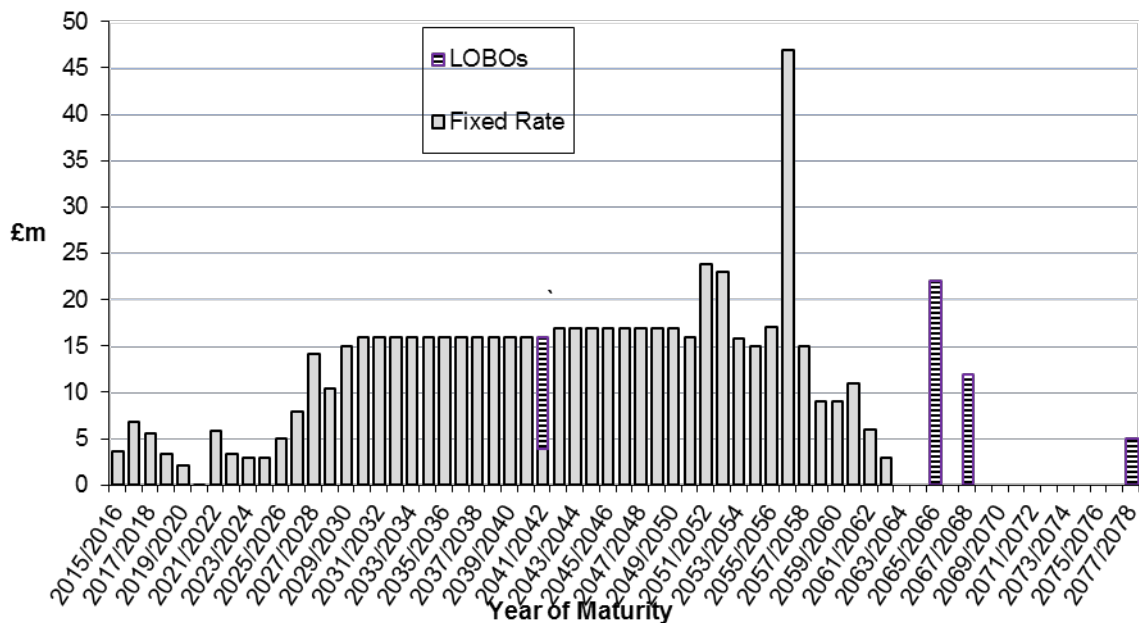
### **The Treasury Position**

371. The treasury position for borrowing and investments as at 31 December 2015 is shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash

flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	Principal £m	Average Rate %
<b>External Borrowing</b>		
- Public Works Loan Board	614.5	4.94
- Market Loans	52.0	4.13
- Other	0.9	0
<b>Total Debt</b>	<b>667.4</b>	<b>4.87</b>
<b>Treasury Investments</b>	<b>83.4</b>	<b>0.7</b>

372. The Council's current debt maturity profile is shown in the following graph on the assumption that all loans run to their final maturity.



373. The main loans maturities during 2016/17 are PWLB loans of £6.7 million. Unless the Council's Lender Option Borrower Option loans (LOBO's) are required to be repaid early, very little debt matures within the next 10 years.

374. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan. The Council has six such loans totalling £51 million.

375. Apart from the option to increase rates these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35% and are below the Council's average rate of interest payable. Details of the loans are shown in the next table.

<b>Lender Option Borrower Option (LOBO) Loans</b>			
<b>Potential Next Repayment Date</b>	<b>Loan Value £m</b>	<b>Option Frequency Every</b>	<b>Full Term Maturity Date</b>
01/03/2016	6	6 months	23/05/2067
21/05/2016	6	6 months	21/11/2041
21/05/2016	6	6 months	21/11/2041
21/05/2016	6	6 months	23/05/2067
15/01/2018	5	5 years	17/01/2078
21/11/2020	22	5 years	23/11/2065

376. It should be noted that £24 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £5 million and £22 million have call options in January 2018 and November 2020 respectively and every five years thereafter.
377. Risk of early repayment is deemed to be low, however in the longer term, options will need to be considered to reduce any potential large repayments in a single year.

### **Economic background and prospects for Interest Rates**

378. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the 20 basis point certainty rate reduction available for PWLB loans to eligible local authorities. It is a central forecast, acknowledging for example that the bank rate may rise sooner if there are sustained and robust UK growth, employment and inflation expectations.

	<b>January 2016</b>	<b>March 2016</b>	<b>March 2017</b>	<b>March 2018</b>	<b>March 2019</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Bank Rate	0.50	0.50	0.75	1.25	1.75
5yr PWLB rate	1.92	2.00	2.40	2.80	3.20
10yr PWLB rate	2.58	2.60	3.00	3.40	3.70
25yr PWLB rate	3.36	3.40	3.70	4.00	4.10
50yr PWLB rate	3.18	3.20	3.50	3.90	4.00

Forecast at January 2016

379. Whilst counterparty risk of organisations whom we may invest with has eased compared to previous years, financial markets remain volatile and economic forecasts remain uncertain. Growth in the UK economy is strong, however, for it to be balanced and sustainable, it needs to move away from dependence on consumer expenditure and the housing market. With inflation currently subdued due to falling food, oil and gas prices, there also remains uncertainty around how quickly inflation will rise in the next few years. Whilst there are also a number of geopolitical risks that impact on interest rates, two key factors used by the Bank of

England in determining when to change interest rates are growth and inflation.

380. The bank rate, which is unchanged since March 2009, is currently forecast to rise towards the end of 2016. As a consequence and coupled with the Bank of England's funding for lending scheme, returns from Council Investments are likely to remain minimal. In respect of future borrowing rates, these are set to rise should growth and inflation be firmly established, as a result of higher levels of UK Government borrowing and reversal in quantitative easing. This will result in higher future borrowing costs for the Council.

## **Borrowing**

### **Policy**

381. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. These costs are assumed in the Council's revenue budgets.
382. Loans are not undertaken for specific schemes or directorates. All loans are taken in the name of the Council and secured on all revenues of the Council meaning that all loans and investments are pooled. The Council will aim to manage its debt portfolio on a long-term basis with a high regard to the effects on current and future Council Tax and Rent Payers.
383. The view of the Section 151 Officer is to maintain a single pool for all Council debt. In determining this approach, the Council has also sought advice from its treasury management advisors and considered guidance from CIPFA.
384. The reasoning for this included consideration of the following:-
- One pool is consistent with the pooling of treasury management activities for effective management of risk and control.
  - The Council through delegation to the Section 151 Officer is ultimately responsible for all debt, including debt undertaken by the HRA. Interest costs are recharged to the HRA, in the same way as to directorates who take invest to save schemes.
  - All loans are charged across all the revenues of the Council in accordance with the Local Government Act 2003.
  - In accordance with good treasury management practice loans are not taken out for specific purposes.
  - There is no mechanism to charge HRA for risks of default on Investments. This is all borne by the General Fund so it is deemed inconsistent to treat debt and investments separately.
  - A single pool avoids the requirement for two separate Treasury Strategies and documents at all current reporting meetings. The extent of additional work in administration, management and reporting of maintaining two pools should not be underestimated.

- Planned loan maturities for HRAS exit were taken with regard to the existing debt maturity profile to smooth the historic debt maturity profile to minimise the overall re-financing risk to the Council.
  - The Prudential Code still requires indicators to be aggregated and treasury risk is managed across the council.
  - De-pooling is a one off exercise which ignores the historic benefit which may have accrued either to the HRA or to the General Fund.
  - One pool avoids the risk of over borrowing. If the HRA pays off debt quicker than anticipated, this allows flexibility to transfer loans at nil cost to the General Fund. In addition the HRA can secure a long term, stable portfolio.
385. The Council's Borrowing Strategy for 2016/17 and the capital financing revenue budgets included in the MTFP will consider all options to meet the long-term aims of:
- Promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact.
  - Pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities.
  - Reduction over time in the average rate of interest on overall Council borrowing.
  - Ensuring any refinancing risk is manageable each financial year, using opportunities to re-profile borrowing where cost effective to do so both in the short and long term.
  - Ensuring borrowing plans are aligned to known capital expenditure spending plans, the useful life of assets created, financial reserve levels and consistent with the prudent provision for the repayment of any such expenditure paid for by borrowing.
386. The Council will not borrow in advance of need, purely to profit from any investment of the extra sums borrowed. However, if it is felt that by borrowing in advance of need up to a maximum of three years, opportunities exist to lock into favourable long-term rates and the credit risks associated with this can be managed, then this is an option that will be considered.

**Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2016/17**

387. The Council has a statutory duty to calculate and set aside each year from its annual revenue budget an amount 'which it considers to be prudent'. This results in a reduction in the Council's underlying need to borrow (CFR).
388. The broad aim of the 'prudent provision' is to ensure that debt arising from Capital expenditure is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits to service delivery (useful life) or in the case of borrowing supported by the WG via the RSG, reasonably commensurate with the period implicit in the determination of that grant.

389. Legislation does not define what constitutes a 'prudent provision'. Instead WG has provided guidance and examples in order to interpret that term. Whilst authorities must have statutory regard to that guidance, other approaches can be considered if they are deemed prudent in the judgement of the Section 151 Officer and individually designed for each local authority circumstance.
390. A statement on the Council's policy for its annual MRP is required to be submitted to full Council for approval before the start of the financial year to which the provision will relate. Similar to decisions to undertake capital expenditure funded by borrowing, decisions in respect of the allocation of MRP have short, medium and very long term impacts. Impacts of changes in policy decisions should be considered over that time horizon.
391. It is proposed that the Council's MRP Policy will be as follows with any change in the level, timing and method of provision in year delegated to the Section 151 Officer :
- General Fund historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.5% on a reducing balance basis in 2016/17. This is in excess of the WG grant basis of 4%, and will continue to be reviewed for ongoing affordability and consideration of what expenditure the Council incurs utilising supported borrowing.
  - HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the £187million settlement buyout payment is to be at 2% straight line basis, as a minimum, with the first provision made in the year of the settlement.
  - Additional borrowing for a general increase in investment either in the General Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.
  - Any additional expenditure linked to specific schemes e.g. Invest to Save, 21<sup>st</sup> Century Schools etc. is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with LGBI.
  - Revenue Provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 officer.
  - MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases) or deferred to when the benefits from investment are scheduled to begin.
  - The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

## Council's Borrowing Requirement

392. The following table shows the projected level of external borrowing currently held by the Council, taking into account any scheduled loan repayments. It compares this to the projected CFR based on current, known estimates and timing of the Council's capital expenditure plans, subject to approval of the Council's budget in February 2016. The difference between the projected CFR in 2018/19 (£757 million) and the level of external borrowing after any planned repayments (£649 million) is £108 million, i.e. there will be a requirement for additional external borrowing over the medium term.

<b>Gross Debt compared to Capital Financing Requirement</b>					
	<b>2014/15 Actual £m</b>	<b>2015/16 Estimate £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
External borrowing at 1 April	473	470	665	658	652
New borrowing	5	13	tbc	tbc	tbc
Settlement payment		187			
Scheduled repayments	(8)	(5)	(7)	(6)	(3)
<b>External Borrowing at 31 March</b>	<b>470</b>	<b>665</b>	<b>658</b>	<b>652</b>	<b>649</b>
Capital Financing Requirement	495	715	738	750	757
<b>Under / (Over) borrowing</b>	<b>25</b>	<b>50</b>	<b>80</b>	<b>98</b>	<b>108</b>

393. To be meaningful for treasury management purposes, the CFR figures in this strategy exclude the accounting provisions for the management and aftercare of landfill sites which may not be incurred for many years to come. Accordingly, when setting the treasury indicators, landfill provision is excluded from the calculations, except for the setting of the Authorised Limit for external debt, which is required to be set under statute.

394. Some of this requirement may be covered by internal borrowing in the short term, dependent on the sustainability and risks of any internal borrowing position. The table demonstrates that over the medium term, borrowing is undertaken only for a capital purpose and the Council is not borrowing in advance of need.

### External versus Internal borrowing

395. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry), it makes financial sense to use any internal cash balances held in the short-term to pay for capital expenditure and minimise costs (Internal Borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future and so this position is kept under continuous review.

396. A high level balance sheet review undertaken at a point in time suggests that a maximum level of internal borrowing is circa £70 million. However this is dependent on cash flows, the timing of use of General and Earmarked Reserves and provisions and longer term pressures in the MTFP.

### **Borrowing Strategy**

397. The forecast level of internal borrowing at 31 March 2016 in relation to the CFR is deemed manageable. However, based on the current forecasts of future capital expenditure plans and high level analysis of the sustainability of internal borrowing from the Council's balance sheet position for future years, external borrowing will be required to be undertaken in the medium term.
398. The following strategy is proposed to manage the Council's Capital Financing Requirement:-
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs where possible.
  - Any external borrowing is to be a balance between temporary borrowing on a short term basis to minimise revenue costs (the cost of carry) where possible, with options considered to take an element of the Council's borrowing requirement with loans of longer periods. This strategy should help to mitigate against the risk of borrowing rates rising faster than currently anticipated.
399. If it were felt that there was a significant risk of a sharp rise in long and medium-term rates, then fixed rate borrowing may be undertaken whilst rates were still comparatively lower. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.
400. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and the high penalty rates charged by the PWLB for early debt repayment, results in limited options for restructuring of debt. Options have been considered but these have resulted in very short term financial gains outweighed by the risk of higher longer term costs. Opportunities will continue to be reviewed to determine whether options exist to reschedule debt at an acceptable refinancing risk.

### **Treasury Management Indicators and limits for 2016/17 – 2018/19**

401. The Council is required to set its treasury management indicators for the years 2016/17 - 2018/19. Appendix 23(a) gives further background in respect of the Prudential Indicators.
402. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined



indicators when setting this limit and be content that capital investment plans are within sustainable limits and that the impact upon future Council Tax payers and tenants is acceptable.

403. It is recommended that the Council approve the following authorised limits (Statutory limit under Section 3(1) of the Local Government Act 2003) and operational boundaries for the next three years (figures for 2015/16 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

#### Authorised limit for external debt

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Limit for external borrowing and other long-term liabilities	781	780	780	780

404. This limit is consistent with known commitments, existing plans and proposals contained within the budget for capital expenditure, financing and revised accounting requirements. It includes landfill provision and is based on the estimated and prudent, but not worst case scenario and in addition with sufficient headroom over and above this to allow for operational management and unforeseen cash movements. The limit for the Council overall has been set at a constant level of £780 million for 2016/17 to 2018/19.

405. Whilst there is currently no self imposed or national imposed overall cap on the level of General Fund borrowing, upon exit from the Housing Subsidy system, HM Treasury required a cap on HRA borrowing to be implemented. Breach of this cap could result in the Council incurring financial penalties from WG. The cap is based on the level of the HRA Capital Financing Requirement at the end of each year. The table below shows that based on HRA business plan forecasts for capital expenditure, capital resources to pay for it and prudent provision for repayment of capital expenditure, the Council is forecast to be within the cap currently set.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
HRA CFR forecast at 31 March	277	279	296	302
HRA CFR Current Cap	316	316	316	316
<b>Headroom / (Excess)</b>	<b>39</b>	<b>37</b>	<b>20</b>	<b>14</b>

406. The HRA thirty year business plan will need to be monitored closely in order to ensure that any risks to the breach of the Cap and any unsupported borrowing is prioritised and remains affordable and sustainable in the long term.

### Operational boundary for external debt

407. The proposed operational boundary or projected level of external debt (excluding landfill) is initially set at the anticipated level of the CFR at the end of each year. This will be subject to the level and timing of borrowing decisions.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Boundary for external borrowing and other long-term liabilities	665	738	750	757

408. The Council's actual external debt represented by borrowing at 31 March 2015 was £470 million, with no significant other long-term liabilities. The Council's external debt increased significantly in April 2015 due to the £187 million payment of the HRA subsidy buyout payment.

### Limits for fixed and variable interest rate exposure

409. Various upper limits are required to be set in order to manage risk and reduce the financial impact on the Council of any adverse movement in interest rates. The limits below reflect that whilst the majority of Council borrowing is currently at long term fixed rates, there could be exposure to variable rates. This is in the form of interest on LOBO loans being changed early, the strategy to utilise internal borrowing where possible and short term external borrowing when required to manage cash flow.

	2015/16 %	2016/17 %	2017/18 %	2018/19 %
Upper limit for fixed interest rate exposure	100	100	100	100
Upper limit for variable rate exposure	25	25	25	25

### Maturity structure of fixed rate borrowing

410. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The table assumes that loans run to their final maturity, however a separate column is also included to show the maturity profile should the Council repay its LOBO loans early.

<b>Maturity structure of borrowing in 2016/17</b>	<b>Upper limit</b>	<b>Lower limit</b>	<b>Actual to Maturity</b>	<b>Actual if LOBOs Repaid Early</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Under 12 months	10	0	0.99	4.64
Over 12 months and within 24 months	10	0	0.82	1.60
Over 24 months and within 5 years	15	0	0.82	4.17
Over 5 years and within 10 years	20	0	2.95	3.05
Over 10 years and within 20 years	30	0	20.96	21.65
Over 20 years and within 30 years	35	0	23.92	22.90
Over 30 years and within 40 years	35	0	26.06	26.92
Over 40 years and within 50 years	35	0	17.79	15.07
Over 50 years and within 60 years	15	0	4.96	0.00
Over 60 years and within 70 years	5	0	0.73	0.00

## **Investments**

### **Policy**

411. The Council has regard to the WG Guidance on Investments issued in 2004 and its subsequent amendments, as well as the 2011 revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (the CIPFA Treasury Management Code).
412. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity, however the level of risk will be contained by ensuring:-
- All investments and repayments are in sterling.
  - Investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk.
  - A list of highly credit worthy counterparties with whom to invest is created and monitored.
  - Diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk.
  - Any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by Council.
  - Continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the Section 151 Officer.

### **Specified Investments**

413. A specified investment is defined as one :
- being for a period up to one year.

- which is in straightforward easily understood low risk products.
- not involving corporate share or loan capital.
- where the principal sum to be repaid at maturity is the same as the initial principal sum invested.

414. Specified investments may comprise up to 100% of the Council's total investments.

<b>Instruments approved for use</b>	<b>Minimum Credit Criteria</b>
Debt Management Agency Deposit Facility	Assumed Government Guarantee
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Deposits with the Council's banking services provider	Long-term A /Short-term F1
Term deposits – banks and building societies	Long-term A /Short-term F1
Term deposits with variable rate and variable maturities up to one year e.g. structured investment products	Long-term A /Short-term F1
Deposits with banks wholly or partly nationalised or where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Assumed Government Guarantee

### **Non-Specified Investments**

415. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £60 million is to be set for non-specified investments including investments for greater than one year.

<b>Instruments approved for use</b>	<b>Min Credit Criteria</b>	<b>Max % of total investments</b>	<b>Max. maturity period</b>
Term deposits with Local Authorities (with maturities in excess of 1 year)	Assumed Government Guarantee	15	2 Years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+	15	2 Years
Deposits over one year with banks wholly or partly nationalised institutions where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Government Guarantee	20	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years

<b>Instruments approved for use</b>	<b>Min Credit Criteria</b>	<b>Max % of total investments</b>	<b>Max. maturity period</b>
Certificates of Deposit (In-house)	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds (In-house)	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills (In-house)	Assumed Government Guarantee	40	6 Months
Collective Investment Scheme structures - Money Market Funds	AAA Constant Net Asset Value	60	Weighted Average Maturity 60 days
Other Collective Investment Schemes structures - e.g. enhanced cash funds, Government and Corporate Bond, Gilt or Liquidity Funds and floating rate notes	AAA Variable Net Asset Value	20	Weighted Average Maturity 3 years

416. The Council uses money market funds and other collective investment funds which pool together investments in a diversified portfolio of products and sectors mainly high quality, short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial paper. It should be noted that any such funds are triple A rated and allow instant access.

### **Security**

417. Credit and fraud risk are managed through procedural requirements and controls. The Council uses Fitch Credit ratings as a basis for assessment of credit worthiness of institutions it will invest with (See Appendix 24). Changes in the criteria and decisions with whom to invest are delegated to the Section 151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” and indicates the strongest capacity for timely payment of financial commitments.

418. For internally managed investments provided by the private sector, the lending list for any new direct investment in an organisation is based on the following credit criteria:

<b>Fitch Ratings (minimum)</b>	<b>Long-term</b>	<b>Short-term</b>	<b>Limit £m</b>
Overnight to one year	A	F1	10
Overnight to two years	AA-	F1+	12
UK Part Nationalised Banks overnight to two years	A	F1	15

419. For internally managed funds the maximum limit for direct investment in any one group of related companies is £15 million.
420. Credit ratings are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results in the counterparty or investment scheme no longer meeting the Council's criteria, its further use for new investment will be withdrawn immediately.
421. Where investments are held with a counterparty which falls below the Council's approved criteria for new investment, the investments will be reviewed and options to call back funds before the maturity date would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.
422. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:
- Rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as credit default swaps, support ratings and other market data.
  - Media reports as well as sovereign credit ratings with the minimum requirement being a Fitch sovereign rating of AA for non UK based institutions.
  - The informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors.
  - Financial sector and country exposure.
  - The extent to which organisations who do not meet the above criteria, are nationalised.

### **Liquidity**

423. The Council aims to have sufficient funds to ensure it does not become a forced borrower for a significant period of time at rates in excess of what may be earned on such investments. In determining the maximum periods for which funds may be available and can be invested, short term cash flow forecasts are undertaken and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators.

## Investment Strategy

424. Given uncertainty of financial markets, the Specified and Non Specified investments above allow for a range of products to be available to manage short term investment balances and diversification.
425. Given the likelihood of internal borrowing and the interest rate forecasts identified above, longer term investments above one year will be unlikely. The Debt Management Agency Deposit Facility will be used only as a last resort.
426. The Investment Strategy for 2016/17 will continue to adapt to changing circumstances and market sentiment, with a pragmatic approach taken. Credit criteria changes are delegated to the Section 151 Officer, which allows a prompt response to uncertainties with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.

## Treasury Management Training

427. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies, regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.
428. The Council's Audit Committee Members who are responsible for scrutiny of treasury management activities have also been provided with training and offered one to one training in order to support their role.

## Budgetary Framework

429. Under the Budget and Policy Framework Procedure Rules the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets as set out in the following table.

<b>Revenue</b>	
Up to £50,000	Relevant Assistant Director in consultation with the Section 151 Officer
Between £50,001 - £250,000	Relevant Director in consultation with the Section 151 Officer
Over £250,000	Cabinet
<b>Capital</b>	
Up to £100,000	Relevant Assistant Director in consultation with the Section 151 Officer
£100,001 - £250,000	Relevant Director in consultation with the Section 151 Officer
Over £250,000	Cabinet

430. It is proposed to continue the current policy whereby the Cabinet has the authority to vire amounts between directorates of up to £500,000 and, subject to the Section 151 Officer raising no objection, to use reserves and to commit expenditure in future years up to a total in the year of £1.5 million.
431. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to the budgets and accounts during the year and reflect any changes to the accounting structure as a result of management and organisational changes within the Council.

### **Reason for Recommendations**

432. To enable the Cabinet to recommend to Council approval of:
- the Revenue and Capital budget and to set the Council Tax for 2016/17.
  - the budget for the Housing Revenue Account.
  - the Treasury Management Strategy.
  - the Prudential Code for Borrowing indicators for 2016/17-2018/19.
  - the Capital Programme for 2016/17 and the indicative programme to 2019/20, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary.
  - the Minimum Revenue Provision Policy for 2016/17.
433. To enable the Cabinet to recommend to Council:
- that in the event that the final settlement figure differs from the provisional figure a commensurate adjustment to the general reserves is made.
  - that the City Deal Document be signed on behalf of the Council (on the understanding that the document will provide that the Final City Deal Document will be subject to the agreement of the Council).
434. To enable Cabinet to:
- approve the level of fees and charges for Council goods and services for 2016/17.
  - approve the level of rent and charges for 2016/17 in respect of Council Houses, garages and other service charges.
  - approve the Supporting People Spending Plan for 2016/17.
  - Note the work undertaken to raise awareness of and ensure the financial resilience of the Council.
  - note the financial challenges facing the Council as set out in the Medium Term Financial Plan.



- note the opportunities for savings over the medium term and that officers will continue to develop them to inform the Budget Strategy Report in July 2016.
- approve the Day Opportunities Strategy and its implementation.

## **HR Implications**

435. Whilst the additional resources received through the Provisional Welsh Government settlement were better than anticipated, the overall budgetary position is still challenging. The additional monies has enabled the Cabinet to modify some proposals based on the outcome of the consultation exercise and enhance provision for the priorities set out in the Corporate Plan. The final Council proposed budgetary position as outlined in this report represents a necessary response to the identified budget gap. Appendix 10 shows that there will be a net reduction of 138 full-time equivalent (fte) Council posts overall made up of the deletion of 168.5 ftes offset by the creation of 30.5 ftes. This reflects posts deleted through a combination of vacant posts, redeployment and voluntary severance. There are still a number yet to be determined .The figures do not however include the potential fte impact of TUPE which may result from the implementation of alternative models of service delivery.
436. Whilst the numbers of staff impacted by this final budget proposal may not be as significant as in previous years, the Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will continue to work hard wherever possible to reduce the number of compulsory redundancies .In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through Cardiff Council Academy and Trade Union Learning Representatives (TULR). Access to skills training either through the Academy and TULRs will continue to support staff in either refreshing their existing skills or developing new skills in order to enhance their opportunities to find another role in the Council or externally.
437. The revised budget includes a sum of £700,000 in 2016/17 to support employees in embracing change and methods of working as the Council implements the budget proposals. This sum will be used to enhance training provided by the Council's Academy, support Workforce initiatives through the Organisational Development Programme and enable improvements to be made to performance management arrangements.
438. Cabinet on 21st January 2016 determined that the Council's Voluntary Redundancy Scheme will remain unchanged for 2016/17. The decision was made after consultation with the Trade Unions and a detailed review of Voluntary Redundancy (VS) schemes operated in other Welsh Local Authorities which highlighted that Cardiff's current scheme continues to be broadly comparable with other Welsh authorities. Cabinet also recognised, in the light of the ongoing budgetary challenges, that it will be important that the Council's Voluntary Redundancy Scheme continues to attract sufficient numbers of volunteers. All the Trade Unions were

clear that they wanted the Council's scheme to remain unchanged. The scheme will be reviewed annually with the next review due in early 2017.

439. In addition to the employee savings included within directorates' proposals, the following Council-wide savings also impact on the workforce :

- An efficiency saving in respect of the overall employee budget (£270,000).
- A reduction in the number of agency staff employed as a direct result of improved levels of sickness absence (£300,000).
- A managed reduction in general use of agency staff resulting in a saving of £450,000.

440. The Council will need to continue to progress the development of new organisational operating models of delivering key services including identifying and progressing opportunities to work in collaboration with others. The implications for staff of future operating models will continue to be subject to full consultation with Trade Unions. The Trade Unions have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions will continue to be involved in all the proposals which impact on staff.

### **Legal Implications**

441. The budget report sets out certain duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the report.

### **Budget duties**

442. The Local Government Finance Act 1992 (LGFA 1992) requires the Council to set a balanced budget, including the level of the Council tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources.

443. The approval of the Council's budget and Council Tax, and the adoption of a final strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council tax; and may make recommendations on the borrowing and capital expenditure strategy. (Pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007.)

444. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a

budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties, and allowances made in funds for contingencies and reserves.

445. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review.
446. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer.
447. Members will note from the body of the report that the proposed budget is based on the Welsh Government's Provisional Settlement figure, and that there is not expected to be any significant variation in the Final Settlement to be announced in March 2016. However, in the event that the Final Settlement differs from the Provisional Settlement figure, the recommendation is that such variation should be managed by a proportionate adjustment of the general reserves (as set out in the body of the report), without changing the level of the Council tax or the budget for services. Provided Members are content with the robustness of the estimates and the sufficiency of reserves, as certified by the Section 151 Officer, there is no impediment to the Council Tax (and budget) being approved on this basis.
448. Members should note that, after the Council has approved its budget and Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased), but a change in the amount of the Revenue Support Grant from Welsh Government (whether higher or lower than the Provisional Settlement figure) is not, by law, allowed to lead to a recalculation of the Council Tax payable (s.37 LGFA 1992).
449. The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) (Wales) Regulations 2003 (as amended) specify the prudential code for capital finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act).
450. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must

have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of Part VI of the 1989 Act which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

### **City Deal Legal Implications**

451. The body of the report contains provision relating to the City Deal. Legal Services are instructed that an agreement (referred to as the City Deal Document) is being prepared and that its terms must be kept confidential until the City Deal Document is agreed, signed and made public. Accordingly, this legal advice is based on the current understanding of the City Deal Document, as being developed. Key points to note are that the City Deal Document will provide an outline of the proposed terms for the final City Deal agreement between the ten local authorities, Welsh Government and UK Government, including the proposed governance arrangements and funding obligations.
452. Importantly, the City Deal Document will make clear that final agreement will be conditional upon a number of matters, including agreement by each of the constituent councils. That said, the signing of the City Deal Document will serve to act as a public recognition of the Council's commitment to the successful development of the City Deal and as such will create an expectation that the Council will actively seek to progress matters. The City Deal Document in effect acts as a step in the process of developing the final City Deal arrangements.
453. In terms of governance arrangements as between the 10 local authorities, the City Deal Document is premised on the authorities establishing a joint committee, to which the authorities would delegate certain powers. The joint committee would be referred to as the Cardiff Capital Region Joint Cabinet. In brief, it is understood that the rationale for recommending the joint committee model is that this model allows for certain functions (a range of activities) to be carried out jointly by the authorities and therefore on a collaborative basis. The joint committee model provides for member representation and decision making. It also has the advantages of being a well established model, which is familiar to the ten local authorities.
454. In order to establish the Joint committee there will be need for an agreement as between the ten authorities (sometimes referred to as a joint working agreement), which agreement will serve to set out, amongst

other things; the matters delegated to the Committee, its membership, quorum, voting rights and financial arrangements.

455. A considerable amount of work will be required in terms of developing the final city deal agreements.
456. The generic provisions of this legal advice should also be taken in to account in developing the City Deal, namely the advice as regards consultation, the statutory equality duty, and the matters referred to under the heading 'General'.

## **Equality Duty**

457. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'.
458. 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
459. As noted in the report, the PSED requires the Council to carry out Equality Impact Assessments in relation to many of the savings proposals, to ensure that the decision maker has understood the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.
460. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the service remodelling to deliver savings. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.
461. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) have been undertaken in respect of the relevant proposals and are

available on the Council's website and as background papers to this report.

462. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

### **Employee and Trade Union Consultation**

463. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there will be staff reductions during the financial year 2016/17. Since the Budget Strategy Report was approved in July last year engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications. The Council has formally consulted with Trade Unions about the 2016/17 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions.
464. Due to the potential number of redundancies Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. The relevant notice has been issued by the Chief Executive and the consultations are ongoing

### **Charging**

465. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges.
466. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery).
467. In relation to certain activities which are subject to authorisation by the Council (e.g. licences), the Provision of Services Regulations 2009 prevent the recovery of charges in excess of the cost of the procedures and formalities under the scheme of authorisation, (i.e. the Council is permitted to recover costs only), and such costs must also be reasonable and proportionate.
468. Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to "commercial trading". For commercial trading, the Council must develop a business

case and establish an arms' length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

## **Consultation**

469. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources.
470. Members will note that the Council has engaged in consultations as part of the 2016/17 budget process as set out earlier in the report under the heading "Consultation and Engagement".
471. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in Appendix 1.

## **General**

472. All decisions taken by or on behalf of the Council must:
- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
  - Comply with any procedural requirement imposed by law.
  - Be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules.
  - Be fully and properly informed.
  - Be properly motivated (i.e. for an appropriate, good and relevant reason).
  - Be taken having regard to the Council's fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Council to act prudently and in good faith in the interests of those to whom the duty is owed.
  - Otherwise be reasonable and proper in all the circumstances.

## **Financial Implications**

473. The financial implications are written within the context of this report while the following paragraphs summarise the significant points and related financial matters. Given the materiality of the current and forthcoming financial challenges, it is important that the level of detail in the report and financial implications is considered. Of interest is a similar message that was included in the 1937 Financial Report of Cardiff Corporation which stated that "*The reader, at the cost of patient thought, may find herein some little entertainment and more certainly much information.*" G.W. Barker, City Treasurer.

474. The financial outlook over the medium term remains a concern and the Medium Term Financial Plan details these challenges in respect of ongoing financial austerity, increasing financial pressures and the difficulty of setting and realising year on year budget savings.
475. The budget for 2016/17 has been compiled against the backdrop of continued financial constraint with many expert commentators suggesting that although the budget reductions in the next period may not be as severe as previously anticipated, the period of austerity is still likely to last until the end of the decade.
476. Usually this budget proposal is based on the Provisional Local Government Revenue Settlement. This is due to the Budget timetable adopted by the Welsh Government which is in itself a consequence of the publication date of the UK Government's Comprehensive Spending Review in November 2015.
477. The details included in the Provisional Local Government Revenue Settlement announced in December 2015 confirmed that for the third year running Cardiff has suffered an absolute reduction in the amount of RSG received. For 2016/17 this resulted in a decrease of £301,000 but a decrease of £12.8 million over the period since 2014/15.
478. The Cabinet in its budget strategy and subsequent budget proposal has been conscious of the impact its proposal may have on the citizens and communities of Cardiff. The specific budget proposals have been subject to a period of public scrutiny lasting for over four weeks and responses to this consultation have been reflected on by Cabinet and senior officers as part of their final deliberations. The budget has, therefore, considered the issues raised having regard to the WG Settlement and in conjunction with the priorities in the draft Corporate Plan.
479. The budget proposals set out in this report will result in significant operational and financial challenges as evidenced by the risk assessment exercise. The outcome of these challenges will be monitored through directorate plans, performance reports and the Corporate Risk Register when reported to Cabinet, Scrutiny Committees, Audit Committee and the Senior Management Team.
480. Particular changes for 2016/17 and the medium term have been identified and are set out in paragraphs 68 & 69 of the report with the most significant being:
- the challenging financial position in respect of reducing WG resources, increasing financial pressures against a reducing controllable base budget together with increasing volatility and uncertainty of hypothecated grants
  - the need to deliver significant levels of savings during a period of prolonged financial austerity particularly given the impact that delays in achievement of savings has on the budget monitoring position



- the impact of the potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change
  - continuing demographic demand for social services if trendlines vary significantly from the anticipated position
  - the risk of WG levying fines if the Council fails to achieve the required recycling rates
  - the level of additional borrowing undertaken will require more revenue resources to be used for capital financing in future years.
481. The budget process has been rigorous and has utilised the expertise of officers in directorates across the Council. In particular a Reshaping the Base Budget approach was established to develop the targets for 2016/17 which involved both Cabinet members and the Senior Management Team in working closely together. This approach looked to initially identify the shape of services and then understand their link to strategic priorities. These discussions acknowledged the difficult policy choices ahead but also identified that given the scale of the challenge that choices were severely constrained. The Reshaping the Base Budget exercise identified services at their minimum statutory level and for discretionary services considered whether they could be self-funding. These opportunities were then mapped against the achievability for implementation, residual risk and policy acceptability to provide the shape of savings targets over both one and three years. These targets were then developed into savings proposals which became the basis for the proposals published for consultation in December 2015.
482. In formulating their budget, the Cabinet must come to a balanced judgement between the need to provide for services and the financial impact of the cost of those service needs on Council Tax payers. In coming to this judgement and as a result of the impact of the WG's financial settlements, the Council's budget now amounts to £578.161 million.
483. It should be noted that although the Council received a better than anticipated WG Settlement, the budget for 2016/17 still contains a significant element of risk and complex savings proposals will need to be relentlessly driven if they are all to be achieved. In summary, the revenue budget proposal includes:
- Savings of £20.3 million from directorate proposals, £5.6 million from addressable spend savings and £2.9 million in respect of council-wide efficiencies.
  - Continuation of the General Contingency of £4 million to mitigate the achievability risks associated with the level of savings to be delivered.
  - Continuation of the Specific Issues contingencies of £2.468 million broken down between £950,000 for external placement costs in Children's Services, £350,000 to protect against price volatility in the MRF and £1.168 million to recognise the difficulty of predicting Waste Disposal tonnages.

- Directorate financial pressures awarded amounting to £2.2 million together with one-off funding of £700,000 for workforce development, £500,000 for developing the Cardiff Commitment and Apprenticeship scheme and £250,000 to support city development initiatives.
- Reinstatement of budget savings amounting to £3.029 million outstanding from 2015/16 and 2014/15 where following review they are deemed to be no longer achievable.
- The use of £2.07 million from reserves to support the budget based on a review of the Council's Balance Sheet which includes the release of part of the former provision for Council Tax Bad Debts.
- Introduction of a new mechanism of £4 million to reduce future risk, improve financial resilience and allow one off investment and development in priority areas.
- Estimated reduction of 168.5 fte posts partially offset by the creation of 25.5 fte permanent posts and 5 fte temporary arrangements.
- Increase in the Schools Budget of £11.2 million (5.4%) including both demographic and 75% of non-demographic growth.
- A Council Tax increase of 3.7% resulting in a Band D charge of £1,060.29.

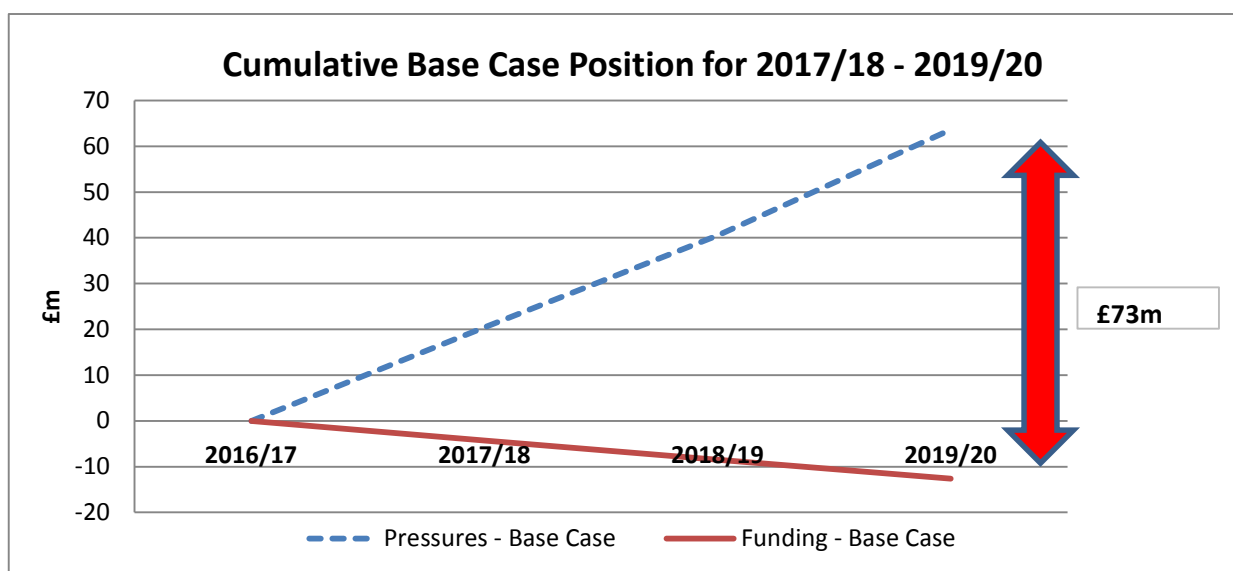
484. Within the budget proposals are a number of initiatives that require option appraisal, complex procurement arrangements and the implementation of new operating or delivery models. This work will need to be completed within strict timescales in order that the budgeted level of savings are achieved. A number of the budget proposals require the development of a commercial ethos that will enable the authority to respond speedily to market shifts and financial opportunities whilst maintaining a hold on risk, however the Council will have to be realistic with its ambitions for commercialism. The Investment Review Board will continue to be the forum to test these matters before they progress to the appropriate formal governance routes. In Addition it is important that the Council retains sufficient support capacity to manage the transition to a lower financially sustainable cost base.

485. The continuing financial challenges are such that the financial resilience snapshots introduced in 2015/16 will continue to be prepared and used to raise members overall awareness of financial matters. The position in respect of risks and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and the further financial interventions that may be required.

486. The level of School Balances requires close attention as negative overall balances are being predicted throughout the medium term. Significant deficits are being carried by a minority of secondary schools and this together with the temporary use of reserves to fund 2014/15 voluntary redundancies has resulted in this position. Council officers will continue to support schools to ensure that spending plans are in alignment with their budgets and deficit balances are avoided or reduced.

487. The Medium Term Financial Plan set out in paragraphs 165 to 225 uses the best available information to assess the financial challenges facing the Council over the next three years. It is clear that anticipated

resources will not cover emerging financial pressures and the resulting funding gap will need to be addressed through a combination of directorate budget reductions, commercialisation of services, use of reserves and increases in the rate of Council Tax. Although the Council has made almost £200 million savings over the past decade, the base budget has not reduced by this amount. This is because the most significant driver for the Council to find savings is escalating demand, as illustrated by the graph below.



488. The following table demonstrates the funding gaps forecast to 2019/20 using sensitivity analysis to demonstrate a further potential adverse position.

Medium Term Financial Plan	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000
Base Case	24,663	22,831	25,753	73,247
Worse Case	33,231	31,306	33,719	98,256

489. Following the significant cuts that the Council has made in the recent past, either of the above scenarios confirms the position expressed in the 2015/16 Budget Report that radical changes must be made to the shape of the organisation in order for it to remain operational and resilient. During 2015/16 work has begun in earnest on developing the case for alternative delivery models for leisure services, cultural venues and infrastructure services but this work now needs to be driven to its conclusion and robust decisions taken and implemented without delay.

490. The table above shows a base case scenario Budget Reduction Gap of £73 million over the next three years and while proposals to meet the gap in the final year are yet to be determined it is clear that the Council will need to look to increase digitalisation of services and back office functions, be more commercial in its approach, benefit from current investment in preventative strategies and implement new service delivery models where appropriate. The Organisation Development Programme

continues to play a key role in understanding these challenges and considering how the Council can be realigned to a lower, financially sustainable base. For 2017/18 and 2018/19 savings options are being developed as set out in Appendix 17(b) and work will continue apace on 2017/18 proposals so that the Budget Strategy Report in July 2016 will include firmer proposals than has been the case previously.

491. Notwithstanding the importance of the three year time horizon for medium term planning, the financial climate in Welsh Local Government is such that councils also need to consider likely impacts beyond that timeframe including Local Government Reorganisation. This is because the cumulative impact of decisions taken now, or not taken, can have a significant impact on the Council's budget in later years and it may be that current policies are considered unaffordable when viewed over an extended timeframe.
492. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced in this budget proposal. The average weekly increase in housing rents of £3.10 is within the WG's Target Rent Band.
493. During 2015/16 the Council, along with all other Welsh Councils with housing stock, exited the former Housing Revenue Account Subsidy System. The net impact of this change is an estimated £3.4 million annual revenue benefit which is to be retained for investment on enhancing the condition of existing housing stock and development of new stock. The Revenue Budget Capital Programme and Treasury Management Sections of the report all reflect the above change.
494. The Consolidated Financial Model for the SOP brings together the projected capital expenditure and funding schedule over the life of the initiative. The model is designed to be self-funding and the projects are included within the Council's Capital Programme to be commenced once the particular scheme business plan has been approved by WG. However, the resultant significant financial exposure for the Council demands that close monitoring of the key risks is continued, contract management is robust and issues are escalated where necessary.
495. The inclusion of schemes in the Capital Programme have been profiled in accordance with technical advice relating to regulatory processes, timetables, expectation of grants and workflow priorities. In previous years the Council has experienced significant slippage of capital schemes which has prompted adverse comments from the WAO. Consequently, capital scheme sponsors have again been reminded of the importance of robust profiling in order that capital plans are achieved as expected. Nevertheless, with such an extensive programme there is a residual risk that expenditure will slip between years and so any resultant impact on the programme will be addressed through the monitoring process in 2016/17.

496. Robust control of project costs is another area where issues have been in evidence and so it is important that Directors give sufficient weight to good contract management capacity when allocating resources.
497. Resources to finance the General Fund Capital Programme between 2016/17 and 2020/21 include non-earmarked capital receipts to be achieved of £7 million. Additional borrowing of £90.5 million is also required to resource the programme and is made up of:

<b>Additional borrowing</b>	<b>£m</b>
To support estimated slippage from 2015/16	4.0
Capital Programme 2016/17 approved in February 2015	11.4
Finance for new schemes to be approved in February 2016	11.6
Invest to save schemes	63.5
<b>Total</b>	<b>90.5</b>

498. Particular attention needs to be given to the medium and long term impact of additional borrowing on the Council's revenue budget as it is clear that continuing to increase levels of additional borrowing within the General Fund is not consistent with the significant levels of savings required to be found. Accordingly, local affordability indicators have been developed to track the impact of decisions in the medium term although this is also impacted by reductions in the level of RSG received. It should be noted that whilst approving the Capital Programme for the period up to 2020/21, Cabinet should be aware that the later years of the Programme, together with any material commitments entered into in respect of these later years, will be subject to an ongoing review of the Council's financial resilience.
499. An example of this will be to consider the impact of Cardiff's contribution to the Cardiff Capital Region City Deal at the appropriate time. This may require a further report to Council not only in respect of the Budgetary Framework but also should changes to the Treasury Management Strategy be required.
500. In the current extensive period of significant budget reductions and consequential loss of employee resources, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within the approved positions. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported regularly as part of performance management arrangements.
501. In concluding the financial implications of this Budget Report and in recognition of the continuing financial challenge facing the Council, I would bring the following statement to members' attention.
502. *"In the financial implications of the 2015/16 Budget Report I referred to the materiality of the service choices ahead of the Council and that those difficult choices were facing all Councils. The 2016/17 Budget Strategy responded to this challenge through development of the reshaping of the Base Budget approach to determining targets for directorates over the*

*medium term. However until the decisions in respect of radical service changes are taken and the changes implemented, the risk remains that the Council may not be able to achieve financial savings of sufficient magnitude to meet the target savings. I will keep this under review and report progress to members as part of the financial monitoring regime. As well as highlighting the financial challenges in the medium term, the role of the Section 151 officer is to advise members if the Cabinet risks setting an unbalanced budget. I do not consider this to be the case in 2016/17."*

## **RECOMMENDATIONS**

### **(a) Recommendations to Council**

The Cabinet, having taken account of the comments of the Corporate Director Resources in respect of the robustness of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses received to the Budget Consultation recommend that Council:

1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 3.7% as set out in this report and that the Council resolve the following terms.

2.0 Note that at the Cabinet meeting on 10 December 2015 the Council calculated the following amounts for the year 2016/17 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-

a) 141,288 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.

b)	Lisvane	2,347
	Pentyrch	3,184
	Radyr	3,655
	St. Fagans	1,234
	Old St. Mellons	1,289
	Tongwynlais	812

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2016/17 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £296,100). £1,048,880,100

- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c).  
£472,793,000
- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year.  
£576,087,100
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its Council Tax Reduction Scheme, redistributed Non-Domestic Rates.  
£426,284,786
- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £300,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.  
£1,062.39
- f) Aggregate amount of all special items referred to in Section 34(1).  
£296,100
- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.  
£1,060.29
- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those part of the council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,074.78
Pentyrch	1,086.99
Radyr	1,091.07
St. Fagans	1,074.88
Old St. Mellons	1,081.70
Tongwynlais	1,083.72

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in

accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

#### VALUATION BANDS

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	716.52	835.94	955.36	1,074.78	1,313.62	1,522.46	1,791.29	2,149.55	2,507.81
Pentyrch	724.66	845.43	966.21	1,086.99	1,328.54	1,570.09	1,811.64	2,173.97	2,536.30
Radyr	727.38	848.61	969.84	1,091.07	1,333.53	1,575.99	1,818.45	2,182.14	2,545.83
St. Fagans	716.58	836.02	955.45	1,074.88	1,313.74	1,552.60	1,791.46	2,149.75	2,508.05
Old St. Mellons	721.13	841.32	961.51	1,081.70	1,322.08	1,562.46	1,802.84	2,163.40	2,523.97
Tongwynlais	722.48	842.89	963.30	1,083.72	1,324.54	1,565.37	1,806.20	2,167.44	2,528.68
All other parts of the Council's Area	706.86	824.67	942.48	1,060.29	1,295.91	1,531.53	1,767.15	2,120.58	2,474.01

- 2.2 Note that for the year 2016/17, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

#### VALUATION BANDS

A £	B £	C £	D £	E £	F £	G £	H £	I £
138.57	161.66	184.76	207.85	254.04	300.23	346.42	415.70	484.99

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby set the following amounts as the amounts of Council Tax for the year 2016/17 for each of the categories of dwellings shown below:-

Part of Council's Area

#### VALUATION BANDS

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	855.09	997.60	1,140.12	1,282.63	1,567.66	1,852.69	2,137.71	2,565.25	2,992.80
Pentyrch	863.23	1,007.09	1,150.97	1,294.84	1,582.58	1,870.32	2,158.06	2,589.67	3,021.29
Radyr	865.95	1,010.27	1,154.60	1,298.92	1,587.57	1,876.22	2,164.87	2,597.84	3,030.82
St. Fagans	855.15	997.68	1,140.21	1,282.73	1,567.78	1,852.83	2,137.88	2,565.45	2,993.04
Old St. Mellons	859.70	1,002.98	1,146.27	1,289.55	1,576.12	1,862.69	2,149.26	2,579.10	3,008.96
Tongwynlais	861.05	1,004.55	1,148.06	1,291.57	1,578.58	1,865.60	2,152.62	2,583.14	3,013.67
All other parts of the Council's Area	845.43	986.33	1,127.24	1,268.14	1,549.95	1,831.76	2,113.57	2,536.28	2,959.00



- 2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2016 to March 2017 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £29,366,937.
- 2.5 Agree that the Common Seal be affixed to the said Council Tax.
- 2.6 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2016 to 31 March 2017 namely
- |  |         |
|--|---------|
|  | £       |
| The County Council of the City and County of Cardiff | 114,904 |
| The Vale of Glamorgan County Borough Council         | 12,976  |
- 2.7 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.
- 2.8 In the event that the final settlement figure differs from the provisional figure, the Council approve a proportionate adjustment to the general reserves.
- 3.0 Approve the Prudential Indicators for 2016/17, 2017/18 & 2018/19 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the limit for any year.
- 4.0 Approve the Treasury Management Strategy for 2016/17 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.
- 5.0 Approve the Minimum Revenue Provision Policy for 2016/17.
- 6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined above, and to bring forward or delay schemes within the Capital Programme.
- 7.0 Maintain the current Council Tax Reduction Scheme as set out in the report.
- 8.0 Resolve that the City Deal Document referred to in paragraph 235 to 239 of the report be signed on behalf of the Council (on the understanding that the document will provide that it will be subject to the agreement of the Full Council). Pursuant to the City Deal Document the Council continues to work with the Cardiff Capital Region partner local authorities, UK and the Welsh Government to develop the final City Deal Agreements, and further reports on this matter be submitted to Council as appropriate to keep members apprised of developments.

## **(b) Matters for Cabinet Decision**

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003 and having considered the responses to the Budget Consultation is recommended to:

- 9.0 Approve the changes to fees and charges as set out in Appendix 11 to this report.
- 10.0 Delegate authority to the appropriate Director in consultation with the Section 151 Officer and the Cabinet Member for Corporate Services & Performance to amend or introduce new fees and charges during the year.
- 11.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased having taken account of WG guidance.
- 12.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 11(b).
- 13.0 Agree that all Housing Revenue Account rent increases take effect from 4 April 2016.
- 14.0 Recognise the work undertaken to raise awareness of the financial resilience of the Council and approve the steps taken within the budget to improve this position.
- 15.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan and to note the opportunities for savings over the medium term.
- 16.0 Approve the Supporting People Spending Plan for 2016/17 as set out in Appendix 15.
- 17.0 Approve the Day Opportunities Strategy and its implementation.

### **CHRISTINE SALTER**

Corporate Director Resources

12 February 2016

*The following Appendices are attached:*

- |            |   |
|------------|---|
| Appendix 1 | Consultation responses                                    |
|            | (a) Changes For Cardiff Budget Consultation               |
|            | (b) Day Opportunities Strategy                            |
|            | (c) Budget Letter - School Budget Forum – 12 January 2016 |
|            | (d) Budget letter – UNISON Response – 12 January 2016     |

Appendix 2	List of known Specific Grants from Welsh Government at the all Wales level
Appendix 3	Revenue Resources Required 2016/17
Appendix 4	Directorate Financial Pressures 2016/17
Appendix 5	2016/17 Budget Savings (a) Overview 2016/17 Savings (b) Directorate Savings 2016/17
Appendix 6	Risk Assessment Summary of Savings Proposals
Appendix 7	Financial Snapshot report – Budget Report version
Appendix 8	Earmarked Reserves (a) General Fund (b) Housing Revenue Account (c) Schools
Appendix 9	Earmarked reserves used temporarily to fund voluntary redundancy
Appendix 10	Employees Implications of Budget
Appendix 11	Summary of Fees and Charges 2016/17 (a) General Fund (b) Housing Revenue Account (c) Outdoor Activities
Appendix 12	Directorate Revenue Budgets
Appendix 13	Cabinet Portfolio Revenue Budgets
Appendix 14	Amendments Since publication of consultation proposals
Appendix 15	Supporting People Programme Grant Spending Plan
Appendix 16	Day Opportunity Strategy
Appendix 17	Medium Term Financial Plan (a) MTFP 2017/18 – 2019/20 (b) Themed Opportunities for savings – 2017/18 and 2018/19 in Directorate clusters.
Appendix 18	Housing Revenue Account
Appendix 19	School Organisation Plan Reserve
Appendix 20	Civil Parking Enforcement Reserve
Appendix 21	Capital Programme Expenditure
Appendix 22	Capital Programme Resources
Appendix 23	Glossary of Terms (a) Prudential Indicators (b) General
Appendix 24	Approved list of Counterparties

*The following Background Papers have been taken into account:*

- Budget Strategy Report (July 2015)
- 2016/17 Budget Proposals – For Consultation (December 2015)
- The WG Provisional Financial Settlement (December 2015)
- Equality Impact Assessments of Cardiff Council's 2016/17 Budget
- Details of Fees and Charges
- Analysis of Section 106 Balances
- Log of changes to the 2016/17 Budget Proposals for Consultation
- “Changes for Cardiff” Budget Consultation: Full Report and Appendices
- Treasury Management Practices (March 2015)

**City of Cardiff Council Budget Consultation 2016/17**

- 1(a) Changes for Cardiff Budget Consultation (Executive Summary)
- 1(b) Day Opportunity Strategy
- 1(c) Budget Letter - School Budget Forum – 12 January 2016
- 1(d) Budget letter – UNISON Response – 12 January 2016

# Changes for Cardiff

Executive Summary of the Consultation Results and Feedback Report on the City of Cardiff Council's 2016/17 Budget Proposals.



@CardiffCouncil  
#cdfbudget  
@CardiffDebate



[www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget)  
[budget@cardiff.gov.uk](mailto:budget@cardiff.gov.uk)

# Changes for Cardiff

## Results and Feedback Report

### 1. Executive Summary

This Executive Summary provides an overview of the Budget Consultation exercise. It is not a detailed summary of the full report, but an articulation of some of the key findings.

#### 1.1 Background

The consultation on the *Changes for Cardiff* Budget Proposals ran from 11<sup>th</sup> December 2015 until 12<sup>th</sup> January 2016. The city-wide public consultation was communicated and shared through a range of mechanisms, whilst face-to-face engagement events were undertaken in locations across the city.

The consultation took three forms:

- **City-wide public consultation** on issues of general interest set out in the [“Changes for Cardiff”](#) document
- **Service-specific consultation** with identified service users/groups or organisations.
- **General consultation** – this included all of the Council’s other savings that have been released for consultation, including internal changes within the Council such as; back office efficiencies, staff changes and process improvements.

A full set of the proposals can be seen at [www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget).

# Changes for Cardiff

## Results and Feedback Report

### 1.2 Headline Figures

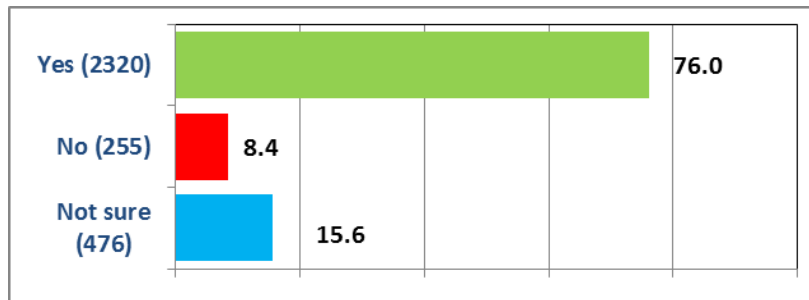
**3,348 people** took the time to complete the *Changes for Cardiff* questionnaire and public views were also given via petitions, social media, attendance at 'drop-in' public engagement events, and through correspondence.

From those completing the survey in response to the 2016/17 budget proposals, the following headline figures can be seen. Please note that numbers in brackets indicate responses:

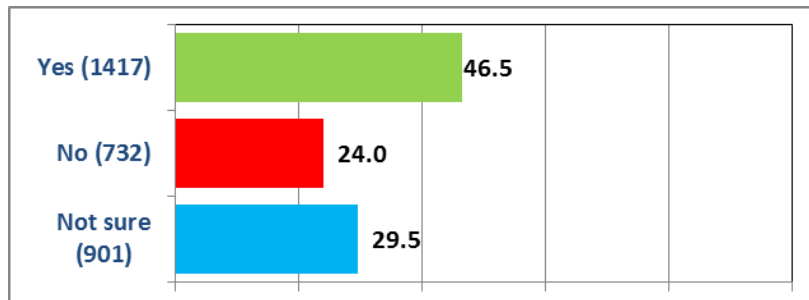
Do you recognise that a budget gap of a potential £45.6m for 2016/17 means that difficult budget choices are required?



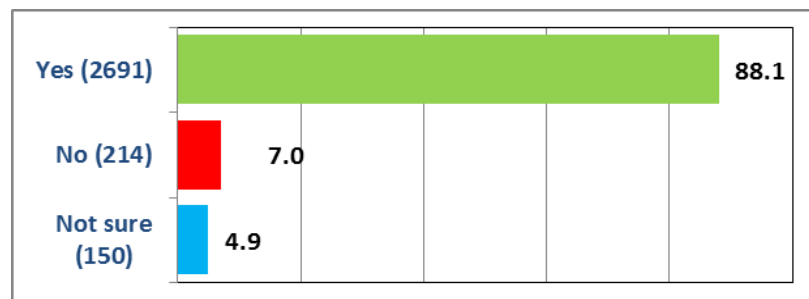
Do you support the Council in exploring new ways of working with other organisations to deliver its services?



Would you support the Council charging more for some services if it meant that they could be continued? (e.g. meals for older people, leisure and cultural activities, etc.)



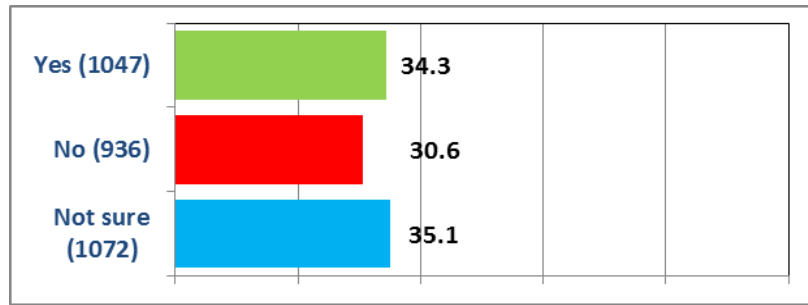
Do you support the increased digitalisation of services which will encourage residents to contact the Council and make payments online, while maintaining face-to-face and phone methods for those who need it most?



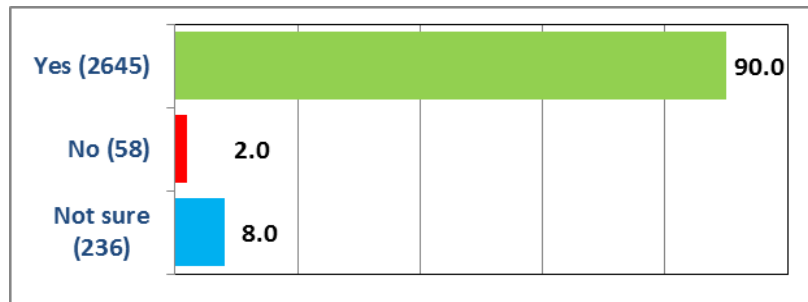
# Changes for Cardiff

## Results and Feedback Report

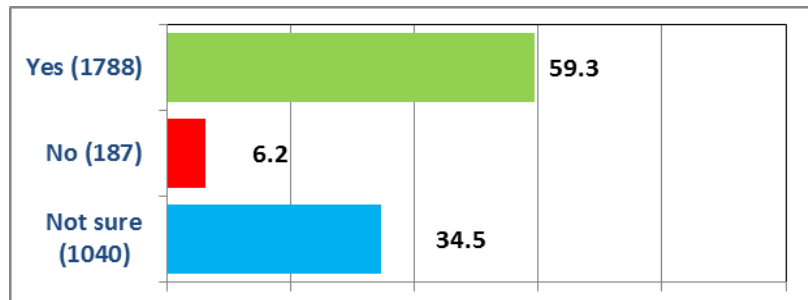
Do you think that community groups and the third sector should be asked to run more services and facilities? (e.g. running local community buildings, maintaining local open spaces etc.)



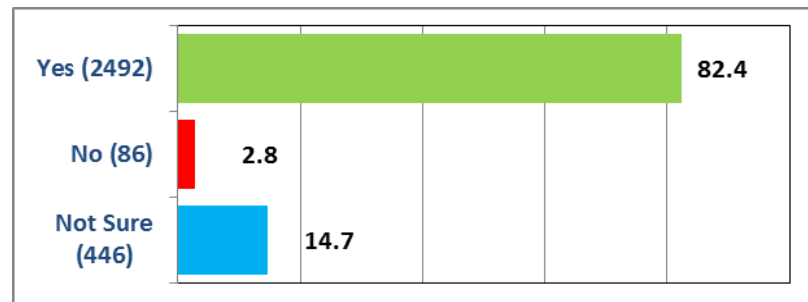
Is an emphasis on early intervention and prevention an approach that you support?



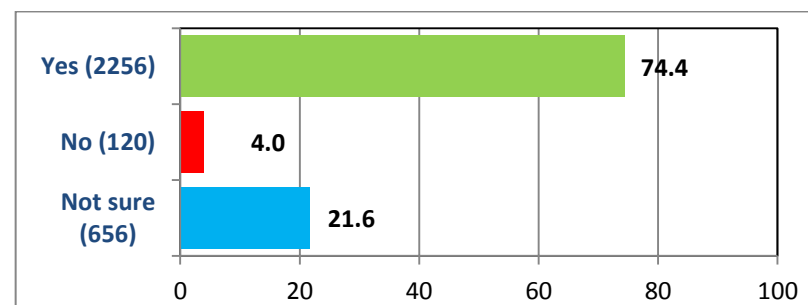
Do you agree with the new model of day service provision?



Do you agree with the proposal to continue the Meals on Wheels service?



Do you support the Council's plan to deliver care services on an area basis?

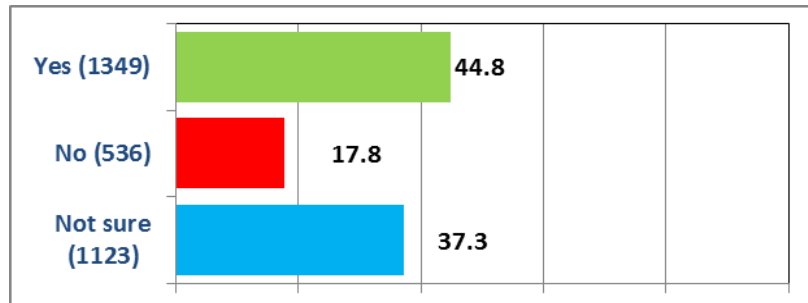




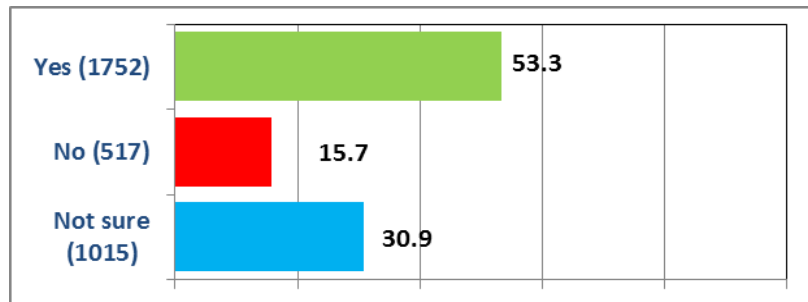
# Changes for Cardiff

## Results and Feedback Report

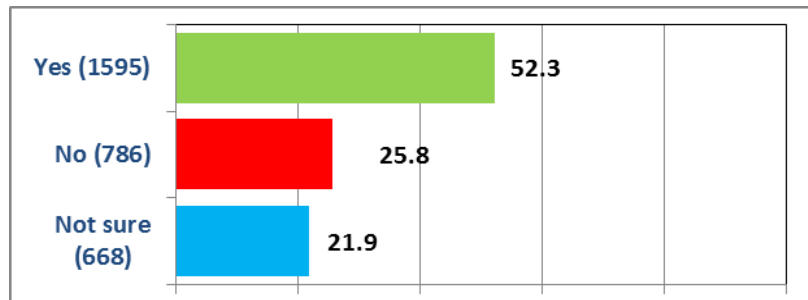
Do you agree that delegated school budgets should contribute to the financial challenge facing the Council?



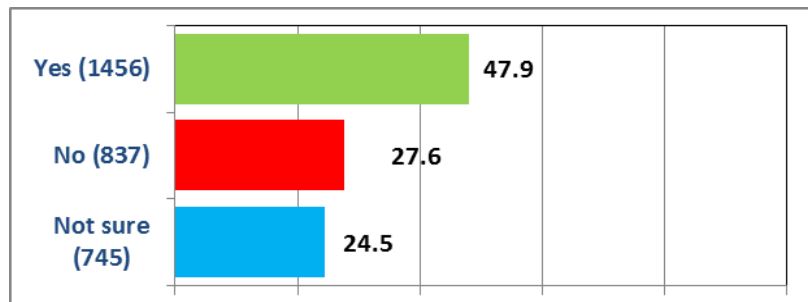
Do you agree with our new model for play services being delivered from a range of community facilities?



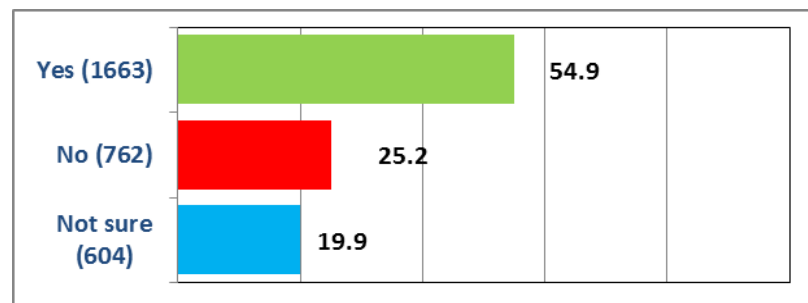
Do you agree with the City of Cardiff Council's decision to cease funding? (Cardiff Contemporary Initiative)



Do you support the decision to cease funding for Arts Active?



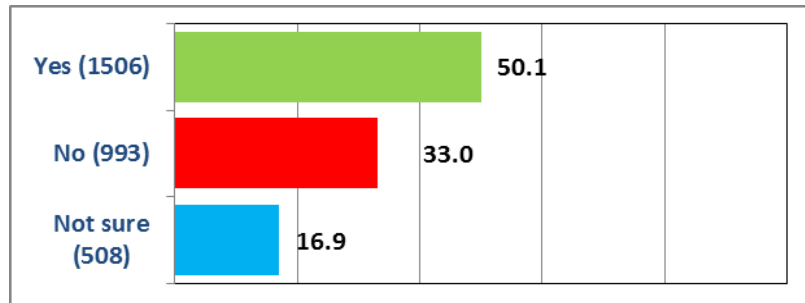
Do you agree with a phased removal of the grant for Artes Mundi?



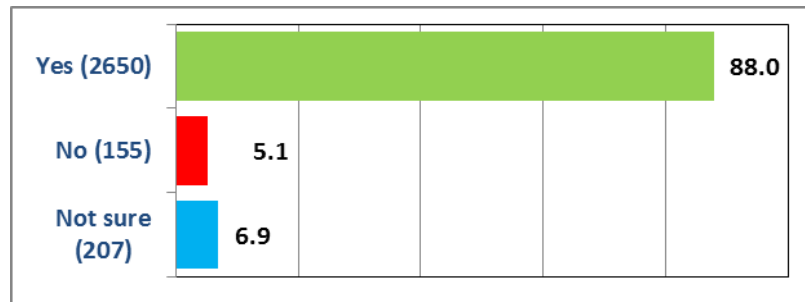
# Changes for Cardiff

## Results and Feedback Report

Do you agree with a phased removal of the grant for Cardiff Singer of the World?



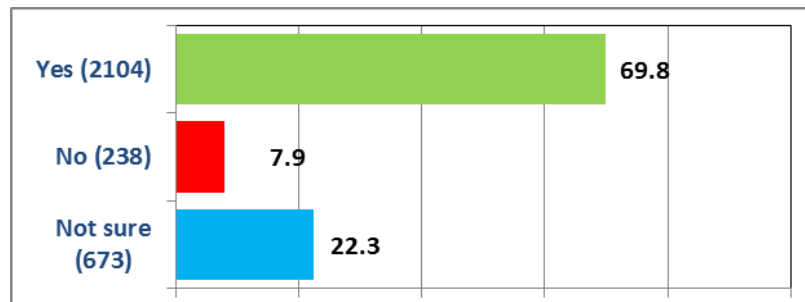
Do you believe that the private sector, including pubs and clubs, should make a financial contribution to managing the night-time economy in Cardiff?



Do you support further enforcement activities with increased fines for non-compliance?



Do you support a different grounds maintenance regime being considered?



# Changes for Cardiff

## Results and Feedback Report

### 1.3 Overarching Themes

It is clear that respondents to *Changes for Cardiff* recognise that the financial challenge, alongside other service demand pressures, means that difficult budget choices are required. This understanding is reflected throughout the responses to the Council's budget consultation, with broad support for many of the proposals, notably for the Council to explore new ways of working and increased digitalisation of services.

- Q1. The financial reality:** An overwhelming **88.5%** (2,708) of respondents recognised that a £45.6m budget gap for 2016/17 meant that **difficult budget choices** are required. This response was consistent with last year's consultation (**88.7%**).
- Q2. Support for new ways of working:** **76.0%** (2,320) **supported** the Council in **exploring new ways of working** with other organisations to deliver its services. Again, this level of support was consistent with last year (**75.1%**).
- Q3. Greater charging:** There were mixed levels of support for the Council **charging more for some services** if it meant they could be continued with **46.5%** (1,417) supporting the proposal **24.0%**, (732) disagreeing but **29.5%** (901) 'not sure'.
- Q4. Increased digitalisation of services:** **88.1%** (2,691) of respondents supported the increased digitalisation of services with only **7.0%** (214) against.
- Q5. Community involvement:** **34.3%** (1,047) of respondents agreed that **community groups** and the **third sector** should be asked **to run more services and facilities** – **30.6%** (936) said 'No'; **35.1%** (1,072) said 'Not sure'.
- Q6. Volunteering:** **23.7%** (715) of respondents were currently engaged in volunteering in the city with 887 respondents expressing an interest. The highest levels of interest for volunteering were seen in relation to libraries, litter picks and parks maintenance.
- Community interest - volunteering:** Individuals (**19.2%**) or groups expressed an interest in becoming more involved in the delivery of services. Many were interested in volunteering to assist in delivering a Council service.
- Q7. Local insights:** The nature of the feedback received from different areas on similar issues varied. This has provided the Council with a **valuable insight into what different areas consider appropriate solutions** to identified issues and is further explored and supported in **Appendix 2**.

# Changes for Cardiff

## Results and Feedback Report

### 1.4 City-wide Budget Proposals

#### Social Care

The City of Cardiff Council is working with its partner organisations to focus resources on developing services based on early intervention and prevention in respect of social care.

**Q8. 90.0%** (2,645) of respondents were **in favour of the early intervention approach**.

#### *Day Services for Older People*

Provision of elderly care services is facing challenges which will result in changes to the way that elderly day services work in the city. Building on last year's budget consultation, the Council has developed a model for day services with a set of proposals that will deliver the outcomes that people will want in order to improve their lives.

**Q9. 59.3%** (1,788) of respondents **agreed with the new model of day service provision** whilst **6.2%** (187) were **against** and **34.5%** (1,040) '**not sure**'.

**Q10. 87.3%** (2,642) **agreed** that the Council should **continue to invest in day centres** for those with assessed high care needs.

**Q11.** There was broad agreement (**68.7%** / 2,082) that it is better to have modern high quality services designed to meet today's need for **support for those with dementia along with health and social care services located in one place**. However, **9.3%** (281) disagreed and **22.1%** (669) were 'not sure'.

**Q12.** The majority of respondents agreed that the Council should **support individuals in accessing community facilities to enable them to live independently** and achieve their personal outcomes (**87.7%** / 2,660).

#### *Meals on Wheels Service*

**Q13. 82.4%** (2,492) agreed with the proposal to **continue with the Meals on Wheels service**.

**Q14.** Nearly two-thirds (**61.4%** / 1,862) agreed that the **cost of a meal should increase by £1** to allow the service to continue to provide a sustainable service. **15.5%** (469) were against and **23.2%** (704) weren't sure.

**Q15.** The Council is considering ways to **expand the Meals on Wheels service** and **88.2%** (2,606) agreed there should be flexibility to use the service when needed e.g. during recovery from hospital.

In addition, **71.7%** (2,097) supported provision to **sheltered housing**; **70.8%** (2,076) supported **delivery to group settings** including luncheon clubs and community groups and **69.2%** supported options of **provision of an evening meal** (2,033).

# Changes for Cardiff

## Results and Feedback Report

Opinion was mixed in respect of the **option to open up the service to anyone** who wants to receive the service (**36.5%** /1073 in favour, **32.8%** / 964 against and **30.6%** / 899 not sure).

- Q16.** Three quarters of respondents stated that individually they would not or did not know of anyone who would **benefit from the service** (**74.5%** / 2,110). **25.5%** (721) said that they or a relative / friend would benefit.

### **Care Service Provision**

Care services are currently provided on individual contracts meaning that neighbourhoods can have a number of different providers delivering services, even on the same street. There is an opportunity to redesign services on an area basis to reduce transport time for care workers and make better use of services such as homecare and telecare.

- Q17.** Three-quarters of respondents were **in favour of provision of services on an area basis** (**74.4%** / 2,256).

### **Education**

#### **School Delegated Budgets**

The additional financial demands falling upon school delegated budgets in 2016/17 are estimated to be approximately £13.541m. The budget proposals include an additional £9.511m funding for school delegated budgets which would represent an increase to schools of 4.6%. The Council anticipates that the Welsh Government will continue to ask local authorities to protect school delegated budgets.

- Q18.** **57.9%** (1,753) of respondents supported the proposal to increase **Delegated School Budgets** of £205.609m by £9.5m.

- Q19.** **44.8%** (1,349) agreed that school budgets should **contribute to the financial challenge facing the Council**, whilst **17.8%** (536) disagreed and **37.3%** (1,123) were not sure.

#### **School Meals Provision**

School Meals are supplied to every primary and secondary school in Cardiff (with the exception of Cardiff High School) which cost £2.20 and £2.65 for set meals in primary and secondary schools respectively.

- Q20.** Only **11.8%** (357) of respondent households **used the service** whilst **59.7%** (1,810) did not and **28.5%** (863) weren't sure.

- Q21.** Over 70% (**71.9%** / 2,170) support an **increase in the cost of meals** by 10p each day, compared to **13.1%** (396) who disagreed and **14.9%** (451) who weren't sure.

# Changes for Cardiff

## Results and Feedback Report

### Children's Play

As part of the budget approved in February 2015, the Council agreed that an alternative model be put in place for play services which included funding to support the transfer of play centre buildings into community use. In 2016/17, there will be a new delivery model for Children's Play services which is responsive to the needs of children and young people. Play, including after school and holiday club activities, will in future be run from a range of community facilities within Neighbourhood Partnership Areas.

**Q23.** Over half of respondents (**53.3%** / 1,752) agreed with the **new model for play services**, with **15.7%** (517) in disagreement and **30.9%** (1,015) were not sure.

### Arts and Culture

#### *Cardiff Contemporary Initiative*

The Council proposes to withdraw funding for the range of activities, events and exhibitions held across the city and the initiative will cease unless alternative funding can be identified.

**Q24.** Three quarters of respondents (**75.7%** / 2,300) had **not taken part in the initiative**.

**Q25.** Just over half (**52.3%** / 1,595) of respondents **agreed with the proposal to cease funding**, whilst **25.8%** (786) were against the proposal and **21.9%** (668) were not sure.

#### *Arts Active*

The Arts Active charity receives funding from the City of Cardiff Council providing education, community and audience engagement projects through St David's Hall and the New Theatre. The Council will withdraw funding but will seek contributions from private organisations and foundations to minimise the impact.

**Q26.** Just under half of respondents (**47.9%** / 1,456) supported the decision to **cease funding for Arts Active** compared to **27.6%** (837) who were against and **24.5%** (745) who were not sure.

#### *Artes Mundi, Cardiff Singer of the World and Community Arts*

The Council proposed to withdraw funding on a phased basis over 2 years for Artes Mundi and Cardiff Singer of the World and reduce the Arts Grant to organisations which support community led art programmes.

**Q27.** Over half of respondents agreed with the proposal to **remove funding for Artes Mundi** (**54.9%** / 1,663), compared to **25.2%** (762) who were against and **19.9%** (604) who were not sure.

# Changes for Cardiff

## Results and Feedback Report

Half of respondents agreed with a **phased removal for Cardiff Singer of the World** (**50.1%** / 1,506 respectively) compared to **33%** (993) who disagreed and **16.9%** (508) not sure.

- Q28.** Opinion was mixed in relation to the proposed **reduction in arts grant for community led art programmes** with **38.9%** (1,176) in agreement compared to **40.9%** (1,237) who disagreed and **20.2%** (612) not sure.

### Community Safety

Community Safety funding proposals include a £25k reduction in funding for the joint city centre Christmas and New Year 'Operation Mistletoe' safety initiative and replacing the existing 9 ageing mobile cameras with 3 new cameras.

- Q29.** **62.2%** (1,873) of respondents supported the **change in the way CCTV cameras are used**, compared to **11.8%** (354) against the proposal and **26.0%** (783) not sure.
- Q30.** Nearly half (**46.5%** /1,394) were in favour of **reducing funding for Operation Mistletoe**, compared to **28.7%** (862) against and **24.8%** (744) not sure.
- Q31.** Approximately three-quarters of respondents (**74.6%** / 2,239) supported the proposal to **seek alternative funding for Community Safety activities** and **88.0%** (2,650) believed that the private sector should financially contribute to management of the night time economy.

### Bereavement & Registration Services

**Bereavement Services** is responsible for the undertaking of over 4,000 funerals per year as well as maintenance across 7 sites including Thornhill Cemetery and Crematorium, Western Cemetery and Cathays Cemetery. Available cemetery space within the city is becoming critical and investment is required to ensure new sites can be developed in the future. The City of Cardiff Council's Crematorium and Burials Services income from crematoria and burials has been reinvested in the cemeteries and crematoria to ensure long term provision can be maintained. The price of a burial or cremation fee ranges from £500 - £675 and the Council propose to increase the cost by 10%.

- Q33.** **32.0%** of respondents **felt positively towards the Crematorium and Burials service** stating that they were "very" (16.0%) or "fairly" (16.0%) satisfied with the service whereas **1.9%** (57) of respondents felt either "fairly" dissatisfied (1.5%) or "very" dissatisfied (0.4%).
- Q34.** Of the 3,006 responses, **26.1%** had **used the City of Cardiff Council's Bereavement Services** and **68.3%** (2,025) had not used the service.

# Changes for Cardiff

## Results and Feedback Report

**Q35.** Over half (**52.8%** /1,588) of respondents supported an **increase in burial or cremation fees** by 10%, compared to **21.9%** (658) against and **25.4%** (764) not sure.

The **Registration of Births, Deaths and Marriages** is a statutory service provided by the Council and most fees charged are set at a national level however some are set by the Council. Investment is required to modernise the service and make it more accessible for the public. Income from marriage ceremonies undertaken by the City of Cardiff Council's Registration Service has been reinvested in the Council's services. The price of a marriage ranges from £180 to £420 and the Council propose to increase the cost by 20%.

**Q37.** **25.6%** (534) of respondents were "very satisfied", **24.3%** (507) "fairly satisfied", **47.0%** (981) "neither satisfied nor dissatisfied", **2.4%** (51) "fairly dissatisfied" and **0.8%** (16) "very dissatisfied" with the Registration of Births Deaths and Marriage Services.

**Q38.** **27.5%** (830) of respondents have **used Cardiff's Marriage Services**, **68.5%** (2,067) had not and **3.9%** (119) not sure.

**Q39.** Two thirds of respondents (**66.5%** / 2,004) agreed with the **proposal to increase the cost of marriage services** by 20%, compared to **16.4%** (494) against and **17.1%** (514) not sure.

### Commercialisation

The Council has a view that provision of frontline services should be supported by increasing commercial activities. The Council will be reviewing fees and charges in comparison to other local authorities and changing the ways of working to raise more income from trading, advertising and sponsorship.

**Q41.** Overall, respondents **supported increasing commercial activities** in the following areas:-

○ <b>Transport</b>	65.5% (1,953)
○ <b>Leisure &amp; Culture</b>	62.3% (1,851)
○ <b>Recycling &amp; Waste</b>	60.6% (1,805)
○ <b>Environment</b>	59.4% (1,759)
○ <b>Parks</b>	52.0% (1,544)
○ <b>Planning</b>	50.1% (1,477)
○ <b>Libraries</b>	49.0% (1,455)
○ <b>Education</b>	41.1% (1,216)



# Changes for Cardiff

## Results and Feedback Report

### The Environment

We want our city to have green flag parks and open spaces in addition to a high quality city environment and an attractive public realm. This means having clean and well managed streets in addition to challenging poor social responsibility in neighbourhoods. The City of Cardiff Council will be increasing enforcement of offences and the issuing of Fixed Penalty Notices with increased fines.

**Q42.** The **enforcement activities respondents were most likely to be aware of** were **dog fouling (87.6%)** and **littering (85.3%)**, while around two-thirds had heard of **planning enforcement (65.5%)**.

However, these were the only three areas which more than half of the respondents were aware of. In contrast, less than three-tenths were aware of enforcement activities for **advertising frames (28.8%)** and **giving out flyers (27.9%)**.

**Q43.** **80.5%** (2,405) of respondents supported further enforcement activities with increased fines for non-compliance, with **8.1%** (241) against and **11.4%** (340) not sure.

**Q45.** When asked about any concerns if Council maintenance services were managed by a company wholly owned by the Council to increase trading opportunities, **42.4%** (1,264) **of respondents** had none, **28.6%** (854) had concerns and **29.0%** (866) were not sure.

### Grounds Maintenance Services

Cardiff has some outstanding parks and green spaces and it is crucial that the character and quality is maintained. Further changes to maintenance regimes may mean that the Council is required to change maintenance for some local parks, playing fields, recreation grounds, open spaces and highway verges such as increasing areas of wild meadow with pathways, and different mowing regimes being adopted while maintaining required quality and safety levels.

**Q46.** Over two-thirds (**71.5%**) of respondents were 'satisfied' with the **increased biodiversity** and wild flower meadow areas provided to date in certain parts of Cardiff, including **34.3%** that are 'very satisfied'. In contrast, just **6.4%** are 'dissatisfied'.

**Q47.** Nearly 70% of respondents (**69.8%** / 2,104) support different grounds maintenance regimes being considered with **7.9%** (238) against and **22.3%** (673) not sure.

# Changes for Cardiff

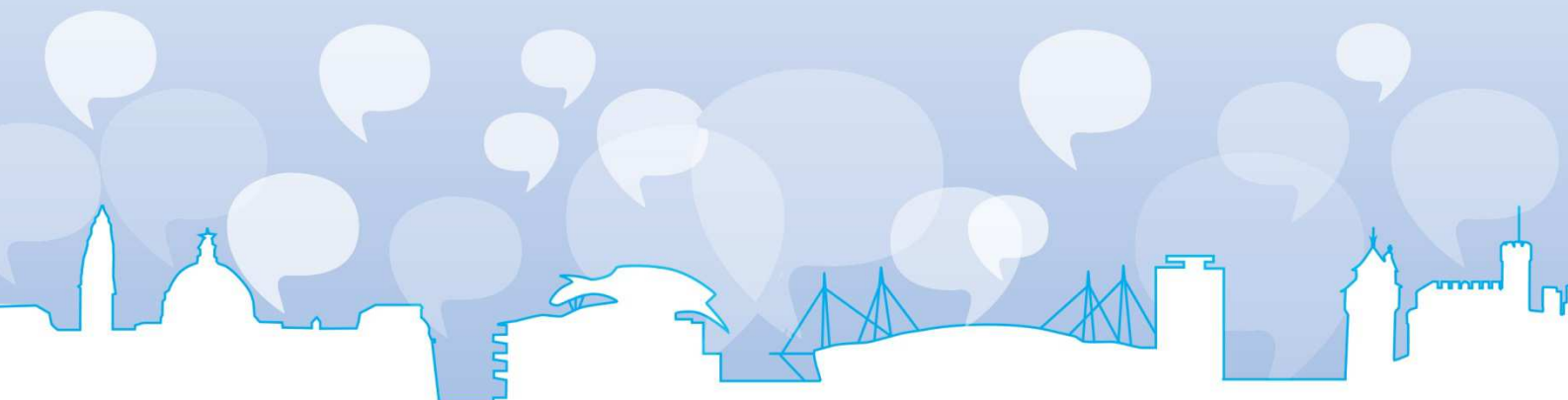
## Results and Feedback Report

### ***Parking and Traffic Enforcement***

The City of Cardiff Council has already consulted with the public on increasing enforcement for parking infringements and stopping in yellow boxes and now proposes to extend this to key strategic routes into the city.

**Q48.** **43.1%** (1,153) of respondents were either “very satisfied” or “fairly satisfied” with **increased enforcement to date**, compared to **25.0%** (670) who were “fairly” or “very” dissatisfied.

**Q49.** **59.4%** (1,771) of respondents **supported extending enforcement into new areas with 20.6%** (613) against and **20.0%** (597) not sure.



# Older People's Day Opportunities Strategy Report

February 2016



@CardiffDebate  
#CardiffDebate

# Cardiff Research Centre

Cardiff Research Centre is part of the City of Cardiff Council's Policy, Partnerships & Community Engagement service. We strive to deliver research, information and consultation services for the City of Cardiff Council and its partner organisations.

## Services include:

- Collection, analysis and interpretation of primary survey data;
- Analysis and interpretation of a wide range of secondary demographic and socioeconomic data including the Census and all other sources from the wider data environment;
- Specialised studies on a wide range of topics including social, economic and demographic data sources and their uses;
- Quantitative and qualitative research and consultation projects;
- Supporting the Cardiff Debate Community Engagement exercise with other public service partners;
- Management of the Cardiff Citizens' Panel;
- Focus Group facilitation;
- Advice and support on all aspects of research including survey & questionnaire design, &
- GIS thematic & schematic mapping services.

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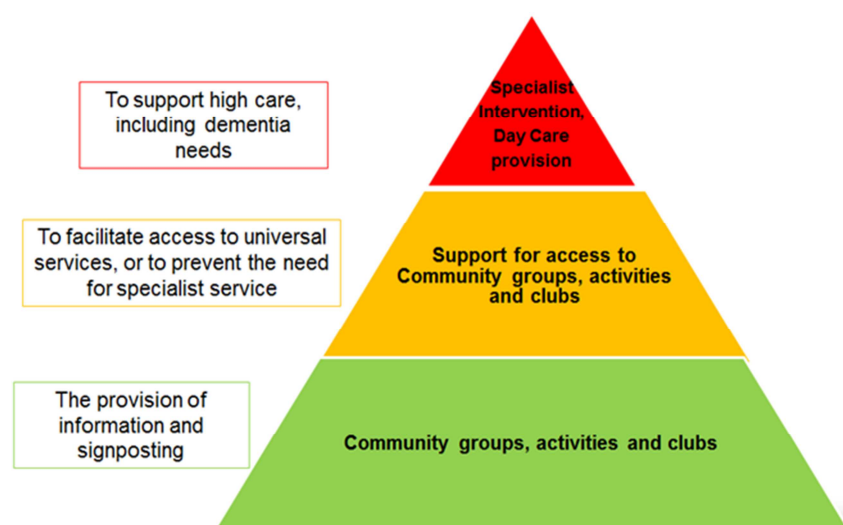
@CardiffDebate  
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# 1. Background

Our provision of elderly care services is facing challenges, which will result in changes to the way that elderly day services work in the city. These challenges include:

- **Population:** The population of Cardiff has risen sharply in recent years, and is forecast to continue for the foreseeable future. Increases in working-age population will inevitably be followed by increases in the numbers of elderly retired people.
- **Changing Expectations:** New and future service users have experienced a better living standard than ever before, and they expect that to continue into old age. The type of services people want to access are changing and their expectations of these services are also changing.
- **The impact of Loneliness:** More and more research reaffirms what people already know: that happy and sociable lives are key to healthy, long life. It is widely recognised that loneliness and social isolation are harmful to health, and social networks and opportunities are vital to ensuring independence.
- **Budget Resources:** Like all other authorities, the City of Cardiff Council is facing unprecedented financial pressures at the same time as demands on important services are increasing.

Building on last years consultation, the Council has developed a model for day services with a set of proposals that will deliver the outcomes that people will want in order to improve their lives and support their aspirations. The model consists of three tiers that differentiate between types of day services based on the needs of the service users. Further information on the model can be found in the Cabinet Report of 12th November 2015 and is available on the Council's [website](#).



It is proposed that the Day Opportunities Strategy will aim to prevent social isolation by enabling older people to achieve their chosen outcome. We will do this by:

- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities.
- Providing assistance to those who need it to access community services and activity through targeted intervention and support.
- Supporting the most vulnerable through high quality specialist day services.

The Consultation included the opportunity for the public to share views on the Day Opportunities Strategy including:

- The provision of information and assistance to help older people access community activities in order to reduce isolation.
- The Development of a Day Opportunities Team to support people to access community facilities. This will enable older people to be as independent as possible.
- Provision of specialist Day Centres to those with the highest care and support needs. This will include changes to the services offered at the current centres, including the withdrawal of funding for day care places at Oldwell Court Day Centre for people with Dementia.
- A move towards ensuring the Meals on Wheels is sustainable, through increasing the cost of a meal by £1, and looking at ways to expand the current scheme.
- Ensuring that luncheon clubs are sustainable. Two of the thirty luncheon clubs currently receive a subsidy and these subsidies will be removed.
- Maintaining funding for Community Transport
- Building on the success of a pilot volunteering project for supporting older people, and potential to increase the service.

## 2. Methodology

### *Development*

The Day Opportunities Strategy Consultation was developed with a mixture of quantitative and qualitative questions that enabled respondents to state whether they supported or opposed the different proposals, but also explain their stance or share further information.

The consultation totalled 26 questions with 20 relating to the proposals. This included a question where respondents selected the services that they or the person they were responding on behalf of accessed, enabling analysis of questions relating to specific services by users.

In addition six questions sought to find out more about the respondents including their age and gender, whether they are a service user and if they care for a friend or relative.

### *Engagement opportunities*

The Day Opportunities Strategies Consultation opened on 30<sup>th</sup> November and was closed on February 5<sup>th</sup> February after a consultation period of 67 days. The consultation was undertaken via the following methods:

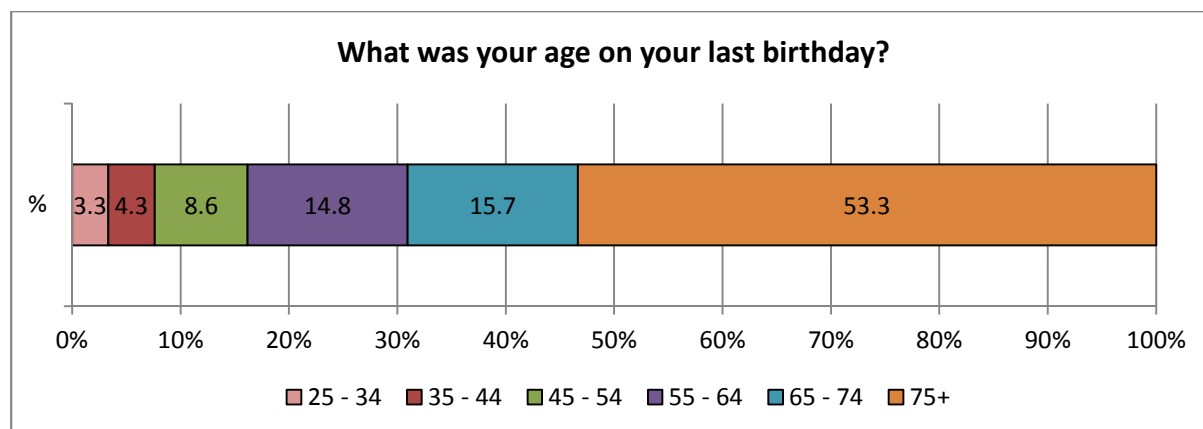
- An online questionnaire with links on the City of Cardiff Council website and Ask Cardiff website.
- Paper questionnaires which were distributed to 1,742 older people who were receiving a care package including those in receipt of personal care and support, Meals on Wheels and day centres plus those we fund places for at Oldwell Court. It did not include older people in care homes or those who access universal services.
- Three public events which were held enabling residents to find out more about the proposals, ask questions, raise concerns and share their opinions. Paper questionnaires were also disseminated at the events which were as follows:
  - 2:00 pm on 16<sup>th</sup> December at Ely Hub, Cowbridge Road: 16<sup>th</sup> December, 2pm
  - 2:00 am 4<sup>th</sup> January at Llanrumney Hub, 4<sup>th</sup> January, 2pm
  - 3.30pm on 12<sup>th</sup> January at Central Library Hub, 12<sup>th</sup> January
- Cardiff Third Sector Council sent links to all older people network groups with a letter encouraging them to take part in the consultation process.
- All letters drafted in response to Cllr enquiries contained the links to the consultation and engagement events.
- In addition we also received communications including emails and letters, plus a petition all of which are reflected in the results section.

### 3. Key Findings

214 responses were received for this consultation. Having removed one duplicate response where an individual had responded twice this resulted in a final figure of **213 responses**.

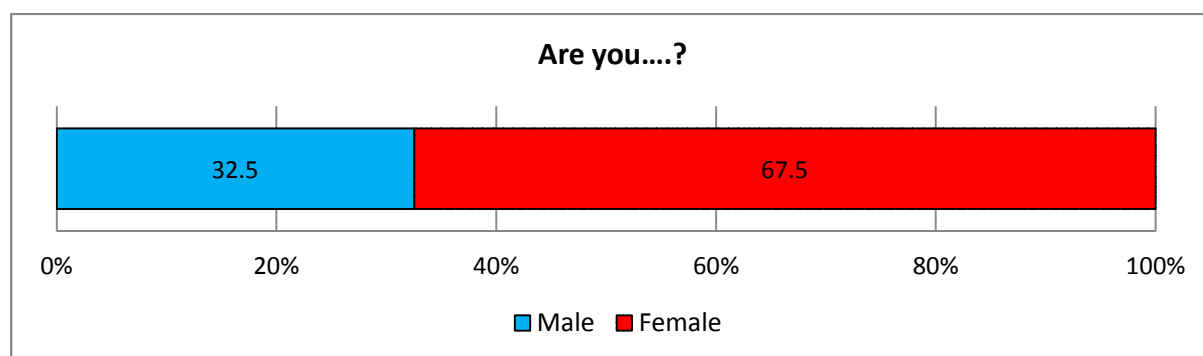
#### 3.1 About You

213 responses were received to this consultation with 145 respondents (69.0%) aged over 65 (including 53.3% over 75). No responses were received from people under the age of 24.



Base: All respondents (210)

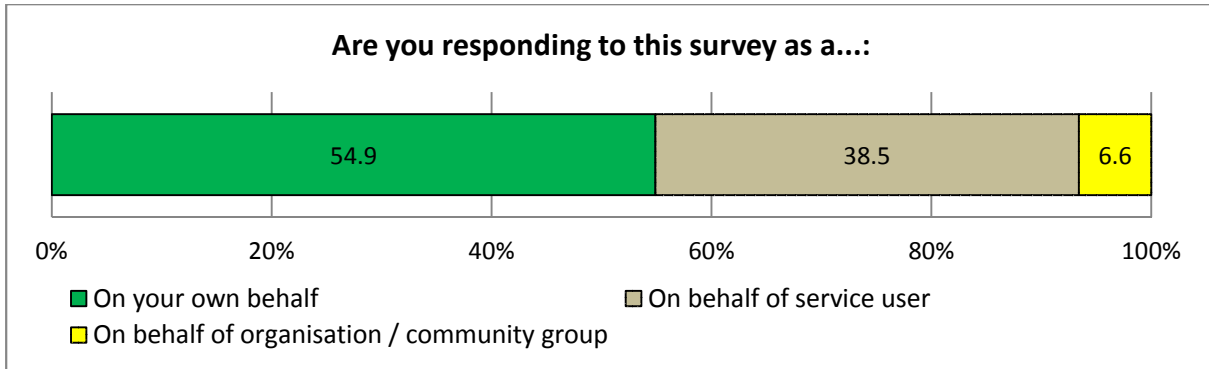
Over two-thirds of respondents were female (67.5%) with 32.5% males.



Base: All respondents (209)

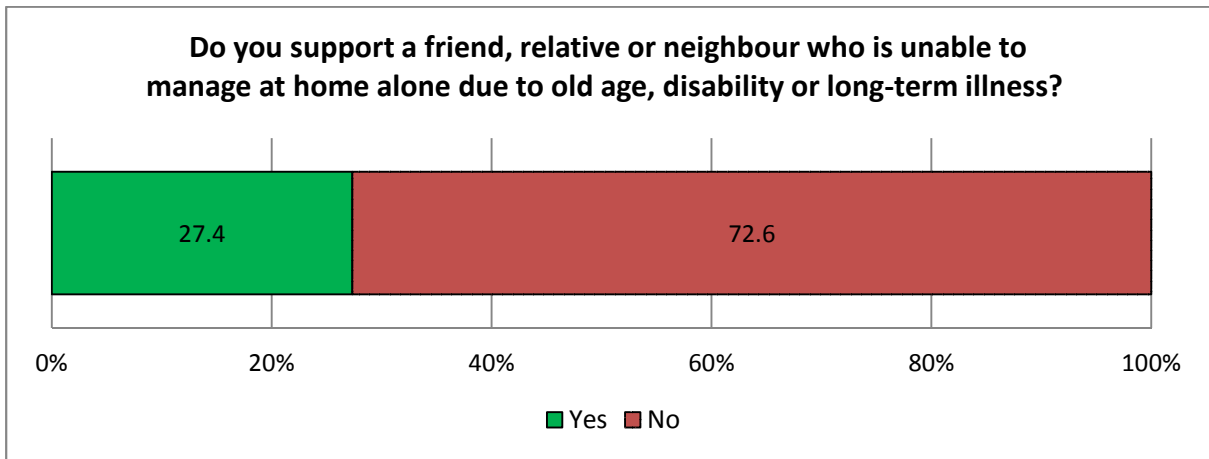
More than half of respondents (54.9%) participated on their own behalf. 38.5% responded on behalf of a service user with the remaining 6.6% from organisations and community groups.





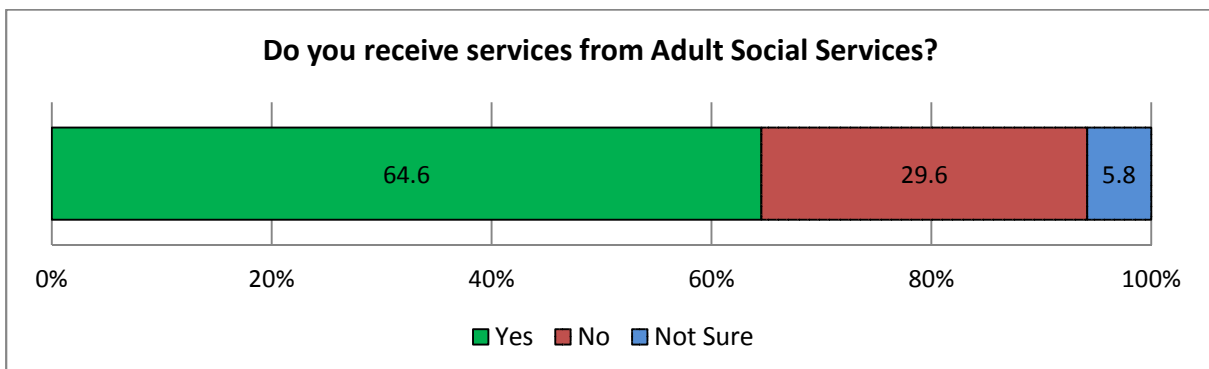
Base: All respondents (213)

27.4% of respondents support someone who is unable to manage alone at home.



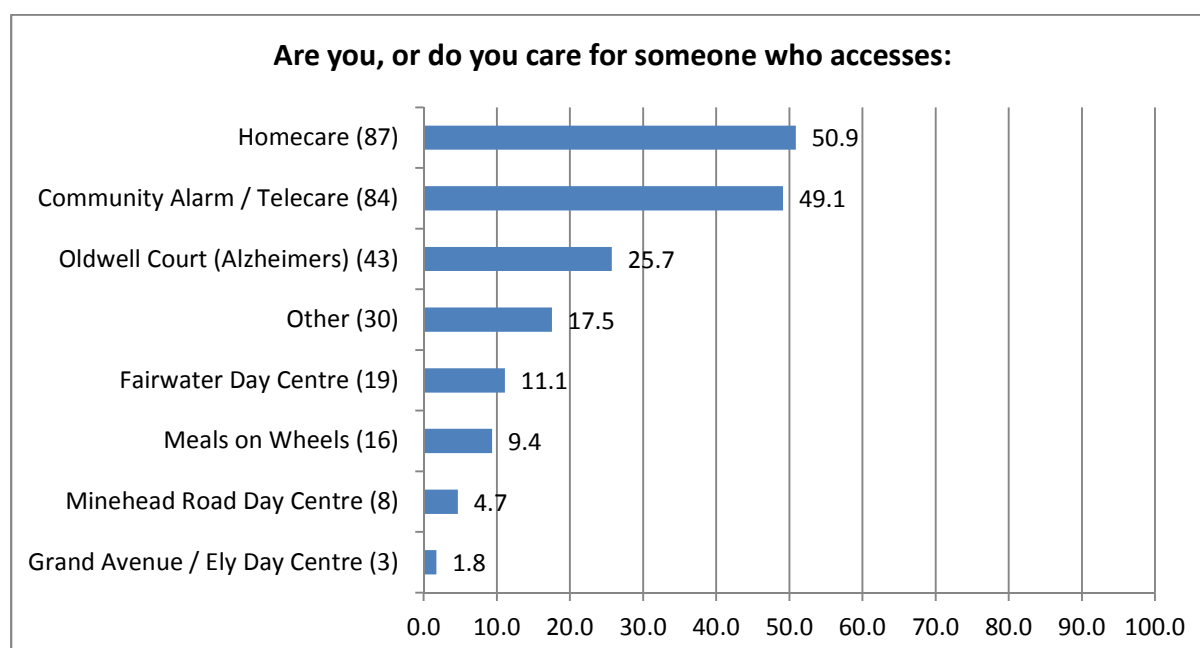
Base: All respondents (106)

Nearly two-thirds of respondents (64.6%) receive services from Adult Social Services, with 29.6% not users and 5.8% unsure.



Base: All respondents (206)

Over half of respondents (50.9%) access, or support someone else to access Homecare, with 49.1% using the Community Alarm Service. Over a quarter access Oldwell Court, a day centre which supports people with dementia, with the remaining services accessed by under 10%.



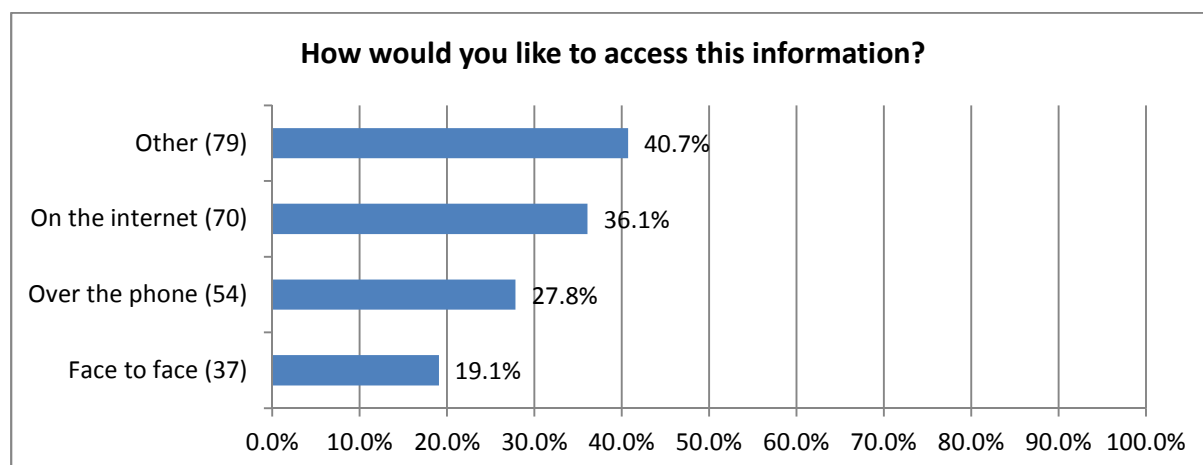
Base: All respondents (111). NB. Respondents were able to select more than one answer.

When asked to specify the other services that they or someone they care for accesses, four specified Alzheimer's support.

#### Emerging themes from 27 responses relating to other services being accessed

Theme	No.	%	Example comments
<b>Alzheimer's Support</b>	4	14.8	<ul style="list-style-type: none"> <li>Support from an Alzheimer's Society worker.</li> <li>Alzheimer's forget me not chorus.</li> </ul>
<b>Council Funded</b>	2	7.4	<ul style="list-style-type: none"> <li>Council Funded Personal Care Services.</li> </ul>
<b>Sbectrwm</b>	2	7.4	<ul style="list-style-type: none"> <li>Sbectrwm centre Fairwater.</li> </ul>
<b>Llandough</b>	2	7.4	<ul style="list-style-type: none"> <li>Llandough Assessment and Recovery Unit.</li> </ul>
<b>Direct Payments</b>	2	7.4	<ul style="list-style-type: none"> <li>Personal Assistant using Direct Payments Scheme.</li> </ul>
<b>Miscellaneous</b>	13	48.1	<ul style="list-style-type: none"> <li>In process of being assessed.</li> <li>Norwegian Church on Monday PM Lewy Body Dementia, George Thomas on Thursday PM Lymphatic Cancer.</li> <li>Mum would like to go to a day centre but there are none available for her.</li> <li>Pedal Power provides a venue to socialise and meet up with friends and gives people an opportunity to get fit and stay fit through cycling.</li> </ul>

The highest ranking response to this question on accessing information was 'Other' (40.7%), ahead of through the internet (36.1%) and over the phone (27.8%). 19.1% of respondents prefer to receive information through face to face meetings.



Base: 194. NB. Respondents were able to select more than one answer.

Respondents who selected 'Other' were asked to explain their preferences, with 40 preferring to receive information by post (53.3%). 14.7% (11 respondents) prefer to access information through face to face contact, ahead of 3<sup>rd</sup> party organisations (9 respondents; 12.0%).

#### Themes emerging from 75 comments on other preferences for accessing information.

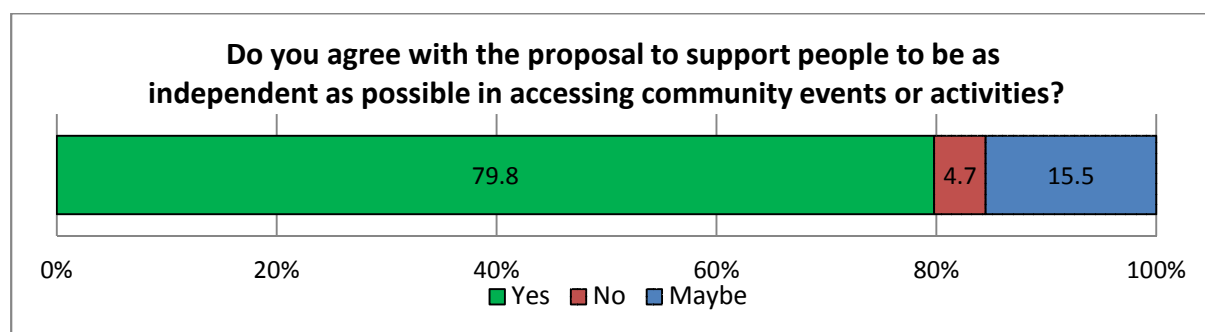
Theme	No.	%	Example comments
<b>Post</b>	40	53.3	<ul style="list-style-type: none"> <li>Via post as I have support with this and my family/staff can inform me of local events.</li> <li>By post - hearing problems on the telephone (usually).</li> <li>By post please I don't have a computer, and cannot get to meetings alone.</li> </ul>
<b>Face to face</b>	11	14.7	<ul style="list-style-type: none"> <li>Face to face with a support worker.</li> <li>Considering age and or disability by postal and/or face to face.</li> </ul>
<b>Via 3rd party organisation</b>	9	12.0	<ul style="list-style-type: none"> <li>Via social services visits by care coordinators, OT, Doctors and other support service providers who visit and understand my needs.</li> <li>From care coordinator/review team, OT, doctors and other support service providers who visit and understand my needs.</li> </ul>
<b>Printed media</b>	7	9.3	<ul style="list-style-type: none"> <li>Information sheets, posters, newsletters, an accessible comprehensive services directory NB. with dementia the information should be sent to the carer.</li> </ul>
<b>Community centre/venue</b>	5	6.7	<ul style="list-style-type: none"> <li>Via a monthly or bi-monthly survey at my local mosque / community centre.</li> </ul>
<b>E-mail</b>	3	4.0	<ul style="list-style-type: none"> <li>Via email.</li> </ul>
<b>From a relative</b>	2	2.7	<ul style="list-style-type: none"> <li>Through my son.</li> </ul>
<b>Other</b>	7	9.3	<ul style="list-style-type: none"> <li>Not really relevant to current situation of my parents who cannot see hear or walk far. As have sensory aged impairment/Alzheimer's/dementia.</li> </ul>

### 3.2 Day Centres

***Do you agree with the proposal to support people to be as independent as possible in accessing community events or activities?***

*There were 213 responses to this question, meaning that every participant responded.*

Almost four-fifths of respondents (79.8%) agreed with the proposal to support people to be as independent as possible in accessing community events and activities. 4.7% opposed the proposal with the remaining 15.5% unsure.



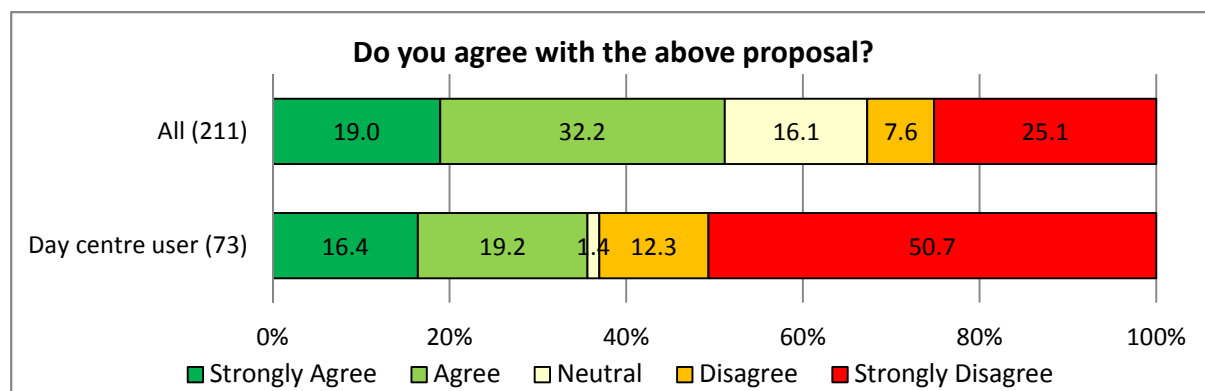
*Base: All respondents (213)*

***Do you agree with the new Day Centres proposal?***

*211 responses were received for this question, a response rate of 99.1%.*

Over half of the respondents were supportive of the proposal (51.2%), including 19.0% who strongly agreed. Of the 32.7% who opposed the proposal, 25.1% strongly disagreed.

Of the 211 responses 73 were from day centre users. Support for the proposal was lower amongst this group with 35.6% supportive, including 19.0% who were very supportive. In contrast 63.0% did not support the new proposal. This included 50.7% who strongly opposed, double that of the overall population.



*Base data shown in brackets*

When given the opportunity to comment further on the Day Centres proposal 102 responses were received. Themes were attached to every comment in order to identify recurring messages. 10 themes were identified in total with *Oldwell Court should not lose funding* the dominant theme (46 responses; 45.1%). This polled ahead of *Greater consideration needed* (30 responses; 29.4%) and *Day Centres have expertise* (28 responses; 27.5%).

#### Themes emerging from 102 further comments about the Day Centres proposal

Theme	No.	%	Example comments
<b>Oldwell Court should not lose funding</b>	46	45.1	<ul style="list-style-type: none"> <li>• <i>Oldwell court should not lose their funding. It is an essential part for Alzheimer sufferers.</i></li> <li>• <i>The proposal to take away funding from Alzheimer's Society Oldwell Court is incredibly difficult to understand, given the excellent service they provide, the numbers they support, and the expertise they have. It is very short-sighted. In addition, why can't the Day Opportunities Team be offered as a third sector opportunity, rather than an in-house service? If delivered by the third sector it will be more efficient, effective and better value for money.</i></li> <li>• <i>Oldwell Court should still be funded. Their team are more professional and do a great service.</i></li> </ul>
<b>Greater consideration needed</b>	30	29.4	<ul style="list-style-type: none"> <li>• <i>Data suggests we need more centres not less. Too centralised, need more local involvement too! (Please)</i></li> <li>• <i>With the number of people having dementia increasing year on year is this provision going to be adequate?</i></li> <li>• <i>Dementia sufferers need a lot more one to one support and familiarity with surroundings and staff. Each sufferer needs individual attention and no two dementia sufferers are the same so a lot of understanding and training is needed.</i></li> </ul>
<b>Day Centres have expertise</b>	28	27.5	<ul style="list-style-type: none"> <li>• <i>Alzheimer's Society has the expertise. Putting lower levels of dementia with more general cases does not meet the needs of those with dementia. This makes no sense and is illogical.</i></li> <li>• <i>Day care is crucial for my mother and us as a family. We highly value day centre staff. My mother is happy at Fairwater. She has dementia but is comfortable in that environment which is a credit to the service.</i></li> </ul>
<b>Travel / related problems</b>	14	13.7	<ul style="list-style-type: none"> <li>• <i>No consideration has been given to client and carers choice. People wish to access services within their own locality. Carers who transport people to day services do not want to spend considerable amounts of time offering transport out of their vital respite from their caring role. Oldwell staff have well trained staff who are able to offer excellent opportunities and care to those who attend Oldwell Court. I believe we require this service to remain in this part of Cardiff and that all facilities should not be based in Ely/Fairwater. The needs and wishes of clients and their carers should be paramount NOT COST CUTTING MEASURES.</i></li> </ul>
<b>Good support provided</b>	13	12.7	<ul style="list-style-type: none"> <li>• <i>Without the support and care my mum gets from Oldwell Court Day Centre our lives would be much more stressful our needs and my mums needs would not be met, Their duty of care is amazing!</i></li> </ul>

<b>Model does not meet users needs</b>	12	11.8	<ul style="list-style-type: none"> <li>As a statement it sounds reasonable BUT there are too many unanswered questions to agree at this stage. - I disagree with the statements made above, its shows how little the council understands the problem. This was not the outcome of the first consultation. The council will still determine level of dependence Far too simplistic statement and misleading. To close a specialist Alzheimer's service at Oldwell Court is precious, when you have proven expertise there. Again don't a council rep take my position for a week.</li> </ul>
<b>On-going support critical for dementia</b>	12	11.8	<ul style="list-style-type: none"> <li>Oldwell Court supports all dementias and this proposal negates the progressive nature of the disease and proposed to move people as their dementia develops. This is not person centred. It also doesn't bear in mind the implications of travel for people with dementia.</li> </ul>
<b>No facility in Cardiff North</b>	6	5.9	<ul style="list-style-type: none"> <li>I feel that services are required in the North side of Cardiff as facilities in Ely are too far for people to travel to as carers will spend most of the day travelling. Specialist carers are required to support service users.</li> </ul>
<b>Greater access needed</b>	5	4.9	<ul style="list-style-type: none"> <li>There should be more provisions for older people from Asian and Muslim backgrounds at one of the above centres to attract them to become regular service users.</li> </ul>
<b>Other</b>	26	25.5	<ul style="list-style-type: none"> <li>I am completing this form on behalf of my mother, she doesn't attend any day centres, she wouldn't want to attend.</li> <li>Would day centre provide physiotherapy, bathing or a meal, or would it be for socialisation?</li> </ul>

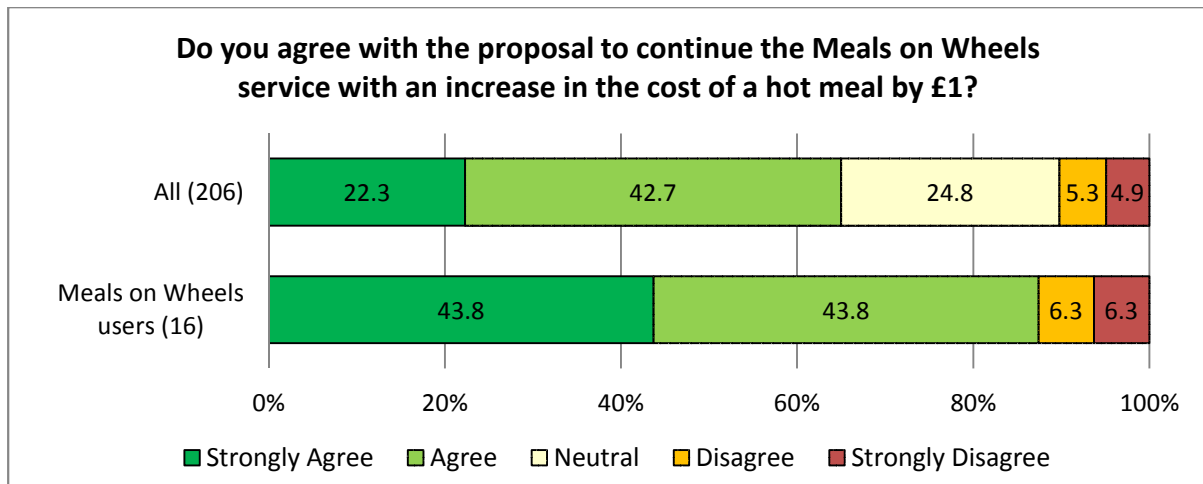
### 3.3 Meals on Wheels

***Do you agree with the proposal to continue the Meals on Wheels service with an increase in the cost of a hot meal by £1?***

*There was a response rate of 96.7% for this question (206 responses).*

Support for the continuation of Meals on Wheels with an increase of £1 for a hot meal was high, with almost two-thirds of respondents supporting the change (65.0%). This included 22.3% who strongly agreed and 42.7% who tended to agree. Just other one-tenth disagreed (10.2%), including 4.9% who strongly disagreed.

When focusing on the response of current Meals on Wheels users, it should be noted that participant numbers were low (16 respondents). Support for the continuation of the service with a £1 cost increase was higher than amongst the general population with almost nine-tenths of respondents (87.5%) in agreement, compared to 12.5% who disagreed.

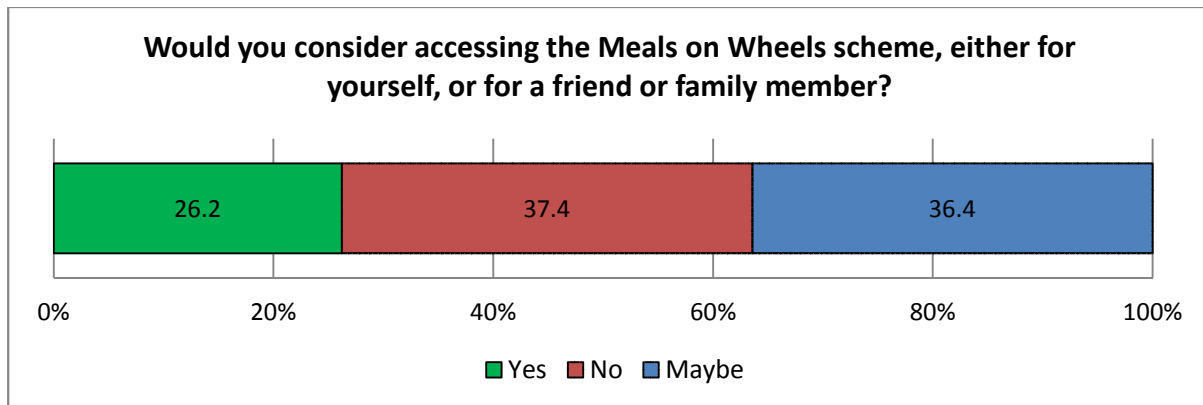


Base data shown in brackets

**Would you consider accessing the Meals on Wheels scheme, either for yourself, or for a friend or family member?**

206 responses were received meaning a response rate of 96.7%.

Over a quarter (26.2%) of respondents would consider using the service for themselves or a friend or relative. This compared to 37.4% who would not consider accessing it, with a significant proportion unsure (36.4%)



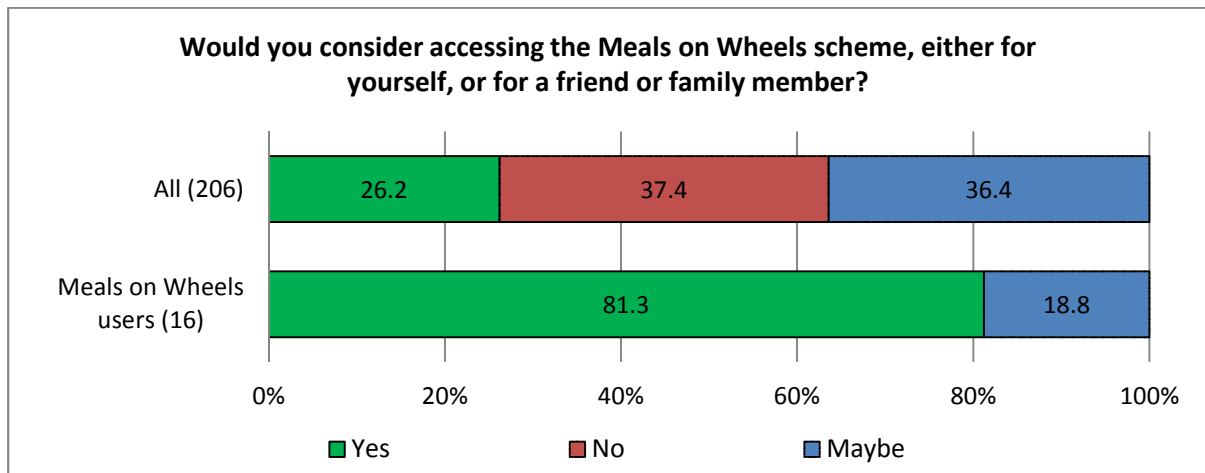
Base: All respondents (206)

**If you or a family member receive meals on wheels would you also be interested in receiving a cold meal for the evening?**

The response rate for this question was 74.6% (159 responses).

Support for a family member receiving a cold evening meal when already receiving Meals on Wheels was low with 16.4% interested in the service. Over half (52.8%) were uninterested with 30.8% unsure.

The results varied significantly for the 16 current Meals on Wheels users who responded to the question with over half (56.3%) interested compared to 18.8% who were uninterested. Again a significant proportion (30.8%) were unsure.



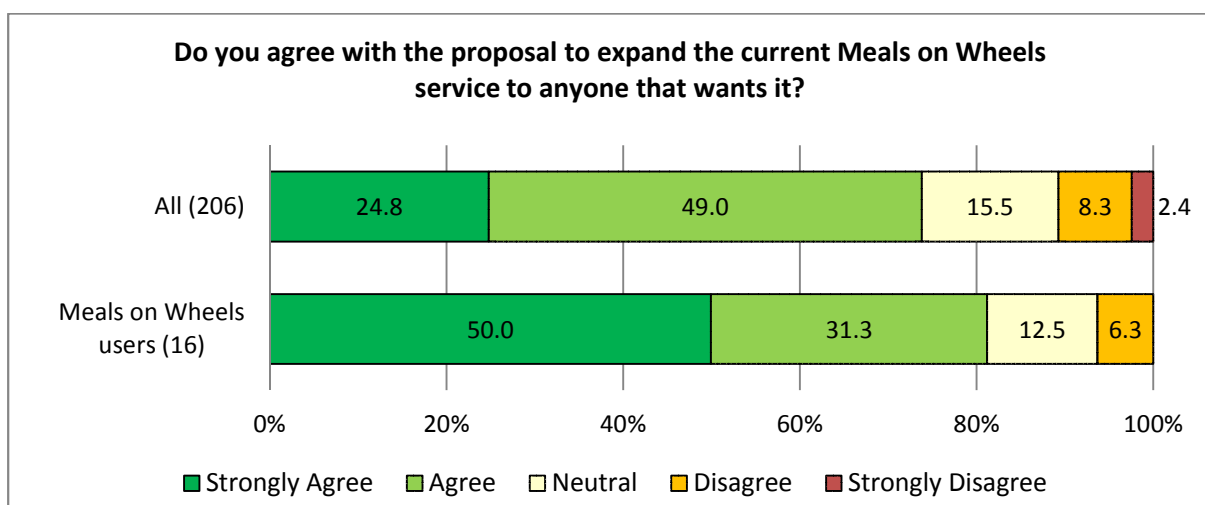
Base data shown in brackets

**Do you agree with the proposal to expand the current Meals on Wheels service to anyone that wants it?**

There were 206 responses to this question, a response rate of 96.7%.

There was significant support throughout the population for expanding the service to anyone who wants it. Almost a quarter (24.8%) strongly agreed with an additional 49.0% tending to agree. This totalled 73.8% who were supportive, compared to a total of 10.7% who disagreed.

Support was greater among current users of the service. Half the users (50.0%) strongly agreed, over double the figure for all respondents, with an additional 31.3% tending to agree. 6.3% tended to disagree with no respondents disagreeing strongly.



Base data shown in brackets



### Do you have any other suggestions to improve the Meals on Wheels Service?

38 responses were received for this open question. The main theme was that the *service should not be opened up* (7 respondents; 18.4%) ahead of *Needs to be sustainable* and *Consider alternatives* (5 respondents; 13.2% for both)

#### Themes emerging from 38 comments on other suggestions to improve Meals on Wheels.

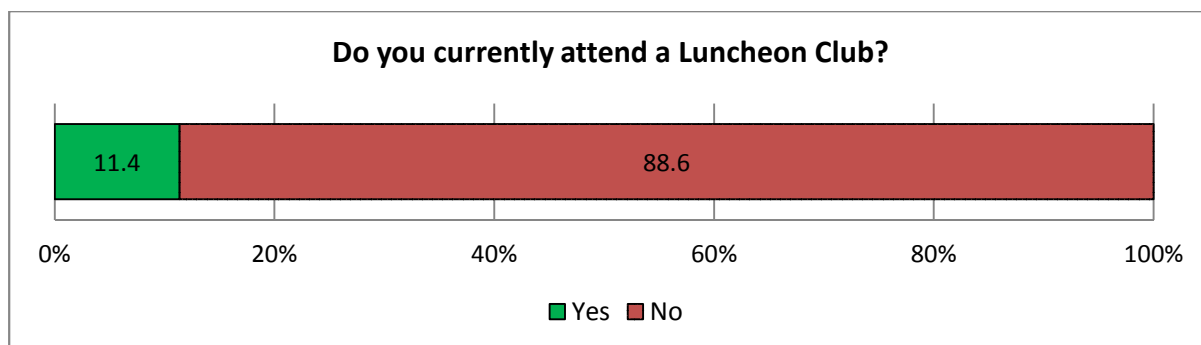
Theme	No.	%	Example comments
<b>Service should not be opened up</b>	7	18.4	<ul style="list-style-type: none"> <li>I cannot understand why there is a plan to provide meals on wheels to anyone who wants it, when the usual rhetoric is that services must be provided to the most needy.</li> <li>Over 70's or disabled should use MOW not just anyone.</li> </ul>
<b>Needs to be sustainable</b>	5	13.2	<ul style="list-style-type: none"> <li>I find it hard to believe that the cost isn't covered because it seems to me the food costs far less to make by bulk than is charge. i can understand this though with the delivery service. Can someone review the cost of sourcing food.</li> </ul>
<b>Consider alternatives</b>	5	13.2	<ul style="list-style-type: none"> <li>Make provision of HALAL menu for growing older Muslim population and create more awareness in the local mosques etc.</li> </ul>
<b>Increase too much</b>	4	10.5	<ul style="list-style-type: none"> <li>I think it is essential to continue with Meals on Wheels, but the proposed increase in cost is far too much.</li> </ul>
<b>Better advertising needed</b>	3	7.9	<ul style="list-style-type: none"> <li>This service is not advertised enough and no-one has mentioned this service is available.</li> </ul>
<b>Quality must improve</b>	3	7.9	<ul style="list-style-type: none"> <li>If there is to be an increase in cost the quality of food available must be of a decent standard.</li> </ul>
<b>Service should continue as is</b>	2	5.3	<ul style="list-style-type: none"> <li>I think it is essential to continue with Meals on Wheels, but the proposed increase in cost is far too much.</li> </ul>
<b>Other</b>	16	42.1	<ul style="list-style-type: none"> <li>My mother has never eaten a ready cooked meal from a tin foil container in her life. She would not recognise it as a lunch and it would go straight in the bin no matter what it cost.</li> <li>There needs to be more detail as how the additional £1 will be spent. I could make a hot meal for under £2.90 so why are you increasing the cost?</li> </ul>

### 3.4 Luncheon Clubs

#### Do you currently attend a Luncheon Club?

211 respondents participated in this question, a response rate of 99.1%.

Participation in luncheon clubs amongst respondents was low with only 11.4% using the service.



Base: All respondents (211)

When the 23 respondents were asked to specify the Luncheon Club that they attend, 6 respondents reported using *Oldwell Court* (26.1%), ahead of clubs in *Beulah & Araratt* (4 respondents; 17.4%) and *Fairwater* (3 respondents; 13.0%).

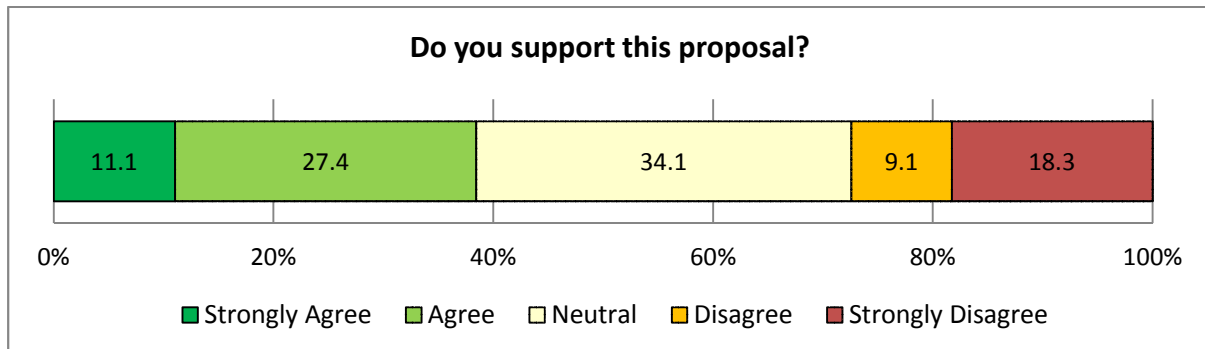
**Themes emerging from 23 comments relation to Luncheon Clubs used by respondents.**

Theme	No.	%	Example comments
<b>Oldwell Court</b>	6	26.1	<ul style="list-style-type: none"> <li>• <i>I attend Oldwell Court four times a week and have my dinner there.</i></li> <li>• <i>My husband attends Oldwell Court.</i></li> </ul>
<b>Beulah &amp; Araratt</b>	4	17.4	<ul style="list-style-type: none"> <li>• <i>Beulah &amp; Araratt / Oldwell Court.</i></li> </ul>
<b>Fairwater</b>	3	13.0	<ul style="list-style-type: none"> <li>• <i>Fairwater Day Centre.</i></li> </ul>
<b>Cyncoed</b>	2	8.7	<ul style="list-style-type: none"> <li>• <i>Cyncoed Methodist Church.</i></li> </ul>
<b>Dalton St</b>	2	8.7	<ul style="list-style-type: none"> <li>• <i>Dalton Street.</i></li> </ul>
<b>Methodist Church, Whitchurch</b>	2	8.7	<ul style="list-style-type: none"> <li>• <i>Methodist Church, Whitchurch.</i></li> </ul>
<b>Bethel Baptist, Whitchurch</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Bethel Baptist Whitchurch.</i></li> </ul>
<b>St Andrews Church</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>St. Andrews Church.</i></li> </ul>
<b>Sbectrwm</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Sbectrwm Fairwater Mon &amp; Thurs only.</i></li> </ul>
<b>Waterloo Gardens</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Roath Church House, Waterloo Gardens.</i></li> </ul>
<b>Minehead Road</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Minehead Road.</i></li> </ul>
<b>Wyndham Centre</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>In the past with a previous personal assistant - Wyndham Centre.</i></li> </ul>
<b>Adamsdown Day Centre</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Adamsdown Day Centre.</i></li> </ul>
<b>Albany Road</b>	1	4.3	<ul style="list-style-type: none"> <li>• <i>Albany Rd Bapist Church - Monday session.</i></li> </ul>

### Do you support this proposal?

There was a response rate of 97.7% with 208 responses to this question.

Opinions on the removal of subsidies from luncheon clubs to increase sustainability and ensure equitable provision was divided. 38.5% were supportive with 11.1% agreeing strongly. This was in contrast to 27.4% who opposed the change, including 9.1% who disagreed strongly. A significant third of respondents (34.1%) neither agreed or disagreed.



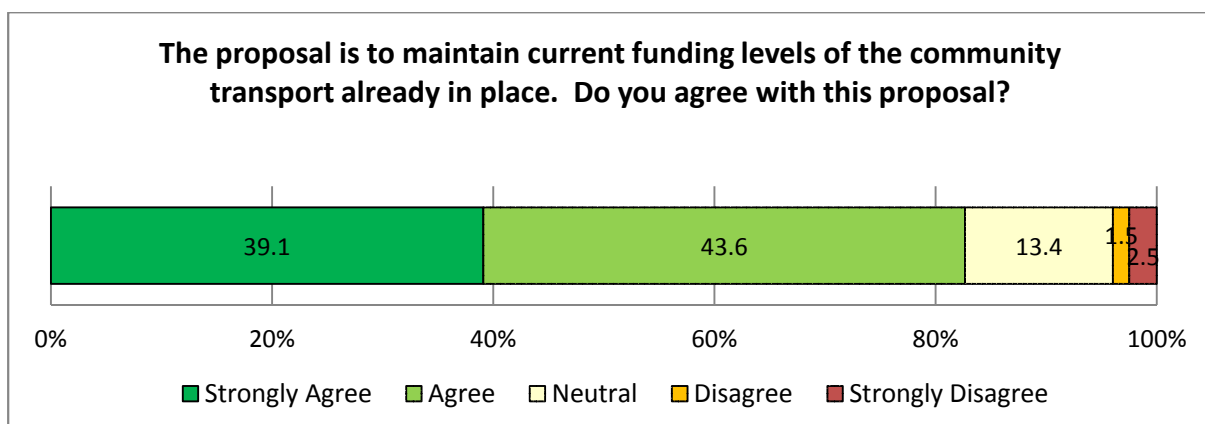
Base: All respondents (208)

### 3.5 Community Transport

The proposal is to maintain current funding levels of the community transport already in place. Do you support this proposal?

With 202 respondents participating there was a response rate of 94.8%.

82.7% of respondents were supportive of the Community Transport proposal with 39.1 strongly agreeing and 43.6% tending to agree. 4.0% opposed the change including 2.5% who disagreed strongly.

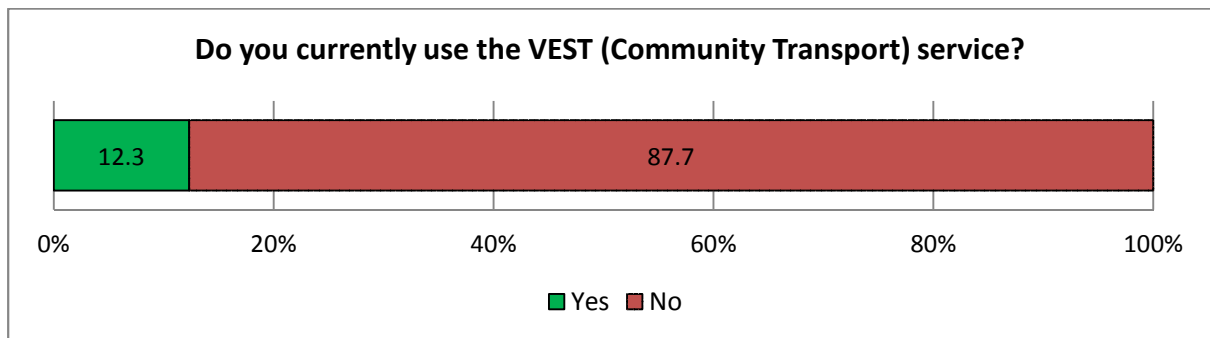


Base: All respondents (202)

**Do you currently use the VEST (Community Transport) service?**

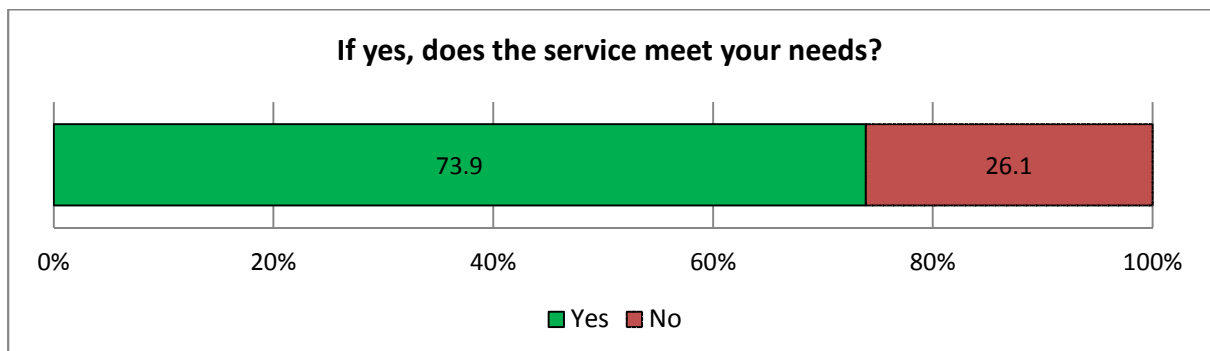
203 respondents (95.3%) answered this question.

Of the respondents 25 were users of VEST (12.3%) with 178 (87.7%) not having used the service before.



Base: All respondents (203)

Of the 23 users of VEST that responded, 73.9% felt that the service meets their needs. While these results are useful the low number of respondents should be borne in mind.



Base: VEST service users (23)

Respondents who don't currently use VEST were asked to explain why. 60 respondents left comments with 28.3% of these (17 respondents) *not requiring the service at present* and 10 respondents *unable to use the service* (16.7%).

**Themes emerging for 60 comments on how VEST is not meeting user needs.**

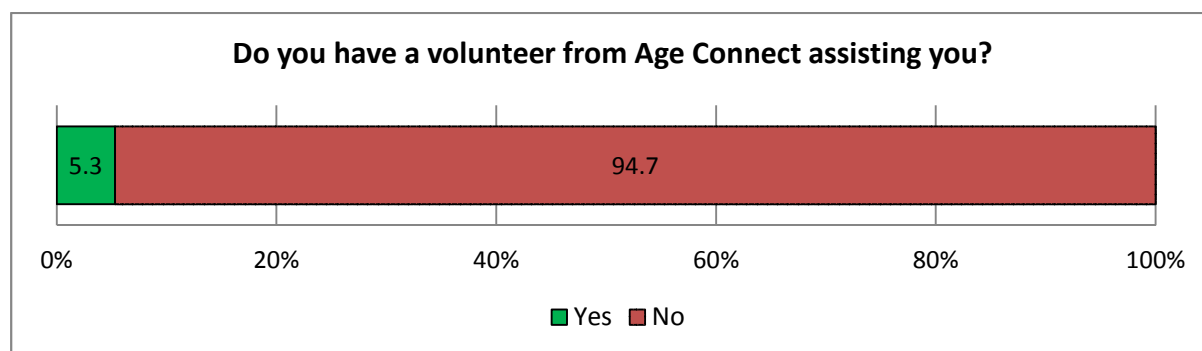
Theme	No.	%	Example comments
Service not required at present	17	28.3	<ul style="list-style-type: none"> <li>My mother has her family to take her to any appointments she has to attend.</li> <li>My husband is transported by ambulance to Llandough hospital.</li> </ul>
Unable to use	10	16.7	<ul style="list-style-type: none"> <li>For an aged person that has dementia it's not an ideal form of transport due to number of passengers.</li> </ul>
Service needs expansion	9	15.0	<ul style="list-style-type: none"> <li>The service should be expanded for many this is their only form of transport for social activities.</li> </ul>
Not easy to Book	8	13.3	<ul style="list-style-type: none"> <li>Used previously but too difficult to book. But service of the VEST drivers is fantastic.</li> </ul>
Better promotion needed	8	13.3	<ul style="list-style-type: none"> <li>I did not know of its existence.</li> </ul>
Other	11	18.3	<ul style="list-style-type: none"> <li>I drove for them for many yrs, I would use them myself if the need arose. They offer a v.gd service</li> </ul>

### 3.6 Volunteering

**Do you have a volunteer from Age Connect assisting you?**

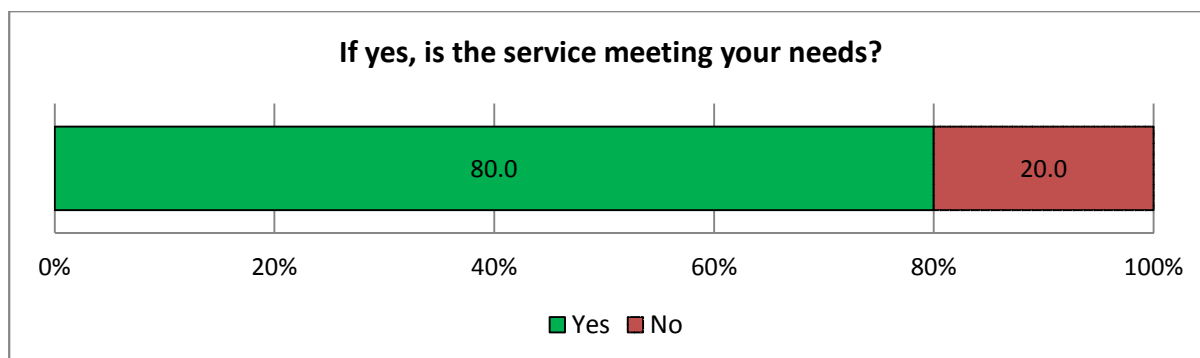
207 of the 213 respondents to the overall survey responded to this question (97.2%).

11 of the 203 respondents (5.3) currently have assistance from an Age Connect volunteer.



Base: All respondents (207)

These users were asked if the Age Connect volunteer service meets their needs. While there is a need to bear the low number of respondents in mind, 80% of the ten users reported that their needs were being met.



Base: Age Connect users (10)

There were 61 responses when respondents were asked why they don't use the service. 18 respondents (29.5%) were *unaware of the service*, with 15 *using an alternative service* (24.6%) and 12 *having a support network* (19.7%).

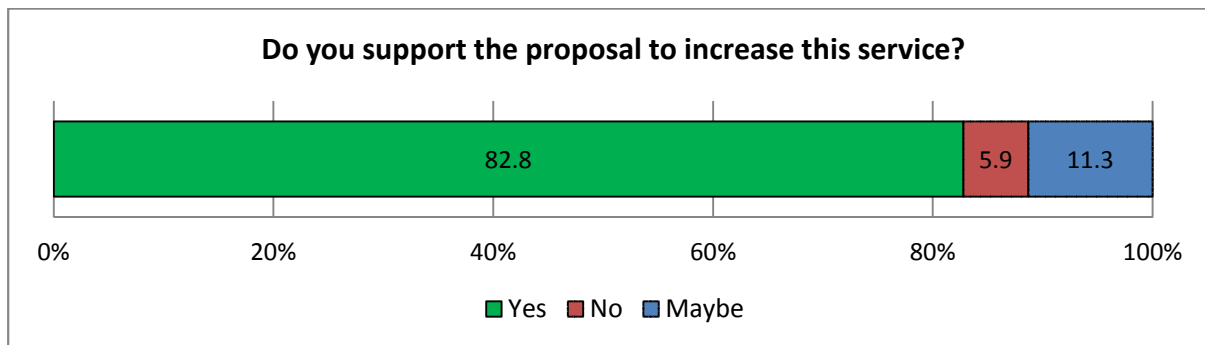
**Emerging themes for 61 comments explaining why people do not use the Age Connects volunteering service.**

Theme	No.	%	Example comments
<b>Unaware of service</b>	18	29.5	<ul style="list-style-type: none"> <li>• <i>Sounds like an excellent idea but have not been informed /advised of this service at all.</i></li> <li>• <i>No idea how to access this service. I knew nothing about this service.</i></li> <li>• <i>I'm not aware of such a provision. Please ensure he/she is from an Asian or Muslim background.</i></li> </ul>
<b>Use Alternative service</b>	15	24.6	<ul style="list-style-type: none"> <li>• <i>We don't need one as have wonderful personal assistant through Diverse Cymru's Direct Payment Scheme.</i></li> <li>• <i>I get a visit from Age Concern.</i></li> </ul>
<b>Have support network</b>	12	19.7	<ul style="list-style-type: none"> <li>• <i>Have a network of family members to help me.</i></li> </ul>
<b>Not required</b>	8	13.1	<ul style="list-style-type: none"> <li>• <i>Not needed for the time being.</i></li> </ul>
<b>Do not replace specialist staff</b>	5	8.2	<ul style="list-style-type: none"> <li>• <i>Please do not use volunteers for work / support that really should be provided by paid staff.</i></li> </ul>
<b>Does not meet needs</b>	2	3.3	<ul style="list-style-type: none"> <li>• <i>Does not meet my needs.</i></li> </ul>
<b>Negative prior experience</b>	2	3.3	<ul style="list-style-type: none"> <li>• <i>Last volunteer was pleasant but unreliable, but a new volunteer starts next week.</i></li> </ul>
<b>Other</b>	8	13.1	<ul style="list-style-type: none"> <li>• <i>I would personally be happy to volunteer for this and could get some colleagues involved.</i></li> </ul>

**Do you support the proposal to increase this service?**

There were 186 responses to this question, a response rate of 87.3%.

There was a high level of support for increasing the volunteering service with over four-fifths of respondents (82.8%) answering positively, compared to 5.9% in opposition. 11.3% of respondents were unsure.

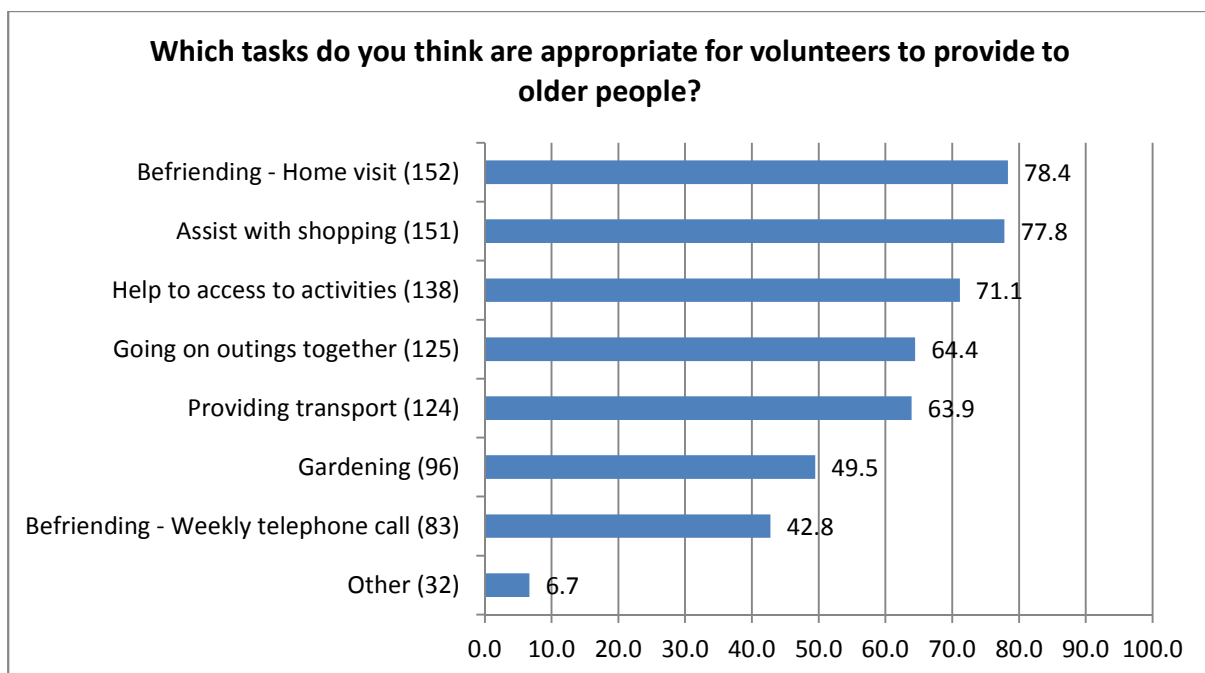


Base: All respondents (186)

**Which tasks do you think are appropriate for volunteers to provide to older people?**

194 respondents selected at least one option for this question giving a response rate of 91.2%.

Of the options for respondents to choose from *Befriending – Home visit* ranked highest with 78.4% of respondents thinking this was an appropriate task. This was marginally ahead of *Assist with shopping* (77.8%) and *Help to access to activities* (71.1%). The remaining tasks polled under 70%.



Base data shown in brackets

All 32 respondents who selected 'Other' left comments. Seven of these were stating that they had *No time to volunteer* (21.9%), with the same amount making other comments. Of those listing tasks *advice or support* was highest (5 responses; 15.6%), ahead of *household tasks* (9.4%).

**Themes emerging from 32 suggestions of tasks appropriate for volunteers to provide to older people.**

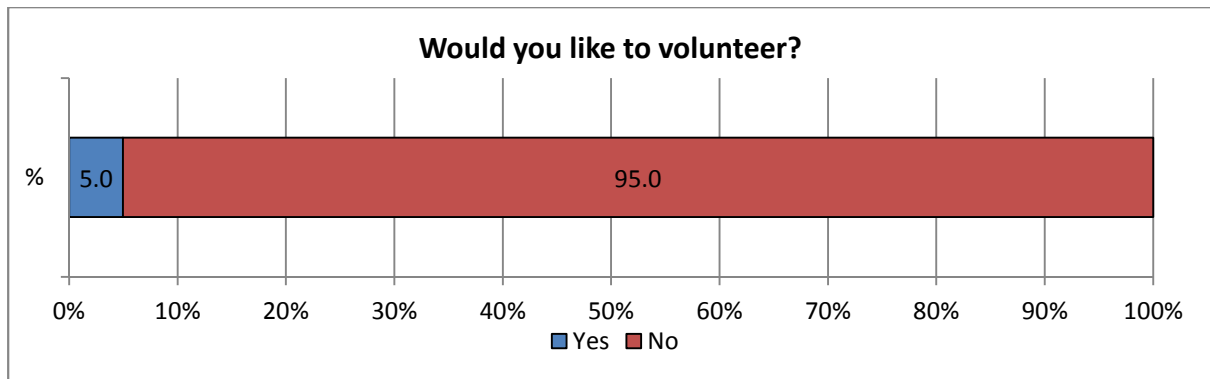
Theme	No.	%	Example comments
<b>No time to volunteer</b>	7	21.9	<ul style="list-style-type: none"> <li><i>I am unable to volunteer because at present I am caring for my husband who has secondary progressive MS and vascular dementia.</i></li> </ul>
<b>Advice / Support</b>	5	15.6	<ul style="list-style-type: none"> <li><i>I would like access to counselling (emotional support) but this is only available if Alzheimer's sufferer is present.</i></li> </ul>
<b>Appropriate checks needed</b>	4	12.5	<ul style="list-style-type: none"> <li><i>Volunteers are good but only as long as they are consistent and fully trained, DBS checked and specialist trained in the case of people with dementia.</i></li> </ul>
<b>Household tasks</b>	3	9.4	<ul style="list-style-type: none"> <li><i>House work, ironing and feeding etc. If anyone was willing to do this in an Emergency situations (short term).</i></li> </ul>
<b>Dementia support</b>	3	9.4	<ul style="list-style-type: none"> <li><i>Dementia support.</i></li> </ul>
<b>Visit / Check up</b>	2	6.3	<ul style="list-style-type: none"> <li><i>Checking people of safe warm and eating.</i></li> </ul>
<b>Model inappropriate</b>	1	3.1	<ul style="list-style-type: none"> <li><i>There is no specialist dementia provision within this model.</i></li> </ul>
<b>Gardening</b>	1	3.1	<ul style="list-style-type: none"> <li><i>My husband and I would benefit from all these services. I am having my back garden paved because my husband is no longer able to do the gardening, which he loves.</i></li> </ul>
<b>Exercise</b>	1	3.1	<ul style="list-style-type: none"> <li><i>Walking/other exercise.</i></li> </ul>
<b>Food</b>	1	3.1	<ul style="list-style-type: none"> <li><i>Meals, very anxious about vetting and continuity, reliability etc., paying people formalises arrangements.</i></li> </ul>
<b>Other</b>	7	21.9	<ul style="list-style-type: none"> <li><i>These are fine for people with simple needs, but do nothing for people with complex needs and progressive conditions.</i></li> </ul>

### Would you like to volunteer?

The response rate for this question was high (94.8%) with 202 responses.

Interest in volunteering was low 5.0%. This is potentially due to the age profile of the respondents with 69.0% over 65, including 53.3% aged over 75.





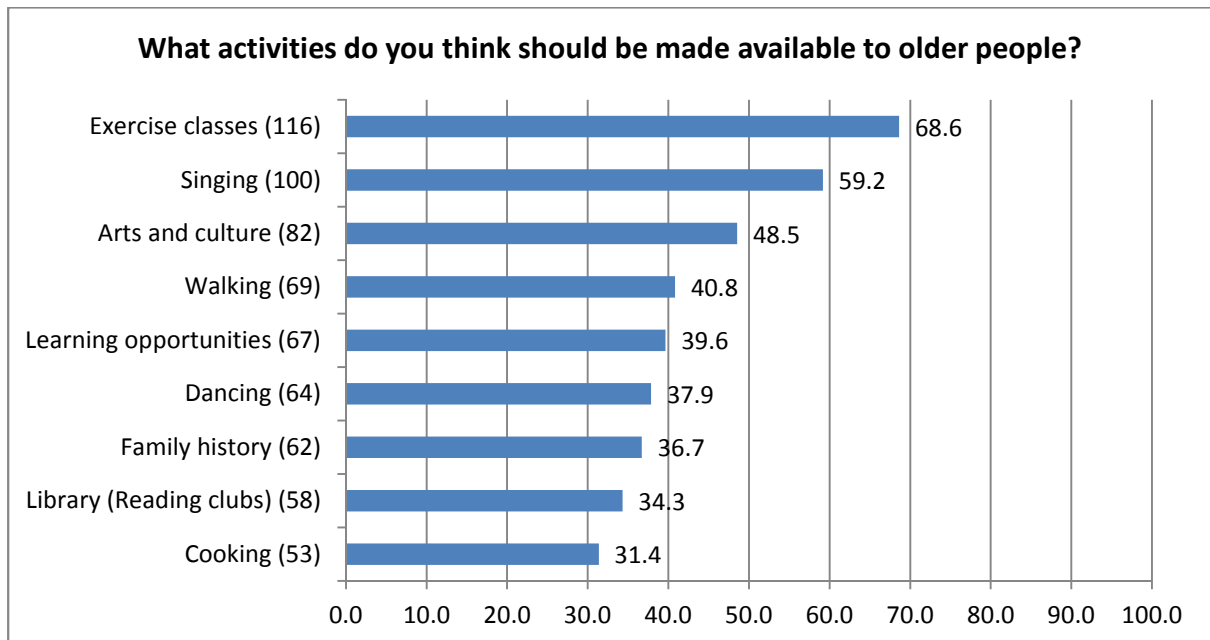
Base: 202

### 3.7 Future activities

#### What activities do you think should be made available to older people?

169 respondents shared activities they felt should be made available to older people, a response rate of 79.3%.

Almost 70% of respondents felt that *exercise classes* should be made available, ahead of *singing* (59.2%). Other activities polled at under 50% with *cooking* (31.4%) and *Reading clubs in libraries* (34.3%) least desired.



Base: All respondents (169)

73 respondents suggested alternative activities which were coded into 13 themes. The dominant theme was *Social activities* including Travel to attend (30 respondent; 41.1%) with many valuing the opportunity to spend time doing hobbies with others. 17 respondents (17%) suggested *sports based activities*, with 15 (20.5%) reporting a *need for specialist help* for people with dementia.

### Themes emerging from request for additional activities users would like to attend

Theme	No.	%	Example comments
<b>Social activities / Travel</b>	30	41.1	<ul style="list-style-type: none"> <li>• <i>Mother thrives on social activity of any form. Being with people. Although she needs support to do so. Hence the day centre in Fairwater is great.</i></li> <li>• <i>A lot of seniors have had their fair share of hobbies and would like nice surroundings to have a cuppa and a chat as many never see anyone from one week to the next</i></li> </ul>
<b>Sports Based Activities</b>	17	23.3	<ul style="list-style-type: none"> <li>• <i>Swimming and pool exercise.</i></li> <li>• <i>Cycling at Pedal Power - there are trikes that are suitable for all - including those with disabilities.</i></li> </ul>
<b>Need specialist help</b>	15	20.5	<ul style="list-style-type: none"> <li>• <i>Not all available for my husband. We have a leisure card each but activities - even swimming- is not geared to dementia sufferers. There is a singing group for dementia provided by voluntary agencies - music therapy is good. A walking group would be really good. With all the leisure activities some kind of joint changing room is needed so I can help my husband dress and undress. We are both pensioners and would qualify for this support regardless of my husband's illness.</i></li> </ul>
<b>Historical</b>	9	12.3	<ul style="list-style-type: none"> <li>• <i>Reminiscence groups.</i></li> </ul>
<b>Food</b>	9	12.3	<ul style="list-style-type: none"> <li>• <i>Lunch clubs with a speaker.</i></li> </ul>
<b>Reading</b>	7	9.6	<ul style="list-style-type: none"> <li>• <i>If saw with fewer pieces so earlier and shorter to complete. Smaller books with large print and a more varied subjects - Not just crime and fiction.</i></li> </ul>
<b>Arts &amp; Crafts</b>	5	6.8	<ul style="list-style-type: none"> <li>• <i>Art and crafts - simple model making, painting, sewing and needle craft. Games and fun activities.</i></li> </ul>
<b>Musical / Singing</b>	4	5.5	<ul style="list-style-type: none"> <li>• <i>What about dementia services e.g. Singing for the Brain by Alzheimer's Society? The funding will stop for this too.</i></li> </ul>
<b>IT / Technology</b>	4	5.5	<ul style="list-style-type: none"> <li>• <i>Craft classes, IT - use of technology.</i></li> </ul>
<b>Healthy Living</b>	3	4.1	<ul style="list-style-type: none"> <li>• <i>Embroidery classes, healthy eating and dieting classes.</i></li> </ul>
<b>Language Based</b>	3	4.1	<ul style="list-style-type: none"> <li>• <i>Language classes, for example French and Spanish.</i></li> </ul>
<b>Gardening</b>	2	2.7	<ul style="list-style-type: none"> <li>• <i>Talks; French, Travel, History, Buildings, Sailing, Gardening.</i></li> </ul>
<b>Other</b>	13	17.8	<ul style="list-style-type: none"> <li>• <i>Question to general will depend on the individual.</i></li> </ul>

### 3.8 Barriers to accessing community facilities

166 respondents shared what they felt were the main barriers that older people face. Of these over half (95 respondents; 57.2%) raised *transport and access* with many struggling to travel by taxi and phone, and finding VEST difficult to book.

*Health conditions* leading to loneliness and a loss of confidence ranked second (63 responses; 38%) with a *lack of knowledge* of community facilities also being raised by over a quarter of respondents (43; 25.9%).

**Themes emerging from respondents opinions of barriers and older people face and which prevent them from accessing community facilities.**

<b>Theme</b>	<b>No.</b>	<b>%</b>	<b>Example comments</b>
<b>Transport and access</b>	95	57.2	<ul style="list-style-type: none"> <li>• <i>Lack of reliable transport. Taxis are not practicable for dementia sufferers to go on their own. VEST too difficult to book. Good neighbours. Budget cuts so service can't be provided.</i></li> <li>• <i>Transport is a bit issue for me, I need a lot of help to into/out of a car. I only get out when my daughters take me. I enjoyed the day centre which reduced my isolation and the transport was good. I have no transport to my local luncheon club. I have carers every morning to help me get dressed. I would like to get out there and go to a day centre or luncheon club but I need help with transport and need my wheelchair.</i></li> <li>• <i>I think the main barriers for the elderly is not being able to catch a a bus, or meet friends for coffee, etc.</i></li> </ul>
<b>Health conditions</b>	63	38.0	<ul style="list-style-type: none"> <li>• <i>Loss of confidence, visual/hearing impairment. Nervous of strangers around them. Embarrassed about their difficulty in interacting. Problems when out and about - more specialist help needed e.g. signage or those experienced in teaching hands on with visually impaired etc.</i></li> <li>• <i>For some here is a lack of independence due to physical mental health issues, levels of support need to be maintained.</i></li> <li>• <i>My experience is with short term memory loss. Other barriers would be lack of awareness, motivation, help getting ready, anxiety about going somewhere new.</i></li> </ul>
<b>Lack of knowledge</b>	43	25.9	<ul style="list-style-type: none"> <li>• <i>Communication - many older people don't have access to the internet. Have little or no contact with people therefore are unaware of the facilities on offer.</i></li> <li>• <i>Lack of knowledge about facilities, lack of transport, lack of confidence.</i></li> </ul>
<b>Support needed</b>	37	22.3	<ul style="list-style-type: none"> <li>• <i>Carer support for individual.</i></li> <li>• <i>My Mum has dementia and anxiety issues.. needs someone to interact with her constantly.</i></li> </ul>
<b>Lack of information available</b>	33	19.9	<ul style="list-style-type: none"> <li>• <i>Difficult to arrange , lack of information.</i></li> <li>• <i>Being informed re this. Lack of co-ordinated thinking when delivering services. SAP CRM and Gateway will hopeful address this. However across all council services we should be able to sign post elderly or vulnerable peoples to a community access point - requiring training and comms for all Council staff to have a consistent customer journey for all.</i></li> </ul>
<b>Other</b>	32	19.3	<ul style="list-style-type: none"> <li>• <i>Apathy.</i></li> <li>• <i>Falling.</i></li> </ul>
<b>Lack of facilities</b>	17	10.2	<ul style="list-style-type: none"> <li>• <i>Lack of knowledge about community facilities. Lack of access to community facilities.</i></li> </ul>
<b>Service Instability</b>	8	4.8	<ul style="list-style-type: none"> <li>• <i>The dwindling amount of services on offer, the instability of services offered by the voluntary sector because of funding cuts, a growing lack of recognition by statutory services of the value of preventative services and of funding them.</i></li> </ul>

<b>Lack of Specialist Staff</b>	5	3.0	<ul style="list-style-type: none"> <li>• <i>Re: Dementia - stigma, lack of understanding, lack of expertise within existing and universal provision. This strategy does not address this issue.</i></li> </ul>
<b>Stigma associated to the condition</b>	4	2.4	<ul style="list-style-type: none"> <li>• <i>Getting here. Support being there. Very dependant on support needs of the individual. Enhanced, interesting social spaces for both carers and older people to enjoy together would be great. Presently this tends to be local cafes. Have seen 'dementia cafes' - what a terrible name! Needs to be a non-stigmatised enjoyable place to be! Tea dances great - at St David's Hall. Without day care would be a struggle we want to keep my mother with us a long as possible. Support to do so is also financially prudent for the council as it will reduce costs.</i></li> </ul>
<b>Reliance on volunteers</b>	3	1.8	<ul style="list-style-type: none"> <li>• <i>Motivation, availability of sufficient volunteers,</i></li> </ul>

## 4 Events

The consultation included three events which were held in the centre of Cardiff, Ely and Llanrumney. The events gave people the opportunity to ask questions and raise concerns. All the questions and statements resulting from the events have been passed to the decision makers for consideration with the key recurring themes including:

### *Waiting lists and capacity for service users.*

Many of the attendees at the events questioned the proposal to cease funding for Oldwell Court which will potentially result in closure and a decrease in spaces for people suffering with dementia. They argued that there are already waiting lists and that the number of people with dementia is expected to rise.

### *Disruption due to change of centre*

Attendees at the event felt that Oldwell Court service users are settled and that change for people with dementia can be highly disruptive with a significant amount of time needed to settle in to a new routine. With many feeling that the day centres are situated on one side of the city there will also be significant travel which will be difficult for users.

### *Uncertainty over future places*

There was uncertainty over whether current patients will have an automatic space if Oldwell Court is closed, or if they will be on a waiting list.

### *Lack of consideration of carers*

Many of the attendees at the event were carers and a reoccurring theme was the effect of the changes on carers. Many felt that the Council is over-reliant on carers and that the service changes do not consider their support needs.

### *Changes are purely to save money*

Several members of the public felt that the basis for the service change is to save money, and does not consider the needs of service users.

### *Assessment of needs*

Questions were asked over how service users would be diagnosed as having low, medium or high level needs, as well as why the needs of users would need to be re-assessed.

### *Expertise of Alzheimer's Society and staff*

Many used the opportunity to praise the work of the Alzheimer's Society and the skills of the people who work there. They were concerned over their future employment in the event of Oldwell Court closing and questioned whether the other day centres would have the same expertise.

## **5. Additional Correspondence**

### **5.1 Petition**

The City of Cardiff Council received a petition entitled *Save Alzheimer's Society Oldwell Day Support Service* with 4,830 individual signatures.

### **5.2 Letters and emails**

The City of Cardiff Council received three letters from organisations. Responses from the Glamorgan Voluntary Service, on behalf of the third sector, and Cardiff and Vale Mental Health Forum both recognised the budget challenges and the need to discuss possible solutions but felt the proposed changes are not viable. They criticised the decisions to cease funding for Oldwell Court and questioned why it could not become one of the designated day centres, and were unsure of how the new model will mean a reduction in support when dementia is a progressive condition. In addition they questioned whether there was potential for the third sector to be more involved and praised Age Connects.

A response was also received from the University Health Board, who wanted assurances that a market analysis had been conducted to ensure that the new model will offer the same quality of care for less. They queried whether the new model included costs relating to increased travel for users.

In addition, 12 responses were also received from individuals, including two which were submitted by an AM and MP on behalf of members of the public. All the responses related to Oldwell Court and the need for stability and routine for service users. They questioned whether the proposal conflicted with the Cardiff and the Vale's Three Year Dementia Plan, and felt that the service should be increasing to tackle the increasing older population.

## **6. Learning**

This consultation report, as well as the views of the 213 respondents, will be considered by Cardiff Council before a final decision is made on the proposals relating to the Day Opportunities Strategies.

Particular messages that have come through strongly through the engagement exercise include concern over the future of dementia services. Specifically the proposal to cease funding for the day centre places at Oldwell Court has prompted feedback in the consultation document, at the engagement events and through the petition and correspondence.

Responses relating to meeting the needs of BME communities, the Meals on Wheels service and ensuring adequate transport for older people to access opportunities will also require further consideration.

Cllr G Hinchey  
County Hall  
Cardiff  
CF10 4UW

139 Brynfedw  
Llanedeyrn  
Cardiff  
CF23 9PT

Cc. Cllr S Merry

12<sup>th</sup> January 2016

Dear Cllr Hinchey

### **Council Budget Proposals 2016/17**

I'm writing to formally respond to the Council's budget proposals on behalf of Cardiff Schools' Budget Forum following our meeting on 9<sup>th</sup> December and additional comments received from Forum members.

The Forum fully appreciates the Council is under financial challenge due year on year reductions in the Aggregated External Finance (AEF) set against increasing cost pressures. However we have to make you aware of our concerns about the impact that the budget proposals will have on schools which we believe has the potential to damage the City's education system.

The Forum welcomes the Council's consistent approach in honouring the Welsh Government protection for the schools delegated budget and meeting the demographic pressures caused by increasing pupil numbers. However the proposal to only meet 60% of the additional pay and inflation pressures faced by schools will jeopardise the progress made in improving educational standards at a time when the Local Authority is under Estyn scrutiny having been found in need of significant improvement and will undermine the ability of schools to make further improvements. This proposal follows on from earlier challenging budget settlements that have resulted in schools (particularly secondary schools) making difficult decisions to cut provision, lose key staff members and increase class sizes. These proposals will force schools to cut deeper into the teaching and backroom staff with the inevitable effect on teacher workload, staff welfare, parental and pupil satisfaction rates and pupil outcomes. The ultimate losers in this will be children who may well face a narrowed and reduced curriculum. To quote one member of the Budget Forum "education should not be regarded as a cost but as an investment in the future".

Putting a 40% cap on funding the pay and inflationary pressures faced by schools results in 81 schools facing an in-year deficit (63/101 Primary Schools, 14/19 Secondary Schools, 4/7 Special Schools). This cap requires an efficiency saving of £20K per £1M budget which the Forum believes is unachievable without a significant negative impact on schools. Whilst this will save expenditure from delegated budgets, significant costs will be incurred in funding redundancy payments. These budget proposals are not about the efficiency of processing revenue, they are about the absence of the revenue itself and the impact caused by not being able to meet the expenditure demands to run schools across the phases.

As previously stated, the only way for Governors to make these savings will be through redundancies. Schools spend at least 85% of their delegated budget on staff costs and many have already reduced other costs significantly. Whilst redundancies will save expenditure from delegated budgets, will it result in real savings to the Council once the cost of meeting the significant financial penalty of funding redundancy pay-outs has been calculated?



Secondary school base line operational costs are not being met by sufficient revenue funding. Currently there are no short term proposals, strategically placed before the Budget Forum, to address a funding crisis in Cardiff Secondary schools, nor any mooted strategy about supporting schools facing severe difficulties over the next few years. This is needed to address the unprecedented challenges faced. Whilst annually this might be understandable, there needs to be a three year 'recovery plan' to deal with this secondary crisis. There should be no false sense of security by the recent freezing of the Post 16 grant to 11 to 18 schools, where deeper cuts were envisaged, in the urgency in dealing with the overall funding crisis.

The council needs through funding revenue, to support Governing Bodies through the funding crisis of the next three years, whilst more medium term planning and actions can be brought about as change management for the City. Effective school organisation planning is also part of this sustainable strategic recovery process. A key issue is whether the Council can move fast enough to act to address the issues raised about school revenues. Revenue needs to be moved from the centre (LA core funding and Central South Consortium) and into school budgets. The principle of greater delegation and shared back office efficiencies between schools is being endorsed by officers as part of the medium term planning, but can the rate and pace of such a 'switch' be done at a faster rate than the proposed cuts?

The distribution of funding between the secondary and primary phases has been questioned by secondary heads as some primary schools carried large balances into the current financial year. However primary heads have cautioned against a move to pay less for each primary child and more for each secondary child and have requested a better analysis of the level of surplus balances by expressing them as a percentage of delegated funding. It is essential that primary schools have the ability to intervene early where children are falling behind their peers. Research has shown that children living in poverty often start school academically behind their better-off peers. Further discussion about the distribution of funding and updating the formula should be informed by the current exercise of benchmarking what it costs to run primary, secondary and special schools.

The Forum is concerned over the growing issue of children living in families facing 'in-work poverty' and the ability of schools to provide the extra support these children need. Such children are not entitled to free school meals and therefore don't attract any Pupil Deprivation Grant. Their families are under significant financial strain with parents often working multiple jobs which contribute to family stress that is likely to impact negatively on children's learning.

In regards to the savings proposed for the Education Directorate, the Forum believes that some of the savings will result in schools taking on additional responsibility without an equivalent increase in resources, adding extra burden on schools already under pressure to absorb the 40% funding cap.

The Forum supports the proposal to reduce the authority's contribution to Central South Consortium. Members question the value for money of services provided by the Consortium and the effectiveness of some Challenge Advisors. It is essential that the LA continues to work closely with the Consortium to ensure that schools and Governing Bodies receive high quality challenge and an appropriate level of support to ensure the sustainability of the self-improving schools system.

The Forum urges an urgent review of SEN provision to ensure that the correct provision is in place to support the needs of pupil coming back into the city as out of county placements are reduced.

In summary, the Forum urges the Cabinet to reconsider the proposal to place a 40% cap on meeting the increased pay and inflation costs faced by schools, particularly as the provisional local government settlement resulted in a 0.1% reduction in AEF rather than the anticipated 3% reduction. Not to do so has the potential to damage the City's education system and will undermine its capacity to improve, impacting negatively on the experience and life chances of the children of Cardiff.

Thank you for seeking the views of the Forum on your budget proposals.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'S. J. Griffiths', with a stylized flourish at the end.

Sarah Griffiths

Chair, Cardiff Schools' Budget Forum

## **UNISON's Response to Cardiff Council's Budget Consultation, January 2016**

### **Who We Are**

UNISON Cardiff County Branch is a trade union branch representing thousands of workers in The City of Cardiff Council, as well as staff of Cardiff Bus, Cardiff & Vale College and the privatised care sector. The following response has been authored in consultation with stewards from across the council.

### **Our Response to the Council's Proposed Budget**

We welcome the news of the less harsh reduction in the proposed settlement from the Welsh Government in November 2015. We expect the council to utilise the unexpected £11.56m savings from this beneficial settlement to alleviate the pressure on council staff who have endured years of pay freezes, restructures and increased workloads.

We support the council's proposals to use reserves and to increase Council Tax by 4.5%, and hope that councillors will resist any political or press pressure to reverse these decisions. As we did in 2015, we would like to suggest that further savings might be found from selling or charging more competitive rents on "non-operational" properties which the council owns but does not provide public services from.

We are pleased that the budget proposals this year do not include any cuts to hours or enhancement rates, and note that this marks an improvement on the last two years. Similarly we acknowledge that the way in which the process has been handled appears to date to be an improvement on last year's process, during which frequent amendments and issues around changes to Voluntary Severance caused considerable distress to staff.

However this year's proposed budget is still a cuts budget which will lead to job losses and increased workloads, and contribute to the continued decline of public services which ultimately derives from the austerity policies of the UK Government. The 2015 General Election result suggests that these policies are likely to continue for some years to come, and we believe that the council ought to be doing more to liaise with the Welsh Government and other Welsh councils in order to find a long-term solution to the crisis in Local Government funding.

### **The Public Consultation**

We welcome the emphasis that Cardiff Council places on public consultation compared to other authorities in Wales, and are pleased to learn that the level of engagement from residents again appears to be substantial.

However we do not agree with some of the euphemistic terminology used in the documentation – such as “Alternative Delivery Model” rather than outsourcing, or seeking “Community Asset Transfers” rather than withdrawing funding. Such language masks the reality of austerity, confuses residents unnecessarily, and performs some of the government’s public relations work for them.

Furthermore we believe that some of the questions are leading or otherwise flawed – for example the very first question which asks “do you recognise that a budget gap of a potential £45.6m for 2016/17 means that difficult budget choices are required?” and which allows only multiple-choice answers, does not allow for the possibility that the respondent might understand the facts but simply disagree. We don’t believe that much can be learned from analysing the answers to questions such as this.

However there are some questions in the document which we do wish to give specific answers to:

Q5 – We don’t think that “community groups and the third sector should be asked to run more services and facilities,” which until now have been delivered by the council.

Q9 – We don’t agree with the new, partly-outsourced model of day service provision for the elderly.

Q23 – We don’t agree with the “new model” for children’s play services which could result in the replacement of paid, trained staff with volunteers. The way that play centre staff were treated in the 2014 and 2015 budget consultation processes was particularly bad. A period of stability, free from the constant fear of restructures and job losses, is badly needed in this service area.

As an affiliated union, we note that as well as being contrary to UNISON’s policies which are voted upon at our National Delegate Conference, the three above proposals are also all contrary to Welsh Labour policy which holds that in the provision of public services the third sector should only be used in addition to, and not instead of it, the public sector.

Whilst we are not opposed to the use of volunteers in all circumstances, they are not appropriate in the context of service areas where posts are being deleted and where many part-timers would welcome the potential to work additional hours.

Q41 – We don’t support “the increasing of commercial activities” – ie. the setting up of a trading company owned by the council. If as it seems this question refers to the proposed establishment of an Infrastructure wholly-owned company (or WOC), this is already the subject of extensive ongoing negotiations, at which we have repeatedly made it clear that we consider wholly-owned companies to be a form of outsourcing with potentially negative implications for staff.

### **Service Area-Specific Points**

Generally speaking, many of the figures for projected savings seem arbitrary or optimistic. ADMs (outsourcing) are generally presumed to bring significant savings but we do not accept that this will be the case.

The below are responses to specific itemised proposals, as listed and numbered in the Equality Impact Assessment.

## **City Operations**

3. Privatisation of leisure services – the potential for job losses and negative changes to terms and conditions here are substantial, as are the risks of price increases, centre closures, and a negative impact on equality. Because of the law around NNDR relief, leisure trusts benefit from highly-favourable tax arrangements even when in reality they are owned by private profit-making companies. We believe that halting the tendering process and instead making the much-needed investment to improve the council's facilities would be a more effective long-term use of public money.

5. See above Q5.

13. This is very vague for such a potentially-substantial change. The £100,354,000 projected saving figure is presumably a mistake?

14. The council should ensure that all internal statutory planning services get a fair proportion of the fees raised by this measure.

17. What do the council or local residents gain from owning a heliport?

18. Electrical team. More detail is required for such a substantial saving from staffing costs.

57. Roath Library has now been closed for more than a year despite a very public assurance given last year that branch libraries would remain open. This library covers one of the most densely populated areas in Wales and with the relocation of Splott library to Tremorfa there will be a huge inner city area with no library service. We believe that the library ought to be re-established as part of an integrated service with paid, trained staff, ideally in its previous location or failing that then at another permanent location nearby.

## **Economic Development**

80-85. Reduce arts grants to organisations. Although our branch does not represent UNISON members in these organisations, we wish to associate ourselves with the public campaigns to protect the arts, which have both an economic and a social value to the city.

## **Education**

The real-terms decrease in delegated schools budget as a result of inflation and population growth could have a significant negative impact on staff and pupils alike. As the majority of schools revenue spending is on staffing, it is likely to lead to redundancies which will themselves have to be funded by the council, so it could be counter-productive even in straightforward cost-saving terms.

92. Specialised services. This will further exacerbate the cost pressure on schools, and is likely to have a negative equality impact, particularly with regards to disability.

99. Youth Service Budget. The funding for Youth Services has already been dramatically reduced since 2011. The consultation which was published in June 2015 began a process which is likely to end in dramatic reductions in staff numbers (with a potentially-disproportionate impact on part-time staff) and the closure of most of the city's Neighbourhood Youth Activity Centres.

We believe that these cuts are very short-sighted. These services are accessed by thousands of young people in Cardiff, and not only in deprived areas. We believe that the council should cease pushing youth services away from open access provision, and follow the recommendation of the recent Jay Report that “every effort should be made to increase this capacity.”

If the council has unexpectedly gained £11.56m as a result of the favourable Welsh Government settlement, then we believe that offsetting the swingeing cuts to Youth Services would be one of the best uses of these resources.

### **Resources**

The projected savings from including services in the arms-length company are generally optimistic. For example Point 125 (Security & Cleansing) saving suggests a saving of £165,000, or approximately 6% of the service’s total budget, but the council’s own assessment rates this as red for achievability.

116. Corporate Digital Efficiencies. The introduction of e-payslips and digigov phone apps rather than paper payslips, as well as leading to the potential deletion of posts in Business Support, is unlikely to be universally welcomed by council staff. Sufficient provisions ought to be in place for employees who don’t regularly work with computers or have smartphones, or who need paper payslips for reasons such as claiming in-work benefits.

140. Reduction to third sector infrastructure funding. This is also highlighted as red/amber and in the current climate for the voluntary sector likely to prove problematic and politically difficult.

### **Property & Premises**

165. Office accommodation. Any reduction in office space such as the forthcoming closure of Global Link should be adequately planned for. The number of staff based in County Hall has already been increasing in recent years, creating issues around a lack of office and parking space. The response from our members to the proposed introduction of “Agile Mobile Working” for Social Workers has not been positive, and we anticipate problems around “hot-desking” and confidentiality. We hope that any move towards Agile Mobile Working is not motivated solely by the desire to sell off office space.

### **Other**

171. Severance Budgets. As we have stated at the Joint Partnership Forum, we are completely opposed to any further reductions in respect of the voluntary severance scheme. The reduction in 31<sup>st</sup> March 2015, and in particular the fact that sums were calculated based on the date of leaving with no consideration given to when requests were made or when restructures began, caused enormous stress and resentment. The change at that time was justified by the argument that it was necessary to bring Cardiff’s scheme into line with other local authorities in Wales. Since that is now the case there is no justification for a further reduction.

### **Workforce Demographics**

Freedom of Information requests from Unison have shown that despite initiatives such as the Strategic Equality Plan, in 2013 only 6% of the council’s workforce was Black or Minority Ethnic (BME) compared to 15.3% of the city’s population. We believe that this unacceptable and that more ought to be done to increase the representation of BME people within the council’s workforce.

## Conclusion

There is considerably more that could be said about many of the individual budget proposals, which have many and various implications for staff and residents. We hope that the above comments give some sense of the views and priorities of UNISON's members and their elected representatives.

We will continue to engage with councillors and council officers in negotiations to secure the best possible arrangements for our members, while campaigning for an end to the UK government's austerity policies which are the ultimate cause of job losses, pay freezes and cuts to public services.

Signed on behalf of UNISON Cardiff County Branch,



Emma Garson  
Joint Branch Secretary



Michael Sweetman  
Area Organiser

**WELSH LOCAL GOVERNMENT SETTLEMENT 2016-17****Provisional****Table 9: List and estimated amounts of Grants for total Wales**

Existing Grant name	<i>£m</i>	
	2015-16	2016-17
Adult Community Learning	3.737	N/A
Armed Forces Day Funding	0.020	0.020
Business Improvement Districts	0.203	N/A
Cardiff Bay Legacy Funding	6.253	6.146
Communities First (Clusters)	31.781	N/A
Communities LIFT <sup>1</sup>	0.944	0.992
Community Cohesion Grant	0.360	N/A
Domestic Abuse Service Grant - CORE	1.244	N/A
Education Improvement Grant for Schools <sup>3</sup>	142.594	N/A
Families First	43.422	36.152
First World War Commemoration <sup>1</sup>	0.214	N/A
Flying Start Revenue Grant	77.401	76.051
General Teaching Council for Wales <sup>1 3</sup>	6.000	N/A
International Education Programme <sup>1</sup>	0.665	N/A
Local Service Board Development Grant (LSB)	0.669	N/A
Mentoring & Networking Support for Head Teachers <sup>1 2 3</sup>	0.100	0.000
One Voice Wales <sup>1</sup>	0.093	N/A
Out of School Childcare Grant	2.300	2.300
Post-16 Provision in Schools	104.544	N/A
Pupil Deprivation Grant <sup>3</sup>	81.457	89.246
Pupil Deprivation Grant (Communities First)	1.601	N/A
Regional Collaboration Fund <sup>2 3</sup>	5.174	0.000
Reemploy ESG	0.213	0.115
School Uniform Grant	0.736	0.736
Schools Challenge Cymru <sup>1 3</sup>	15.600	15.000
Successor Outcome Agreement Grant <sup>4</sup>	31.100	0.000
Supporting People	123.688	124.488
Town Centre Partnerships	0.422	0.422
Welsh Language Promotion & Facilitation (LA Element) <sup>1</sup>	0.375	0.401
Youth Crime Prevention Fund	4.900	N/A
Animal Health & Welfare Framework <sup>1</sup>	0.500	N/A
Bus Revenue Support	0.550	0.000
Bus Revenue Support (Traws Cymru)	1.500	2.071
Bus Services Support Grant	25.000	25.000
Ceredigion Oil Buying Syndicate <sup>2</sup>	0.059	0.000



Concessionary Fares Scheme	60.500	N/A
CyMAL	1.693	N/A
Development of the Seren Network <sup>1 3</sup>	0.300	0.100
Single Environment Grant	67.310	63.000
Heads of the Valley & Bridgend Effect Project <sup>1</sup>	0.219	N/A
NDR Open for Business Scheme <sup>1</sup>	0.250	N/A
NDR Retail Relief Scheme 2015/16 <sup>1 2</sup>	18.700	0.000
New Developments	0.395	N/A
Private Water Supply Risk Assessment <sup>1 2</sup>	0.004	0.000
Road Safety Grant	2.000	2.000
SBRI Innovation Catalyst Programme - Local Authorities	0.600	0.200
Travel Plan Co-ordinators	0.125	0.125
Wales Transport Entitlement Card	0.200	0.200
Young Persons Discounted Bus Travel Scheme/Youth Concessionary Fares	5.000	9.750
Youth Entrepreneurship in FHE <sup>1 3</sup>	0.926	0.819
Youth Work Strategy Support Grant	2.756	N/A
Delivering Transformation Grant <sup>3</sup>	2.770	N/A
Deprivation of Liberty Safeguard <sup>1 3</sup>	0.200	0.230
Social Care Workforce Development Programme	7.149	7.149
Substance Mis-use Action Fund <sup>3</sup>	22.663	22.663

Note: The information shown above details the grants where the amount that Total Wales will receive in 2015-16 and estimated amounts for 2016-17 are known.

It is important to note that amounts for future years are indicative at this stage and are liable to change.

Formal notification of grant allocations is a matter for the relevant policy area.

N/A = figures not available at time of publication

1. New Grant in 2015-16
2. Grant Ending in 2016-17
3. Grant is paid on a regional basis
4. Transferring into Settlement for 2016-17

<b>Revenue Resources Required for 2016/17</b>		
	<b>£000</b>	<b>£000</b>
<b>Adjusted Directorate budget</b>		<b>573,506</b>
<b>Add:</b> Employee costs	5,849	
Special Inflation	2,266	
Directorate expenditure and income realignments	2,329	
Commitments	1,067	
Financial Resilience Mechanism	4,000	
School Growth (net)	<u>7,183</u>	
		22,694
Demographic pressures: Social Services	3,200	
Waste & School Transport	288	
Pupil numbers	<u>4,033</u>	
		7,521
Council Tax Support Scheme adjustment	1,052	
Add New Directorate Pressures	<u>2,223</u>	
		3,275
		<b>606,996</b>
<b>Less:</b> Directorate Savings	20,344	
Addressable Spend Savings	5,596	
Council Wide Savings	<u>2,895</u>	
		<b>28,835</b>
<b>Directorate Base Budget for 2016/17</b>		<b><u>578,161</u></b>

Appendix 4

FINANCIAL PRESSURES 2016/17				
No	Pressures Title	Value of Pressure 2016/17 £000	Risk Assessment	
			Residual	EIA
1	<b>Reduction in Single Environment Grant</b> - The Sustainable Waste Management Grant, Tidy towns and Flood prevention grants will be combined into one new grant entitled "Single Environment Grant" with an anticipated reduction of 6.4% in 2016/17. This grant is used to support recycling processing and initiatives, to drive recycling and avoid fiscal fines, to make local environmental quality improvements, prevent fly tipping and also support flood prevention activities.	456	Red	Green
2	<b>Waste - Increased recycling market gate fees</b> - To support the costs of introducing new recycling materials for the public. These will include mattresses, carpets and other materials such as hygiene waste.	175	Red	Green
3	<b>Supplementary Planning Guidance</b> - To provide additional support following approval of the Local Development Plan.	75	Amber-Green	Green
4	<b>City Centre / Neighbourhood Street Cleansing &amp; Drainage /Gully Cleaning</b> - It is proposed that a Neighbourhood Services team be created to support cleansing and enforcement activities outside of 'normal' working hours, on a 2pm-10pm shift in the districts. The team would comprise of operatives who are skilled to not only remove waste and litter, but also able to gather evidence in order to pursue enforcement action. In addition these resources will support the Tidal Parking and ensure additional focus through increased capacity in the service to enable a deep cleanse and help to prevent drainage and surface highway flooding issues. Further, to support business and reputation of the county, street washing will be re-introduced to the City Centre, and make provision for street washing in the districts in areas where liquids can cause pavements to become unclean, but also potentially hazardous, e.g. fruit fall or fast food oils. This proposal includes the creation of nine new posts, two of which will be new apprenticeships.	220	Amber-Green	Green
<b>CITY OPERATIONS TOTAL</b>		<b>926</b>		
5	<b>Reconfiguration of Capital Times Offer</b> - Review of the existing Capital Times offer with development of Email/Online Tools and the creation of a new print product.	86	Amber-Green	Green
<b>CORPORATE MANAGEMENT TOTAL</b>		<b>86</b>		

Appendix 4

No	Pressures Title	Value of Pressure	Risk Assessment	
		2016/17 £000	Residual	EIA
6	<b>Additional Solicitors to meet demands of workload</b> - Additional resource proposed to fund new posts in legal services. This will enable further legal work to be carried out in-house with less reliance placed on more costly external services. In particular additional legal posts are sought to carry out work relating to child protection and procurement (to support work undertaken to facilitate the Council's new target operating model).	158	Green	Green
7	<b>Member Support</b> - To enable preparation for the implementation of the Local Government Act.	100	Amber-Green	Green
<b>GOVERNANCE &amp; LEGAL SERVICES TOTAL</b>		<b>258</b>		
8	<b>Social Services and Well Being Act (Information, Assistance &amp; Advice)</b> - Section 185 of the Social Services and Well Being Act 2014 places a new duty on the Local Authority to meet the care and support needs of its prison population. HMP Cardiff has a population of 814. Anticipated duties include the provision of information, assistance and advice to families, suitable assessments of a person's need for care and support, provision to meet identified care and support needs and facilitation of raising concerns of persons in the secure estate and their families in relation to care and support. It is anticipated that this new duty will require 1.5 additional social workers (£68,000) and two mental health support workers (£75,000.)	143	Red	Red-Amber
9	<b>Social Services and Well Being Act - Advocacy</b> - Section 182 of the Act requires local authorities to arrange for an advocacy service to be made available for people with care and support needs. Although an advocacy service is already provided for certain groups of service users it is anticipated that under the Act this service will be extended. The additional cost is difficult to estimate at this stage but an indicative value of £50,000 is included.	50	Red	Red-Amber
10	<b>Families with No Recourse to Public Funds</b> - Anticipated increase in the level of support payments to families with children who have no recourse to public funds. This reflects an ongoing and anticipated further increase in the level of migrant families with children. Local Authorities must not withhold Section 17 Children's Act 1989 support for families, as doing so would breach their rights under the European Convention of Human Rights.	150	Red	Red-Amber

Appendix 4

No	Pressures Title	Value of Pressure	Risk Assessment	
		2016/17 £000	Residual	EIA
11	<b>Early Help Strategy</b> - Additional resource requirement to fund a range of measures forming part of an Early Help Strategy. The component elements will provide additional support to families and young people and will contribute to an anticipated reduction in the number and cost of looked after children. The proposals include the establishment of an Adolescent Resource Centre to offer support to +11 children, the introduction of a safer families initiative and the development of family group conferencing. The combined annual cost of these initiatives is estimated at £410k and will include additional Council staff and payments to voluntary sector organisations. <b>The pressure bid supports a number of initiatives forming part of Social Services savings proposals for 2016/17.</b>	410	Red	Red-Amber
12	<b>'When I'm Ready' Post 18 Foster Care/ Connected Persons Assessments for Foster Carers</b> -From 1.4.16 Welsh Local Authorities must have implemented a 'When I'm Ready' scheme providing financial support for young people currently in foster care past the age of 18. Financial impact will depend on numbers of post 18 children accessing the scheme and the level of offsetting benefits and allowances that individuals can claim. There is also increased pressure on the fostering service in relation to 'connected persons' assessments. There is a significant increase in demand for assessments of prospective foster cares who are family, friends or who have a prior connection with a child/young person who is looked after. There is also additional pressure from Courts to complete assessments in a shorter timescale.	200	Red	Red-Amber
<b>SOCIAL SERVICES TOTAL</b>		<b>953</b>		
<b>TOTAL COUNCIL WIDE</b>		<b>2,223</b>		

**2016/17 Savings Proposals - Overview**

<b>Summary of Directorate Savings</b>	<b>£000</b>
City Operations	7,586
Communities, Housing & Customer Services	1,259
Corporate Management	307
Economic Development	1,286
Education and Lifelong Learning	3,074
Governance and Legal Services	125
Resources	1,842
Social Services	4,865
<b>TOTAL</b>	<b>20,344</b>

<b>Council Wide Savings</b>	<b>£000</b>
Digitalisation	875
Fees & Charges	250
Vehicle Utilisation	400
Travel/Mileage	350
Reduction in Agency (Sickness)	300
Reduction in Agency (General)	450
General Staffing	270
<b>Total Council Wide Savings</b>	<b>2,895</b>

<b>Summary of Addressable Spend Savings</b>	<b>£000</b>
Externally Set Levies and Charges	32
Property & Premises	1,515
Corporate Costs	2,933
Other	581
Capital Financing	535
<b>Total Addressable Spend Savings</b>	<b>5,596</b>

<b>TOTAL SAVINGS</b>	<b>28,835</b>
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## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
1	City Operations	<b>New operator for Canton Community Hall via "stepping up process"</b> - new management operation for Canton Community Hall.	W	(240)	0	0	43	0	43	Detailed plan in place	Green	Green	Red-Amber	Community Development, Co-operatives & Social Enterprise
2	City Operations	<b>Alternative Delivery Model (ADM) for Cardiff International Sports Stadium - Lease of asset</b> - ADM for Cardiff International Sports Stadium (based on Cardiff & Vale taking over the facility in 2015/16).	X	(5,474)	0	0	78	0	78	Detailed plan in place	Green	Green	Red-Amber	Community Development, Co-operatives & Social Enterprise
3	City Operations	<b>Alternative delivery for Leisure</b> - a new operating model in Leisure.	X	6,394	0	0	0	850	850	Detailed plan in place	Red	Red	Red	Community Development, Co-operatives & Social Enterprise
4	City Operations	<b>Transfer of Insole Court to Community Trust, "stepping up process"</b> - transfer of Insole Court to Community Trust (Friends of Insole Court).	Y	(1,847)	0	0	59	0	59	Detailed plan in place	Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise
5	City Operations	<b>New model for Children's Play</b> - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	AB	1,117	230	40	0	0	270	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Community Development, Co-operatives & Social Enterprise
6	City Operations	<b>Parks reduced business administration/ efficiencies</b> - reduced business support through deletion of a vacant post and savings across supplies and services.	R	431	14	10	0	0	24	Detailed plan in place	Green	Green	Green	Environment
7	City Operations	<b>Tree Management efficiencies</b> - the Council in-house team will be reshaped, releasing capacity and enabling it to undertake work previously undertaken by a contractor.	S	687	0	25	0	0	25	Detailed plan in place	Green	Green	Green	Environment
8	City Operations	<b>Optimise Parks Income</b> - optimise income by increasing sales of nursery plants stock and increasing income from Roath Park Conservatory and Royal Horticultural Show.	S	(89)	0	3	38	0	41	Detailed plan in place	Green	Amber-Green	Green	Environment
9	City Operations	<b>Reshaping of grounds maintenance service</b> - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	S	4,792	225	225	0	0	450	Detailed plan in place	Green	Green	Green	Environment
10	City Operations	<b>Outdoor Sports - Reduce subsidies and outsource sport facilities</b> - reduce subsidy through reductions in employee expenditure, supplies and services budgets, implementation of alternative delivery models and remodelling of fees and charges.	U	210	23	5	22	0	50	Detailed plan in place	Red-Amber	Amber-Green	Green	Community Development, Co-operatives & Social Enterprise
11	City Operations	<b>Victoria Park Paddling Pool Wet Play Improvements</b> - modernisation to a wet play area will result in lower maintenance, utilities, supplies and services costs.	U	402	20	25	0	0	45	Detailed plan in place	Green	Green	Green	Environment
12	City Operations	<b>Landscape design fees - improve recharging process</b> - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	T	(347)	0	0	128	0	128	Detailed plan in place	Green	Green	Green	Environment

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

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13	City Operations	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	A-AU	100,354	784	268	0	0	1,052	Detailed plan in place	Red-Amber	Red-Amber	Green	Environment
14	City Operations	<b>Planning Fee Income increase</b> - through combination of volume and price increase.	AT	(2,077)	0	0	100	0	100	Detailed plan in place	Red-Amber	Red-Amber	Green	Transport, Planning & Sustainability
15	City Operations	<b>Building Control</b> - improve Business Process Efficiency.	AU	(501)	0	0	46	0	46	Detailed plan in place	Amber-Green	Red-Amber	Green	Transport, Planning & Sustainability
16	City Operations	<b>Transportation Policy</b> - improved recharging for services and deletion of vacant posts.	AD-AF	1,530	50	0	40	0	90	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
17	City Operations	<b>Public Transport</b> - saving to be realised through transfer of Heliport to new operator.	AH	(219)	0	178	(138)	0	40	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
18	City Operations	<b>Electrical Team</b> - contract rationalisation and improved business process efficiencies.	AO	1,040	0	134	0	0	134	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
19	City Operations	<b>Butetown Tunnel</b> - contract rationalisation, Business Process Efficiency and continued review of maintenance costs.	AM	715	0	20	0	0	20	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
20	City Operations	<b>School Crossing Patrols</b> - realignment of budget to reflect the staffing structure. There will be no change to the number of crossings supported by patrols. Locations will be reviewed as officers retire.	AI	570	50	0	0	0	50	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
21	City Operations	<b>Increase Civil Parking Enforcement contribution to fund Transport/Environment improvements currently funded by base revenue budgets</b> - increase in Moving Traffic Income (bus lane enforcement and yellow box junctions.) Delivery of on-line payments for residential permits.	AQ	(4,436)	0	10	360	0	370	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
22	City Operations	<b>Design Team</b> - improved business process efficiencies.	AJ	0	0	0	100	0	100	Realised	Green	Green	Green	Transport, Planning & Sustainability
23	City Operations	<b>Riverwalk Bridge - Reduction in base budget for maintenance</b> - saving to be achieved through the revision of the level of maintenance to the Riverwalk bridge to reflect existing requirements.	AJ	67	0	8	0	0	8	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
24	City Operations	<b>Improved highway safety inspection will result in a reduction in the level of insurance claims</b> - enhanced safety inspection information (introduction of new Asset Management system) will result in improved defence to claims.	AK	(795)	0	0	60	0	60	Detailed plan in place	Green	Amber-Green	Amber-Green	Transport, Planning & Sustainability
25	City Operations	<b>Maintenance Operations</b> - review of additional staff payments.	AP	1,907	50	0	0	0	50	Detailed plan in place	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability
26	City Operations	<b>Maintenance Operations (Foul drainage)</b> - improved performance allowing for additional work to be undertaken internally.	AP	(1,017)	0	0	40	0	40	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
27	City Operations	<b>Roads &amp; Pavements Highway Services</b> - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	AP	(1,017)	0	0	25	0	25	Detailed plan in place	Amber-Green	Green	Green	Transport, Planning & Sustainability



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28	City Operations	<b>Highways Transport</b> - vehicle reduction/rationalisation	AP	1,128	0	50	0	0	50	Detailed plan in place	Amber-Green	Red-Amber	Green	Transport, Planning & Sustainability
29	City Operations	<b>High Speed Routes &amp; Public Rights Of Way</b> - saving to be achieved through staffing restructure.	AP	1,907	7	0	0	0	7	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
30	City Operations	<b>Drainage Staff recharging</b> - optimise recharging of staff costs to applicable grants.	AN	(120)	0	0	50	0	50	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
31	City Operations	<b>Street Lighting Operations</b> - improved performance allowing alternative chargeable works to be undertaken.	AO	(233)	0	0	33	0	33	Detailed plan in place	Amber-Green	Green	Green	Transport, Planning & Sustainability
32	City Operations	<b>Street Lighting Recharging</b> - improve recharging of design and inspection both externally and internally.	AO	(233)	0	0	26	0	26	Detailed plan in place	Amber-Green	Green	Green	Transport, Planning & Sustainability
33	City Operations	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	A-AU	73,144	150	90	0	0	240	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
34	City Operations	<b>Commercialisation</b> - improved charging and income generation projects within the Transport Portfolio.	A-AU	(36,013)	0	0	200	0	200	Detailed plan in place	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability
35	City Operations	<b>Commercialisation - Improved charging &amp; income generation projects within the Environment portfolio</b> - from areas such as sponsorship, selling services via the website, fees and charges.	A-AU	(36,013)	0	0	200	0	200	Detailed plan in place	Amber-Green	Amber-Green	Green	Environment
36	City Operations	<b>Trade Waste - Increase commercialisation</b> - increase income through provision of new services and improved competitiveness.	J	(3,383)	0	0	78	0	78	Detailed plan in place	Red-Amber	Amber-Green	Green	Environment
37	City Operations	<b>Litter Enforcement - Increase enforcement powers to reduce Environment Crime (Full Year Effect)</b> - implementation of the approved Cabinet decision to make use of new powers to set and apply levels of fines, in line with the Anti-Social Behaviour, Crime & Policing Act 2014. This includes Community Protection Notices (CPN) and consultation on Public Space Protection Orders (PSPO) for dog fouling, littering and highways.	D	(160)	0	0	50	0	50	Detailed plan in place	Amber-Green	Amber-Green	Green	Environment
38	City Operations	<b>Waste Disposal - Prosiect Gwyrdd &amp; Interim Contract</b> - in July 2015 Cabinet approved the Interim Contract for residual waste with four Council partners. The benefits of this were significant in 2015/16. In addition the Prosiect Gwyrdd (PG) 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a 7 month contract commissioning period preceding that, bringing about further savings per tonne for that year. In addition Waste Collection changes have meant less residual waste per household being sent to treatment as more is recycled.	K	4,128	0	759	0	0	759	Detailed plan in place	Green	Green	Green	Environment
39	City Operations	<b>Materials recycling Reshaping Services</b> - Increase productivity and plant maintenance of materials recycling processing. Improving flexibility to operate services for other Local Authorities and with partner operators.	M	2,524	130	122	0	0	252	Detailed plan in place	Green	Green	Green	Environment

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40	City Operations	<b>Marketing Bulking facility</b> - income generated by optimising the marketing of transfer waste and recycling bulk loading facility with other local authorities and businesses.	I	(198)	0	0	90	0	90	Detailed plan in place	Amber-Green	Amber-Green	Green	Environment
41	City Operations	<b>Household Waste Recycling Centres</b> - full year effect of seasonal opening hours and charging for non-Cardiff householders. Full year effect of two-site operations for productivity and effectiveness once new planned Household Waste Recycling Centre opens in summer 2016.	L	880	19	57	0	0	76	Detailed plan in place	Amber-Green	Red-Amber	Green	Environment
42	City Operations	<b>Regulatory Collaboration</b> - ongoing savings through the single shared service which brought the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	Q	4,483	0	310	0	0	310	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Skills, Safety and Engagement
43	City Operations	<b>Cessation of Automated Public Conveniences</b> - the Council has seven Automated Public Convenience (APC) Units with an average cost of £16 per use. Formal notice has been given on the contract and the units will be taken out of operation from 1st April 2016.	F	1,528	0	137	0	0	137	Detailed plan in place	Green	Green	Red-Amber	Environment
44	City Operations	<b>Improved automated security at Lamby Way depot</b> - security operation replaced by CCTV.	E	234	68	0	0	0	68	General planning	Green	Green	Amber-Green	Environment
45	City Operations	<b>Further increasing income opportunity from renewal of landfill gas generator contract</b> - contract negotiations in place.	K	(561)	0	0	100	0	100	General planning	Amber-Green	Red-Amber	Green	Environment
46	City Operations	<b>Cost reduction from implementation of improved Customer Management Processes</b>	B-O	11,988	0	105	0	0	105	Detailed plan in place	Green	Amber-Green	Green	Environment
47	City Operations	<b>Capital investment of Butetown Tunnel Fans resulting in reduced maintenance costs (6 years only)</b>	AM	715	0	80	0	0	80	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
48	City Operations	<b>Conversion of CCTV cameras from BT lines to WIFI/own fibre</b>	AO	509	0	20	0	0	20	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
49	City Operations	<b>Managing reinstatement of road working for Utility street works</b> - street works to manage fines and reinstatement.	AK	161	0	30	0	0	30	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
50	City Operations	<b>Trading - Street Lighting Maintenance (10 years)</b>	AO	(233)	0	0	27	0	27	Detailed plan in place	Green	Green	Green	Transport, Planning & Sustainability
51	City Operations	<b>Improve charging for bespoke Planning Applications</b> - support on design/master planning work	AT	(2,077)	0	0	50	0	50	Detailed plan in place	Green	Amber-Green	Green	Transport, Planning & Sustainability
52	City Operations	<b>Bereavement Service - Improved efficiency and income generation</b> - saving to be achieved through reshaping services and delivering increased income opportunities.	AC	(3,127)	0	0	100	0	100	Detailed plan in place	Green	Green	Green	Environment
53	City Operations	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	A-AU	27,210	0	200	0	0	200	Detailed plan in place	Green	Green	Green	Environment
<b>City Operations Total</b>					<b>1,820</b>	<b>2,911</b>	<b>2,005</b>	<b>850</b>	<b>7,586</b>					

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54	Communities, Housing & Customer Services	<b>Refocusing Services from the Hubs</b> - currently advice in the Hubs is provided through a variety of approaches including via the Council, Partners and Council-funded partners. This review would reduce Council-funded partner advice services to specialist financial advice with lower level demand delivered by the Hub Advice Officers.	K	1,675	0	100	0	0	100	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
55	Communities, Housing & Customer Services	<b>Alarm Receiving Centre Additional Income</b> - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	N	(1,650)	0	0	300	0	300	Detailed plan in place	Green	Red-Amber	Green	Health, Housing & Wellbeing
56	Communities, Housing & Customer Services	<b>Additional income in relation to Adult Community Learning</b> - this is the staged achievement of the council Adult Community Learning service to a nil subsidy position. The plan is to increase income in relation to the Learning for Life Programme, otherwise costs will be controlled in order that this element is cost neutral.	Y	(328)	0	0	49	0	49	Detailed plan in place	Amber-Green	Green	Amber-Green	Skills, Safety and Engagement
57	Communities, Housing & Customer Services	<b>Continued roll out of the Libraries/Hub Strategy</b> - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	AA	2,497	250	0	0	0	250	Detailed plan in place	Amber-Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise
58	Communities, Housing & Customer Services	<b>Into Work Services - grant funded delivery</b> - Universal Credit Face to Face grant funding and the alignment of the Adult Community Learning Grant will be used to deliver the outcomes of the Into Work Services.	AB	319	45	0	85	0	130	Detailed plan in place	Green	Amber-Green	Green	Skills, Safety and Engagement
59	Communities, Housing & Customer Services	<b>Recharging of management costs to appropriate funding streams</b> - efficiencies to be found in the management costs of the directorate. This includes the correct allocation of management costs in respect of grant funded services.	A	726	65	0	0	0	65	Detailed plan in place	Green	Green	Green	Health, Housing & Wellbeing
60	Communities, Housing & Customer Services	<b>Additional Web Income Generation</b> - commercially exploit the expertise of the Council's web team to achieve additional income.	M	(567)	0	0	30	0	30	Detailed plan in place	Green	Amber-Green	Green	Corporate Services & Performance
61	Communities, Housing & Customer Services	<b>Review of Reablement Services</b> - restructure of reablement services, refocussing towards reablement activities with fewer and better trained staff.	Z	6,453	105	88	0	0	193	Detailed plan in place	Amber-Green	Red-Amber	Red-Amber	Health, Housing & Wellbeing
62	Communities, Housing & Customer Services	<b>Neighbourhood Regeneration</b> - recharging of service costs of the Neighbourhood Regeneration scheme to the appropriate funding source (either capital or housing revenue account), depending on the nature of the scheme.	AC	(357)	0	0	142	0	142	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
<b>Communities, Housing &amp; Customer Services Total</b>					<b>465</b>	<b>188</b>	<b>606</b>	<b>0</b>	<b>1,259</b>					
63	Corporate Management	<b>Reduction in Cabinet Office</b> - staffing reductions in the Cabinet Office and Policy Team.	P	519	54	0	0	0	54	Detailed plan in place	Amber-Green	Amber-Green	Green	Economic Development & Partnerships
64	Corporate Management	<b>Efficiencies within Communications &amp; Media</b> - reduction in campaign budgets.	N	185	0	77	0	0	77	General planning	Amber-Green	Amber-Green	Amber-Green	Economic Development & Partnerships

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65	Corporate Management	<b>Corporate Initiative Efficiencies</b> - reduction in the amount available to support events and market the city.	L	699	0	131	0	0	131	Detailed plan in place	Green	Amber-Green	Amber-Green	Economic Development & Partnerships
66	Corporate Management	<b>Reduction in Corporate Banking Charges</b> - savings in relation to the banking contract.	E		0	15	0	0	15	Detailed plan in place	Green	Amber-Green	Green	Economic Development & Partnerships
67	Corporate Management	<b>Reduction in Corporate Audit Fees</b> - anticipated reduction in audit charges for 2016/17 as a result of partnership working.	E		0	30	0	0	30	Detailed plan in place	Green	Amber-Green	Green	Economic Development & Partnerships
<b>Corporate Management Total</b>					<b>54</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>307</b>					
68	Economic Development	<b>Economic Development Income</b> - generate additional income through sponsorship / advertising to cover a reduction in management costs.	A	0	0	0	88	0	88	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
69	Economic Development	<b>Capitalisation of posts - Major Projects</b> - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	B	0	0	0	86	0	86	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
70	Economic Development	<b>Service Redesign of Strategic Estates</b> - to release one full time post.	G	628	41	0	0	0	41	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
71	Economic Development	<b>Reduced service in Economic Development</b> - reduce part-time hours in economic development to release 0.3 FTE.	G	628	15	0	0	0	15	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
72	Economic Development	<b>Increase in Income</b> - increase rental income from the managed industrial workshop estate over and above existing income targets.	J	(859)	0	0	47	0	47	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
73	Economic Development	<b>Reduction in Revenue Budget</b> - reduction in miscellaneous revenue support budget.	G	192	0	7	0	0	7	Detailed plan in place	Green	Green	Amber-Green	Economic Development & Partnerships
74	Economic Development	<b>Economic Development Revenue Budget Reduction</b> - remove budget for the provision of discretionary grants to Small to Medium Sized Enterprises (SMEs).	I	99	0	51	0	0	51	Detailed plan in place	Green	Green	Amber-Green	Economic Development & Partnerships
75	Economic Development	<b>Cardiff Business Council</b> - reduce revenue subsidy to Cardiff Business Council.	K	340	0	120	0	0	120	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
76	Economic Development	<b>Alternative model for the delivery of the Taxi Marshalling service</b> – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	P	203	122	0	0	0	122	Detailed plan in place	Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise
77	Economic Development	<b>Increase in City Centre Management Income</b> - through increased use of activity sites in the city centre.	P	(214)	0	0	45	0	45	Detailed plan in place	Green	Green	Green	Community Development, Co-operatives & Social Enterprise
78	Economic Development	<b>Increase in Tourism Income</b> - through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network.	Q	(369)	0	0	33	0	33	Detailed plan in place	Green	Green	Green	Economic Development & Partnerships
79	Economic Development	<b>Arts Venues</b> - review of costs, income and service delivery in Arts Venues.	T&U	1,260	0	35	0	395	430	Detailed plan in place	Red	Red	Red	Community Development, Co-operatives & Social Enterprise

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80	Economic Development	<b>Remove Cardiff Contemporary Project Budget</b> - release revenue saving by identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.	S	446	0	50	0	0	50	Detailed plan in place	Green	Green	Amber-Green	Community Development, Co-operatives & Social Enterprise
81	Economic Development	<b>Rationalisation of Culture, Venues and Events Sales, Marketing &amp; Advertising Functions</b> - rationalise existing Culture, Venues & Events Marketing and Sales provision releasing savings through reduced FTE.	V	874	95	0	0	0	95	Detailed plan in place	Green	Green	Green	Community Development, Co-operatives & Social Enterprise
82	Economic Development	<b>Income and Business Process Efficiencies - Strategic Estates</b> - generate additional rental income from the Council's property estate through the periodic rent review process.	M	(128)	0	0	56	0	56	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
<b>Economic Development Total</b>					<b>273</b>	<b>263</b>	<b>355</b>	<b>395</b>	<b>1,286</b>					
83	Education & Lifelong Learning	<b>Rationalisation of centrally held budgets for school related issues</b> - a reduction in centrally held budgets that fund school initiatives which will fall out in 2016/17, or costs within schools for which the full responsibility will be delegated to schools as part of the 2016/17 school budget strategy. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the WJEC for the provision of educational services to schools and the current energy efficiency invest to save scheme.	A	1,496	0	569	0	0	569	Detailed plan in place	Green	Green	Green	Education
84	Education & Lifelong Learning	<b>Reduction in costs of placements with other Local Authorities</b> - when a pupil has a statement of Special Educational Need and has been placed in a school or educational establishment outside of Cardiff, the educational costs have to be met by Cardiff Council. In 2015/16 there are 146 pupils placed in local authorities other than Cardiff, an increasing number of whom have placements being charged at enhanced rates or with additional support costs. Officers will work with the Health Authority to improve joint commissioning arrangements with clear targets for reducing costs from other local authority placements.	G	5,570	0	150	0	0	150	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Education
85	Education & Lifelong Learning	<b>Reduction in number of Looked After Children placed Out Of County</b> - 81 of the current Out Of County placements are children who are also Looked After. Officers will work with colleagues in Children's Services to identify children who potentially could be brought back into County and educated within an existing Cardiff provision.	G	5,570	0	100	0	0	100	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Education
86	Education & Lifelong Learning	<b>Reduction in number of new placements</b> - the age profile of children currently placed out of county will mean that there are a significant number who will cease to be the financial responsibility of the Council during 2016/17 financial year. Officers will work with the Health Authority, Children's Services, the Vale of Glamorgan Council and other neighbouring authorities to significantly reduce the numbers of new placements required outside of Cardiff. This will be complimented by the review work currently being undertaken with regards to the capacity and range of SEN Specialist provision within Cardiff.	G	5,570	0	680	0	0	680	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Education
87	Education & Lifelong Learning	<b>Rationalisation of staff costs centrally retained to provide services of a specialised nature</b> - The savings will be achieved by a restructure of the Specialist SEN teams.	H	374	60	0	0	0	60	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Education

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88	Education & Lifelong Learning	<b>Reduction in central costs for the Education of Children not in School</b> - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	I	695	149	0	0	0	149	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Education
89	Education & Lifelong Learning	<b>Reduction in centrally retained budgets for supporting Childcare Providers</b> - the Council has a statutory duty to assess the demand for, and supply of, childcare provision within the geographical area of Cardiff and provide a Family Information Service. In the past two years this team within the Education Service has been more closely aligned with the grant funded Flying Start provision which has facilitated significant savings. This proposal takes these savings further and will reduce the Childcare Team further. Support for childcare providers would be limited to that which is grant funded.	L	192	100	0	0	0	100	Detailed plan in place	Green	Amber-Green	Red-Amber	Education
90	Education & Lifelong Learning	<b>Reduction in contribution towards the Central South School Improvement Consortium</b> - the Council currently contributes £1.5m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	O	1,616	0	81	0	0	81	Detailed plan in place	Green	Amber-Green	Green	Education
91	Education & Lifelong Learning	<b>Further rationalisation of Education Service business processes</b> - to achieve these savings the Education Service will work with the Council's Organisational Development Team to improve the efficiency and effectiveness of the current processes for dealing with pupil admissions, statements of Special Educational Need, fines for pupil non-attendance and parental payment for school delivered services.	P	877	100	0	0	0	100	Detailed plan in place	Red-Amber	Red-Amber	Amber-Green	Education
92	Education & Lifelong Learning	<b>Reduction in staffing for Performance Management</b> - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	Q	333	35	0	0	0	35	Detailed plan in place	Green	Amber-Green	Amber-Green	Education
93	Education & Lifelong Learning	<b>Youth Service Budget</b> - this is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This second year target of £650k will be achieved through a reduction in the numbers of full and part time youth workers delivering services across the City with a greater focus on meeting the needs of priority groups of young people.	T	1,774	650	0	0	0	650	Detailed plan in place	Amber-Green	Red-Amber	Red-Amber	Education
94	Education & Lifelong Learning	<b>Annual Increase in the price of School Meals plus rationalisation of the service delivery model</b> - this saving will be achieved through a combination of an increase of 10p in the price of a school meal, alongside a review of all costs not directly associated with the production of a school meal.	X	270	80	0	220	0	300	Detailed plan in place	Green	Amber-Green	Green	Education

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
95	Education & Lifelong Learning	Reduction of central budgets for the Education Welfare Service (EWS) - in recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. The Central EWS Team has become involved in individual cases which have to be escalated sometimes through the legal process. This budget saving will be achieved through a reduction in the staffing capacity within the service.	P	877	75	0	25	0	100	Detailed plan in place	Green	Red-Amber	Amber-Green	Education
<b>Education and Lifelong Learning Total</b>					<b>1,249</b>	<b>1,580</b>	<b>245</b>	<b>0</b>	<b>3,074</b>					
96	Governance & Legal Services	Reduce scrutiny research function - Reduction in two vacant posts and review of the potential to combine existing research capacity across the Council.	D	460	50	0	0	0	50	Detailed plan in place	Green	Amber-Green	Amber-Green	Skills, Safety and Engagement
97	Governance & Legal Services	Provision of in-house welsh language translation at council meetings - moving to a welsh translation service for public meetings that will be dealt with in house resulting in savings.	K	56	0	3	0	0	3	Realised	Green	Green	Amber-Green	Skills, Safety and Engagement
98	Governance & Legal Services	Reduce level of directorate printing - a review of printing costs reflecting printing levels in the current year.	B	26	0	7	0	0	7	Detailed plan in place	Green	Green	Green	Skills, Safety and Engagement
99	Governance & Legal Services	Additional land charges income - additional income in land charges through a combination of increased demand and price.	B	(885)	0	0	41	0	41	Detailed plan in place	Green	Amber-Green	Green	Skills, Safety and Engagement
100	Governance & Legal Services	Welsh translation new income source - via a proposed invest to save initiative.	K	(36)	0	0	24	0	24	Detailed plan in place	Green	Amber-Green	Green	Skills, Safety and Engagement
<b>Governance &amp; Legal Services Total</b>					<b>50</b>	<b>10</b>	<b>65</b>	<b>0</b>	<b>125</b>					
101	Resources	Deletion of two posts within Exchequer and Development - 1) voluntary severance of one Operational Manager in connection with on-going discussions regarding the future structure of Finance 2) voluntary severance of one Grade 7. Some of the work has been transferred to other areas within finance and there will be a merger of admin teams.	A	1,309	99	0	0	0	99	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
102	Resources	Reduction in Subscriptions - a review to streamline subscriptions has generated savings in relation to health and safety and credit checks.	B & H	22	0	8	0	0	8	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
103	Resources	Projects and Technical Accountancy Additional Income - additional income in respect of activities in relation to major projects.	B	(152)	0	0	14	0	14	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
104	Resources	Deletion of two auditor posts and utilisation of reserve to enable fraud team to become self-financing - 1) deletion of one principal auditor and one senior auditor post. 2) Use of fraud detection reserve (£54k) as an interim measure to allow the fraud team two years to become self-financing through income generation measures.	C	818	86	0	54	0	140	Detailed plan in place	Red-Amber	Amber-Green	Green	Corporate Services & Performance
105	Resources	Staff savings within Service Accountancy - reduction of up to three posts in Service Accountancy. This will be achieved through a review of team structures and responsibilities and business process efficiencies.	D	2,069	80	0	0	0	80	Detailed plan in place	Red-Amber	Amber-Green	Green	Corporate Services & Performance

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
106	Resources	<b>Extension of Income Enforcement Service</b> - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	E	(2,220)	0	0	150	0	150	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
107	Resources	<b>Business rates additional court cost income</b> - robust recovery procedures are in place for businesses that default on their scheduled payments. The proposal reflects securing additional income over and above the existing budget.	E	(2,220)	0	0	15	0	15	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
108	Resources	<b>Commissioning &amp; Procurement Employee Owned Mutual 2016-17</b> - a proposed reduction in the fixed costs of the Strategic Procurement Team through 'sale' of full costed staff time to an employee owned mutual or local authority trading company.	G	(511)	0	0	60	0	60	Detailed plan in place	Red-Amber	Red-Amber	Green	Corporate Services & Performance
109	Resources	<b>Corporate Digital Efficiencies</b> - the introduction of an income target to reflect the Enterprise Architecture Team's support in driving out the adoption of digital services across the organisation which will result in improved customer experience, increased automation and employee efficiencies.	I	(16)	0	0	125	0	125	Detailed plan in place	Green	Amber-Green	Green	Corporate Services & Performance
110	Resources	<b>Post Deletions – HRPS Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4)</b> - in February 2015 Welsh Government announced that from September 2015 it would no longer require Careers Wales to have any involvement in the National Database which many schools use when sourcing potential placements. Instead, they now place the onus on schools to make their own arrangements directly with employers. The above posts are employed within HRPS to act as an intermediary which is no longer required. One expression of interest in voluntary redundancy has been received and one post holder is retiring in February 2016.	K	271	61	0	0	0	61	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
111	Resources	<b>Post Deletion – HRPS First Point of Contact Team (1 x Grade 4 and vacant hours at Grade 4)</b> – This is based on reviewing demands and efficiencies in managing the Contact Team.	N	1,146	40	0	0	0	40	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
112	Resources	<b>Post Deletion – HRPS Manage Team (2 x Grade 4)</b> - related to back office/systems efficiencies for example, the consolidation of the reduction to two Council payrolls, the roll out of DigiGOV to schools and proposed introduction of DBS on-line. This will reduce demand on the team. Post reduction will be made through the deletion of a vacant Grade 4 post and vacant hours at Grade 4.	L	1,854	50	0	0	0	50	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
113	Resources	<b>Savings from vacant hours across HR People Services</b> - the permanent redesignation of full time employee posts to contracted hours.	L&N	3,000	24	0	0	0	24	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
114	Resources	<b>Review of HR Organisational Development Team-</b> as Employee Engagement Programme is now more embedded and Directors are responsible for engagement activity within their Directorates, there will be a reduced requirement for this level of activity to be supported corporately from within the Council's HRPS OD Team. Consequently vacant hours at Grade 7 and Grade 4 post is deleted.	N	1,146	40	0	0	0	40	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
115	Resources	<b>Staff savings within ICT</b> - deletion of one vacant ICT Developer post and one vacant technical administrative post.	P	4,283	56	0	0	0	56	Realised	Green	Green	Green	Corporate Services & Performance



## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
116	Resources	Reduction in spend on licences, network, telephony links, support and maintenance - this will include negotiations with suppliers and driving down costs.	Q	2,500	0	111	0	0	111	Detailed plan in place	Amber-Green	Red-Amber	Green	Corporate Services & Performance
117	Resources	Alternate Delivery Models (ADM) ICT implementation - income in relation to two posts to reflect transitional support provided to ADMs.	P	(553)	0	0	105	0	105	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
118	Resources	Alternative Delivery Model - Security and Cleaning.	T&U	0	0	0	135	0	135	Detailed plan in place	Red-Amber	Red	Amber-Green	Corporate Services & Performance
119	Resources	Efficiencies in Security and Cleaning - maximising income and savings from partnership with the Alarm Receiving Centre.	U	0	0	0	30	0	30	General planning	Green	Amber-Green	Green	Corporate Services & Performance
120	Resources	Building Services Income - maximise all internal sources of income and market services to public sector bodies.	S	(297)	0	0	50	0	50	General planning	Green	Amber-Green	Amber-Green	Corporate Services & Performance
121	Resources	Building general savings - general efficiency savings across a number of budget headings within Facilities Management Buildings.	R	16,445	0	11	0	0	11	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
122	Resources	Staffing savings in Central Transport Services - Impact of team restructure.	X	1,429	30	0	0	0	30	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
123	Resources	Central Transport Services parts procurement & supply framework - improving the supply, stock and managing of parts.	X	190	0	20	0	0	20	General planning	Green	Amber-Green	Green	Corporate Services & Performance
124	Resources	Vehicle replacement programme - efficiencies through procurement.	X	190	0	68	0	0	68	General planning	Red-Amber	Red-Amber	Green	Corporate Services & Performance
125	Resources	Deletion of two Grade 3 posts in Business Support - the saving can be made without any impact on service delivery.	Y	748	42	0	0	0	42	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
126	Resources	Training budget savings - reduction in training budget.	Y	748	5	0	0	0	5	Detailed plan in place	Green	Green	Green	Corporate Services & Performance
127	Resources	Deletion of Grade 3 post or reduction of hours - release or reduction in hours in this post will be linked to any decision to future Flexi Time arrangement.	Y	748	10	0	0	0	10	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
128	Resources	Restructure of the Improvement and Information Team - reduction in posts.	AA	794	22	0	0	0	22	Realised	Green	Green	Green	Corporate Services & Performance
129	Resources	Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services	AA	(25)	0	0	82	0	82	Realised	Green	Green	Green	Corporate Services & Performance
130	Resources	Competitive charging model for the Council's Record Centre - reviewing the pricing and charging model for the Records Centre in order to generate additional income.	AA	(25)	0	0	35	0	35	Detailed plan in place	Amber-Green	Red-Amber	Green	Corporate Services & Performance
131	Resources	Cardiff Works Income - securing additional income over existing budget.	O	(309)	0	0	29	0	29	General planning	Amber-Green	Green	Green	Corporate Services & Performance
132	Resources	Reduction to Third Sector Infrastructure Funding - following alignment of third sector infrastructure support within the city, further efficiencies would be sought in relation to increasing collaboration of back office functions (Cardiff Third Sector Council/VCS/Diverse Cymru and Race Equality First) and exploring joint opportunities with Cardiff & Vale UHB, Vale of Glamorgan Council and the Wales Council for Voluntary Action regional grant allocation.	AD	278	0	60	0	0	60	Detailed plan in place	Amber-Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
133	Resources	<b>Reduction in Community Safety Funding</b> - the existing community safety budget provides support to initiatives such as Victim Support; mobile CCTV; Operation Mistletoe to help manage the night time economy over the festive period; and additional support for major events. The saving includes £10k from removal of mobile CCTV cameras following cost benefit review, plus £25k reduction to the events/Operation Mistletoe budget (required December 2016). It is anticipated that by this date alternative funding mechanisms would be in place eg. BID/Late Night Levy (to be voted on in summer 2016).	AD	305	0	35	0	0	35	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Skills, Safety and Engagement
<b>Resources Total</b>					<b>645</b>	<b>313</b>	<b>884</b>	<b>0</b>	<b>1,842</b>					
134	Social Services	<b>Early Help Strategy</b> - introduction of 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period. It is estimated that implementation of the early help strategy will lead to a 5% reduction in the looked after children population leading to savings of approximately £1.3m over three years. This proposal is a gross saving with an associated cost included in the financial pressures.	G	18,219	0	340	0	0	340	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
135	Social Services	<b>Establish an Adolescent Resource Centre</b> - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	G	18,219	0	700	0	0	700	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
136	Social Services	<b>Safer Families Initiative</b> - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	G	18,219	0	210	0	0	210	Detailed plan in place	Amber-Green	Amber-Green	Red-Amber	Early Years, Children & Families
137	Social Services	<b>Reduction in the Number of Children Placed in Out Of Area Placements</b> - Review of children currently placed in out of area placements. Aim to step down children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	G	18,219	0	500	0	0	500	Detailed plan in place	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families
138	Social Services	<b>Restructure of Social Work Teams</b> - remodelling of social work service to reflect early help, targeted and specialist services that encourage prevention.	A	3,769	90	0	0	0	90	Detailed plan in place	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
139	Social Services	<b>Review of Commissioned Services</b> - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	R	28,230	0	1,000	0	0	1,000	Detailed plan in place	Red	Red	Red	Health, Housing & Wellbeing

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
140	Social Services	<b>Learning Disabilities Supported Living Contract</b> - full year effect of the saving realised on the re-commissioning of the supported living contract for service users with learning disabilities. New contract arrangements commenced in August 2015 and a part year saving achieved in 2015/16. The full realisation of the saving will thus be achieved in 2016/17.	T	31,890	0	350	0	0	350	Realised	Green	Green	Green	Health, Housing & Wellbeing
141	Social Services	<b>Reshape Day Services for Older People</b> - develop a new model for Day Opportunities which will be subject to specific consultation with users of the service. Savings will be achieved through the development of day opportunities that will be more outcome focused. This will include a review of the organisational resources required to meet the changing needs of the population.	Q	3,102	250	0	0	0	250	Detailed plan in place	Green	Amber-Green	Red-Amber	Health, Housing & Wellbeing
142	Social Services	<b>Review of Continuing Health Care eligibility for Physical Disability care packages</b> - review care packages for people with a physical disability to identify those service users who are eligible for continuing health care/joint funding.	W	4,656	0	100	0	0	100	General planning	Red	Red-Amber	Red	Health, Housing & Wellbeing
143	Social Services	<b>Review of Third Sector grants</b> - Review of third sector grants to identify areas where funding can be reduced.	Z	1,505	0	75	0	0	75	Detailed plan in place	Green	Amber-Green	Red-Amber	Health, Housing & Wellbeing
144	Social Services	<b>Review of commissioning within the Community Alcohol and Drug Team</b> - Review of the use of residential placements for people with substance misuse issues.	V	689	0	100	0	0	100	Detailed plan in place	Red-Amber	Red-Amber	Green	Health, Housing & Wellbeing
145	Social Services	<b>Review of administrative arrangements for Direct Payments</b> - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	Z	1,505	0	200	0	0	200	Detailed plan in place	Amber-Green	Red-Amber	Red-Amber	Health, Housing & Wellbeing
146	Social Services	<b>Reduction in external legal costs</b> - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	A	4,724	0	130	0	0	130	Detailed plan in place	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families
147	Social Services	<b>Family Support/ Youth Offending Services (YOS) staffing review</b> - Review of staffing in Family Support/YOS, involving increased use of grant funding.	C	1,344	65	0	0	0	65	Detailed plan in place	Green	Amber-Green	Red-Amber	Early Years, Children & Families
148	Social Services	<b>Reduction in Travel Costs</b> - arising from office rationalisation.	R	1,708	0	25	0	0	25	General planning	Green	Amber-Green	Amber-Green	Health, Housing & Wellbeing
149	Social Services	<b>Efficiency savings due to integration of directorate's central functions</b> - Merger of directorates will enable business process efficiencies and facilitate a reduction in staffing, including finance assessment functions.	AA	282	130	0	0	0	130	Detailed plan in place	Green	Amber-Green	Amber-Green	Health, Housing & Wellbeing
150	Social Services	<b>Review of staffing within Assessment &amp; Care Management</b> - There will be a review of case management roles, responsibilities and assessment processes to ensure optimum efficiency in service delivery.	V	988	100	0	0	0	100	Detailed plan in place	Amber-Green	Amber-Green	Red-Amber	Health, Housing & Wellbeing

## DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2016/17

No	Directorate	Proposal	X Ref	Budget	Saving					Risk Analysis				Cabinet Portfolio
				£000	Employee £000	Other £000	Income £000	TBC £000	2016/17 £000	Status	Residual	Achievability	EIA	
151	Social Services	<b>Demand Management - Signposted alternative provision</b> - increased sign-posting of service users (via the One Point of Contact service) to alternative forms of care and preventative services in order to reduce overall demand and cost. This will also contribute to a reduction in assessment activity via alternative models of care delivery, including equipment, alarm and universal services.	R	1,758	0	250	0	0	250	Detailed plan in place	Amber-Green	Red-Amber	Amber-Green	Health, Housing & Wellbeing
152	Social Services	<b>Locality based service delivery</b> - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	R	28,230	0	250	0	0	250	Detailed plan in place	Red	Red	Amber-Green	Health, Housing & Wellbeing
<b>Social Services Total</b>					<b>635</b>	<b>4,230</b>	<b>0</b>	<b>0</b>	<b>4,865</b>					
<b>Council Total</b>					<b>5,191</b>	<b>9,748</b>	<b>4,160</b>	<b>1,245</b>	<b>20,344</b>					

## COUNCIL WIDE BUDGET SAVINGS PROPOSALS 2016/17

No	Savings Title	Budget £000	Saving					Risk Assessment				Cabinet Portfolio
			Employee £000	Other £000	Income £000	TBC £000	TOTAL 2016/17 £000	Status	Residual	Achievability	EIA	
1	Digitalisation		0	0	0	875	875	General Planning	Red	Red	Amber-Green	Council Wide
2	Fees & Charges		0	0	250	0	250	General planning	Amber-Green	Red-Amber	Amber-Green	Council Wide
4	Vehicle Utilisation		0	400	0	0	400	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Council Wide
5	Travel/Mileage		0	350	0	0	350	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Council Wide
6	Reduction in Agency (Sickness)		300	0	0	0	300	General Planning	Red-Amber	Red-Amber	Amber-Green	Council Wide
7	Reduction in Agency (General)		450	0	0	0	450	General Planning	Red	Red	Amber-Green	Council Wide
8	General Staffing		270	0	0	0	270	General Planning	Amber-Green	Amber-Green	Amber-Green	Council Wide
<b>Council Total</b>			<b>1,020</b>	<b>750</b>	<b>250</b>	<b>875</b>	<b>2,895</b>					

## ADDRESSABLE SPEND - BUDGET SAVINGS PROPOSALS 2016/17

No	Theme	Savings Title	Budget £000	Saving			TOTAL 2016/17 £000	Risk Assessment			Cabinet Portfolio	
				Employee £000	Other £000	Income £000		Status	Residual	Achievability		EIA
1	Externally Set	<b>Precepts and Levies</b> - a targeted reduction on precepts and levies paid to other bodies. The level of reduction targeted has been set at 3% which is in line with the Council's anticipated funding reductions from Welsh Government.	17,570	0	32	0	32	Detailed plan in place	Amber-Green	Red-Amber	Green	Corporate Services & Performance
<b>Externally Set Total</b>				0	32	0	32					
2	Property & Premises	<b>Energy efficiency</b> - invest to save schemes focussing on buildings to which energy efficiency measures can be fully applied.	4,334	0	30	0	30	Detailed plan in place	Amber-Green	Red-Amber	Green	Environment
3	Property & Premises	<b>Renewable Energy Generation</b> - A number of renewable energy schemes will become operational during 2015/16. Income will be derived from these through government incentives related to energy generation (Feed In Tariffs, etc), the sale of energy to the grid and/or other rental income.	4,334	0	20	0	20	Detailed plan in place	Green	Amber-Green	Green	Environment
4	Property & Premises	<b>Energy efficiency (behavioural changes)</b> - the recently approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	4,334	0	40	0	40	General planning	Amber-Green	Amber-Green	Green	Environment
5	Property & Premises	<b>Office Accommodation</b> - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	4,992	0	1250	0	1,250	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Corporate Services & Performance
6	Property & Premises	<b>Facilities management savings</b> - associated with the alternative delivery model of Cardiff International Sports Stadium.	6,281	0	175	0	175	Detailed plan in place	Amber-Green	Amber-Green	Amber-Green	Corporate Services & Performance
<b>Property &amp; Premises Total</b>				0	1,515	0	1,515					
7	Corporate	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history.	5,387	0	500	0	500	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
8	Corporate	<b>Prosiect Gwyrdd</b> - reduction in specific contingency.	7,815	0	500	0	500	Detailed plan in place	Amber-Green	Green	Green	Corporate Services & Performance
9	Corporate	<b>Reduction in External Audit Fee</b> - review of the audit fee to ensure that all areas of the Council are appropriately charged for audit work incurred.	472	0	25	0	25	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
10	Other	<b>Severance Budgets</b> - budget realignment comprising a) recovery of budgets from directorates that were set aside to repay initial severance outlay over five annual instalments. This was prior to severance becoming a central budget and the respective repayments have now been fully recovered. b) revision of the ongoing requirement on severance budgets reflecting most recent profile of leavers. c) extension of the payback profile to reserves	0	1908	0	0	1,908	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
<b>Corporate Total</b>				1,908	1,025	0	2,933					
12	Other	<b>Street Lighting Dimming</b> - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units this financial year with the result that savings will start to be made next year.	2,621	0	35	0	35	Realised	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability

## ADDRESSABLE SPEND - BUDGET SAVINGS PROPOSALS 2016/17

No	Theme	Savings Title	Budget £000	Saving				Risk Assessment				Cabinet Portfolio
				Employee £000	Other £000	Income £000	TOTAL 2016/17 £000	Status	Residual	Achievability	EIA	
13	Other	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	2,621	0	150	0	150	Detailed plan in place	Red-Amber	Amber-Green	Green	Transport, Planning & Sustainability
14	Other	Traffic Signals/Bollards - Conversion of traffic signals to LED lighting.	2,621	0	25	0	25	Detailed plan in place	Red-Amber	Amber-Green	Green	Transport, Planning & Sustainability
15	Other	School Transport - the full year effect of the withdrawal of non statutory primary school transport. Withdrawal of non statutory primary school transport from Sept 2015 - six routes: 614,621,624,626,633,638.	6,531	0	81	0	81	Realised	Green	Green	Green	Education & Skills
16	Other	School Transport increase price of bus passes - Increase bus passes from £300 to £325.	6,531	0	0	5	5	Detailed plan in place	Green	Green	Amber-Green	Education & Skills
17	Other	School Transport (Primary & Secondary) continued route retendering/optimisation - Continued route retendering/optimisation for mainstream primary and secondary transport. Mainstream school transport has reached its peak and should reduce as a result of the school reorganisation implementation.	6,531	0	60	0	60	Detailed plan in place	Green	Green	Green	Education & Skills
18	Other	School Transport - Additional Learning Needs (ALN) route optimisation, retendering of routes/mergers - continued route retendering/optimisation. Reviewing on a case by case basis and working closely with schools and Education. Review current transport provision - fits needs of pupil.	6,531	0	100	0	100	Detailed plan in place	Green	Amber-Green	Amber-Green	Education & Skills
19	Other	Additional Learning Needs (ALN) withdrawal of transport for pupils within 2-3 miles (primary/secondary school) and review and implement new ALN policy - Review transport for statemented pupils who live within two miles from primary school and three miles from secondary. This will done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	6,531	0	125	0	125	Detailed plan in place	Red-Amber	Amber-Green	Amber-Green	Education & Skills
<b>Other Total</b>				0	576	5	581					
20	Capital Financing	Capital Financing - updated profile of capital financing requirements based on latest estimates in relation to borrowing requirements and slippage.	36,794	0	535	0	535	Detailed plan in place	Amber-Green	Amber-Green	Green	Corporate Services & Performance
<b>Future Capital Aspirations Total</b>				0	535	0	535					
<b>Council Total</b>				1,908	3,683	5	5,596					

**Risk Assessment Summary of Savings Proposals**

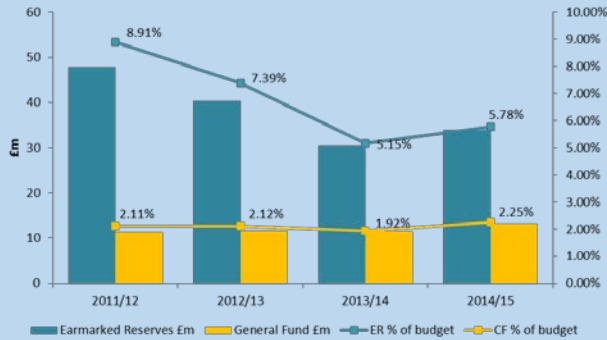
		City Operations	Communities, Housing & Customer Services	Corporate Management	Economic Development	Education & Lifelong Learning	Governance & Legal Services	Resources	Social Services	Total Directorate Savings	Addressable Spend	Council-Wide	Total Savings
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Planning Status</b>	General	168	0	77	0	0	0	197	125	567	40	2,145	2,752
	Detailed	7,318	1,259	230	1,286	3,074	122	1,485	4,390	19,164	5,440	750	25,354
	Realised	100	0	0	0	0	3	160	350	613	116	0	729
	<b>Total</b>	<b>7,586</b>	<b>1,259</b>	<b>307</b>	<b>1,286</b>	<b>3,074</b>	<b>125</b>	<b>1,842</b>	<b>4,865</b>	<b>20,344</b>	<b>5,596</b>	<b>2,895</b>	<b>28,835</b>
<b>Residual Risk</b>	Red	850	0	0	430	0	0	0	1,350	2,630	0	1,325	3,955
	Red-Amber	1,860	100	0	0	1,030	0	483	1,860	5,333	300	300	5,933
	Amber-Green	946	492	131	0	859	0	894	760	4,082	5,030	1,270	10,382
	Green	3,930	667	176	856	1,185	125	465	895	8,299	266	0	8,565
	<b>Total</b>	<b>7,586</b>	<b>1,259</b>	<b>307</b>	<b>1,286</b>	<b>3,074</b>	<b>125</b>	<b>1,842</b>	<b>4,865</b>	<b>20,344</b>	<b>5,596</b>	<b>2,895</b>	<b>28,835</b>
<b>Achievability Risk</b>	Red	850	0	0	430	0	0	135	1,250	2,665	0	1,325	3,990
	Red-Amber	2,004	593	0	0	1,780	0	274	2,410	7,061	62	550	7,673
	Amber-Green	1,871	410	307	122	725	115	1,164	855	5,569	4,888	1,020	11,477
	Green	2,861	256	0	734	569	10	269	350	5,049	646	0	5,695
	<b>Total</b>	<b>7,586</b>	<b>1,259</b>	<b>307</b>	<b>1,286</b>	<b>3,074</b>	<b>125</b>	<b>1,842</b>	<b>4,865</b>	<b>20,344</b>	<b>5,596</b>	<b>2,895</b>	<b>28,835</b>
<b>Equality Impact Assessment</b>	Red	850	0	0	430	0	0	0	1,100	2,380	0	0	2,380
	Red-Amber	897	543	0	122	1,680	0	60	2,030	5,332	0	0	5,332
	Amber-Green	128	49	208	108	444	53	220	1,285	2,495	1,655	2,895	7,045
	Green	5,711	667	99	626	950	72	1,562	450	10,137	3,941	0	14,078
	<b>Total</b>	<b>7,586</b>	<b>1,259</b>	<b>307</b>	<b>1,286</b>	<b>3,074</b>	<b>125</b>	<b>1,842</b>	<b>4,865</b>	<b>20,344</b>	<b>5,596</b>	<b>2,895</b>	<b>28,835</b>



## FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

### Level of Council Fund (CF) and Earmarked Reserves (ER)



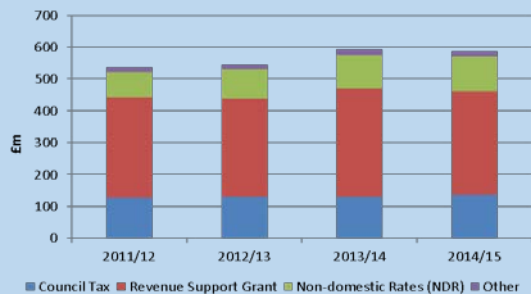
### Levels of Reserves

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Earmarked Reserves	47,822	40,319	30,559	33,824
General Fund Balance	11,342	11,548	11,413	13,154

### Budgeted Sources of Revenue Funding

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Revenue funding	536,867	545,631	593,007	585,288
Revenue Support Grant	315,271	307,237	339,678	326,291
Non-domestic Rates (NDR)	80,067	93,743	107,229	109,695
Other	15,681	15,451	16,874	14,182
Council Tax	125,848	129,200	129,226	135,120

### Budgeted Revenue Funding Split



### Financial Performance and Ratios

Ratio	Calculation	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Net Worth	(Assets - Liabilities)	912,881	884,876	940,758	877,814
Net Worth exc Pension Liability	(Assets - Liabilities)	1,546,881	1,592,190	1,413,785	1,417,600
Working Capital Ratio	(Current Assets/Current Liabilities)	1.93%	1.65%	1.41%	1.34%
Gearing Ratio	(Borrowing/Total Reserves)	48.9%	52.3%	51.0%	54.4%

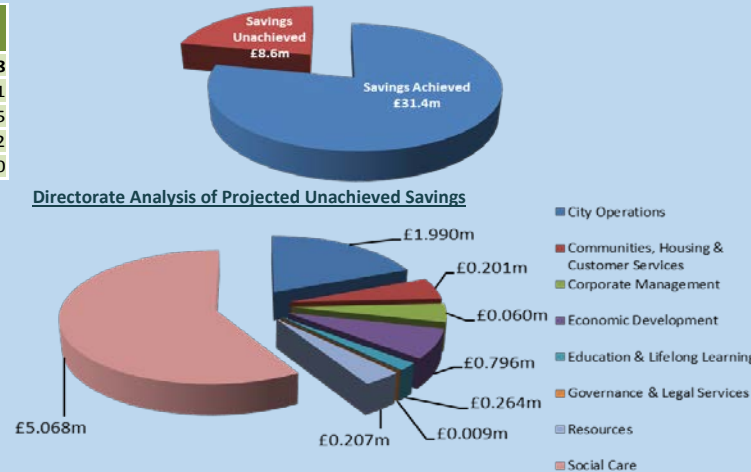
## Appendix 7

The figures below show a snapshot of the Council finance for the current financial year for both revenue monitoring and capital.

### Revenue Month 9 Projected Outturn Position

Directorate	Net Expenditure Budget £000	Projected Outturn £000	Variance £000	Variance %
City Operations	52,389	52,538	149	0.3%
Communities, Housing & CS	46,976	46,976	0	0.0%
Corporate Management	24,504	24,899	395	1.6%
Economic Development	2,162	2,474	312	14.4%
Education & LL	234,657	234,657	0	0.0%
Governance & Legal Services	4,501	4,489	(12)	-0.3%
Resources	16,777	16,599	(178)	-1.1%
Social Services	137,830	142,750	4,920	3.6%
<b>Total Directorates</b>	<b>519,796</b>	<b>525,382</b>	<b>5,586</b>	<b>1.07%</b>
Capital Financing	35,845	34,633	(1,212)	-3.4%
General Contingency	4,000	0	(4,000)	-100.0%
Summary Revenue Account etc.	10,578	9,216	(1,362)	-12.9%
<b>Total Net Expenditure</b>	<b>570,219</b>	<b>569,231</b>	<b>(988)</b>	<b>-0.17%</b>
Funded by:				
Revenue Support Grant	322,851	322,851	0	0.0%
Non-domestic Rates (NDR)	101,253	101,253	0	0.0%
Council Tax	142,633	142,633	0	0.0%
Other	3,482	3,482	0	0.0%
<b>Total</b>	<b>570,219</b>	<b>570,219</b>	<b>0</b>	<b>0</b>

### Revenue Savings Achieved and Unachieved



### Capital Month 9 Projected Outturn Position

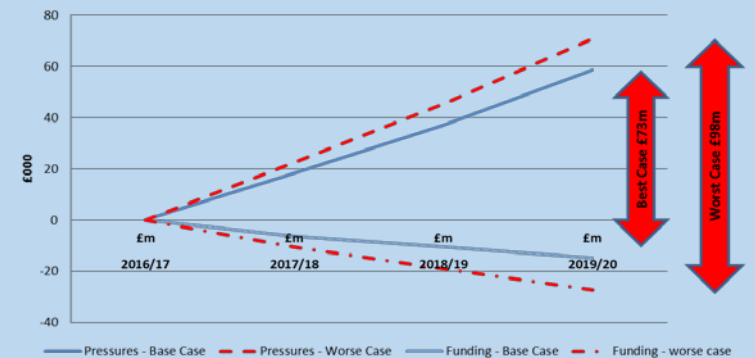
Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %
City Operations	38,433	31,607	(6,826)	-17.8%
Communities, Housing & CS	9,594	10,172	578	6.0%
Economic Development	16,853	15,534	(1,319)	-7.8%
Education & LL	45,656	24,367	(21,289)	-46.6%
Governance & Legal Services	335	335	0	0.0%
Resources	7,874	7,048	(826)	-10.5%
Social Services	25	25	0	0.0%
<b>Total</b>	<b>118,770</b>	<b>89,088</b>	<b>(29,682)</b>	<b>-24.99%</b>

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

### MTFP Scenario

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Financial Pressures	33,490	18,330	18,611	21,617	92,048
Funding Reductions	- 4,655	6,333	4,220	4,136	10,034
<b>Budget Requirement Reduction</b>	<b>28,835</b>	<b>24,663</b>	<b>22,831</b>	<b>25,753</b>	<b>102,082</b>
<b>Savings Targets &amp; BS Assumptions</b>	<b>28,835</b>	<b>17,459</b>	<b>15,552</b>	<b>18,394</b>	<b>80,240</b>
<b>Shortfall to Requirement</b>	<b>-</b>	<b>7,204</b>	<b>7,279</b>	<b>7,359</b>	<b>21,842</b>

### Modelling of Budget Gap 2016/17 - 2018/19



### Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 2015 £m	31 Mar 2016 £m	31 Mar 2017 £m	31 Mar 2018 £m
<b>Capital Expenditure</b>				
General Fund (GF)	63	89	88	114
Housing Revenue Account	20	211	26	28
<b>Total Capital Expenditure</b>	<b>83</b>	<b>300</b>	<b>114</b>	<b>142</b>
<b>Capital Financing Requirement</b>				
General Fund CFR inc Landfill	426	463	482	476
Housing Revenue Account CFR	95	277	279	296
<b>Total CFR</b>	<b>521</b>	<b>740</b>	<b>761</b>	<b>772</b>

### Affordability Indicator - GF Capital Financing costs as a % of Controllable Budget

	2011/12	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Difference 11/12- 20/21
<b>Net</b>	13.47	15.42	15.79	15.27	15.53	17.00	16.82	24.87
<b>Gross</b>	15.17	19.13	19.94	20.31	20.80	22.51	22.37	47.46



## EARMARKED RESERVES GENERAL FUND

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeship Reserve	391	0	(195)	196	To fund the cost of apprentices.
2	Bereavement Services Reserve	76	0	60	136	To fund a planned programme of refurbishment and improvement.
3	Building Control Fee Earning Reserve	558	0	0	558	To fund the net costs of the Building Control fee earning account and related activities.
4	Bute Park Match Funding Reserve	228	0	(25)	203	To provide match funding for grant funded initiatives in relation to Bute Park as per the HLF agreement.
5	Cardiff Academy Reserve	95	0	(30)	65	To support initiatives undertaken by the Academy.
6	Cardiff Dogs Home Legacy Reserve	118	0	(10)	108	Donations left to Cardiff Dogs Home to be used for improvements to the home.
7	Cardiff Enterprise Zone Reserve	3,457	0	(1,317)	2,140	Budget set aside to fund expenditure on the Cardiff Enterprise Zone in future years.
8	Cardiff Insurance Reserve	6,745	0	292	7,037	To protect the Council from future potential insurance claims.
9	Central Transport Service Vehicle Reserve	166	0	0	166	To fund costs relating to the CTS vehicle service in future years.
10	City Deal Reserve	32	0	(32)	0	To fund the Council's share of the Local Authority partnership revenue budget to progress a City Deal for the Cardiff Capital Region in collaboration with Welsh and UK Governments.
11	Community Based Transitional Reserve	424	0	(100)	324	To fund the support for potential future community asset transfers.

## Appendix 8(a)

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
12	Council Tax Bad Debt Release Reserve	1,000	(1,000)	0	0	An amount released from the Council Tax Bad Debt Provision to fund the 2016/17 budget.
13	Discretionary Rate Relief Reserve	100	0	0	100	To fund changes to the NDR discretionary rate relief scheme. This may include further approaches from the community in respect of guidance provided in the Stepping Up Toolkit.
14	Energy/Carbon Reduction Reserve	439	0	0	439	To provide funding for future unexpected increases in the councils carbon reduction charges.
15	Equal Pay Reserve	281	0	0	281	To fund costs incurred in connection with Equal Pay claims.
16	Flatholm Reserve	24	0	(24)	0	To fund essential unforeseen maintenance and provision for potential liabilities in relation to the future running of the island and in respect of the future of the island.
17	Fraud Detection Reserve	193	0	(66)	127	To supplement staffing and other costs associated with fraud detection.
18	Harbour Project and Contingency Fund	824	0	333	1,157	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around the Bay.
19	Highways Local Government Borrowing Initiative Reserve	1,047	(1,047)	0	0	To fund the capital financing implications of expenditure on highways relating to the Highways Local Borrowing Initiative (LGBI) as provided by Welsh Government. Change of treatment with cost to be funded by base budget.
20	HMO Licensing Reserve	50	0	(12)	38	To spread the income in relation to costs for the 5 year length of licences.

## Appendix 8(a)

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
21	Homelessness Reserve	1,431	0	121	1,552	To be used to meet increases in homelessness pressures. Previously used to provide temporary funding for voluntary redundancy, for which the net movement in 2016/17 represents replenishment of the reserve balance.
22	House Mortgage Reserve	29	0	0	29	This represents surpluses on the fund to meet net service costs.
23	Housing Benefit Reserve	1,044	0	(450)	594	To meet the budgeted costs of trainees and other temporary staffing costs within the Housing Benefit section.
24	Housing Options Centre Reserve	893	0	30	923	To meet the budgeted capital financing costs of the new Housing Options Centre. Previously used to provide temporary funding for voluntary redundancy, for which part of the net movement in 2016/17 represents replenishment of the reserve balance.
25	Housing Support Reserve	1,212	0	(101)	1,111	To improve sustainability by maintaining people's independence in their own homes. Previously used to provide temporary funding for voluntary redundancy, for which part of the net movement in 2016/17 represents replenishment of the reserve balance.
26	ICT Holding Account Reserve	202	0	(40)	162	To fund future Business Process Improvement initiatives and other future ICT initiatives.
27	Inspectorate Support Reserve	236	0	(100)	136	To procure necessary consultancy for the inspections and regulatory environment.
28	Integrated Partnership Strategy Reserve	31	0	0	31	To support ongoing implementation of the Cardiff Integrated Partnership arrangements to include progression of work stream activities and facilitated support for joint working.

## Appendix 8(a)

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
29	Invest to Save Reserve	350	0	0	350	To fund revenue invest to save schemes.
30	Joint Equipment Store - Pooled Budget Reserve	126	0	(50)	76	To be utilised to offset deficits or one off expenditure items in the pooled budget in future years.
31	Kitchen Improvement Reserve	109	0	(109)	0	To fund refurbishments of primary school kitchens in support of health and safety standards.
32	Legal Services Reserve	260	0	(75)	185	To fund future Legal Services initiatives, including projects in connection with ICT upgrades and procurement of additional resource on a temporary basis.
33	Local Lend a Hand Mortgage Scheme Reserve	177	0	45	222	Interest receivable in case of default on Local Lend a Hand Mortgage Scheme.
34	Local Plan Reserve	155	0	(50)	105	To provide for the cost of the Local Development Plan and any potential appeals or judicial reviews.
35	Major Projects Reserve	1,157	0	(200)	957	To contribute towards the cost of Major Projects.
36	Members Development Reserve	45	0	(10)	35	To support webcasting of Council meetings and any additional members' ICT software.
37	Municipal Election Reserve	446	0	96	542	To provide for the cost of local elections.
38	Organisational Development Programme Reserve	905	0	(338)	567	To fund additional advice/support for the delivery of Organisational Development projects. Requests for funding are presented to the Investment Review Board for approval. The balance at 31.3.16 includes sums and previously identified as Employee Changes.
39	Out of School Childcare Reserve	121	0	0	121	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance in year.

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
40	Parking Reserve	255	0	433	688	This represents surpluses on the Civil Parking Enforcement Account which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.
41	PDD - Impact on Design Reserve	45	0	(10)	35	To cover unattributable anomalies in building design and construction.
42	Property Management System Reserve	22	0	(22)	0	To fund future upgrades to the Property Management System.
43	Public Service Board Initiative Reserve	46	(23)	0	23	To fund scrutiny work in connection with the Local Service Board.
44	Registration Service Improvement Reserve	17	0	(9)	8	To fund various service improvements.
45	Resources Reserve	880	0	(120)	760	To provide funding to a number of areas within the Resources Directorate.
46	Schools Catering Reserve	160	0	(160)	0	To be used to support the Schools Catering Service, including the implementation of a cashless transaction system for secondary schools.
47	Schools Formula Funding Reserve	476	0	(476)	0	Contingency Fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools' budgets. Such expenditure would include meeting the cost of premature retirements of schools staff and for other issues relating to the budget and management of change in schools in the future.
48	Schools Organisation Plan Reserve	7,157	0	393	7,550	To be used to manage the cash flow implications of the Schools Organisational Plan financial model and to provide temporary funding in relation to voluntary redundancy.

## Appendix 8(a)

	Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
			To finance budget £000	Other Commitments £000		
49	Scrutiny Development & Training Reserve	72	0	(15)	57	To fund Member development and training.
50	Social Care Safeguarding & Preventative Measures Reserve	85	0	(15)	70	To fund costs of preventative measures in relation to vulnerable children and adults.
51	Social Care Technology Reserve	711	0	(50)	661	To support social care IT developments.
52	Waste Management Reserve	2,320	0	0	2,320	To make provision for additional initiatives to ensure recycling targets are achieved.
53	Youth and Community Education Reserve	164	0	(164)	0	To fund on-line enrolment system within Adult Learning, and other youth based services including Youth Service restructure.
		37,587	(2,070)	(2,572)	32,945	



## EARMARKED RESERVES HRA

Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
		To finance budget £000	Other Commitments £000		
Investment & Housing Development Reserve	160	0	0	160	To fund costs associated with new housing developments.
HRA/Housing IT Reserve	138	0	(138)	0	To fund CMS Mobile working IT infrastructure.
	298	0	(138)	160	

Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
		To finance budget £000	Other Commitments £000		
General Housing Reserve	8,438	0	0	8,438	General housing balances.
	8,438	0	0	8,438	

## SCHOOLS RESERVES

Title	Estimated balance at 31.03.16 £000	Estimated Movements 2016/17		Estimated balance at 31.03.17 £000	Purpose
		To finance budget £000	Other Commitments £000		
Balances on Schools' Delegated Budgets including Nursery Schools	(1,588)	0	(251)	(1,839)	This reflects the net position of individual schools' surpluses and deficits under Local Management of Schools. The debit balance is as a result of significant deficits incurred by a number of secondary schools and the planned pay back over five years of £1.9 million severance payments.
Primary/Special DSU Repairs Reserve	108	0	(30)	78	Contingency fund out of which participating schools share the cost of funding large items of repairs and maintenance work.
	(1,480)	0	(281)	(1,761)	

**Earmarked Reserves Used Temporarily for Voluntary Severance Borrowing**

Earmarked Reserves	Actuals		Projected		
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b><u>Schools Organisational Plan</u></b>					
<b>Opening Balance 1 April</b>	<b>8,585</b>	<b>5,282</b>	<b>4,006</b>	<b>7,157</b>	<b>7,550</b>
Net Non-VS Contribution to/(from) Reserve (Borrowed from)/Repaid to Reserve to fund VS	(191) (3,112)	(1,224) (52)	1,038 2,113	(658) 1,051	(747) 0
<b>Closing Balance 31 March</b>	<b>5,282</b>	<b>4,006</b>	<b>7,157</b>	<b>7,550</b>	<b>6,803</b>
Cumulative Borrowing from Reserve to fund VS	(3,112)	(3,164)	(1,051)	0	0
<b><u>Housing Options Centre Reserve</u></b>					
<b>Opening Balance 1 April</b>	<b>1,462</b>	<b>834</b>	<b>694</b>	<b>893</b>	<b>923</b>
Net Non-VS Contribution to/(from) Reserve (Borrowed from)/Repaid to Reserve to fund VS	(136) (492)	(131) (9)	(136) 335	(136) 166	(136) 0
<b>Closing Balance 31 March</b>	<b>834</b>	<b>694</b>	<b>893</b>	<b>923</b>	<b>787</b>
Cumulative Borrowing from Reserve to fund VS	(492)	(501)	(166)	0	0
<b><u>Homelessness Reserve</u></b>					
<b>Opening Balance 1 April</b>	<b>1,558</b>	<b>1,214</b>	<b>1,188</b>	<b>1,431</b>	<b>1,552</b>
Net Non-VS Contribution to/(from) Reserve (Borrowed from)/Repaid to Reserve to fund VS	0 (344)	(6) (20)	0 243	0 121	0 0
<b>Closing Balance 31 March</b>	<b>1,214</b>	<b>1,188</b>	<b>1,431</b>	<b>1,552</b>	<b>1,552</b>
Cumulative Borrowing from Reserve to fund VS	(344)	(364)	(121)	0	0
<b><u>Housing Support Reserve</u></b>					
<b>Opening Balance 1 April</b>	<b>1,937</b>	<b>1,453</b>	<b>1,382</b>	<b>1,212</b>	<b>1,111</b>
Net Non-VS Contribution to/(from) Reserve (Borrowed from)/Repaid to Reserve to fund VS	(154) (330)	(53) (18)	(402) 232	(217) 116	0 0
<b>Closing Balance 31 March</b>	<b>1,453</b>	<b>1,382</b>	<b>1,212</b>	<b>1,111</b>	<b>1,111</b>
Cumulative Borrowing from Reserve to fund VS	(330)	(348)	(116)	0	0
<b>Net Total (Borrowing from)/Repayment to Earmarked Reserves for VS (in-year)</b>	<b>(4,278)</b>	<b>(99)</b>	<b>2,923</b>	<b>1,454</b>	<b>0</b>
<b>Cumulative Net Total Borrowing from Earmarked Reserves for VS</b>	<b>(4,278)</b>	<b>(4,377)</b>	<b>(1,454)</b>	<b>0</b>	<b>0</b>

## Appendix 10

### EMPLOYEE IMPLICATIONS OF BUDGET

			All figures are expressed in terms of full time equivalent posts						
Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post / Temporary	TOTAL FTE's
1	Delete	New model for Children's Play		(2.00)			(5.00)		(7.00)
2	Delete	Parks reduced business administration/ efficiencies		(.50)					(.50)
3	Delete	Reshaping of grounds maintenance service	(3.00)	(5.00)					(8.00)
4	Delete	Outdoor Sports- Reduce subsidies and outsource sport facilities		(1.00)					(1.00)
5	Delete	New Operating Model for City Operations					(24.00)		(24.00)
6	Delete	Transportation Policy - Improved recharging for services & deletion of vacant posts		(2.00)					(2.00)
7	Delete	School Crossing Patrol		(2.50)					(2.50)
8	Delete	One Directorate Synergies					(14.00)		(14.00)
9	Delete	Materials recycling Reshaping Services					(5.00)		(5.00)
10	Delete	Household Waste Recycling Centres					(.70)		(.70)
11	Delete	Improved automated security at Lamby Way depot					(2.00)		(2.00)
12	Create	*Supplementary Planning Guidance						2.00	2.00
13	Create	City Centre / Neighbourhood Street Cleansing & Drainage /Gully Cleaning						9.00	9.00
14	Create	*Visible Street Scene Services						3.00	3.00
<b>City Operations Net Position</b>			<b>(3.00)</b>	<b>(13.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>(50.70)</b>	<b>14.00</b>	<b>(52.70)</b>
15	Delete	Continued roll out of the Libraries/Hub Strategy					(9.00)		(9.00)
16	Delete	Review of Reablement Services					(4.00)		(4.00)
<b>Communities , Housing and Customer Services Net Position</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(13.00)</b>	<b>0.00</b>	<b>(13.00)</b>
17	Delete	Reduction in Cabinet Office	(1.00)	(1.00)					(2.00)
<b>Corporate Management Net Position</b>			<b>(1.00)</b>	<b>(1.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(2.00)</b>
18	Delete	Service Redesign of Strategic Estates					(1.30)		(1.30)
19	Delete	Alternative model for the delivery of the Taxi Marshalling service					(3.00)		(3.00)
20	Delete	Rationalisation of Culture, Venues and Events Sales, Marketing & Advertising Functions					(3.00)		(3.00)
<b>Economic Development Net Position</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(7.30)</b>	<b>0.00</b>	<b>(7.30)</b>
21	Delete	Reduction in central costs for the Education of Children not in School					(8.40)		(8.40)
22	Delete	Reduction in centrally retained budgets for supporting Childcare Providers		(2.00)					(2.00)
23	Delete	Further rationalisation of Education Service business processes	(1.00)	(1.00)		(1.00)			(3.00)
24	Delete	Reduction in staffing for Performance Management		(1.00)					(1.00)
25	Delete	Youth Service Budget					(22.00)		(22.00)

**Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences. There may be additional TUPE implications of alternative delivery model proposals.**

## Appendix 10

Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post / Temporary	TOTAL FTE's
26	Delete	Annual Increase in the price of School Meals plus rationalisation service delivery model	(1.00)	(1.00)					(2.00)
27	Delete	Reduction of central budget for the Education Welfare Service (EWS)				(2.00)			(2.00)
<b>Education &amp; Lifelong Learning Net Position</b>			<b>(2.00)</b>	<b>(5.00)</b>	<b>0.00</b>	<b>(3.00)</b>	<b>(30.40)</b>	<b>0.00</b>	<b>(40.40)</b>
28	Create	Additional Solicitors to meet demands of workload						2.00	2.00
29	Create	Member Support						2.00	2.00
<b>Governance &amp; Legal Services Net Position</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>4.00</b>
30	Delete	Deletion of two posts within Exchequer and Development	(2.00)						(2.00)
31	Delete	Deletion of two auditor posts and utilisation of reserve to enable fraud team to become self-financing		(2.00)					(2.00)
32	Delete	Staff savings within Service Accountancy		(3.00)					(3.00)
33	Delete	Post Deletions - Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4)	(1.00)		(1.00)				(2.00)
34	Delete	Post Deletion – HRPS First Point of Contact Team (1 x Grade 4)		(1.00)					(1.00)
35	Delete	Post Deletion – HRPS Manage Team (2 x Grade 4)		(2.00)					(2.00)
36	Delete	Review of HR Organisational Development Team		(1.00)					(1.00)
37	Delete	Staff savings within ICT		(2.00)					(2.00)
39	Delete	Staffing savings in Central Transport Services		(1.00)					(1.00)
40	Delete	Deletion of Two Grade 3 posts in Business Support		(2.00)					(2.00)
<b>Resources Net Position</b>			<b>(3.00)</b>	<b>(14.00)</b>	<b>(1.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(18.00)</b>
41	Delete	Restructure of Social Work Teams					(2.00)		(2.00)
42	Delete	Reshape Day Services for Older People	(4.00)	(7.10)					(11.10)
43	Delete	Family Support/ Youth Offending Services (YOS) staffing review					(2.00)		(2.00)
44	Delete	Efficiency savings due to integration of directorate's central functions					(4.00)		(4.00)
45	Delete	Review of staffing within Assessment & Care Management					(2.00)		(2.00)
46	Create	Social Services and Well Being Act (Information, Assistance & Advice)						3.50	3.50
47	Create	Families with No Recourse to Public Funds						2.00	2.00
48	Create	Early Help Strategy						7.00	7.00
<b>Social Services Net Position</b>			<b>(4.00)</b>	<b>(7.10)</b>	<b>0.00</b>	<b>0.00</b>	<b>(10.00)</b>	<b>12.50</b>	<b>(8.60)</b>
<b>Council Total</b>			<b>(13.00)</b>	<b>(40.10)</b>	<b>(1.00)</b>	<b>(3.00)</b>	<b>(111.40)</b>	<b>30.50</b>	<b>(138.00)</b>

\* Temporary posts

**Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences. There may be additional TUPE implications of alternative delivery model proposals.**

## Appendix 11(a)

**Summary of Recommended Increases to Fees and Charges 2016/17 - General Fund**

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
<b>City Operations</b>						
1	Active Waste Landfill Tipping Toll - Standard Gate Fee	£43.50	Nil	Nil	1 April 2016	No proposed increase.
2	Bulky Collections	£12.50 for every 2 items	Nil	Nil	1 April 2016	No proposed increase.
3	Waste Transfer Station - Small Medium Enterprises	£40.00	Nil	Nil	1 April 2016	No proposed increase.
4	Residual Commercial Waste Bags - per bin	£1.85	Nil	Nil	1 April 2016	No proposed increase.
5	Commercial Waste Food Collections (240l) - per lift	£4.50	Nil	Nil	1 April 2016	No proposed increase.
6	Commercial Waste Food Collections (500l)	£8.50	Nil	Nil	1 April 2016	No proposed increase.
7	Commercial Food Caddies	£1.00	Nil	Nil	1 April 2016	No proposed increase.
8	Commercial Recycling - per lift	£1.34	Nil	Nil	1 April 2016	No proposed increase.
9	Commercial Water Transfer Notes	£40.00	Nil	Nil	1 April 2016	No proposed increase.
10	Commercial General Waste Collections (240l) - per lift	£5.00	Nil	Nil	1 April 2016	No proposed increase.
11	Commercial Recycling - Unacceptable Levels of Contamination - per bag or bin	£25.00	Nil	Nil	1 April 2016	No proposed increase.
12	Abandoned trolley recovery fee	£75.00	Nil	Nil	1 April 2016	No proposed increase.
13	Replacement reusable garden sacks	£25.00	Nil	Nil	1 April 2016	No proposed increase.
14	Replacement/new wheeled bin or equivalent striped bag provision	£2.00	Nil	Nil	1 April 2016	No proposed increase.
15	Pest Control	Various	Nil	Nil	1 April 2016	No proposed increase.
16	Cardiff Dogs Home	£95.00 - £200.00	£5.00 - £10.00	5% - 50%	1 April 2016	The proposed new charge is £100.00 - £300.00.
17	Puppies Rehoming Fee	£110.00	£40.00	36.36%	1 April 2016	The proposed new charge is £150.00.
<b>Cardiff Port Health</b>						
18	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£76.00	£4.00	5.26%	1 April 2016	The proposed new charge is £80.00.
19	Port Health - Sanitation Inspection (1,001-3,000 tonnes)	£112.00	£3.00	2.68%	1 April 2016	The proposed new charge is £115.00.
20	Port Health - Sanitation Inspection (3001-10,000 tonnes)	£172.00	£3.00	1.74%	1 April 2016	The proposed new charge is £175.00.
21	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£228.00	£2.00	0.88%	1 April 2016	The proposed new charge is £230.00.
22	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£290.00	£5.00	1.72%	1 April 2016	The proposed new charge is £295.00.
23	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£345.00	£5.00	1.45%	1 April 2016	The proposed new charge is £350.00.
24	Heath Park Car Park	First 2 hours are free. £1.50 for 2-3 hours. Over 3 hours £4.00	Nil	Nil	1 April 2016	No proposed increase.
25	Llandaff Fields/Pontcanna Fields Car Parking	First 2 hours are free. £1.00 for up to 3 hours. £3.00 for over 3 hours	Nil	Nil	1 April 2016	No proposed increase.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
26	Leisure Activities (Leisure Centres and Community Halls)	Various	Various	6.00%	1 April 2016	An average increase of 6% across leisure activities.
27	Cardiff Riding School Charges	Various	Various	6.00%	1 April 2016	Cardiff Riding School charges are to be increased by an average of 6%.
28	Food, Drinks & Goods for Resale	See comment	Nil	Nil	1 April 2016	Prices increase as catering costs are based on current market rates.
29	Cardiff Caravan & Camping Charges	Various	Nil	Nil	1 April 2016	No proposed increase.
<b>Allotments</b>						
30	Allotments - Full Price	Annual charges are £11.20 per pitch Category A, £10.90 per pitch Category B, £10.52 per pitch Category C, Chalet £107.00, Brick cubicle £25.00	£0.10 - £1.00	0.95%	2 February 2016	The proposed new charges are Category A £11.36 per pitch. Category B £11.04 per pitch. Category C £10.62 per pitch. Chalet £108.00. Brick cubicle £25.00 (no change).
31	Allotments - Concession	Annual charges are £5.60 per pitch Category A, £5.45 per pitch Category B, £5.26 per pitch Category C, Chalet £53.50	£0.05 - £0.08	1.00%	2 February 2016	The proposed new charges are Category A £5.68 per pitch. Category B £5.52 per pitch. Category C £5.31 per pitch (no change). Chalet £53.50.
<b>Bereavement &amp; Registration</b>						
32	Cremation Fees Income	£515.00	£15.00	2.91%	1 April 2016	The proposed new charge is £530.00.
33	Burial Fee Income	£600.00	Nil	Nil	1 April 2016	No proposed increase.
34	Grave Purchase Fee Income	£675.00	Nil	Nil	1 April 2016	No proposed increase.
35	Cremated Remains Burial	£220.00	£10.00	4.55%	1 April 2016	The proposed new charge is £230.00.
36	Cremated Remains Purchase	£280.00	Nil	Nil	1 April 2016	No proposed increase.
37	Registration Ceremony Fees - St David's Room - Weekdays	£165.00	£30.00	18.18%	1 April 2016	The proposed new charge is £195.00.
38	Registration Ceremony Fees - St David's Room - Weekends	£195.00	£50.00	25.64%	1 April 2016	The proposed new charge is £245.00.
39	Registration Ceremony Fees - Approved Premises - Weekdays	£320.00	£10.00	3.13%	1 April 2016	The proposed new charge is £330.00.
40	Registration Ceremony Fees - Approved Premises - Weekends	£400.00	£25.00	6.25%	1 April 2016	The proposed new charge is £425.00.
41	Registration Ceremony Fees - Approved Premises - Bank Holidays	£400.00	£75.00	18.75%	1 April 2016	The proposed new charge is £475.00.
42	Webcast of Ceremony	£70.00	£5.00	7.14%	1 April 2016	The proposed new charge is £75.00.
43	DVD of Ceremony	£60.00	£5.00	8.33%	1 April 2016	The proposed new charge is £65.00.
44	Webcast and DVD of Ceremony	£90.00	£5.00	5.56%	1 April 2016	The proposed new charge is £95.00.
45	Audio recording of ceremony	£50.00	£5.00	10.00%	1 April 2016	The proposed new charge is £55.00.
46	Registry Office Ceremony fee	£49.00	Nil	Nil	1 April 2016	No proposed increase.
47	Notice Fee	£35.00	Nil	Nil	1 April 2016	No proposed increase.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
48	Citizenship ceremonies Fee	£80.00	Nil	Nil	1 April 2016	No proposed increase.
49	Certificate Fee	£10.00	Nil	Nil	1 April 2016	No proposed increase.
50	Registrars Certificate	£4.00	Nil	Nil	1 April 2016	No proposed increase.
51	Copy Certificates Standard service	£7.00	Nil	Nil	1 April 2016	No proposed increase.
52	Copy Certificates - Priority Service within 24hours)	£17.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Nationality Checking Service</b>					
53	Single adult	£70.00	£10.00	14.29%	1 April 2016	The proposed new charge is £80.00.
54	Married couples/registered civil partners	£120.00	£10.00	8.33%	1 April 2016	The proposed new charge is £130.00.
55	Married couples/registered civil partners and up to two children	£120.00	£10.00	8.33%	1 April 2016	The proposed new charge is £130.00.
56	Single child	£45.00	£10.00	22.22%	1 April 2016	The proposed new charge is £55.00.
57	Settlement checking service	£100.00	£10.00	10.00%	1 April 2016	The proposed new charge is £110.00.
	<b>Planning</b>					
58	Tree Preservation Orders-search and copy of information	£10.00 - Extract £20.00 - Full copy	Nil	Nil	1 April 2016	No proposed increase.
59	Admin Fee from Section 106 Agreements	6% of agreement price	Nil	Nil	1 April 2016	No proposed increase.
60	Pre Application Advice	Various	Nil	Nil	1 April 2016	No proposed increase.
61	Building Control Charges Statutory	Various	Nil	Nil	1 April 2016	No proposed increase as covered by statute.
62	Building Control Charges	Various	Nil	Nil	1 April 2016	No proposed increase.
	<b>Transportation</b>					
63	Road Safety Audits (RSA)	Various	Nil	Nil	1 April 2016	£150.00 - essential RSA, £350.00 - Minor Works RSA, £600.00 - County Works RSA and £900.00 - Full RSA.
64	Accident Information	Various - based on request/ complexity currently charges a standard charge is based on the following: £225.00 summary £335.00 summary plus map	Nil	Nil	1 April 2016	No proposed increase.
65	Sign Design	Various - based on request	Nil	Nil	1 April 2016	No proposed increase.
66	Traffic Regulation Orders	Emergency notices £415.00, £1,690.00 for Traffic Regulation Orders with Advert	Nil	Nil	1 April 2016	No proposed increase.



## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
67	Traffic Data	Various - based on request - no. of man hrs	Nil	Nil	1 April 2016	No proposed increase.
68	Replacement Bus Passes Concessionary Travel (per pass)	£5.00	Nil	Nil	1 April 2016	No proposed increase.
69	Shopper Park & Ride (Excluding Cardiff East)	£3.00	Nil	Nil	1 April 2016	No proposed increase.
70	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £850.00 per linear metre	Nil	Nil	1 April 2016	No proposed increase.
71	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development	Nil	Nil	1 April 2016	No proposed increase.
72	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees	Nil	Nil	1 April 2016	No proposed increase.
73	School Transport Bus Passes	£300.00	£25.00	8.33%	1 April 2016	The proposed new charge is £325.00.
74	Traffic Signal - Switch Offs	£320.00 per switch on/off plus a £50.00 admin charge per invoice	Nil	Nil	1 April 2016	No proposed increase.
75	Castle Mews Car Park	Various	Nil	Nil	1 April 2016	No proposed increase.
76	Sophia Gardens Car Park	Various	Nil	Nil	1 April 2016	No proposed increase.
	<b>Residents Parking Permits</b>				1 April 2016	
77	Resident Parking Permits	Various	Nil	Nil	1 April 2016	No proposed increase.
78	On Street Parking - up to 1 hour	£1.70	Nil	Nil	1 April 2016	No proposed increase.
79	On Street Parking - up to 2 hours	£2.80	Nil	Nil	1 April 2016	No proposed increase.
80	On Street Parking - up to 5 hours	£5.00	Nil	Nil	1 April 2016	No proposed increase.
81	On Street Parking - up to 10 hours	£8.00	Nil	Nil	1 April 2016	No proposed increase.
82	Norwegian Church Parking	Various	Nil	Nil	1 April 2016	No proposed increase.
83	Canton Car parks	Various	Nil	Nil	1 April 2016	No proposed increase.
84	Whitchurch Car Parks	Various	Nil	Nil	1 April 2016	No proposed increase.
85	Penylan Library	Various	Nil	Nil	1 April 2016	No proposed increase.
86	Butetown on street parking	Various	Nil	Nil	1 April 2016	No proposed increase.
87	Schooner Way & Hemmingway Rd on street	Various	Nil	Nil	1 April 2016	No proposed increase.
88	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2016	No proposed increase. This charge becomes £70.00 after 14 days.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
89	Moving Traffic Offences	£35.00	Nil	Nil	1 April 2016	No proposed increase. This charge becomes £70.00 after 21 days.
90	Replacement Blue Badges	£10.00	Nil	Nil	1 April 2016	No proposed increase.
91	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200	Nil	Nil	1 April 2016	No proposed increase.
92	Fixed Penalty Notice's for Highways/Environment Offences	£100.00	Nil	Nil	1 April 2016	No proposed increase.
93	Skips License - Standard Charge	£67.00	Nil	Nil	1 April 2016	No proposed increase.
94	Skips - Illegal - Fine	£236.00	Nil	Nil	1 April 2016	No proposed increase.
95	Opening Up Notice	£169.00	Nil	Nil	1 April 2016	No proposed increase.
96	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£374.00	Nil	Nil	1 April 2016	No proposed increase.
97	Storage of Building Materials on the Highway	£67.00	Nil	Nil	1 April 2016	No proposed increase.
98	Containers Sited on the Public Highway	£221.00	Nil	Nil	1 April 2016	No proposed increase.
99	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£169.00	Nil	Nil	1 April 2016	No proposed increase.
100	Mobile Cranes	£374.00	Nil	Nil	1 April 2016	No proposed increase.
101	Tower Crane Oversail	£374.00	Nil	Nil	1 April 2016	No proposed increase.
102	Permits for Hoardings on the Public Highway	£169.00	Nil	Nil	1 April 2016	No proposed increase.
103	Scaffold Licences	£221.00	Nil	Nil	1 April 2016	No proposed increase.
104	Vehicle Crossovers	£169.00	Nil	Nil	1 April 2016	No proposed increase.
105	Advertising Frame Permits - New Applications	£169.00	Nil	Nil	1 April 2016	No proposed increase.
106	Advertising Frame Permits - Renewals	£118.00	Nil	Nil	1 April 2016	No proposed increase.
107	Chairs on the Public Highway (up to 6)	£169.00	Nil	Nil	1 April 2016	No proposed increase.
108	Chairs on the Public Highway (over 6)	£31.00	Nil	Nil	1 April 2016	No proposed increase.
109	Charges for Temporary Signs	£67.00	Nil	Nil	1 April 2016	No proposed increase.
110	Additional Inspections	£51.00	Nil	Nil	1 April 2016	No proposed increase.
111	RASWA Supervisory Charge	£47.50	Nil	Nil	1 April 2016	Charge set by statute.
112	RASWA Income - All Inspections	£50.00	Nil	Nil	1 April 2016	Charge set by statute.
113	Fixed Penalty Notice for New Roads & Street Works Act	£80.00	Nil	Nil	1 April 2016	Charge set by statute.
114	Section 74 Notice - Charges for Overstays	£100.00	Nil	Nil	1 April 2016	Charge set by statute.
	<b>Charges for Street Numbering of Properties</b>				1 April 2016	
115	Developments up to 5 plots	£200.00	Nil	Nil	1 April 2016	No proposed increase.
116	Developments between 6 to 10 plots	£250.00	Nil	Nil	1 April 2016	No proposed increase.
117	Developments with 10 Plots or more -per application	£300 plus £20 per unit after 10 plots	Nil	Nil	1 April 2016	No proposed increase.
118	Numbering of Flat complex over 5 plots per floor inc. ground floor	£65.00	Nil	Nil	1 April 2016	No proposed increase.
119	Change of street name and numbering layout after notification	£500 plus £10 per unit	Nil	Nil	1 April 2016	No proposed increase.
120	Re-naming street at the residents request	£500.00	Nil	Nil	1 April 2016	No proposed increase.
121	Creation of new road name	£200.00	Nil	Nil	1 April 2016	No proposed increase.
122	Change of house name	£100.00	Nil	Nil	1 April 2016	No proposed increase.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
123	Confirmation address to Solicitors, Search agents & Conveyances	£50.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Communities, Housing &amp; Customer services</b>					
124	Community Alarm Service - Contact Only - per week	£1.94	Nil	Nil	4 April 2016	No proposed increase.
125	Community Alarm Service - Contract and Mobile Response - per week	£4.56	Nil	Nil	4 April 2016	No proposed increase.
126	Telecare Packages - per week	£3.97	Nil	Nil	4 April 2016	No proposed increase.
127	Supply and installation of telecare monitoring unit	£125.00	Nil	Nil	4 April 2016	No proposed increase.
128	Installation of reconditioned telecare monitoring unit	£30.00	Nil	Nil	4 April 2016	No proposed increase.
129	Replacement Telecare pendant	£40.00	Nil	Nil	4 April 2016	No proposed increase.
130	Supply / installation of keysafe for mobile response customer	£50.00	Nil	Nil	4 April 2016	No proposed increase.
131	Supply / installation of keysafe for contact only customer	£65.00	Nil	Nil	4 April 2016	No proposed increase.
132	Supply / installation of keysafe for non-Telecare customer	£99.00	Nil	Nil	4 April 2016	No proposed increase.
133	Gypsy Sites - Rent - per pitch - per week	£69.11 Rover Way, £76.71 Shirenewton	See comment	See comment	4 April 2016	As per CPI published rate 28 days before increase.
134	Gypsy & Traveller Site Service charge - per pitch - per week	£27.62 Rover Way, £24.45 Shirenewton	£2.76 - £2.45	10.00%	4 April 2016	The proposed new charge is £30.38 Rover Way, £26.90 Shirenewton.
135	Disabled Facility Grant Income	£900.00 or 15% whichever the greater	Nil	Nil	1 April 2016	No proposed increase.
136	Targeted Elderly and Renewal Grant Income	£900.00 or 15% whichever the greater	Nil	Nil	1 April 2016	No proposed increase.
137	Day Nursery Rental charge in St Mellon's Enterprise - per annum	£24,505.00	Nil	Nil	4 April 2016	No proposed increase.
138	St Mellon's Enterprise Centre - 10 units - per annum	£3,000 - £3,300	Nil	Nil	4 April 2016	No proposed increase.
	<b>Rent Smart Wales</b>					
139	Landlord Registration - On Line	£33.50	See comment	See comment	1 April 2016	This service went live in November 2015. Rent Smart Wales (RSW) fees will be subject to review.
140	Landlord Registration - Paper	£80.50	See comment	See comment	1 April 2016	
141	Landlord Licensing- On Line	£144.00	See comment	See comment	1 April 2016	
142	Landlord Licensing- Paper	£186.00	See comment	See comment	1 April 2016	
143	Agent licensing- On Line	£3,728.00	See comment	See comment	1 April 2016	
144	Agent licensing- Paper	£4,368.00	See comment	See comment	1 April 2016	
145	Course Approval	£440.00	See comment	See comment	1 April 2016	
146	Training Provider Authorisation	£685.00	See comment	See comment	1 April 2016	
147	Landlord Development Course	£100.00	See comment	See comment	1 April 2016	
148	Agent Development Course	£140.00	See comment	See comment	1 April 2016	
149	Landlord Development	£30.00	See comment	See comment	1 April 2016	
150	Agent Development Course	£50.00	See comment	See comment	1 April 2016	
151	Agent Development Top Up Course	£20.00	See comment	See comment	1 April 2016	

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Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
	<b>Libraries</b>					
152	Adult book late return penalty charge	£0.15	Nil	Nil	1 April 2016	No proposed increase.
153	Adult spoken word late return penalty charge	£0.40	Nil	Nil	1 April 2016	No proposed increase.
154	Adult music recording late return penalty charge - per week	£0.60	Nil	Nil	1 April 2016	No proposed increase.
155	Adult DVD, video or CD ROM late return penalty charge - per week	£2.50	Nil	Nil	1 April 2016	No proposed increase.
156	Children's DVD or video late return penalty charge - per week	£1.50	Nil	Nil	1 April 2016	No proposed increase.
157	Loan Charges	Various	Nil	Nil	1 April 2016	No proposed increase.
158	PC printouts / Photocopies - per page	£0.20 - £1.50	Nil	Nil	1 April 2016	No proposed increase.
159	Reservations for stock from outside Cardiff (interlibrary loans)	£10.00	Nil	Nil	1 April 2016	No proposed increase.
160	Replacement card - Adult	£1.75	Nil	Nil	1 April 2016	No proposed increase.
161	Replacement card - Child	£0.50	Nil	Nil	1 April 2016	No proposed increase.
162	Central Library Fax service :UK - A4	£1.00	Nil	Nil	1 April 2016	No proposed increase.
163	Central Library Fax service :Europe - A4	£2.00	Nil	Nil	1 April 2016	No proposed increase.
164	Central Library Fax service :Worldwide - A4	£4.00	Nil	Nil	1 April 2016	No proposed increase.
165	Central Library Fax service :Incoming	£1.00	Nil	Nil	1 April 2016	No proposed increase.
166	Gallery/Exhibitions	20% of all sales and orders	Nil	Nil	1 April 2016	No proposed increase.
167	Local Studies Department	Various	Nil	Nil	1 April 2016	No proposed increase.
168	Central Library - Meeting Rm 4 Hire (per hour)	£50.00	See comment	See comment	1 April 2016	No proposed increase.
169	Central Library - Meeting Rm 4 Hire (1/2 day)	£200.00	See comment	See comment	1 April 2016	No proposed increase.
170	Central Library - Meeting Rm 4 Hire (full day)	£400.00	See comment	See comment	1 April 2016	No proposed increase.
171	Central Library - Meeting Rm 4 Hire (per hour) - for charities/community groups	£20.40	See comment	See comment	1 April 2016	No proposed increase.
172	Central Library - Creative Suite Hire (per hour)	£60.00	See comment	See comment	1 April 2016	No proposed increase.
173	Central Library - Creative Suite Hire (1/2 day)	£250.00	See comment	See comment	1 April 2016	No proposed increase.
174	Central Library - Creative Suite Hire (full day)	£500.00	See comment	See comment	1 April 2016	No proposed increase.
175	Central Library - Creative Suite Hire (per hour) - for charities/community groups	£20.40	See comment	See comment	1 April 2016	No proposed increase.
176	Central Library - ICT Suite Hire (1/2 day)	£200.00	See comment	See comment	1 April 2016	No proposed increase.
177	Central Library - ICT Suite Hire (full day)	£400.00	See comment	See comment	1 April 2016	No proposed increase.
178	Central Library - ICT Suite Hire (per hour) - for charities/community groups	£20.40	See comment	See comment	1 April 2016	No proposed increase.
	<b>Adult Community Learning Course Fees</b>					
179	Category A (Full Fee)	£4.90	£0.15	3.06%	1 April 2016	The proposed new charge is £5.05.
180	Category B (State Pension or FT Student)	£3.60	£0.11	3.06%	1 April 2016	The proposed new charge is £3.71.
181	DICE (Disability Inclusion in Community Education) courses	£4.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Economic Development</b>					
182	Charge in respect of filming in the City	Various	See comment	See comment	1 April 2016	No proposed increase. Includes Regional TV £100.00 per day and National TC £200.00 per day.

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Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
183	Workshop Rents	Various	See comment	See comment	1 April 2016	Subject to conditions of lease. Rents reviewed on a commercial basis.
184	Land and Building rents	Various	See comment	See comment	1 April 2016	Subject to conditions of lease.
	<b>Events Park &amp; Ride</b>					
185	Rugby and local football	6.00	£1.00 to £4.00	17% or 67%	1 April 2016	The proposed new charge is £7.00 pre booked and £10.00 on the day.
186	Football & Concerts	£10.00	£Nil or £3.00 reduction	Nil or -30%	1 April 2016	The proposed new charge is £7.00 pre booked and £10.00 on the day.
187	Coaches	£15.00	£5.00	33.33%	1 April 2016	The proposed new charge is £20.00.
	<b>Business Development</b>					
188	Loan Administration Fee - One Off Payment	£250.00	Nil	Nil	1 April 2016	No proposed increase.
189	Equity Administration Fee - One Off Payment	£1,000.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Venues</b>					
190	St David's Hall - Lettings - (Auditorium Hires)	Various	Nil	Nil	1 April 2016	No proposed increase.
191	Cultural Venues - Ticket Service Charge - per transaction	£2.90	Nil	Nil	1 April 2016	No proposed increase.
192	Commercial Catering	Various	See comment	See comment	1 April 2016	Menu price constantly reviewed on a commercial basis.
193	Cardiff Castle Gift Shop	Various	See comment	See comment	1 April 2016	Determined by mark up to cover required profit margin.
194	Castle Key	Various	Nil	Nil	1 April 2016	No proposed increase.
195	Cardiff Castle Tours	Various	Nil	Nil	1 April 2016	No proposed increase.
196	Castle Banquet	Various	Nil	Nil	1 April 2016	No proposed increase.
197	Castle Room Hire	Various	Nil	Nil	1 April 2016	No proposed increase.
	<b>City Hall Conference and Events-Room Hire</b>					
198	Assembly Room - Mon-Fri (6 hours)	£1,650.00	£50.00	3.03%	1 April 2016	The proposed new charge is £1700.00.
199	All City Hall Room Hire - Discount for Registered Charities	£0.20	Nil	Nil	1 April 2016	No proposed increase.
200	Assembly Room - Mon to Fri (6 hours)	1,650.00	£50.00	3.03%	1 April 2016	The proposed new charge is £1700.00.
201	Assembly Room - Weekends, Evenings & Bank Holidays(6 hours)	2,300.00	£50.00	2.17%	1 April 2016	The proposed new charge is £2350.00
202	Marble Hall - (6 Hours)	1,470.00	£30.00	2.04%	1 April 2016	The proposed new charge is £1500.00
203	Lower Hall - Mon - Fri (6 Hours)	990.00	£35.00	3.54%	1 April 2016	The proposed new charge is £1025.00
204	Lower Hall - Weekends, Evenings & Bank Holidays (6 Hours)	1,600.00	£50.00	3.13%	1 April 2016	The proposed new charge is £1650.00
205	Ferrier Hall - Mon - Fri (4 Hours)	345.00	£5.00	1.45%	1 April 2016	The proposed new charge is £350.00.
206	Ferrier Hall - Weekends, Evenings & Bank Hols (4 Hours)	535.00	£15.00	2.80%	1 April 2016	The proposed new charge is £550.00
207	Council Chamber - Mon - Fri ( 4 Hours)	265.00	£10.00	3.77%	1 April 2016	The proposed new charge is £275.00
208	Council Chamber - Weekends, Evenings & Bank Hols( 4 Hours)	340.00	£60.00	17.65%	1 April 2016	The proposed new charge is £400.00
209	Syndicate Rooms - Mon - Fri - Full Day	390.00	£10.00	2.56%	1 April 2016	The proposed new charge is £400.00
210	Syndicate Rooms - Weekends, Evenings & Bank Hols - (4 Hours)	320.00	£10.00	3.13%	1 April 2016	The proposed new charge is £330.00.
	<b>Mansion House Hire</b>					
211	Per 4 hour session	£500.00	£50.00	10.00%	1 April 2016	The proposed new charge is £550.00.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
212	Evening - 6hrs	£1,000.00	£50.00	5.00%	1 April 2016	The proposed new charge is £1050.00.
213	Mansion House Hire Charges - Discount for registered charities	£0.20	Nil	Nil	1 April 2016	No proposed increase.
	<b>Cardiff Story Museum</b>					
214	Corporate hire of Cardiff Story Museum galleries for events <u>outside</u> normal opening hours (4 hours)	£900.00	Nil	Nil	1 April 2016	No proposed increase.
215	Corporate hire of Cardiff Story Museum Learning Suite/board room for events <u>within</u> normal opening hours (4 hours)	£360.00	Nil	Nil	1 April 2016	No proposed increase.
216	Corporate hire of Cardiff Story Museum Learning Suite/board room for events <u>outside</u> normal opening hours (4 hours)	£500.00	Nil	Nil	1 April 2016	No proposed increase.
217	Cardiff Story Museum - commission from exhibition sales	£0.30	Nil	Nil	1 April 2016	No proposed increase - the current charge is 30% of sale price.
218	Exhibition previews out of museum opening hours and serving alcohol, 4 hour session	£180.00	£20.00	11.11%	1 April 2016	The proposed new charge is £200.00.
219	Cardiff Story Museum - Use of Learning Suite/Board Room and equipment for school groups, local heritage and community organisations within normal opening hours.	£60.00	Nil	Nil	1 April 2016	No proposed increase.
220	Cardiff Story Museum - Use of Learning/Meeting rooms for <u>non local</u> heritage/community organisations <u>within</u> normal opening hours.	£170.00	Nil	Nil	1 April 2016	No proposed increase.
221	Cardiff Story Museum - Use of Learning Suite/Board room and equipment for school groups, local heritage and community organisations outside normal opening hours.	£180.00	Nil	Nil	1 April 2016	No proposed increase.
222	Cardiff Story Museum - Use of Learning/Meeting rooms for <u>non local</u> heritage/community organisations <u>outside</u> normal opening hours.	£260.00	Nil	Nil	1 April 2016	No proposed increase.
223	Welsh Baccalaureate-linked visits (1 hour session)	£25.00	Nil	Nil	1 April 2016	No proposed increase.
224	Cardiff Story Museum - Oral History Training Session - per hour and talk by Museum Professional Staff per hour	£60.00	£Nil- £20.00	Nil% to 30%	1 April 2016	Packages are tailored according to the client's requirements and are subject to current market rates. Charges range from £60.00-80.00
225	Museum formal education / school visits	Various	See comment	See comment	1 April 2016	Formal education and school packages are tailored according to the teacher's requirements and are subject to current market rates. Range from £1.00 per pupil to £4.00 per pupil and / or £25.00 to £80.00 per led session.
	<b>Norwegian Church</b>					
226	Exclusive Wedding Package Room Hire	£3,500.00	£495.00	14.14%	1 April 2016	The proposed new charge is £3995.00.
227	Gallery Hire - per week.	£290.00	£40.00	13.79%	1 April 2016	The proposed new charge is £330.00.

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Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
228	Grieg Room Hire	£240.00 half day - £360.00 full day	£50.00 half day - £40.00 full day	20% half day to 11% full day	1 April 2016	The proposed new charge is £290.00 half day - £400.00 full day.
229	Day delegate Package per head	£20.00	£10.00	50.00%	1 April 2016	The proposed new charge is £30.00.
230	Overhead Projector and Screen Hire	£60.00	£10.00	16.67%	1 April 2016	The proposed new charge is £70.00.
231	Concert Hire	£250.00	£40.00	16.00%	1 April 2016	The proposed new charge is £290.00.
	<b>Education and Lifelong Learning</b>					
232	School Meals - per meal (Primary)	£2.20	£0.10	4.55%	1 April 2016	The proposed new charge is £2.30.
233	School Meals - per meal (secondary)	£2.65	£0.10	3.77%	1 April 2016	The proposed new charge is £2.75.
234	Music Service Charges- Maintained Schools - per hour	£34.00 - £35.10	£1.50 - £1.90	4.41% - 5.41%	1 September 2016	The proposed new charge is £35.50 - £37.00.
235	Music Service Charges - Non Maintained Schools - per hour	£36.00	£2.00	5.56%	1 September 2016	The proposed new charge is £38.00.
236	Music Service Ensemble Fees	£45.00 - £55.00	£2.00 - £2.50	4.4% - 4.5%	1 September 2016	The proposed new charge is £47.00 - £57.50.
237	Music Service Choir Fees (Primary)	£35.00	£1.50	4.29%	1 September 2016	The proposed new charge is £36.50.
238	Music Service Choir Fees (Secondary)	£40.00	£2.00	5.00%	1 September 2016	The proposed new charge is £42.00.
239	Music Service Advanced Percussion Fees (Primary)	£40.00	£2.00	5.00%	1 September 2016	The proposed new charge is £42.00.
240	Music Service Advanced Percussion Fees (Secondary)	£45.00	£2.50	5.56%	1 September 2016	The proposed new charge is £47.50.
241	Storey Arms	Various	Various	Average of 3.8% for in-county, 0% for out county	1 September 2016	The proposed new charge ranges from £85.00 to £301.00 for in-county and £136.00 to £319.00 for out-county.
242	UWIC Level 1 2 day Team Building (per head)	£143.00	£5.00	3.50%	1 September 2016	The proposed new charge is £148.00.
243	Mountain Leader Award Training (6 day) adult training	£425.00	Nil	Nil	1 September 2016	No proposed increase.
244	2 day non-residential NGB award – adult training	£156.00	Nil	Nil	1 September 2016	No proposed increase.
245	1 day NGB award assessment – adult training	£180.00	Nil	Nil	1 September 2016	No proposed increase.
246	Childcare Strategy Courses			Nil	1 September 2016	No proposed increase.
	<b>Childcare - After School Clubs</b>					
247	Glyncoed After School Club	£9.00	£0.50	5.56%	1 April 2016	The proposed new charge is £9.50.
248	Lansdowne After School Club	£9.00	£0.50	5.56%	1 April 2016	The proposed new charge is £9.50.
249	Gladstone and St Monica's After School Club	£9.00	£0.50	5.56%	1 April 2016	The proposed new charge is £9.50.
250	Powerhouse crèche	£15.00	£0.50	3.33%	1 April 2016	The proposed new charge is £15.50.

## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
251	Severn Road crèche	£15.00	£0.50	3.33%	1 April 2016	The proposed new charge is £15.50.
252	St Mellons Community crèche	£15.00	£0.50	3.33%	1 April 2016	The proposed new charge is £15.50.
<b>Youth Service</b>						
253	Duke of Edinburgh Award Scheme (Bronze)	£156.00	Nil	Nil	1 September 2016	No proposed increase.
254	Duke of Edinburgh Award Scheme (Sliver)	£216.00	Nil	Nil	1 September 2016	No proposed increase.
255	Duke of Edinburgh Award Scheme (Gold)	£384.00	Nil	Nil	1 September 2016	No proposed increase.
<b>Resources</b>						
256	Search Fees	£85.80	£12.90	15.03%	1 April 2016	Flat 15% increase in service unit charge.
257	Sale of Land	£475.00	£10.00	2.11%	1 April 2016	The proposed new charge is £485.00.
<b>Commercial Property Fees</b>						
258	Registration Fee on Notice of Assignment/Underletting/Charge	£75.00	£5.00	6.67%	1 April 2016	The proposed new charge is £80.00.
259	Consent for Assignment / Underletting / Change of Use/Alterations	£375.00	£10.00	2.67%	1 April 2016	The proposed new charge is £385.00.
260	Certificates of Title	£60.00	£10.00	16.67%	1 April 2016	The proposed new charge is £70.00.
261	Grant of Shop Lease	£480.00	£20.00	4.17%	1 April 2016	The proposed new charge is £500.00.
262	Workshops Lease	£225.00	£5.00	2.22%	1 April 2016	The proposed new charge is £230.00.
263	Grant of Industrial Lease	£800.00	£25.00	3.13%	1 April 2016	The proposed new charge is £825.00.
264	Market Tenancies	£275.00	£10.00	3.64%	1 April 2016	The proposed new charge is £285.00.
265	Lease Renewals	£275.00	£10.00	3.64%	1 April 2016	The proposed new charge is £285.00.
266	Variations/Surrenders	£325.00	£5.00	1.54%	1 April 2016	The proposed new charge is £330.00.
<b>Section 106 (S106) Agreements (on time spent basis)</b>						
267	individual properties/householder applications	£375.00	£5.00	1.33%	1 April 2016	The proposed new charge is £380.00.
268	Standard S106	£1,250.00	£5.00	0.40%	1 April 2016	The proposed new charge is £1255.00.
269	Complex S106 agreements -e.g. phased development etc based on actual time	£1,875.00	£5.00	0.27%	1 April 2016	The proposed new charge is £1880.00.
270	Unilateral obligations for S106	£800.00	£10.00	1.25%	1 April 2016	The proposed new charge is £810.00.
271	Unilateral obligations for S106 in relation to Appeals	£800.00	£10.00	1.25%	1 April 2016	The proposed new charge is £810.00.
272	Deed of variation for S106	£550.00	£5.00	0.91%	1 April 2016	The proposed new charge is £555.00.
273	Consent to disposals under S106 restriction	£55.00	£5.00	9.09%	1 April 2016	The proposed new charge is £60.00.
274	Easements	£375.00	£5.00	1.33%	1 April 2016	The proposed new charge is £380.00.
275	Wayleaves	£225.00	£5.00	2.22%	1 April 2016	The proposed new charge is £230.00.
<b>Residential Property Fees</b>						
276	Registration Fee on Notice of Assignment/Underletting/Charge	£75.00	£5.00	6.67%	1 April 2016	The proposed new charge is £80.00.
277	Deed of Postponement	£80.00	£5.00	6.25%	1 April 2016	The proposed new charge is £85.00.
278	Right to Buy - 2nd Mortgage Questionnaires	£80.00	£5.00	6.25%	1 April 2016	The proposed new charge is £85.00.
279	Pre-emption questionnaires	£50.00	£5.00	10.00%	1 April 2016	The proposed new charge is £55.00.
280	Transfers (Subject to Mortgage)	£200.00	£5.00	2.50%	1 April 2016	The proposed new charge is £205.00.
281	Vacating Receipts	£55.00	£5.00	9.09%	1 April 2016	The proposed new charge is £60.00.



## Appendix 11(a)

Ref	Income Source	Current Price	Proposed Price Change	Change	Effective Date	Comment
282	Sales of Freehold Reversions	£450.00	£25.00	5.56%	1 April 2016	The proposed new charge is £475.00.
283	Deeds of Variation (Right to Buy leases)	£150.00	£5.00	3.33%	1 April 2016	The proposed new charge is £155.00.
284	Nursing Home charge fees	£50.00	£5.00	10.00%	1 April 2016	The proposed new charge is £55.00.
285	Shared Equity Scheme resales and redemptions	£325.00	£10.00	3.01%	1 April 2016	The proposed new charge is £335.00.
286	CCTV Requests in Connection with Data Protection Act	£75.00 Flat Fee, £15.00 additional copies CD/DVD	Nil	Nil	1 April 2016	No proposed increase.
	<b>Central Transport Services</b>					
287	MoT	£45.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Harbour Authority</b>					
288	Navigation Fee - per metre	£22.66	£0.45	1.99%	1 April 2016	The proposed new charge is £23.11.
289	Permission to Moor - per metre	£15.45	£0.30	1.94%	1 April 2016	The proposed new charge is £15.75.
290	Provision of Mooring	£90.00	£1.80	2.00%	1 April 2016	The proposed new charge is £91.80.
291	Commercial operators licence	£160.00 plus £0.10 per passenger carried	£5.00	3.00%	1 April 2016	Proposed new fee is £165.00 for the licence plus £0.10 per passenger carried.
292	Launching permits for sailing craft, motor craft or multi person rowing craft (Section 15(1)(a))	£11.50	Nil	Nil	1 April 2016	No proposed increase.
293	Launching permits for single person rowing craft and windsurfers	£5.00	Nil	Nil	1 April 2016	No proposed increase.
294	Use of Harbour Authority landing stages.	£375.00	£7.50	2.00%	1 April 2016	The proposed new charge is £382.50.
295	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil	1 April 2016	Any increase in charges would likely result in a decrease in income as less use or reluctance to pay.
296	Car parking fees - Havannah Street	Various	Nil	Nil	1 April 2016	No proposed increase. £1.50 for 1 hour, £3.00 for 2 hours, £4.00 for 3 hours, £5.50 for 4 hours, £6.50 for 5 hours, £7.50 for 6 hours, £8.50 for 7 hours, £15.00 8-24 hours.
297	Barrage Car Park	Various	Nil	Nil	1 April 2016	No proposed increase. £1.50 for 1 hour, £2.50 for 2 hours, £3.50 for 3 hours, £4.50 for 4 hours, £5.50 for 5 hours, £6.50 for 6 hours, £7.50 for 7 hours, £8.50 for 8 hours.
	<b>Social Services</b>			Nil		
298	Client/Staff meals	Various	Nil	Nil	1 April 2016	No proposed increase.
299	Charge for non-residential services	£60.00	Nil	Nil	1 April 2016	No proposed increase.

## Appendix 11(b)

Summary of Recommended Increases to Fees and Charges 2016/17 - Housing Revenue Account

Ref	Income Source	Current Price	Proposed Price Change	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	4 April 2016	No proposed increase.
2	Landlord consents for leaseholders	£155.00	Nil	Nil	4 April 2016	No proposed increase.
3	Postponement of Right to Buy charge	£100.80	Nil	Nil	4 April 2016	No proposed increase.
4	Administration charge for major works	12% capped at £250	Nil	Nil	4 April 2016	No proposed increase.
5	Leaseholders Sub-Letting Charge	£30.00	Nil	Nil	4 April 2016	No proposed increase.
6	Leaseholder Management Fee	£163.08	Nil	Nil	4 April 2016	No proposed increase.
7	Council Dwellings Rent	Various	Various	1.4% + £2.00	4 April 2016	As per Welsh Government guidelines.
8	All Property Cleaning Charge	£0.37	Nil	Nil	4 April 2016	No proposed increase.
9	Retirement Complex - Community Alarm Full Cover	£4.56	Nil	Nil	4 April 2016	No proposed increase.
10	Retirement Complex - Cleaning	£8.56	Nil	Nil	4 April 2016	No proposed increase.
11	Retirement Complex - Communal Maintenance/Scheme Management	£10.31	Nil	Nil	4 April 2016	No proposed increase.
12	Grounds & Pest Control	£0.97	Nil	Nil	4 April 2016	No proposed increase.
13	Flats Service Charge - Communal Maintenance	£1.05	£0.01	0.95%	4 April 2016	The proposed new charge is £1.06.
14	Flats Service Charge - Reduced Cleaning Charge	£2.35	Nil	Nil	4 April 2016	No proposed increase.
15	Discretionary Repairs	£1.48	Nil	Nil	4 April 2016	No proposed increase.
16	Sheltered Service Charges - Personal Heating	Various	Various	-23.40%	4 April 2016	Reduction in costs/usage.
17	Sheltered Housing Rents	Various	Various	1.4% + £2.00	4 April 2016	Increase 1.4% + £2.00 as per Council Dwellings.
18	Water Charges / Sheltered complexes	Various	Various	0.88%	4 April 2016	Small increases or decreases at each complex results in overall change of +0.88%.
19	Adult Services Furniture Renewal	£62.41	£0.90	1.40%	4 April 2016	The proposed new charge is £63.31.
20	Carport	£4.23	Nil	Nil	4 April 2016	No proposed increase.
21	Garages - Attached	Various (£5.95-£8.14)	Nil	Nil	4 April 2016	No proposed increase.
22	Garage rents - Tenants	£5.41	£0.08	1.40%	4 April 2016	The proposed new charge is £5.49.
23	Garage rents - Private Let	£6.77	£0.10	1.40%	4 April 2016	The proposed new charge is £6.87.
24	Garage rents with water - Tenants	£7.73	£0.11	1.40%	4 April 2016	The proposed new charge is £7.84.
25	Garage rents with water - Private Let	£9.09	£0.13	1.40%	4 April 2016	The proposed new charge is £9.22.
26	Garage Rent at sheltered complex (Electricity)	£8.14	£0.13	1.40%	4 April 2016	The proposed new charge is £8.27.
27	Hardstandings	£2.25	Nil	Nil	4 April 2016	No proposed increase.
28	Garden Sheds	£0.37 / £0.49	Nil	Nil	4 April 2016	No proposed increase.
29	Concierge Service Butetown/Arc	£4.07	Nil	Nil	4 April 2016	No proposed increase.
30	Concierge Service Litchfield Court	£62.36	£33.32	-53.43%	4 April 2016	The proposed new charge is £29.04.
31	Flats Service Charge - Cleaning	£4.03	Nil	Nil	4 April 2016	No proposed increase.
32	Flat service charge- landlord lighting & electricity	£1.15	£0.35	-30.43%	4 April 2016	The proposed new charge is £0.80.
33	Flats Service Charge - Door Entry	£0.50	£0.10	-20.00%	4 April 2016	Reduction in costs/usage.
34	Beech House heating	£8.67	£2.02	-23.20%	4 April 2016	The proposed new charge is £6.65.
35	Sycamore House heating	£10.85	£2.97	-27.40%	4 April 2016	The proposed new charge is £7.88.
36	Hostel service Charges	Various	Nil	Nil	4 April 2016	No proposed increase.
37	Tai Penlan Drainage	£6.71	£0.52	-7.70%	4 April 2016	The proposed new charge is £5.79.

## Appendix 11(c)

**Summary of Recommended Increases to Fees and Charges 2016/17 - Outdoor Activities**

Ref	Income Source	Current Price	Proposed Price Change	% Change	Effective Date	Comment
1	Roath Park Conservatory	Charges range from £1.50 for school / group visits to £24.00 for family season ticket.	Nil	Nil	1 April 2016	No proposed increase.
2	Roath Park -Duck Food	£0.60	Nil	Nil	1 April 2016	No proposed increase.
3	Roath Park - Fish Food	£0.60	Nil	Nil	1 April 2016	No proposed increase.
4	Roath Park - Duck and Fish Food	£1.00	Nil	Nil	1 April 2016	No proposed increase.
5	Roath Park Post cards - Individual	£0.50	Nil	Nil	1 April 2016	No proposed increase.
6	Roath Park Post cards - Pack of 6	£2.50	Nil	Nil	1 April 2016	No proposed increase.
	<b>Fishing Roath Park Lake</b>					
7	Bowls - Buy Back of Maintenance of Greens - annual charge	£6,300.00	Nil	Nil	1 April 2016	No proposed increase.
8	Bowls - Season Ticket	£150.00 Adult £100.00 over 60	Various	Nil	1 April 2016	No proposed increase.
9	Deckchair Hire	£3.50	Nil	Nil	1 April 2016	No proposed increase.
10	Hire of Pavilions half day	£30.00	£5.00	16.67%	4 April 2016	The proposed new charge is £35.00.
11	Hire of Pavilions whole day	£55.00	Nil	Nil	4 April 2016	No proposed increase.
12	Football Pitch & Changing Facilities	£55.00	Nil	Nil	1 April 2016	No proposed increase.
13	Football Pitch only	£44.00	Nil	Nil	1 April 2016	No proposed increase.
14	Rugby Pitch & Changing Facilities	£75.00	Nil	Nil	1 April 2016	No proposed increase.
15	Rugby pitch only	£60.00	Nil	Nil	1 April 2016	No proposed increase.
16	Cricket Pitch & Changing Facilities	£66.00	Nil	Nil	1 April 2016	No proposed increase.
17	Cricket - Pitch only	£55.00	Nil	Nil	1 April 2016	No proposed increase.
18	Baseball Pitch & Changing Facilities	£66.00	Nil	Nil	1 April 2016	No proposed increase.
19	Baseball - Pitch only	£55.00	Nil	Nil	1 April 2016	No proposed increase.
20	Training area & changing facilities	£30.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>3G Football Pitch</b>					
21	Gold/Silver Accredited - per hour	£48.00	£18.00	37.50%	1 April 2016	The proposed new charge is £66.00.
22	Bronze/Standard Accredited - per hour	£54.00	£12.00	22.22%	1 April 2016	The proposed new charge is £66.00.
23	Non Accredited - per hour	£60.00	£6.00	10.00%	1 April 2016	The proposed new charge is £66.00.
24	Off Peak - per hour	£24.00	£16.00	66.67%	1 April 2016	The proposed new charge is £40.00.
25	Gold/Silver Block Booking	£40.00	£26.00	65.00%	1 April 2016	The proposed new charge is £66.00.
26	Bronze Block Booking	£45.00	£21.00	46.67%	1 April 2016	The proposed new charge is £66.00.
27	Non Accredited Block Booking	£50.00	£16.00	32.00%	1 April 2016	The proposed new charge is £66.00.

## Appendix 11(c)

Ref	Income Source	Current Price	Proposed Price Change	% Change	Effective Date	Comment
28	Schools - per hour	£20.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Sailing Centre</b>					
29	Windsurfing - 2 day - Adult	£165.00	Nil	Nil	1 April 2016	No proposed increase.
30	Windsurfing - 2 day -Youth	£120.00	Nil	Nil	1 April 2016	No proposed increase.
31	Multi Activity - 2 day -Youth	£120.00	Nil	Nil	1 April 2016	No proposed increase.
32	Supervised Sailing & Windsurfing (3 hour session)	£21.00	Nil	Nil	1 April 2016	No proposed increase.
33	Supervised Sailing & Windsurfing - 5 Week Session	£100.00	Nil	Nil	1 April 2016	No proposed increase.
34	Supervised Sailing & Windsurfing - 10 week Session	£180.00	Nil	Nil	1 April 2016	No proposed increase.
35	Youth Sailing Courses - 2 day	£120.00	Nil	Nil	1 April 2016	No proposed increase.
36	Youth Sailing Courses - 3 day	£160.00	Nil	Nil	1 April 2016	No proposed increase.
37	Youth Sailing Courses - 6 week	£180.00	Nil	Nil	1 April 2016	No proposed increase.
38	Youth Sailing Courses - 10 week	£280.00	Nil	Nil	1 April 2016	No proposed increase.
39	Youth Sailing Courses - After Schools club	£120.00	Nil	Nil	1 April 2016	No proposed increase.
40	Youth Sailing Taster 1/2 day	£30.00	Nil	Nil	1 April 2016	No proposed increase.
41	Scout Sailing Taster 1/2 day	£16.00	Nil	Nil	1 April 2016	No proposed increase.
42	Sailing Schools Group	Various	Nil	Nil	1 April 2016	No proposed increase.
	<b>Adult Sailing Courses</b>					
43	Level 1 - 2 day	£170.00	Nil	Nil	1 April 2016	No proposed increase.
44	Level 2 & 3 - 2 day	£165.00	Nil	Nil	1 April 2016	No proposed increase.
45	Advanced 2 day	£165.00	Nil	Nil	1 April 2016	No proposed increase.
46	Level 1 - 6 week	£250.00	Nil	Nil	1 April 2016	No proposed increase.
47	Level 2 - 6 week	£245.00	Nil	Nil	1 April 2016	No proposed increase.
48	Advanced - 6 week	£245.00	Nil	Nil	1 April 2016	No proposed increase.
49	Adult Sailing Taster 1/2 day	£45.00	Nil	Nil	1 April 2016	No proposed increase.
50	Corporate Sailing Taster 1/2 day	£85.00	Nil	Nil	1 April 2016	No proposed increase.
51	Corporate Sailing Taster Full day	£150.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Sailing/Windsurfing - Private Tuition</b>					
52	Half day	£120.00	Nil	Nil	1 April 2016	No proposed increase.
53	Full day	£240.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Corporate - Per person</b>					
54	Sailing, Powerboat, Windsurfing-Half day -per person	£90.00	Nil	Nil	1 April 2016	No proposed increase.
55	Sailing, Powerboat, Windsurfing- Full day - per person	£150.00	Nil	Nil	1 April 2016	No proposed increase.
56	Raft Building, Problem Solving & Bell Boating - Half Day	£70.00	Nil	Nil	1 April 2016	No proposed increase.
57	Raft Building, Problem Solving & Bell Boating - Full Day	£115.00	Nil	Nil	1 April 2016	No proposed increase.
58	Power Boat Courses	Various	Nil	Nil	1 April 2016	No proposed increase.
	<b>Activity Adventure Program CBWC</b>					
59	Multi Activity half day (8 - 16 people)	£20.00	Nil	Nil	1 April 2016	No proposed increase.
60	Multi Activity full day (8 - 16 people)	£32.50	Nil	Nil	1 April 2016	No proposed increase.
61	Bell Boat session Junior (2 hours)	£7.50	Nil	Nil	1 April 2016	No proposed increase.
62	Bell Boat session Adult (2 Hours)	£12.50	Nil	Nil	1 April 2016	No proposed increase.

## Appendix 11(c)

Ref	Income Source	Current Price	Proposed Price Change	% Change	Effective Date	Comment
63	Archery session (1.5 hours)	£22.50	Nil	Nil	1 April 2016	No proposed increase.
64	Archery course (4 x 1.5 hours)	£65.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Fishing Permit Charges - Barrage</b>					
65	Day License - Adult	£8.00	Nil	Nil	1 April 2016	No proposed increase.
66	Day License - Junior	£4.00	Nil	Nil	1 April 2016	No proposed increase.
67	Day License - Concession	£5.00	Nil	Nil	1 April 2016	No proposed increase.
68	Annual License - Adult	£47.00	Nil	Nil	1 April 2016	No proposed increase.
69	Annual License - Junior	£23.00	Nil	Nil	1 April 2016	No proposed increase.
70	Annual License - Concession	£32.00	Nil	Nil	1 April 2016	No proposed increase.
71	Private Tuition - Adult (2.5hrs)	£25.00	Nil	Nil	1 April 2016	No proposed increase.
72	Private Tuition - Junior(2.5hrs)	£20.00	Nil	Nil	1 April 2016	No proposed increase.
73	Learn to Fish Course (4*2.5hrs)	£65.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Slipway Fees and Charges</b>					
74	Single occupancy launch	£5.00	Nil	Nil	1 April 2016	No proposed increase
75	Multi occupancy launch	£11.50	£0.50	4.35%	1 April 2016	The proposed new charge is £12.00.
76	Sail boat launch	£11.50	£0.50	4.35%	1 April 2016	The proposed new charge is £12.00.
77	Motor boat launch	£11.50	£0.50	4.35%	1 April 2016	The proposed new charge is £12.00.
78	Boat Launch - Season Tickets per metre	£23.50	Nil	Nil	1 April 2016	No proposed increase.
	<b>Rowing</b>					
79	Level 1 Blades Junior ( 3 x 2.5 hours )	£65.00	Nil	Nil	1 April 2016	No proposed increase.
80	Level 1 Blades Adult ( 3 x 2.5 hours )	£75.00	Nil	Nil	1 April 2016	No proposed increase.
81	Level 2 Blades Junior ( 3 x 2 hours )	£60.00	Nil	Nil	1 April 2016	No proposed increase.
82	Level 2 Blades Adult ( 3 x 2 hours )	£70.00	Nil	Nil	1 April 2016	No proposed increase.
83	Private Tuition ( 1.5 hours )	£30.00	Nil	Nil	1 April 2016	No proposed increase.
84	Recreational Rowing - per hour	£5.00	Nil	Nil	1 April 2016	No proposed increase.
85	Ergo Room Junior - per hour	£2.50	Nil	Nil	1 April 2016	No proposed increase.
86	Ergo Room Adult - per hour	£3.00	Nil	Nil	1 April 2016	No proposed increase.
	<b>Cardiff International White Water</b>					
87	Cardiff International White Water	Various	Nil	Nil	1 April 2016	No proposed increase.
88	Sky Trail (Youth)	£8.00 to £12.00	Nil	Nil	1 April 2016	No proposed increase.
89	Sky Trail (Adults)	£10.00 to £15.00	Nil	Nil	1 April 2016	No proposed increase.

### Directorate Revenue Budgets

	2015/16 Adjusted Base	Inflation & Commitments	Savings	Technical Adjustments	Total 2016/17
	£000	£000	£000	£000	£000
City Operations	52,091	3,539	(9,270)	70	46,430
Communities, Housing & Customer Servs	42,532	2,544	(1,390)	193	43,879
Corporate Management	24,620	1,372	(1,245)	0	24,747
Economic Development	2,013	630	(1,412)	0	1,231
Education & Lifelong Learning	234,649	12,551	(3,356)	0	243,844
Governance & Legal Services	4,420	426	(152)	0	4,694
Resources	17,972	1,764	(3,721)	(70)	15,945
Social Services	141,107	9,062	(5,346)	(193)	144,630
Capital Financing	47,134	1,602	(2,443)	0	46,293
General & Issue Specific Contingency	6,968	0	(500)	0	6,468
<b>Total Budget</b>	<b>573,506</b>	<b>33,490</b>	<b>(28,835)</b>	<b>0</b>	<b>578,161</b>

### Cabinet Member Portfolio Revenue Budgets

	2015/16 Adjusted Base	Inflation & Commitments	Savings	Technical Adjustments	Total 2016/17
	£000	£000	£000	£000	£000
Community Development, Co-operatives & Social Enterprise	12,567	1,308	(2,841)	0	11,034
Corporate Services & Performance	14,458	1,872	(4,145)	(70)	12,115
Early Years & Families	46,150	3,429	(2,474)	(400)	46,705
Economic Development & Partnerships	27,395	1,497	(1,739)	0	27,153
Education & Skills	240,649	12,743	(3,628)	0	249,764
Environment	26,499	2,140	(4,741)	0	23,898
Health, Housing & Wellbeing	132,066	7,934	(3,361)	400	137,039
Skills, Safety & Engagement	9,024	965	(621)	0	9,368
Transport, Planning & Sustainability	10,596	0	(2,342)	70	8,324
Capital Financing etc.	47,134	1,602	(2,443)	0	46,293
General & Issue Specific Contingency	6,968	0	(500)	0	6,468
<b>Total Budget</b>	<b>573,506</b>	<b>33,490</b>	<b>(28,835)</b>	<b>0</b>	<b>578,161</b>

**Summary of Post Consultation Changes - £14.095 million**

<b>Additional Pressures &amp; Financial Resilience Mechanism</b>	<b>4,971</b>	
<b>Reductions to Directorate Savings</b>	<b>2,833</b>	
<b><u>Reduction to Addressable Spend Savings</u></b>		
Precepts etc	455	Reduced to reflect updated information
Waste Management Contingency	500	Reduced to reflect updated information
Severance (Modelling)	(400)	Increased saving to reflect updated information
Severance Scheme Policy	750	Reduced to remove policy savings re: future changes to VS scheme
School Transport	4	Reduced to halve proposed price increase on bus passes
<b>TOTAL ADDRESSABLE SPEND SAVINGS</b>	<b>1,309</b>	
<b><u>Reduction to Council Wide Savings</u></b>		
Digitalisation	200	Reductions to savings proposals to address pace and scale, improving achievability for 2016/17.
Fees & Charges	100	
Simplification of Structures	500	
General Staffing	30	
Reduction in Agency (General)	50	
<b>TOTAL COUNCIL WIDE SAVINGS</b>	<b>880</b>	
<b><u>Amendments to Budget Strategy Assumptions</u></b>		
Council Tax Increase	928	Increase reflected at consultation was 4.5%, now reduced to 3.7%
Use of Reserves	500	To reduce reliance on one off funding sources
Cap on Schools (non demographic) growth	1,674	Cap reduced to fully fund impact on NI of end of "contracting out" rules
Capitalisation	1,000	Removed due to increasing uncertainty re: capitalisation direction
<b>TOTAL BUDGET STRATEGY ASSUMPTIONS</b>	<b>4,102</b>	
<b>GRAND TOTAL</b>	<b>14,095</b>	



**Post Consultation Changes - Further Detail**

<b>Financial Resilience Mechanism - Proposed one-off use for 2016/17</b>		
Disabled Adaptations Grants - DRF	1,900	Enabling more people to remain in their own homes for longer and reduce waiting times for adaptations
Establish Fund for Apprenticeships/Youth Guarantee	500	One off fund (pending confirmation of entitlements through Apprenticeship Levy Redistribution in 2017/18)
Workforce Training and Development	700	To support our workforce as we reshape the council to reflect changing resources, changing needs etc. To take forward initiatives raised through "Making the Difference" and employee roadshows
City Development Initiatives	250	To include contributions to future arrangements for Llanishen Reservoir and progression of City Deal arrangements
Targeted Interventions for Potholes	320	Would allow approximately 3,000 more potholes to be dealt with
Transport Project Delivery	100	20 mph schemes in sensitive areas and improve residential parking schemes
Mobile Recycling Facility	80	To support this new initiative
Visible Street Scene Services	100	City Centre / Neighbourhood Street Cleansing / Drainage/Gully Cleaning (some linked to leaf fall.) A one off sum to enhance the £220k ongoing funding already allocated - £320k in total for 2016/17.
Scrutiny Capacity	50	This sum will allow the scrutiny budget to be retained at the current level for 2016/17 but anticipates a review of the function taking place during the year.
<b>TOTAL</b>	<b>4,000</b>	

<b>Additional Pressures</b>	<b>£000</b>	<b>Further Information</b>
Increase Single Environment Grant Pressure	90	To reflect most recent indications of grant levels
Supplementary Planning Guidance	75	To refresh planning guidance following approval of the LDP
Visible Street Scene Services	220	City Centre / Neighbourhood Street Cleansing/ Drainage/Gully Cleaning (some linked to leaf fall). An additional one off sum of £100k is included within the budget taking total allocation for 2016/17 to £320k.
Materials Recycling Facility	200	Realignment of income
Local Government Bill (Wales) 2015	100	To plan for implementation
Domiciliary Care Fees	200	To cover potential price changes
Reconfiguration of Capital Times Offer	86	Capital Times replaced with targeted, online and quarterly print products
<b>TOTAL</b>	<b>971</b>	

### Schedule of Amended 2016/17 Savings Proposals (post consultation)

Ref	Directorate Savings	Reduction £000	
CONSULT 3	ADM Leisure	150	Reduced from £1m to £0.850m
CONSULT 13	New Operating Model for City Ops	260	Reduced from £1.312m to £1.052m
CONSULT 21	Civil Parking Enforcement	230	Reduced from £0.6m to £0.37m
CONSULT 34,35	Commercialisation	150	Reduced from £0.55m to £0.4m
CONSULT 42	Regulatory Collaboration	51	Reduced from £0.361m to £0.310m
CONSULT 52	Bereavement Service	50	Reduced from £0.15m to £0.1m
CONSULT 61	Review of Reablement Services	100	Reduced from £0.293m to £0.193m
CONSULT 65	Corporate Initiative Efficiencies	153	Reduced from £0.284m to £0.131m
CONSULT 78	Reduced Service in Tourism	47	Removed
CONSULT 80	Arts Grants to Organisations	68	Removed
CONSULT 81	Artes Mundi	20	Removed
CONSULT 83	Cardiff Singer of the World	36	Removed
CONSULT 84	Cardiff Contemporary Initiative	37	Removed
CONSULT 92	Rationalisation of staff costs centrally retained to provide services of a specialised nature	140	Reduced from £0.2m to £0.06m
CONSULT 94	Rationalisation of costs of pupil referral unit	80	Removed
CONSULT 96	Reduction in Contributions to Education Consortium	80	Reduced from £0.161m to £0.81m
CONSULT 101	Reconfiguration of Health and Safety support service to schools	132	Removed
CONSULT 103	Reduce Scrutiny Research Function*	31	Reduced from £0.081m to £0.05m
CONSULT 125	ADM - Security and Cleaning	30	Reduced from £0.165m to £0.135m
CONSULT 135	Staff savings in organisational development	80	Removed
CONSULT 145	Review of External Placements (Children's)	280	Reduced from £0.780m to £0.5m
CONSULT 147	Review of Commissioned Services (Adult Services)	366	Reduced from £1.366m to £1m
CONSULT 151	Review of Third Sector Grants (Pedal Power Component only)	12	Pedal Power component of proposal removed
CONSULT 160	Locality Based Service Delivery for Adult Services	250	Reduced from £.5m to £0.25m
		<b>2,833</b>	

\* One off funding of £50k provided (see earlier sheet) to retain scrutiny budget at current level anticipating that a review of the function will take place in 2016/17

## Supporting People Spending Plan for 2016/17

Spend Plan Collection Period	Local Authority Spend Plan 2016-17													
	Regional Collaborative Committee: The Vale & Cardiff													
Local Authority:	Cardiff													
Annual Allocation:	£16,267,470.00													
Client Spend Category (The category to which the service is primarily focused)	Service Type												Total units	Total
	Fixed Site (Accommodation Based)						Floating (Community Based)							
	Client units	Less Than 6 Months	Client units	6 to 24 Months	Client units	24 Months plus	Client units	Less Than 6 Months	Client units	6 to 24 Months	Client units	24 Months plus		
	No	£000	No	£000	No	£000	No	£000	No	£000	No	£000	No	£000
Women at risk of Domestic Abuse	37	548	2	12	0	0	25	182	42	306	0	0	106	1,048
Men at risk of Domestic Abuse	0	0	4	23	0	0	0	0	0	0	0	0	4	23
People with Learning Disabilities	0	0	4	22	354	2,217	0	0	0	0	0	0	358	2,239
People with Mental Health Issues	0	0	9	65	107	566	30	190	20	42	0	0	166	863
People with Substance Issues (Alcohol)	0	0	27	299	38	355	0	0	0	0	0	0	65	654
People with Substance Misuse issues (Drugs and Volatile substances)	0	0	57	703	0	0	0	0	16	101	0	0	73	804
People with Criminal Offending History	0	0	33	386	0	0	0	0	0	0	0	0	33	386
People with Refugee Status	0	0	0	0	0	0	0	0	35	198	0	0	35	198
People with Physical and/or Sensory Disabilities	0	0	0	0	31	75	0	0	0	0	0	0	31	75
People with Developmental Disorders (i.e. Autism)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
People with Chronic Illnesses (including HIV/AIDS)	0	0	0	0	6	35	0	0	0	0	0	0	6	35
Young People who are Care Leavers	0	0	10	181	0	0	0	0	0	0	0	0	10	181
Young People with Support Needs (16 - 24)	0	0	119	1,578	0	0	12	87	18	131	0	0	149	1,796
Single Parent Families with Support Needs	0	0	30	393	0	0	0	0	0	0	0	0	30	393
Families with Support Needs	51	694	0	0	0	0	50	85	33	137	0	0	134	916
Single People with Support Needs not listed above (25 - 54)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
People over 55 years of age with Support Needs (this category must be exclusive of alarm services)	0	0	0	0	139	187	50	104	0	0	0	0	189	291
Generic Floating support to prevent homelessness (tenancy support services which cover a range of service user needs but which must be exclusive of fixed site support)							515	2,143	151	700	0	0	666	2,843
Alarm services (including sheltered/extracare schemes)	0	0	0	0	3782	650	0	0	0	0	0	0	3782	650
Expenditure which does not directly link to the spend plan categories above (Explanation required in accompanying e-mail)	221	2,318	79	555	0	0	0	0	0	0	0	0	300	2,873
<b>TOTAL</b>	<b>309</b>	<b>3,560</b>	<b>374</b>	<b>4,217</b>	<b>4457</b>	<b>4,085</b>	<b>682</b>	<b>2,791</b>	<b>315</b>	<b>1,615</b>	<b>0</b>	<b>0</b>	<b>6137</b>	<b>16,268</b>

# City of Cardiff Council

## Draft Strategy for Older Peoples Day Opportunities



**Independent**  
Living Services  
**One point  
of Contact**

“ People in Cardiff are Supported to Live Independently ”



“ Supporting People in Vulnerable Situations ”



“ Working together for a brighter future ”

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## Introduction

This paper outlines the strategic direction that the City of Cardiff Council will take in developing Day Opportunities for older people and their carers. It forms the basis for a series of consultation events that will take place with a range of stakeholders, including existing and future service users.

The City of Cardiff Council strives to deliver its vision of becoming Europe's most liveable capital city and this can only be achieved if all residents have the opportunity to benefit from what the city has to offer. This strategy builds on the council's key priority of "Supporting People in Vulnerable Situations" by ensuring "People in Cardiff are Supported to Live Independently".

**Day Opportunities** for the purpose of this strategy are defined as all the opportunities for older people to do things, whether in the day, evening or weekend. A range of activities on different days of the week, in different venues, that maximise independence and are suited to individuals' needs and interests

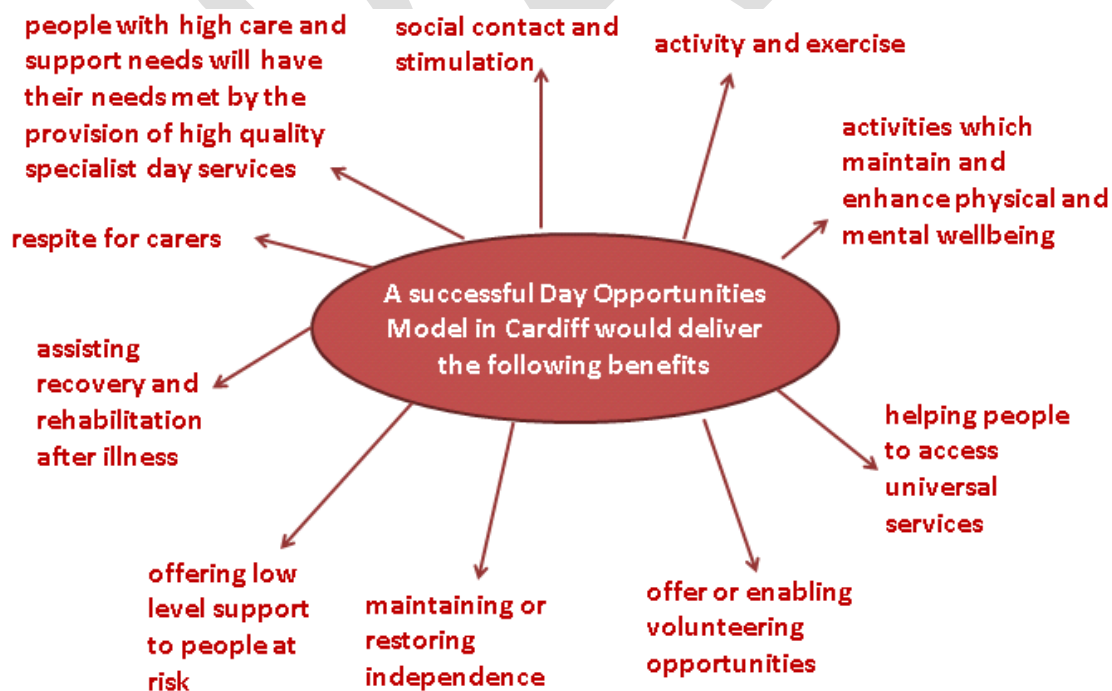
## Legal Framework

All local authorities have a statutory obligation to meet the assessed eligible needs of older and disabled people.

The Social Services Well-being (Wales) Act 2014 creates a new legal system for social services. The current models of social care provision across Wales are acknowledged to no longer be sustainable, with services under pressure due to increased demand and reduced budgets. The Act provides the legal framework for achieving the vision, in partnership with national and local government, NHS, third sector organisations and independent providers. The Act places a duty on local authorities to promote the well-being of people who need care and support, and their carers. According to the Act, local authorities are to ensure that there are services that contribute "towards preventing or delaying the development of people's needs for care and support".

The Day Opportunities Strategy reflects the direction of travel within local and national strategies and research policies (including The Strategy for Older People in Wales 2013 – 2023 (Welsh Government), incorporating for example:

- A focus on the outcomes that service users and carers wish to achieve
- A reablement approach placed at the heart of all service delivery
- A greater focus on prevention, promoting well-being and delivering services in settings which are more convenient to the people that use them
- A change of service delivery to ensure readiness for the projected increase in the number of older people in Cardiff, including an increase in the number of people with dementia
- The “mainstreaming” of older people’s concerns across all service and policy areas so that older people receive more positive engagement, have more opportunities to contribute to Cardiff and to their local communities, and to enable older people to live as actively and independently as possible in a suitable and safe environment of their choice.



## Drivers for Change

### Population

The population of Cardiff has risen sharply in recent years, and is forecast to continue for the foreseeable future. This is largely due to Cardiff's appeal as a great place to live and work driving migration to the city, and is clearly a sign of economic and social success. Increases in working-age population will inevitably be followed by increases in the numbers of elderly retired people, as incomers to the city age and retire, and as elderly people move into the city to be near to their families and to access the city's amenities and services.

A review of the population of Cardiff aged 65 or over shows that this population is now starting to increase after two decades of no significant change. Most demand for social care services, however, comes from those individuals aged 85 or over and it is this group that is predicted to have the highest increase over the next 5 to 15 years.

	Present 2015	2020	% increase 2015 - 2020	2030	% increase 2015 - 2030
Total population aged 65+	49,675	54,492	10%	68,924	39%
Total population aged 85+	7,428	8,326	12%	11,107	48%
Population aged 65+ with dementia	3,598	3,943	10%	5,154	43%
Population aged 65+ unable to manage 1+ mobility activity	9,374	10,283	10%	13,188	41%
Population aged 65+ who are obese	10,704	11,783	10%	14,728	38%



### **Changing Expectations**

New and future service users have experienced a better living standard than ever before, and they expect that to continue into old age. They rightly, expect more choice, better quality, and control over the support they receive. Therefore, this strategy needs to see service users and their carers as consumers rather than passive recipients of services. The success of this strategy will be determined by the delivery of outcomes that matter most.

### **The impact of Loneliness**

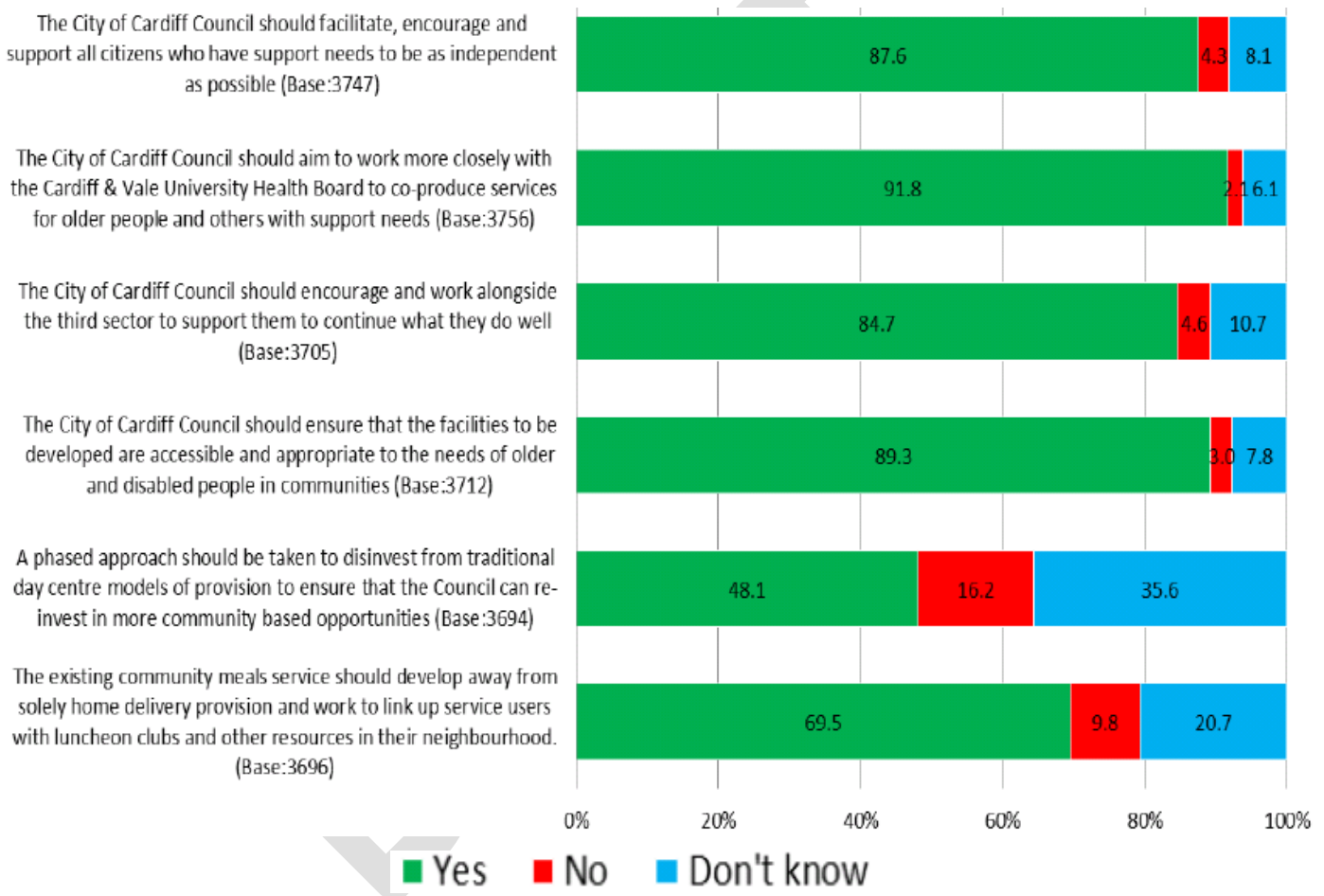
More and more research reaffirms what people already know; that happy and sociable lives are key to healthy, long life. It is later in life that people are particularly at risk of loneliness, especially following the loss of a partner or close friends. According to Age UK's figures, 7 per cent of people over 65 across the UK say they always or often feel lonely. This figure rises to 33 per cent when for those who sometimes feel lonely are included. It is widely recognised that loneliness and social isolation are harmful to health. Research shows that lacking social connections can be as detrimental as smoking 15 cigarettes a day (Holt-Lunstad, 2010). Further to impacting on mortality, social networks and friendships also help individuals to recover and regain their independence when they fall ill (Marmot, 2010).

### **Budget Resources**

Like all other authorities, the City of Cardiff Council is facing unprecedented financial pressures at the same time as demands on services are increasing. This has meant that the authority must ensure that all council spending is focused on the areas that are most important and make the biggest difference. It also means we need to make sure that each pound goes as far as possible through working successfully with partners and community groups.

**Previous Consultation**

As part of the budget setting process for 2015/16, the council carried out a series of consultation events. These took place within the Changes for Cardiff Budget Proposals, which ran from 21st November 2014 until 12th January 2015. It was the City of Cardiff Council's most far reaching city-wide public consultation which included service-specific consultation with service users/groups to discuss the organisations' budget proposals. The results relevant to Day Opportunities are displayed below.



Disinvestment in traditional day centre models received the least support, with 16.2 % of respondents disagreeing with this strategy. 9.8% opposed the development of community meals away from solely home delivery.



## Consultation

The Day Opportunities Strategies Consultation on the proposed strategy opened on November 30<sup>th</sup> and was closed on February 5<sup>th</sup> February after a consultation period of 67 days. The consultation was undertaken via the following methods:

- An online questionnaire / paper questionnaires which were distributed to 1,742 older people who were receiving a care package.
- Three public events which were held enabling residents to find out more about the proposals, ask questions, raise concerns and share their opinions. Paper questionnaires were also disseminated at the events.
- Cardiff Third Sector Council sent links to all older people network groups with a letter encouraging them to take part in the consultation process.
- In addition we also received communications including emails and letters, plus a petition all of which are reflected in the results section.

Overall the main feedback to the consultation was positive with 61% of those stating a preference either agreeing or strongly agreeing with the Day Centre proposals. The response to the proposal to retain and increase the meals on wheels cost by £1 was positively received with 86.5% of those giving a preference agreeing with the proposal. Another key change was in relation to Luncheon Clubs and 58.4% of respondents to this question agreed with the proposal. There was also key support in relation to expanding volunteering with 82.8% supporting the proposal and 95.4% in favour of maintaining current funding to the community transport.

A key message arising from the consultation was from service users at Oldwell Court and their concern at no longer being able to access the Day Centre. In response to this and through productive discussion's with Alzheimer's this strategy has changed to include:

- The Council will continue to fund places for those people who currently receive a service funded by the council at Oldwell Court.
- The Council will continue funding for these individuals until such time as the arrangements are no longer required.
- The Council will support the Alzheimer's Society to help them secure their current accommodation into the future.

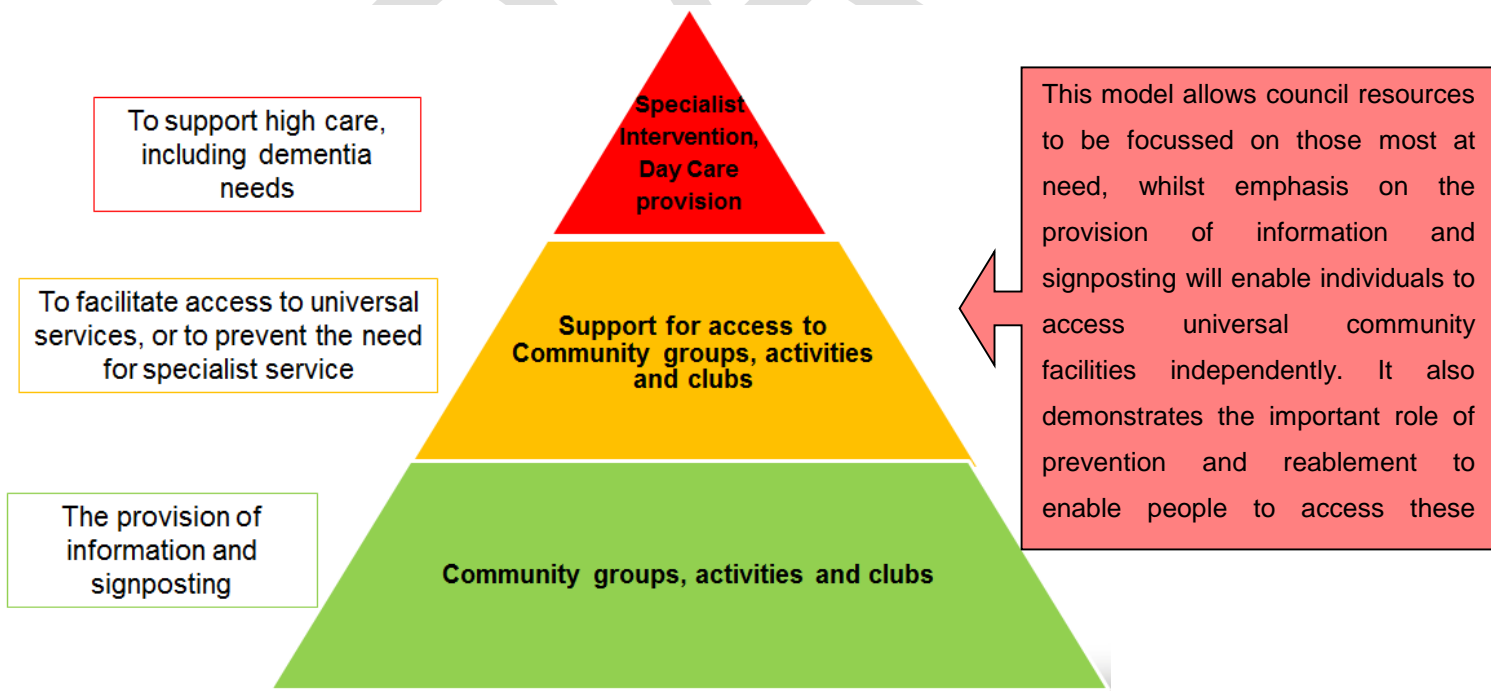
## Vision for Day Opportunities in Cardiff

After considering the strategic context and building on the authority's key commitment to "Supporting People in Vulnerable Situations", and the goal that "People in Cardiff are Supported to Live Independently" as per the Council Corporate Plan 2015-2017, it is proposed that the Day Opportunities Strategy will aim to prevent social isolation by enabling older people to achieve their chosen outcome by:

- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities
- Providing assistance to those who need it to access community services and activity through targeted intervention and support
- Supporting the most vulnerable through high quality specialist day services

### 3 Tiered Day Opportunities Model

The delivery of this vision is based on the following proposed model in Cardiff. The purpose of this three tiered model is to differentiate between types of day services based on the needs of the service user.



Community groups, activities  
and clubs

**Tier 3: Access to Universal Services**

Tier 3 covers all of the older population with no or low level care and / or support needs. It incorporates the universal services that are available in Cardiff, such as the community groups, activities and clubs that either are designed for or are accessible to older people. This can include mainstream services such as libraries, hubs and leisure centres, or groups and activities such as luncheon clubs, arts and crafts, knitting groups, local history groups, or sports clubs.

To encourage take up of these activities, it is recommended that people who would benefit from joining or attending these events are provided with information and, where possible, signposted to existing community facilities. Through the **One Point of Contact** people who feel lonely or isolated, or have low level needs, can ring and be provided with information and signposted to services in their community. If there is an indication that there are low level needs which may require targeted intervention or support, individuals will be referred through to the appropriate service that will assess their needs and aim to find solutions to support them.

In order to capture valuable community knowledge, it is important that a directory of all services is created. This will ensure the One Point of Contact has the required information to provide to individuals. It is also proposed that this is made accessible online.

**CASE STUDIES**

Mr X who lives alone, socially isolated and living away from family. He has long term poor physical health and suffering depression. He also has great difficulty doing his shopping, collecting prescriptions and meeting people. Following a call to the One Point of Contact Mr X was:

- Informed of his housing options
- Referred to the befriending society
- Identified as a former service man with the Welsh Guard and arranged for them to visit
- Evaluated for his personal care needs
- Identified as being entitled to Attendance Allowance



## **Tier 2: Targeted Interventions and Support**

### **Targeted Intervention and Support**

At the Tier 2 level are those people who require low level support to access day opportunities. The aim at this level is to remove the barriers which may prevent individuals from accessing community groups, activities and clubs, and to prevent people from requiring specialist support.

To deliver this aim, the council is proposing to create a Day Opportunities Team (DOT) that will help people to live within their community. To do this, individuals will be helped to access activities that either support their needs or hobbies and interests ideally through short term intervention

There will be individuals who require a small amount of low level support to enable them to access universal services within their community. The team will provide a targeted period of assessment and goal setting intervention, lasting for approximately 6 weeks and focusing on activities such as confidence building and using public transport, which for many people will enable them to be independent thereafter in accessing community-based universal activities. The DOT team will assess and identify the type and amount of support necessary for individuals to access these services as independently as possible within their range of functional ability. If they need ongoing support this could be met by the use of a volunteer or the provision of a small care package to fulfil the personal care or support needs of individuals.

It is recognised that ensuring the necessary facilities are available at community venues is half of the challenge, while the other is having people at these venues who can either help individuals to access services, or provide low level care. To address this, it is proposed that a Neighbourhood Care Team is created. Working across neighbourhoods, this team will actively encourage the take up of day activities in their area. This could include:

- Scheduled attendance at a hub, library or leisure centre to allow individuals to access these facilities with the reassurance that there will be on-hand support for their care needs.
- Help to arrange transportation of individuals to access day opportunities in their local area.
- Assistance with attendance at luncheon clubs, to enable some luncheon clubs to accept individuals that require additional support.

### CASE STUDIES

Mr M 87 years of age – was referred to the service to help him to find and access social opportunities in the community. He has limited mobility and communication difficulties arising from a stroke. Mr M was assessed to determine his capabilities, strengths and difficulties and to identify his likes and dislikes. He was accompanied by the Day Service Support Officer to a range of facilities and was encouraged to engage in conversation with other people throughout these visits. Over a period of 6 weeks, Mr M grew in confidence when conversing in social situations, and also in going out and walking around public areas. Mr M has now used the contacts he has made and has a full itinerary of events and groups to start attending in September. He has made his own transport arrangements; including sharing a lift with a member of one of the groups he will be attending.

Mr J 73 years of age – was referred to the service to assess his ability to independently access community-based activities. It was hoped that this would provide stimulation and activity for him and would also provide respite care for his carer. Mr J had little confidence in functioning without the support of his carer. Over a period of 6 weeks he has been supported to access various community gardening projects, which are of particular interest to him. He is now regularly attending one of these community gardening projects. Mr J was also interested in being able to go into the city centre. He has been supported to use the shop mobility service and to access the VEST transport service and is now able to use both services independently. The outcome has resulted in Mr J's pleasure from his increased independence, and this time enables his carer to have a period of respite care.

### Tier 1 Specialist Intervention

This level of intervention will be targeted at those individuals with the highest and most complex care and support needs, including support for individuals with moderate to severe dementia. It is anticipated that in the future demand for this will be reduced through successful prevention at tiers 3 and 2. To achieve the best outcomes for individuals and to best support respite for carers, it is proposed that services for Tier 1 are provided through specialist day centres:-

1. **A Specialist Dementia Centre** – for those individuals with moderate to severe dementia with an assessed eligible need. Providing this specialist centre will give an opportunity for developing a joined up service with Cardiff & Vale University Health Board and with Third Sector organisations. This service will support carers by providing respite care.
2. **High Needs Day Care Provision** – for those individuals with the highest and/or complex physical care and support needs. This service will support carers by providing respite care.

There are currently 3 day centres in Cardiff located at Minehead Road, Fairwater and Grand Avenue. It is proposed that existing buildings are used in phase 1 and following a review of the sites, it is proposed that Grand Avenue is best suited for the Dementia Centre and Minehead Road and Fairwater for the High/Complex Needs Day Centres.

Phase 2 of this strategy will require further consultation and will assess whether these buildings are capable of managing the long-term needs of service users. It is anticipated that this will require a full review of the service at that time, in partnership with Health to deliver either a fully refurbished day centre or a purpose designed and built building.



### Commissioned Day Services

As part of this strategy, it is proposed that the current contract with the Alzheimer's Society remains in place for existing users of Oldwell Court. The council will support the Alzheimer's Society to help them secure their current accommodation into the future. It is recommended that all future council funded dementia day service is delivered from one council run building to enable for the right amount of support for those with the highest need. A more integrated service approach is to be developed in partnership with Cardiff & Vale University Health Board and it is anticipated that there will be other opportunities for joint working with third sector organisations.

### Rationale for Tier 1 Proposal

The proposal is to continue investment in day opportunities for those with the highest need through a building-based day centre approach. It would not be appropriate to direct this group of clients to universal services as they would require having their needs met through alternative more costly care. Analysis has shown the building based approach is better value for money whilst achieving better outcomes for individuals.

Individual day care support at home would not provide the opportunities for social interaction or meet the respite needs of carer. The respite that this gives is crucial for helping carers to continue caring.

The cost of providing day care is £40 per session  
(max 5 sessions = £200 a week)  
versus  
If services fail and users need residential care =  
up to £1,000

### CASE STUDIES

Mr Q, 99 years old, cared for by wife. – Both feel that regular respite by day centre attendance 3 days a week is holding things together and is the only service they wish to receive.

Mr P, 82 years old, care package 7 days a week. – He requires a great deal of reassurance and supervision. Regularity and consistence of day centre attendance 5 days a week helps to sustain his wife's carer role.

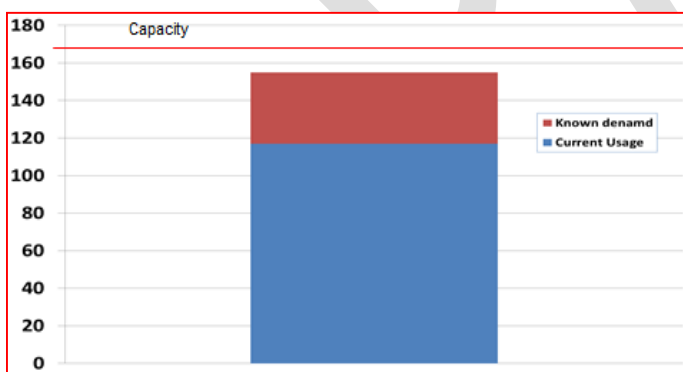
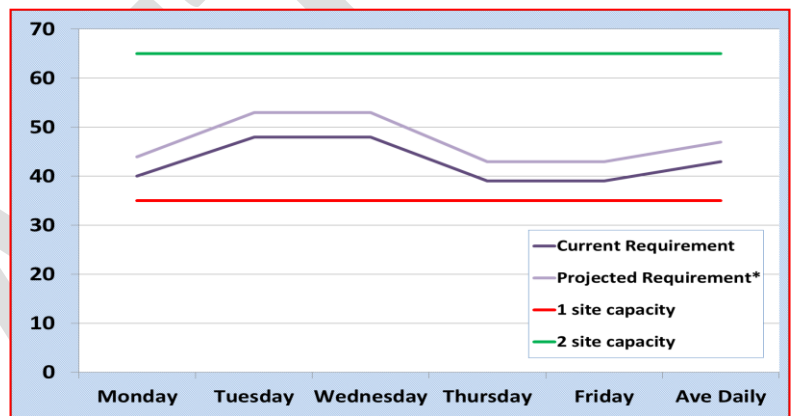
Mr H, 84 years old, attends day centre 1 day a week – This enables his daughter, with whom he lives and who is his main carer, to have a regular break from her carer role and prevents the need for a care package.

### Rationale for Tier 1 Proposal

The number of older people who need this level of service has been fully analysed. This analysis looked at current usage and those currently waiting to access day centres, or those who require additional days. Work to capture future demand relating to an appropriate step down from health provision has started and that information has fed into the analysis. Based on this data, it is proposed that 3 day centres will be required.

### High Needs Day Care

The graph on the right shows the daily attendance from this client group and the projected requirement over the next 3 years, against the capacity at Minehead Road and Fairwater.



### Specialist Dementia Centre

The graph to the left shows the number of sessions required from current usage and the known demand (those requiring additional days or are on the waiting list) against the capacity (sessions per week) at Grand Avenue Day Centre.

**This demonstrates that all 3 sites will be needed.**



## **Building Community Capacity**

### **Volunteering and Community Engagement**

In Cardiff there is a growing number of people wishing to volunteer, ranging from retired professionals to young people seeking work experience and those wishing to return to work who may want to refresh skills or build up confidence. There are already a number of successful initiatives whereby volunteering is leading to improved outcomes for older people in undertaking activities. These include driving individuals to exercise classes and social opportunities, and also in befriending.

Not only does volunteering provide additional support and assistance to older people, those that volunteer often get as much out of the experience as the people and communities they help by learning new skills, giving something back and meeting new friends.

Time Credits has helped the community to get more involved in developing support for older people. Time Credits are a way of rewarding people by giving volunteers one credit for each hour of time they donate. The Credits have no monetary value, but can be exchanged for a 'spend' opportunity within a wide range of community and national organisations, including leisure activities and community events. Within the new Day Opportunities Strategy, the City of Cardiff Council proposes to support more volunteering and the use of Time Credits.

The volunteer portal will be a single 'gateway' into volunteering in the city, so people can easily search for volunteering opportunities and access the necessary support to guide them in terms of volunteering policies, Disclosure and Barring Service (DBS) and training assistance, etc.

## Transport

Transport is crucial to enable access to universal services. The Council currently provides funding to support community transport and this funding is proposed to continue at current levels. The Council will also consider how to work alongside other partners to build greater sustainability into the transport infrastructure so that more of the people who need this service can access it.

## Age Connects (HAPS)

The council has commissioned a pilot project from Age Connects (HAPS) to deliver a volunteer-based model of service to address the issue of social isolation and to support older people to be more engaged within their communities. To date, 186 volunteers have successfully been recruited to the project and it is proposed that we build on this. The evaluation of the project will inform the commissioning of a service going forward from April 2016.

I discovered I still had a voice

I feel like a normal person...she's taken me to the museum and out for a cup of tea

It has been very helpful...we go to Roath Park and have a cup of tea and I cannot go out alone

It makes a big difference to me – contact with the younger generation

Keeps me in touch with the community – don't feel left out

It makes a difference – she is the only person I see for any length of time

### Luncheon Clubs

It is acknowledged that luncheon clubs have an important role to play in preventing social isolation. Across Cardiff, there are 30 luncheon clubs that the Council is aware of. These lunch clubs bring older people together to enjoy a hot nutritious meal and socialise with others at the same time. The lunch club is a focal point for a lot of older people during their week and the sustainability of these clubs is crucial.

Of the 30 clubs, 3 are run from council owned buildings and only 2 of these receive a council subsidy. The aim is for all luncheon clubs to be self-sustaining therefore, it is proposed that:

- Community groups will be helped to develop a self-sustaining model, and assistance will be provided to currently funded groups to become self-sustaining
- Where possible, existing community buildings and facilities will be used to operate luncheon clubs (Hubs, Churches, Restaurants, Pubs, Sport and Social Clubs etc.)
- Existing funding arrangements will be reduced over a period of time
- Additional support will be offered to these groups from the council 'Stepping Up' Team and C3SC and its national partner, WCVA. Both organisations have grant finding services and access to advice and information on grants currently available.

### Meals on Wheels Service

Although a discretionary service, this provides an important service for individuals, as it provides regular hot meals and is an essential social contact for many older people. From previous consultation we know how much individuals and their families value this service. However, currently the service does not cover its costs and meals are therefore provided at a subsidy.

#### The Current Service

Monday to Friday service, with meals delivered between 11:15 and 2PM

£2.90 for a hot meal and 60p for a dessert

160 clients currently using the service

A fixed monthly menu, with variation for those requiring vegetarian or a soft or diabetic diet  
etc

It is proposed that the council will work towards a self-sustaining model for the meals on wheels service including:

- Expansion of the service by increasing uptake through rebranding, greater awareness and marketing.
- Service to be offered on a cost recovery basis modelled on actual cost and predicted increase in service users by increasing the cost of a meal by £1.
- Service to be offered out to luncheon clubs, other community groups and sheltered housing.
- Additional choice, including the provision of an evening cold meal / sandwich for those that would benefit.
- More flexible use of the service, e.g. following hospital discharge or when families members are away.

## Summary of proposals

### Day Centres

- Continued investment in a building-based approach for those with high needs.
- Phased removal of council funded placements at Oldwell Court to enable continuity of service for existing users there and for Alzheimer's to develop a self-sustainable business model.
- 3 day centres, including a specialist dementia centre and the provision of 2 centres to support individuals with high care and support needs.
- Review of current services for people with dementia provided by third sector organisations
- Phase 1 will involve the use of existing buildings and the location of the Dementia Centre at Grand Avenue. The 2 High/complex needs Centres will be at Minehead Road and Fairwater Day Centre. Phase 2 will incorporate the development of the existing or a new purpose-built facility to meet current and future demand.

### Meals on Wheels

- The service is retained and expanded by increasing uptake via rebranding, greater awareness and marketing
- A price of £3.90 for a meal and 60p for a dessert, and to explore the options of providing a cold evening meal or sandwich for those wish to receive this.

### Luncheon Clubs

- All community groups to become self-sustaining with available help and for the phased removal of current funding.

### Day Opportunities Team

- Day Opportunities Team (DOT) is created that will support individuals in accessing community facilities.

### Community Transport

- Current funding levels are maintained and, where possible, the benefits of this funding are accessible to those who need it.

### Volunteering

- Creation of a volunteering portal to match volunteers with opportunities of interest to them or in their area
- Build on the Health & Active Partnership (HAPS) pilot project

### One Point of Contact

- One Point of Contact providing advice and information tailored to their individual need, including signposting to local social activities and events.
- Directory of community based activities for both council and partners to use – this information to be developed and provided online for citizens to access directly or by telephone.

## Medium Term Financial Plan 2017/18 - 2019/20

	Medium Term Financial Plan		
	2017/18 £000	2018/19 £000	2019/20 £000
<b>Adjusted Base Budget Brought Forward</b>	<b>578,161</b>	<b>571,828</b>	<b>567,608</b>
<b>Pay (non Schools)</b>			
Pay Inflation	1,550	1,500	1,458
Increments	1,000	900	800
Other - Living Wage, Actuarial Review, Auto Enrolment	1,135	680	446
<b>Total Pay Inflation</b>	<b>3,685</b>	<b>3,080</b>	<b>2,704</b>
<b>Price Inflation (non Schools)</b>	<b>2,760</b>	<b>2,760</b>	<b>2,760</b>
<b>Schools Growth</b>			
Pay Costs	4,135	3,835	3,535
Price Inflation	40	40	40
Pupil Numbers	2,268	1,952	2,409
Special School Places & Complex Needs Enhancement	1,077	1,027	1,027
Breakfast Initiative & Free School Meals	250	195	175
<b>Total Schools Growth</b>	<b>7,770</b>	<b>7,049</b>	<b>7,186</b>
<b>Capital Financing</b>	<b>(1,258)</b>	<b>242</b>	<b>2,017</b>
<b>Commitments and Realignments</b>			
Precommitments	573	430	0
Realignments	(3,600)	(1,900)	0
New Policy	1,500	50	50
<b>Total Commitments</b>	<b>(1,527)</b>	<b>(1,420)</b>	<b>50</b>
<b>Demographic Growth (non Schools)</b>			
Social Services - Adults	2,000	2,000	2,000
Social Services - (Children's)	1,500	1,500	1,500
Out of County Placements (Education)	250	250	250
Other	150	150	150
<b>Total Demographic Growth</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>
<b>Financial Pressures</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Resources Required</b>	<b>596,491</b>	<b>590,439</b>	<b>589,225</b>
<b>Resources Available:-</b>			
Aggregate External Finance	(422,022)	(417,802)	(413,666)
Earmarked Reserves	0	0	0
Council Tax at 2016/17 level	(149,806)	(149,806)	(149,806)
<b>Total Resources Available</b>	<b>(571,828)</b>	<b>(567,608)</b>	<b>(563,472)</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>24,663</b>	<b>22,831</b>	<b>25,753</b>



Appendix 17(b)

Themed Opportunities for Savings in 2017/18 and 2018/19 in Directorate Clusters

Theme	2017/18				2018/19			
	Communities & Wellbeing	Place	Corporate	Total	Communities & Wellbeing	Place	Corporate	Total
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Being a Commercially Minded Council</b>								
- Alternative Delivery Model	0	2,144	247	2,391	0	2,319	153	2,472
- Commissioning & Procurement	2,491	0	0	2,491	2,090	0	0	2,090
- Income	1,341	613	355	2,309	779	492	294	1,565
- Maximising Grants	246	0	0	246	0	0	0	0
- Reshaping Services	350	0	0	350	1,150	0	195	1,345
- <b>Sub-total</b>	<b>4,428</b>	<b>2,757</b>	<b>602</b>	<b>7,787</b>	<b>4,019</b>	<b>2,811</b>	<b>642</b>	<b>7,472</b>
<b>Ensuring Public Services are Accessible</b>								
- Digitalisation	50	50	383	483	225	100	320	645
- Seamless Customer Services	100	0	0	100	0	0	0	0
- <b>Sub-total</b>	<b>150</b>	<b>50</b>	<b>383</b>	<b>583</b>	<b>225</b>	<b>100</b>	<b>320</b>	<b>645</b>
<b>Greater Alignment of Our Services</b>								
- Service Changes and Efficiencies	1,212	978	801	2,991	592	809	1,157	2,558
- Working with other Organisations	260	25	20	305	250	150	240	640
- <b>Sub-total</b>	<b>1,472</b>	<b>1,003</b>	<b>821</b>	<b>3,296</b>	<b>842</b>	<b>959</b>	<b>1,397</b>	<b>3,198</b>
<b>Targeting Services &amp; Early Intervention</b>								
- Preventative Measures	1,128	0	0	1,128	487	0	0	487
- Targeted Review of Service Provision	1,665	0	0	1,665	750	0	0	750
- <b>Sub-total</b>	<b>2,793</b>	<b>0</b>	<b>0</b>	<b>2,793</b>	<b>1,237</b>	<b>0</b>	<b>0</b>	<b>1,237</b>
<b>TOTAL</b>	<b>8,843</b>	<b>3,810</b>	<b>1,806</b>	<b>14,459</b>	<b>6,323</b>	<b>3,870</b>	<b>2,359</b>	<b>12,552</b>

## Appendix 18

<b>Housing Revenue Account</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Employees	12,767	12,895	13,024	13,154
Premises - Council House Repairs	18,000	18,720	19,469	20,248
Premises - Other Repairs and Maintenance	1,046	1,100	1,200	1,300
Premises - Other Premises Costs	2,741	2,800	2,900	3,000
Transport	111	130	150	170
Supplies & Services	3,279	3,300	3,350	3,400
Support Services	5,817	5,900	6,000	6,100
Capital Financing	26,412	27,259	27,625	28,296
Contribution to HRA Reserves	0	0	300	500
<b>Gross Expenditure</b>	<b>70,173</b>	<b>72,104</b>	<b>74,018</b>	<b>76,168</b>
Rents	(67,933)	(69,839)	(71,723)	(73,841)
Interest - On Sale of Council Houses	(2)	(2)	(2)	(2)
Interest - On Balances	(50)	(50)	(50)	(50)
Fees & Charges	(439)	(447)	(459)	(473)
Other Income	(1,749)	(1,766)	(1,784)	(1,802)
<b>Total Income</b>	<b>(70,173)</b>	<b>(72,104)</b>	<b>(74,018)</b>	<b>(76,168)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>SCHOOL ORGANISATION PLAN RESERVE</b>					
<b>Estimated Movements</b>	<b>Projected 2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Planned Balance B/Fwd</b>	7,170	8,208	7,550	6,803	3,470
<b><u>Contributions to Reserve</u></b>					
Revenue Release Savings:	7,797	8,197	8,197	8,197	8,197
<b><u>Drawdown From Reserve</u></b>					
Organisational Restructuring	(2,464)	(3,675)	(3,027)	(5,379)	(2,323)
Capital Financing Requirement *	(4,295)	(5,180)	(5,917)	(6,151)	(6,617)
Total Drawdown from Reserve	(6,759)	(8,855)	(8,944)	(11,530)	(8,940)
<b>Planned Balance C/Fwd</b>	<b>8,208</b>	<b>7,550</b>	<b>6,803</b>	<b>3,470</b>	<b>2,727</b>
Movement on Reserve	1,038	(658)	(747)	(3,333)	(743)
<b><u>Movements on Reserve in Relation to Voluntary Severance**</u></b>					
Prior year borrowing Outstanding (2013/14 & 2014/15) ***	(3,164)	(1,051)			
Borrowed from Reserve to fund VS	0	0	0	0	0
Repaid from Revenue to replenish reserve	2,113	1,051	0	0	0
<b>Revised Balance C/Fwd</b>	<b>7,157</b>	<b>7,550</b>	<b>6,803</b>	<b>3,470</b>	<b>2,727</b>

\* These amounts are to be used to pay the borrowing costs of the capital schemes as set out in the Capital Programme.

\*\* These amounts reflect sums borrowed and repaid to the Reserve in relation to budget related severance costs.

\*\*\* £3.112 million borrowed in 2013/14, and £0.052 million in 2014/15 reducing the 2015/16 opening Reserve Balance.

Previous years appendices have shown current year plus 5 years projections. This years appendix shows current year plus 4 years projections due to the end of Band A of 21st Century Schools Programme in 2019/20. Band B is currently in the planning stage therefore revenue costs from 2020/21 are currently unclear and therefore are not included.

## Civil Parking Enforcement Reserve Projections 2016/17 to 2019/20

2015/16 £000s		2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
(69)	<b>Parking Account Opening Balance</b>	(255)	(688)	(1,402)	(2,113)
	<b>Income</b>				
(4,045)	On-Street Car Parking Fees	(4,242)	(4,242)	(4,242)	(4,242)
(885)	Off Street Car Parks	(969)	(969)	(969)	(969)
(250)	Residents Parking Permits	(270)	(270)	(270)	(270)
(2,135)	Penalty Charge Notices	(2,281)	(2,374)	(2,374)	(2,374)
(2,720)	Moving Traffic Offences	(3,668)	(3,936)	(4,034)	(4,108)
<b>(10,035)</b>	<b>Total Income</b>	<b>(11,430)</b>	<b>(11,791)</b>	<b>(11,889)</b>	<b>(11,963)</b>
	<b>Expenditure</b>				
	<i>Includes staffing, capital financing and other costs of enforcement, administration and permits.</i>				
2,987	Enforcement Service/Traffic Regulation Orders	3,428	3,503	3,579	3,654
1,130	Moving Traffic Offences	1,266	1,418	1,440	1,457
985	Parking & Permits	1,037	1,040	1,043	1,046
<b>5,102</b>	<b>Total Expenditure</b>	<b>5,731</b>	<b>5,961</b>	<b>6,062</b>	<b>6,157</b>
<b>(4,933)</b>	<b>CPE Annual (Surplus) / Deficit</b>	<b>(5,699)</b>	<b>(5,830)</b>	<b>(5,827)</b>	<b>(5,806)</b>
<b>(5,002)</b>	<b>Revised Balance after (Surplus) / Deficit</b>	<b>(5,954)</b>	<b>(6,518)</b>	<b>(7,229)</b>	<b>(7,919)</b>
	<b>Commitments/Eligible Expenditure</b>				
4,747	Contribution to support highway, transport and environmental improvements as per Section 55 of the Transport Regulations Act 1984	5,116	5,116	5,116	5,116
0	Direct revenue financing to fund capital costs of the Waungron Road bus interchange	150	0	0	0
<b>4,747</b>		<b>5,266</b>	<b>5,116</b>	<b>5,116</b>	<b>5,116</b>
<b>(255)</b>	<b>Estimated Closing Balance</b>	<b>(688)</b>	<b>(1,402)</b>	<b>(2,113)</b>	<b>(2,803)</b>

**Capital Programme 2016/17 - 2020/21****General Fund Capital Programme**

<b>Annual Sums Expenditure</b>			<b><u>2016/17</u></b> <b><u>Including</u></b> <b><u>Slippage</u></b> <b>£000</b>	<b><u>Indicative</u></b>  <b>2017/18</b> <b>£000</b>	<b><u>Indicative</u></b>  <b>2018/19</b> <b>£000</b>	<b><u>Indicative</u></b>  <b>2019/20</b> <b>£000</b>	<b><u>Indicative</u></b>  <b>2020/21</b> <b>£000</b>	<b><u>Total</u></b>  <b>£000</b>
1	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs	155	50	50	50	50	<b>355</b>
2	Asset Renewal Facilities Management Fee	Facilities Management additional fee on property asset renewal schemes - funded from revenue	210	210	210	210	210	<b>1,050</b>
3	Bereavement Strategy	Improvement of facilities at Thornhill Crematorium and other bereavement infrastructure funded by reserves	140	140	140	140	140	<b>700</b>
4	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding	335	335	335	335	335	<b>1,675</b>
5	Carriageway Investment	Allocation for carriageway resurfacing	1,350	1,350	1,350	1,350	1,350	<b>6,750</b>
6	Community Shopping Centre Regeneration	To implement improvements to local shopping centres and the associated public realm, including accessibility improvements, with the aim of providing an enhanced retail environment and improved business activity	360	360	360	360	360	<b>1,800</b>
7	Disabled Adaptations Grants (see also Public Housing)	To provide adaptations such as showers, stair lifts and internal modifications to allow the recipient to live independently within their own home. £700k brought forward into 2015/16 to reduce waiting times	2,370	2,800	2,800	2,800	2,800	<b>13,570</b>
8	Footway Investment	Allocation for footway resurfacing including addressing the condition of tree roots and tree pits on footways and implementation of dropped kerbs	595	595	595	595	595	<b>2,975</b>
9	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures as part of the Highway Infrastructure Asset Management Plan	613	750	750	750	750	<b>3,613</b>
10	ICT Refresh	A phased programme to deliver a refresh of IT across the Council. The scope of the IT refresh programme covers the server / storage replacement, Data centre upgrades, resilience, improvements to wireless networking and hardware replacement to ensure compatibility with latest software	400	400	400	400	400	<b>2,000</b>
11	Materials Recycling Facility	To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility	66	45	45	45	45	<b>246</b>

Appendix 21

			<u>2016/17</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Total</u> <u>£000</u>
12	Neighbourhood Renewal Schemes	City wide local generation schemes based on ward Member priorities. Schemes to cease in 2017/18	795	280	0	0	0	1,075
13	Non Schools Property Asset Renewal	To address the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works	1,300	1,300	1,300	1,300	1,300	6,500
14	Owner Occupier Costs - Housing Regeneration and External Cladding	A rolling programme with a coordinated approach to improving the City's oldest and worst condition housing stock focusing on energy efficiency. Also to fund owner occupier costs of improvements to housing and boundary walls	280	280	280	280	280	1,400
15	Parks Infrastructure	To improve existing parks infrastructure (drainage, footpaths etc)	140	140	140	140	140	700
16	Play Equipment	Replacement of existing play equipment in parks	90	90	90	90	90	450
17	Road Safety Schemes	Local network improvements including junction and pedestrian safety improvements, with a focus on securing matchfunding	335	335	335	335	335	1,675
18	Schools Property Asset Renewal	To address the condition of the schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works	2,700	2,700	2,700	2,700	2,700	13,500
19	Strategic Cycle Network Development	Implementation and matchfunding of the cycling strategy	400	400	400	400	400	2,000
20	Street Lighting Renewals	To replace structurally unsound and install new street lighting columns	270	270	270	270	270	1,350
21	Telematics / Butetown Tunnel	To undertake a long term programme of infrastructure including fan replacements required for the ongoing operation of the tunnel and transportation infrastructure	860	50	80	330	330	1,650
22	Transport Grant Matchfunding	Additional matchfunding for Council bids to Welsh Government for transport schemes. Confirmation of grant award required before release of funding.	375	375	375	375	375	1,875
23	Vehicle Replacement	Annual sum towards vehicle replacement	250	250	250	250	250	1,250
<b>TOTAL ANNUAL SUMS</b>			<b>14,389</b>	<b>13,505</b>	<b>13,255</b>	<b>13,505</b>	<b>13,505</b>	<b>68,159</b>

**Ongoing Schemes / Amendments to Ongoing Schemes**

24	Cardiff Capital Fund /S4C	Investment in Small Medium Enterprises with match funding from S4C and subject to specific criteria	75	0	0	0	0	75
25	Central Square - Integrated Transport Hub	Delivery of Central Square development including a new integrated transport hub	500	19,500	0	0	0	20,000
26	Central Square - Public Realm	Public realm improvements as part of the Council's Central Square regeneration	2,000	6,620	0	0	0	8,620

## Appendix 21

		<u>2016/17</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
27	Children's Services Accommodation Strategy	Capital receipt from disposal of 150 Thornhill Road, to be ring fenced for buildings providing services for the direct benefit of children	0	560	0	0	0	560
28	Citizen Hubs	Development of Citizen Hubs approved as part of Hub Strategy	1,803	0	0	0	0	1,803
29	Community Asset Transfer	To pump prime essential capital improvement works to buildings which local community groups are looking to take over from the Council	80	100	0	0	0	180
30	Contingency	To address unforeseen pressures in the capital programme that arise in year. To be reported in budget monitoring reports	250	250	250	250	250	1,250
31	Eastern Leisure Centre	Complete refurbishment of Eastern Leisure Centre	1,500	0	0	0	0	1,500
32	Flood Risk Prevention	A phased programme of works at various locations where water flows from parks and open spaces onto adjacent land causing flooding	247	0	0	0	0	247
33	Greener Grangetown Council Contribution	A partnership project with Dwr Cymru, Natural Resources Wales and Cardiff Council to retrofit sustainable drainage systems in order to reduce the amount of surface water entering the drainage system and to undertake a comprehensive regeneration scheme	735	0	0	0	0	735
34	Lamby Way Household Waste Recycling Centre	Enable Lamby Way Household Recycling Centre to be upgraded	1,407	0	0	0	0	1,407
35	Legionella	Capital works arising from legionnaires surveys	65	0	0	0	0	65
36	Leisure Centres - Priority Works	Initial priority works identified as part of the competitive dialogue procurement process	437	0	0	0	0	437
37	Maelfa Centre	Enabling works for the regeneration of the Maelfa Centre and Council contribution towards the development of a viable local shopping centre scheme	422	1,000	0	0	0	1,422
38	Modernising ICT to Improve Business Processes	Investment in technology projects including : Electronic Document Management System, Customer Relationship Management (CRM) and Mobile Scheduling, Projections for Asset Management and Webcasting Project, allowing the Council to make business process improvements and so improve directorate service delivery	1,902	1,596	569	0	0	4,067
39	New Theatre - Priority Works	Initial priority works identified as part of the competitive dialogue procurement process	95	0	0	0	0	95
40	Parc Cefn Onn	Council matchfunding contribution to Heritage Lottery Fund bid subject to successful award	30	100	0	0	0	130
41	Regionalising Regulatory Services	Contribution towards new regional service ICT platform and mobile and scheduling	62	0	0	0	0	62

Appendix 21

			<u>2016/17</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Total</u> <u>£000</u>
42	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools and make provision for pupils with accessibility needs and to address rising pupil numbers and works required to improve facilities in schools that are not part of the 21st Century Schools programme	500	500	500	500	500	2,500
43	Social Innovation Fund	Grants to support social enterprises	30	0	0	0	0	30
44	St David's Hall - Priority Works	Initial priority works identified as part of the competitive dialogue procurement process	267	0	0	0	0	267
45	St Mellons Hub	St Mellons Hub phase 2 subject to level of capital receipts	900	2,420	0	0	0	3,320
46	STAR Hub	Completion of multipurpose hub replacing STAR centre and Pool, providing community services such as housing, advice, leisure and library services, with a further £1.325 million being funded by HRA	2,019	0	0	0	0	2,019
47	Strategic Property Rationalisation	Strategic property and accommodation rationalisation to allow efficient use of properties	810	171	171	87	0	1,239
48	Twenty First Century Schools	This represents the Council's capital programme contribution to the SOP and 21st century schools financial model. It includes capital receipts to support the costs in addition to the contributions from revenue release savings from schools (Invest to Save) and grants which are shown elsewhere in the programme	2,000	14,700	11,520	0	0	28,220
49	Waste Removal	Removal of waste spoil from Council land	600	0	0	0	0	600
50	Water Play Park at Victoria Park	Replacing the existing paddling pool at Victoria Park with an interactive wet play park. Council allocation in addition to S106	185	0	0	0	0	185
51	Whitchuch DDA & Suitability Works	Further phase of accessibility works at Whitchurch High Upper School site	2,000	0	0	0	0	2,000
<b>TOTAL ONGOING SCHEMES</b>			<b>20,921</b>	<b>47,517</b>	<b>13,010</b>	<b>837</b>	<b>750</b>	<b>83,035</b>

**Bids for New Capital Schemes/Annual Sums (Excluding Invest to Save)**

52	Bryn Deri Nursery (SOP and Catering Reserve)	To ensure suitability and sufficiency of nursery provision and kitchen facilities	410	0	0	0	0	410
53	Cardiff West interchange	A transport interchange hub at Waungron Road linking the South East Wales rail network and major bus corridors to the West and North West of the city, enabling increased travel by sustainable modes	500	0	0	0	0	500
54	CCTV System Upgrade / Replacement	To replace obsolete components of the City's CCTV monitoring system based in County Hall and all remote sites	340	0	0	0	0	340
55	Citizen Hubs	Final allocation of funding to complete Hubs programme in line with approved strategy	619	30	0	0	0	649
56	Day Centre Opportunities Strategy	To improve facilities at buildings to be retained to allow reconfiguration of day services for older people	140	780	0	0	0	920



Appendix 21

			<u>2016/17</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Total</u> <u>£000</u>
57	Disabled Adaptations Grants	Additional allocation to meet increased demand and waiting time target, subject to annual review of allocation and Directorate review of process. (2016/17 to be funded from revenue)	1,900	1,000	1,000	1,000	1,000	5,900
58	Highway Carriageway - Reconstruction	Investment in reconstruction of structurally deteriorated roads deemed a priority	750	0	0	0	0	750
59	Regionalising Regulatory Services	Further allocation towards ICT system costs for this regional collaboration	83	117	0	0	0	200
60	Replacement of Athletics Track - Cardiff International Stadium	To fund the replacement of the track, following transfer of operation to Cardiff and Vale College	0	0	0	0	500	500
61	Schools Suitability and Sufficiency	Further funding for works required to improve facilities and address curriculum and accessibility issues at schools that are not part of the 21st Century Schools programme	500	500	500	500	500	2,500
62	St Mellon's CW Primary (SOP Reserve)	To address a number of accommodation issues highlighted in previous inspection	0	250	0	0	0	250
63	Whitchuch DDA & Suitability Works	£2 million was approved in the 2015/16 capital programme for 2016/17 to allow for further DDA adaptation works to the Upper school to allow for progression of pupils post Sept 2016. Further funding to be allocated to determine longer term Council wide approach to ensuring a permanent solution to accessibility for disabled pupils and condition of facilities.	0	0	1,000	1,000	0	2,000
<b>TOTAL NEW SCHEMES</b>			<b>5,242</b>	<b>2,677</b>	<b>2,500</b>	<b>2,500</b>	<b>2,000</b>	<b>14,919</b>

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<b>Schemes funded by Grants and Contributions (subject to approval of bids)</b>								
64	Cymru Museum Archives and Libraries (CYMAL)	Bid for improvements to libraries as part of Citizen Hubs programme	80	0	0	0	0	80
65	Greener Grangetown (Dwr Cymru, Landfill Tax & Natural Resources Wales)	Rainwater recycled through new drainage systems, producing environmental and economic benefits	1,600	0	0	0	0	1,600
66	Harbour Authority Grant (Welsh Government)	Approved asset renewal programme	350	350	350	350	350	1,750
67	Metro Phase 1 Funding Welsh Government	The purpose of the funding is to enable the construction of the A469/A470 Bus Corridor Improvement Scheme	1,523	0	0	0	0	1,523
68	Planning Gain (S106) and Other Contributions	Various schemes such as improvements to open space, transportation, public realm and community facilities	3,115	2,553	810	0	0	6,478
69	Twenty First Century Schools (Welsh Government)	Welsh Government Band A grant funding for a variety of schemes to improve school facilities and infrastructure in Cardiff - Subject to approval of individual business cases	20,435	28,255	1,415	0	0	50,105
70	Vibrant and Viable Places (Tackling Poverty) - Grangetown (Welsh Government)	District Centre and Commercial Business Improvements in Grangetown	138	0	0	0	0	138
<b>TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (SUBJECT TO APPROVAL OF BIDS)</b>			<b>27,241</b>	<b>31,158</b>	<b>2,575</b>	<b>350</b>	<b>350</b>	<b>61,674</b>

Appendix 21

			<u>2016/17</u> <u>Including</u> <u>Slippage</u> £000	<u>Indicative</u> <u>2017/18</u> £000	<u>Indicative</u> <u>2018/19</u> £000	<u>Indicative</u> <u>2019/20</u> £000	<u>Indicative</u> <u>2020/21</u> £000	<u>Total</u> £000
<b>Additional borrowing undertaken by the Council to be repaid from revenue savings/income (Invest to Existing Schemes)</b>								
71	Cardiff Enterprise Zone	A range of economic development schemes aiming to bring growth and new jobs to the City and region as well as other benefits to citizens, business and visitors. Timing subject to approval of detailed proposals	0	7,500	7,500	0	0	15,000
72	Energy Retrofit of Buildings	Retrofit of suitable Council buildings for energy efficiency measures to provide revenue energy reduction savings and carbon reduction savings	400	0	0	0	0	400
73	Invest to Save - Annual Bid Allocation	Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time	500	500	500	500	500	2,500
74	LED Lighting on Principal Roads	Replacement of street lighting on strategic routes to LED lights subject to business case approval, option appraisal in respect of preferred technology and consideration of a phased approach	2,000	6,000	0	0	0	8,000
75	Maelfa Regeneration - Commercial Properties	Council investment in commercial units to achieve a positive commercial rate of return to the Council by investing in a revenue generating asset	0	0	1,000	0	0	1,000
76	Twenty First Century Schools	Strategic investment programme to be paid back from revenue release savings and WG revenue grant	16,481	2,730	7,240	5,200	0	31,651
<b>New Invest to Save Bids</b>								
77	Leisure Centres - Alternative Service Delivery	Commitment to make prudential borrowing available to repaid as part of the procurement exercise for leisure facilities	1,000	2,000	1,000	0	0	4,000
78	Moving Traffic Offences Scheme/Controlled Parking Enforcement	Additional investment in bus lane and junction enforcement and parking meter replacement	750	200	0	0	0	950
<b>TOTAL INVEST TO SAVE</b>			<b>21,131</b>	<b>18,930</b>	<b>17,240</b>	<b>5,700</b>	<b>500</b>	<b>63,501</b>
<b>TOTAL GENERAL FUND</b>			<b>88,924</b>	<b>113,787</b>	<b>48,580</b>	<b>22,892</b>	<b>17,105</b>	<b>291,288</b>

## Appendix 21

<u>2016/17</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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**Public Housing Capital Programme (HRA)**

79	<b>Regeneration and Area Improvement Strategies</b>	Environmental works including defensible space, demolition, conversion and road/footpath realignment; Energy efficiency schemes; Improvements to flats, garages, gullies and open spaces	6,000	4,750	3,650	3,400	2,650	<b>20,450</b>
80	<b>External and Internal Improvements to Buildings</b>	Improvements include central heating, fencing, roofing, high rise cladding, door entry systems, kitchens and bathrooms, CCTV and improvements to Sheltered Housing	12,900	13,350	12,650	10,350	10,750	<b>60,000</b>
<b><i>Housing Partnerships Project (HPP)</i></b>								
81	New Build Council Housing - HPP 1	Delivery of new build housing as part of the Housing Partnership Project and consideration of options to secure	2,400	7,500	6,000	2,400	2,800	<b>21,100</b>
82	New Build Council Housing - HPP 2		0	0	3,000	3,000	3,000	<b>9,000</b>
83	<b>Hub Developments</b>	Public housing contribution to Hub Schemes including STAR, St Mellons, Llandaff North, Pentwyn and Grangetown	2,055	600	0	0	0	<b>2,655</b>
84	<b>Disabled Facilities Service</b>	To provide adaptations and associated improvements to the homes of disabled persons	1,800	1,800	1,800	1,800	1,800	<b>9,000</b>
85	<b>Modernising ICT to Improve Business Processes</b>	Contribution towards investment in technology to improve business processes	250	250	250	100	100	<b>950</b>
<b>TOTAL PUBLIC HOUSING</b>			<b>25,405</b>	<b>28,250</b>	<b>27,350</b>	<b>21,050</b>	<b>21,100</b>	<b>123,155</b>
<b>TOTAL CAPITAL PROGRAMME EXPENDITURE</b>			<b>114,329</b>	<b>142,037</b>	<b>75,930</b>	<b>43,942</b>	<b>38,205</b>	<b>414,443</b>

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**Capital Resources 2016/17 - 2020/21**

	<u>2016/17</u> £000	Indicative <u>2017/18</u> £000	Indicative <u>2018/19</u> £000	Indicative <u>2019/20</u> £000	Indicative <u>2020/21</u> £000	<u>Total</u> £000
<b>General Fund Resources</b>						
WG Unhypothecated Supported Borrowing	(8,387)	(8,387)	(8,387)	(8,387)	(8,387)	<b>(41,935)</b>
WG General Capital Grant	(5,103)	(5,103)	(5,103)	(5,103)	(5,103)	<b>(25,515)</b>
Additional Borrowing to Cover Estimated Slippage from 2015/16	(3,988)	0	0	0	0	<b>(3,988)</b>
Updated Additional Borrowing to Balance existing Capital Programme	(10,625)	(2,211)	266	585	585	<b>(11,400)</b>
Additional Borrowing for New Capital Schemes	(2,432)	(2,427)	(2,500)	(2,500)	(2,000)	<b>(11,859)</b>
Invest to Save Schemes - Additional borrowing to be repaid from revenue savings/income	(21,131)	(18,930)	(17,240)	(5,700)	(500)	<b>(63,501)</b>
Earmarked Capital Receipts and Contributions for Central Square	(2,500)	(26,120)	0	0	0	<b>(28,620)</b>
21st Century Schools Earmarked Capital Receipts	0	(13,700)	(11,520)	0	0	<b>(25,220)</b>
Other Earmarked Capital Receipts	(2,707)	(3,151)	(171)	(87)	0	<b>(6,116)</b>
Non Earmarked Capital Receipts	(2,000)	(2,000)	(1,000)	(1,000)	(1,000)	<b>(7,000)</b>
Direct Revenue Financing - Facilities Management Support	(210)	(210)	(210)	(210)	(210)	<b>(1,050)</b>
Direct Revenue Financing - Disabled Adaptations Grants	(1,900)	0	0	0	0	<b>(1,900)</b>
Catering and SOP Reserves	(410)	(250)	0	0	0	<b>(660)</b>
Bereavement Reserve	(140)	(140)	(140)	(140)	(140)	<b>(700)</b>
Civil Parking Enforcement Reserve	(150)	0	0	0	0	<b>(150)</b>
External Funding Estimates and Contributions	(27,241)	(31,158)	(2,575)	(350)	(350)	<b>(61,674)</b>
<b>Total General Fund</b>	<b>(88,924)</b>	<b>(113,787)</b>	<b>(48,580)</b>	<b>(22,892)</b>	<b>(17,105)</b>	<b>(291,288)</b>
<b>Public Housing Resources (HRA)</b>						
Major Repairs Allowance Grant	(9,600)	(9,600)	(9,600)	(9,600)	(9,600)	<b>(48,000)</b>
Additional Borrowing - Housing Partnership Project	(2,400)	(5,199)	(8,883)	(5,400)	(5,800)	<b>(27,682)</b>
Additional Borrowing to Balance Programme	(7,005)	(5,710)	(3,269)	(528)	(135)	<b>(16,647)</b>
Direct Revenue Financing / Reserves	(5,400)	(5,440)	(5,481)	(5,522)	(5,565)	<b>(27,408)</b>
External Contributions	0	(2,301)	(117)	0	0	<b>(2,418)</b>
Capital Receipts - Dwelling Sales	(1,000)	0	0	0	0	<b>(1,000)</b>
<b>Total Public Housing</b>	<b>(25,405)</b>	<b>(28,250)</b>	<b>(27,350)</b>	<b>(21,050)</b>	<b>(21,100)</b>	<b>(123,155)</b>
<b>Total Capital Programme Resources Required</b>	<b>(114,329)</b>	<b>(142,037)</b>	<b>(75,930)</b>	<b>(43,942)</b>	<b>(38,205)</b>	<b>(414,443)</b>

## **Prudential Indicators**

### **The Prudential Code**

**The current system of capital finance is CIPFA's Prudential Code.**

It is a professional Code of practice to support the decisions local authorities have to make to plan for capital investment at a local level. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part I of the Local Government Act 2003 i.e. compliance with the Code is a statutory requirement.

### **Objectives of the Code**

The key objectives of the Code are:-

- To ensure within a clear framework that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability

### **Prudential Indicators**

The indicators required are shown below, with further explanation as to their meaning:

#### **1(a). External Debt - Operational Boundary**

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes.

#### **1(b). External Debt - The Authorised Limit**

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken.

#### **1(c). External Debt - Actual External Debt**

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

## **2. Financing cost to Net Revenue Stream**

The percentage of revenue budget set aside each year to service debt financing costs

## **3. Capital Financing Requirement (CFR)**

The Capital Financing requirement (CFR) replaced the 'Credit Ceiling' measure of the 1989, Local Government and Housing Act. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

## **4. Capital Expenditure**

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

## **5. Incremental impact of Capital Investment decisions on Council Tax / Average weekly Housing Rents**

This shows the impact of new capital investment decisions included in the budget on the Council Tax and average weekly rent for HRA.

## **6. Gross External Borrowing and the Capital Financing Requirement**

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

## **7. Adoption of CIPFA's Treasury Management Code of Practice**

CIPFA's Code of Practice for Treasury Management in the Public Services (the CIPFA Code) primary aim is to ensure that public services manage and control the risks attached to its treasury functions in an efficient effective and economic manner.

Accordingly the adoption of the Code has been encapsulated in Local Authorities (Capital Finance and Accounting) Regulations that call for explicit compliance with the CIPFA Code.

## **8. Interest Rate Exposures**

Recognition of the impact on revenue budgets of changes in interest rates as well as the need to ensure that local authorities maintain flexibility in their treasury strategy has resulted in the adoption of an interest rate exposure indicator.

This indicator sets out for the following three years an upper limit for both fixed rate and variable rate exposure.

## **9. Maturity Structure of Borrowing**

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

## **10. Principal sums invested for greater than one year**

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

## **Glossary of Terms - General**

### **Bank Rate**

The rate of interest set by the Bank of England as a benchmark rate for British banks.

### **Bonds**

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

### **Borrowing**

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

### **Capital Expenditure**

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as capital expenditure is prudent, sustainable and affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

### **Capital Financing Requirement (CFR) (Real and Notional)**

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account. This is termed the Real CFR.

### **Capital Market**

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

### **Capital Programme**

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.



**Certificates of Deposits (CDs)**

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

**Chartered Institute of Public Finance & Accountancy (CIPFA)**

CIPFA is the professional body for people in public finance. As a specialised public services body, they provide information, guidance, and determine accounting standards and reporting standards to be followed by Local Government.

**Collective Investment Scheme Structures**

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

**Commercial Paper**

A relatively low risk, short-term and unsecured promissory note traded on money markets issued by companies or other entities to finance their short-term cash requirements.

**Corporate Bonds**

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

**Counterparty**

One of the parties involved in a financial transaction with whom the Council may place investments.

**Counterparty / Credit Risk**

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

**Credit Criteria**

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

**Credit Default Swaps**

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

**Credit Rating**

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short-

term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as “Highest Credit quality” and indicates the strongest capacity for timely payment of financial commitments.

### **Debt Management Account Deposit Facility (DMADF)**

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government’s investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

### **Debt Restructuring**

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

### **Diversification of Investments**

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

### **Duration (Maturity)**

The length of time between the issue of a security and the date on which it becomes payable.

### **External Borrowing**

Money borrowed from outside of the Council.

### **Financial Instrument**

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

### **Fitch Credit Ratings**

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

### **Fixed Rate**

An interest rate that does not change over the life of a loan or other form of credit.

### **Floating Rate Notes**

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

### **Four Clauses of Treasury Management**

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMP's.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMP's and CIPFA's Standard of Professional Practice on Treasury Management.

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

#### **Fraud / Error Risk**

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

#### **Gearing Ratio**

A measure of the level of external long and short term borrowing undertaken by the Council compared to the value of assets held.

#### **Housing Revenue Account (HRA)**

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

#### **Interest Rate Risk**

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

**Internal Borrowing**

Money borrowed from within the Council, sourced from temporary internal cash balances.

**Investments**

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

**Lender Option Borrower Option Loans (LOBOs)**

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

**Liquidity**

The ability of the Council to meet its financial obligations as they fall due.

**Market Loans**

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

**Minimum Revenue Provision (MRP)**

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

**Money Market**

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

**Money Market Funds**

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a constant Net Asset Value (NAV) are those where any sum invested is likely to be the same on maturity. Funds with a variable Net Asset Value (NAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

**Net Asset Value (NAV)**

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

**Net Worth**

The value of the Council's reserves, measured by deducting total liabilities from total assets.

**Pooling**

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the of relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

**Prudential Code for Capital Finance**

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

**Public Works Loans Board (PWLB)**

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

**Refinancing Risk**

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

**Regulatory Risk**

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

**Security**

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

**Sovereign Credit Ratings**

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

**Sterling**

The monetary unit of the United Kingdom (the British pound).

**Term Deposits**

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

**Treasury Management**

Treasury management activities are the management of an organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

**Treasury Bills**

Debt securities issued by a government with a short-term maturity of up to 6 months.

**UK Government Gilts**

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

**Variable Rate**

An interest rate that changes in line with market rates.

**Working Capital Ratio**

A measure of the Council's liquidity and whether current assets are sufficient to cover current liabilities.

**Yield**

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

**Approved list of Counterparties (Authorised to accept sterling deposits in the UK) (@ 31/12/15)**

	£	Duration
<b>Australia</b>		
Australia and New Zealand Banking Group	12m	2 years
Commonwealth Bank of Australia	12m	2 years
National Australia Bank	12m	2 years
<b>Canada</b>		
Canadian Imperial Bank of Commerce	12m	2 years
Toronto Dominion Bank	12m	2 years
<b>France</b>		
Credit Industriel et Commercial	10m	1 year
Societe Generale	10m	1 year
<b>Germany</b>		
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	12m	2 years
<b>Netherlands</b>		
Cooperatieve Centrale Raiffeisen Boerenleenbank (Rabobank Nederland)	12m	2 years
<b>Singapore</b>		
DBS Bank	12m	2 years
Oversea Chinese Banking Corporation	12m	2 years
United Overseas Bank	12m	2 years
<b>Sweden</b>		
Skandinaviska Enskilda Banken	10m	1 year
Svenska Handelsbanken	12m	2 years
<b>Switzerland</b>		
UBS AG	10m	1 Year
<b>U.K</b>		
Barclays Bank	10m	1 Year
Close Brothers	10m	1 Year
Goldman Sachs International Bank	10m	1 Year
HSBC Bank plc	12m	2 years
Santander UK plc	10m	1 Year
Standard Chartered Bank	10m	1 Year
Bank of Scotland	10m	1 Year
Lloyds Bank	10m	1 Year
Royal Bank of Scotland	15m	2 Years
Coventry BS	10m	1 Year
Nationwide BS	10m	1 Year
Local Authorities	15m	2 Years
Debt Management Agency Deposit Facility	n/a	6 Months
<b>Money Market Funds</b>		
BlackRock ICS Sterling Fund	12m	Instant Access
Deutsche Managed Sterling Fund	12m	Instant Access
Fidelity GBP ICF	12m	Instant Access
Goldman Sachs Sterling Reserves Fund	12m	Instant Access
Insight Sterling Liquidity Fund	12m	Instant Access
LGIM Sterling Liquidity Fund	12m	Instant Access
Northern trust sterling Government Liquidity Fund	12m	Instant Access
Royal Bank of Scotland Global Treasury Fund	12m	Instant Access
SLI Sterling Liquidity	12m	Instant Access

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